

UDC 331

## **MEDIATION OF EMOTIONAL INTELLIGENCE ON SELF-EFFICACY, ORGANIZATIONAL CULTURE AND RESPONSIVENESS**

**Suhada Bambang, Suharto, Lubis Dharmawan**

Postgraduate Program, Faculty of Economics, Universitas Muhammadiyah Metro, Indonesia

### **ABSTRACT**

This study utilized self-efficacy variables, organizational culture, emotional intelligence, and responsiveness. The purpose of this research is to determine the structural model of each variable as an endogenous variable and exogenous variable. Data used in this research is primary data collected by explanatory survey method and sampling technique in the form of accidental sampling up to 150 respondents. The respondents are a patient family of Metro City Blood Transfusion Unit (*Unit Transfusi Darah Kota Metro*). Measurements were made using a Likert-scale questionnaire. Instrument testing includes validity test and reliability test, while test requirement analysis used Lilifores normality test, homogeneity, linearity, and regression significance. The tool used as a measurement of Structural Equation Modeling using Linear Structural Relationship program. Based on the research findings it was found that self-efficacy has a direct positive effect on emotional intelligence, organizational culture has a positive direct effect on emotional intelligence, self-efficacy has no effect on responsiveness, organizational culture has a positive direct effect on responsiveness, and emotional intelligence has a direct positive effect on responsiveness.

### **KEY WORDS**

Self-efficacy, organizational culture, emotional intelligence, responsiveness.

Quality health services are health services capable of satisfying every service user in accordance with the level of satisfaction of the average population and its implementation in accordance with codes of ethics and standard services (Angelova, 2011). Two important elements in efforts to improve health services are the level of patient satisfaction as a service user and compliance with service procedure standards.

There are two parties involved in the process of service delivery, ie service providers and consumers. The consumer is a society that benefits from service provider organization or officer activity (Shih, et al., 2015). It means that the improvement of the service quality is not only from the point of view of the organization but from the point of view of the patient or the patient's family as well. The organization must acknowledge the wishes and needs of the patient's family, therefore the service quality provided should be really considered.

Increased service quality will affect patient satisfaction, in addition, patient loyalty will be created (Franceschini, et al., 2010). To achieve competitive advantage, the organization should pay attention not only to current customers needs but also future needs. Therefore, it is necessary for an organization to anticipate by innovating and developing closeness with customers. Therefore customer needs can be fulfilled in accordance with what is expected and increase satisfaction with services provided.

Self-efficacy is defined as one's belief in their ability to perform a task and is an important part of self-control (Schermerhorn, et al., 2011, in Wibowo, 2013). Cherian & Jacob (2013), Mathisen & Bronnick (2009) correlated Self-efficacy with confidence, competence, and ability (trust, competence, and ability). People with high self-efficacy are convinced that they have the necessary skills to do a particular job, that they are capable of the effort required, and no outside factor will deter them from achieving the desired level of performance.

Someone with low self-efficacy believes that no matter their effort, they can not manage their environment well enough to succeed (Cerino, 2014; Branch, 2014). Self-efficacy is a concept derived from "Social Cognitive Theory". The term "social" implies that human thought and activity begin with what is learned in society, while the term "cognitive"

implies that there is an influential contribution of cognitive processes to human motivation, attitudes, and behavior (Kurjono, 2010; Al-Adwan, 2016).

Member's knowledge and behaviors within an organization are driven by the environment, and constantly experience thought process regarding the information received. Key values, beliefs, and understandings formed by and for members of the organization are integral components that can not be separated. These values are referred to as the culture and are the embodiment of the behavior of actors in the organization. Organizational culture refers to a system shared by organizational members that distinguish the organization from others (Bateman & Scott A, 2014; Owoyemi & Ekwoaba, 2014).

There is a need for organizational culture in organizational understanding as organizational culture studies typical behavior as the identity of the organization to develop the organizer's performance in achieving desired goals (Wibowo, 2013). Organizational culture determines the cultural values and norms that are good at assisting employees in the organization as well grouping employee behavior (Adewale & Anthoni, 2013; Awadh & Saad, 2013). These values and norms will affect organizations performance level as well as groups and individuals within the organization.

Emotional intelligence is a collection of skills, abilities and non-cognitive competition that affects a person's ability to succeed in the face of environmental demands and pressures (Modassir & Singh, 2008; Kasapi & Mihiotis, 2014). Emotional intelligence is a person's ability to detect and manage emotional instructions and information.

According to Robbins (2010, in Wibowo, 2013) and Dessler (2011), Emotional intelligence is a collection of skills, abilities and non-cognitive competition that affects a person's ability to succeed in the face of environmental demands and pressures. Emotional intelligence as a person's ability to detect and manage emotional instructions and information (Adeyemo, 2015; Dharmanegara & Pradesa, 2015; Modassir & Singh, (2008) to motivate oneself and to survive frustration, control impulses, and not to exaggerate pleasure, to set moods, and to keep stress loads from crippling thought process, to empathize and to pray (Putra & Surya, 2016; Setyaningrum & Sari, 2009).

According to Al-Saree & Alshurman (2015), emotional intelligence is indispensable for success in work and produces outstanding performance in work because emotional intelligence determines how well a person uses their skills, including intellectual skills.

Service quality is a method to accurately measure level of service offered by an organization or service provider. Whether they can meet service standard according to customer's expectation or not (Agyapong, 2011). Service quality improvement is conducted by understanding and treating front-line employees appropriately because employees who have contact with customers are key sources for service organizations (Daneshfard, et al., 2012). In the event of interaction between the customer and front-line employees, the performance of the organization at that time is fully determined by employee performance. This is caused by employee's performance at will determine whether the consumer will peruse the service again at the next opportunity (Gronroos, 1990, in Amelia et al., 2013).

The comparison between expectations before and after receiving the service is highly dependent on the service quality. According to Zeithaml & Bitner (2003) and Amelia, et al., (2013), service quality is the comparison between expectations before and after receiving services. Parasuraman, et al., (1988), Tjiptono, (2008), and Amelia et al., (2013) explained that there are five basic dimensions related to the service quality namely; 1). Tangibles are physical facilities, equipment, personnel and means of communication, 2). Reliability, is the ability to provide promptly, accurately, and satisfactorily promised services, 3). Responsiveness is the desire of the staff to help the customers and provide services with responsiveness, 4). Assurance is to include the knowledge, skills, courtesy, and credibility of the staff, and free from harm, risk or doubt, and 5). Empathy is the ease in making good communication links, personal attention and understanding the needs of the customers.

According to Angappa, et al., (2006, in Suharto, 2016), responsiveness is a policy to assist and provide responsive and appropriate services to consumers, with clear information delivery. This responsiveness is one of the five dimensions commonly used in the measurement of service quality.

In service level agreements, responsiveness is one part of a mutually enforceable legal contract within a matrix used to measure supplier performance and compliance with service standards. The matrix includes; availability, reliability, responsiveness, and user satisfaction (Ahmed & Rahman, 2015). Service level agreements create customer value by reducing the uncertainty of the services to be delivered, the standards, and the costs. Appropriate service level agreements will clarify the limits and roles of customers and suppliers. Thus each knows his or her responsibilities.

Self-efficacy is a common trait possessed by each individual. Self-efficacy is very influential on a person. Someone will succeed if they possess high confidence to perform a task. On the other hand, a dangerous complication involved someone became satisfied with what they achieved (Wang & Shieh, 2006). If someone has been able to convince themselves then that person can control or control themselves in using his feelings. From these arguments, it can be concluded that self-efficacy has a significant direct effect on emotional intelligence. These findings are consistent with research conducted by Kurjono (2010) that self-efficacy has a direct positive effect on emotional intelligence.

Organizational culture is the character of an organization, values and norms that are very influential as a means of control and guide them within the organization addressed through work attitude, values adopted (such as honesty, justice), and compliance with regulations in the continuity of achievement of organizational goals (Somad, 2013). Achieving an organizational goal requires a person capable to control their emotions facing patient families who refuses to queue. From these arguments, it can be concluded that organizational culture has a direct positive effect on emotional intelligence.

Self-efficacy is a person's beliefs about their ability or competence to perform a given task. A person with high self-efficacy believes that they possess the capability necessary to perform certain tasks and no external factors can prevent them from achieving desired performance level. With a strong self-belief, someone will display more spirit during service. It can be concluded that self-efficacy has a direct positive effect on responsiveness.

Organizational culture is a typical behavior which identifies an organization that develops organizers performance in achieving desired goals (Wibowo, 2011). Characteristics of an organization, values, and norms are very influential as a means of control and guide the organization exhibited through work attitude, values adopted (such as honesty, justice), and compliance with regulations in the continuity of achieving organizational goals (Razak, 2015). With the value and norm in the organization then someone will know how to behave in providing the best service and in accordance with applicable rules. It can be concluded that organizational culture has a direct positive effect on responsiveness. The theory is confirmed by Dehghan (2006) that organizational culture is a mixture of values of beliefs and norms defined as patterns of behavior within an organization.

Emotional intelligence is a set of abilities, skills and non-cognitive competition that affects a person's ability to succeed in the face of environmental demands and pressures. So they will do their job in order to serve the patient's family as well as to provide services by providing clear information, speed in service and responding to customer complaints (Zeithaml, et al., 2013; Smith, 2009).). It can be concluded that emotional intelligence directly affects positively to the responsiveness. Ioannidou (2008) states that emotional intelligence is a set of personal, emotional and social abilities that affect a person's ability to succeed in overcoming environmental demands and pressures.

## **METHODS OF RESEARCH**

This research utilized quantitative approach with survey method. The constellation of research defined self-efficacy as an exogenous variable, organizational culture as exogenous variables, emotional intelligence as an endogenous variable, and responsiveness as an endogenous variable.

The target population is the entire family of patients at the Indonesian Red Cross Blood Transfusion Unit (*Unit Trasfusi Darah Palang Merah Indonesia*) at an unknown number in Metro City. The sample used is 150 respondents. Sampling technique using Accidental

Sampling technique is a sampling technique which is conducted on occurrence when respondents are waiting for service at the research location.

The instruments used in this study are multiple choice with five alternative choices and using the Likert scale model for self-efficacy variables, organizational culture, emotional intelligence, and responsiveness. The instrument preparation steps include developing dimensions and indicators, preparing instruments, testing validity and reliability, instrument revision, finalization, and data collection (Dachlan, 2014).

In relation to the issues previously mentioned, it will be analyzed based on the data obtained by using the following analytical requirements; Instrument testing uses validity and reliability test. Test requirements analysis using Lilliefors normality test, homogeneity of variance, linearity and regression significance. The model uses Structural Equation Modeling for structural equation model Hair, et al. (2010).

## RESULTS OF STUDY

Prior to data analysis, requirements analysis was conducted. It is described Table 1.

Table 1 – Summary of Test Requirements of the Normality

No.	Error Estimated Regression	L <sub>value</sub>	L <sub>table</sub>	Decision	Conclusion
1	Y <sub>1</sub> on X <sub>1</sub>	0,064	0,072	H <sub>0</sub> Acceptable	Normal
2	Y <sub>1</sub> on X <sub>2</sub>	0,066	0,072	H <sub>0</sub> Acceptable	Normal
3	Y <sub>2</sub> on X <sub>1</sub>	0,174	0,072	H <sub>0</sub> Unacceptable	Unnormal
4	Y <sub>2</sub> on X <sub>2</sub>	0,132	0,072	H <sub>0</sub> Unacceptable	Unnormal
5	Y <sub>2</sub> on Y <sub>1</sub>	0,084	0,072	H <sub>0</sub> Unacceptable	Unnormal

*Homogeneity Analysis Requirement Test.* The results of this test are used to determine the relationship between variables, with the requirement that each variable must have a homogeneous relationship.

Table 2 – Summary of Test Requirements of the Homogeneity

No.	Variable	$\alpha = 0.05$		Conclusion
		X <sup>2</sup> <sub>value</sub>	X <sup>2</sup> <sub>table ; (dk)</sub>	
1	Y <sub>1</sub> on X <sub>1</sub>	31,139	142,138; (116)	Homogenous
2	Y <sub>1</sub> on X <sub>2</sub>	57,053	137,701; (112)	Homogenous
3	Y <sub>2</sub> on X <sub>1</sub>	50,336	142,138; (116)	Homogenous
4	Y <sub>2</sub> on X <sub>2</sub>	74,793	136,591; (111)	Homogenous
5	Y <sub>2</sub> on Y <sub>1</sub>	52,463	142,138; (116)	Homogenous

*Analysis of Linearity and Regression Significance Requirement Test.* The results of this test are used to determine the relationship between variables, with the requirement that each variable must have a linear relationship and regression significance.

Table 3 – Summary of Test of Requirements and Significance Linearity Regression

No.	Variable	$\alpha = 0,1$			Linearity Regression
		F <sub>value</sub> (TC)	F <sub>value</sub> (a/b)	F <sub>table</sub>	
1	Y <sub>1</sub> on X <sub>1</sub>	0,17	71,15	2,12	Linearity and Significant
2	Y <sub>1</sub> on X <sub>2</sub>	0,13	49,73	2,12	Linearity and Significant
3	Y <sub>2</sub> on X <sub>1</sub>	0,16	39,70	2,12	Linearity and Significant
4	Y <sub>2</sub> on X <sub>2</sub>	-0,15	57,51	2,12	Linearity and Significant
5	Y <sub>2</sub> on Y <sub>1</sub>	0,15	88,59	2,12	Linearity and Significant

*Result of Path Coefficient Calculation (t<sub>value</sub>).* After the analysis test was conducted, the next step is to calculate and test each path coefficient as presented in Table 4.

Table 4 – Results of the Path Coefficients Summary

No.	Variable	Path Coefficients ( $\rho$ )		Decision	Conclusion
		SLF*	t <sub>value</sub>		
1	Y <sub>1</sub> on X <sub>1</sub>	0,52	5,25	H <sub>0</sub> Unacceptable	Significant
2	Y <sub>1</sub> on X <sub>2</sub>	0,25	2,67	H <sub>0</sub> Unacceptable	Significant
3	Y <sub>2</sub> on X <sub>1</sub>	0,04	0,32	H <sub>0</sub> Acceptable	Insignificant
4	Y <sub>2</sub> on X <sub>2</sub>	0,45	3,82	H <sub>0</sub> Unacceptable	Significant
5	Y <sub>2</sub> on Y <sub>1</sub>	0,36	3,69	H <sub>0</sub> Unacceptable	Significant

\* Standardized Loading Factor

**Path Coefficient Sub-structure 1.** The model of the path coefficient sub-structure 1 analysis is expressed in the form of equations:  $Y_1 = \beta_{31}X_1 + \beta_{32}X_2 + \varepsilon_1$ . This test will provide decision-making test hypotheses 1, and 2.

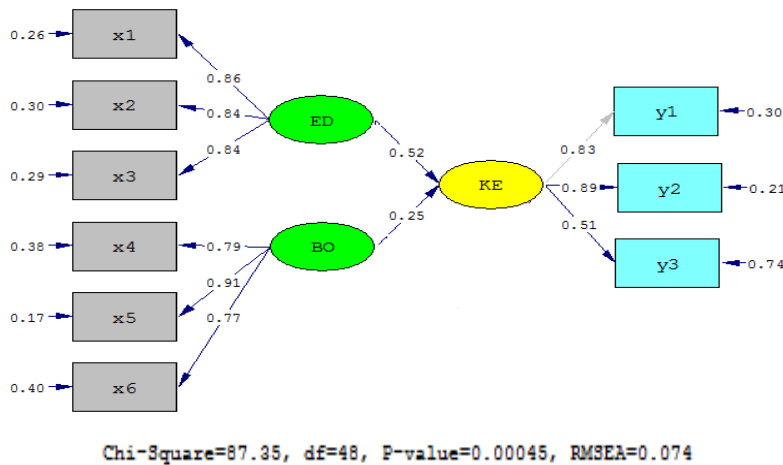


Figure 1 – Path Coefficient Substructure 2

Based on sub-structural test 1, path coefficient ( $\beta_{31}$ ) was equal to 0.52 and  $t_{value} = 5.25 > t_{table} (0.05: 150) = 1.97$  therefore  $H_0$  is rejected and path coefficient  $\beta_{31}$  is significant. This means that self-efficacy has a direct positive effect on emotional intelligence. The path coefficient ( $\beta_{32}$ ) is 0.25 and  $t_{value} = 2.67 > t_{table} (0.05: 150) = 1.97$  then  $H_0$  is rejected and the path coefficient ( $\beta_{32}$ ) is significant. This means that organizational culture has a direct positive effect on emotional intelligence.

**Path Coefficient Sub-Structure 2.** The model of the path coefficient sub-structure 1 analysis is expressed in the form of equations:  $Y_2 = \beta_{41}X_1 + \beta_{42}X_2 + \beta_{43}Y_2 + \varepsilon_2$ . This test will provide decision-making test hypotheses 3, 4, and 5.

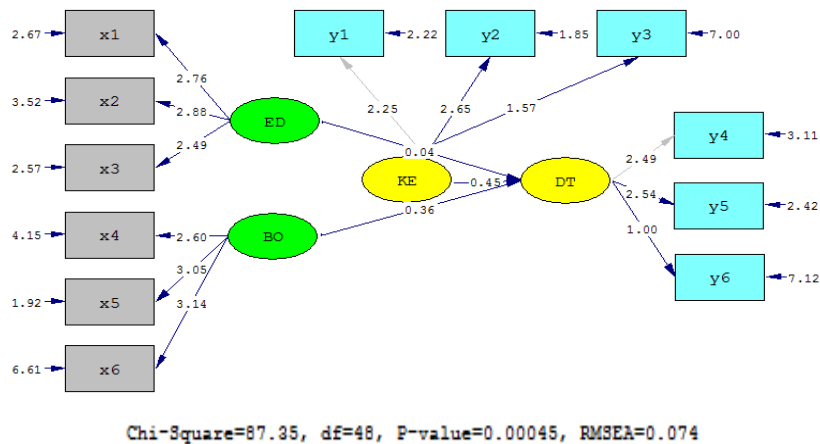


Figure 2 – Path Coefficient Sub-Structure 2

Based on sub-structure 2 testing, the path coefficient ( $\beta_{41}$ ) is 0.04 and  $t_{\text{value}} = 0.32 > t_{\text{table}} (0.05: 150) = 1.97$  then  $H_0$  is accepted therefore path coefficient ( $\beta_{41}$ ) is not significant. This indicates self-efficacy has no direct effect on responsiveness. The path coefficient ( $\beta_{42}$ ) is 0.45 and  $t_{\text{value}} = 3.82 > t_{\text{table}} (0.05: 150) = 1.97$  then  $H_0$  is rejected therefore path coefficient ( $\beta_{42}$ ) is significant. This indicates organizational culture has a direct positive effect on responsiveness. The path coefficient ( $\beta_{43}$ ) is 0.36 and  $t_{\text{value}} = 3.69 > t_{\text{table}} (0.05: 150) = 1.97$  then  $H_0$  is therefore path coefficient ( $\beta_{43}$ ) is significant. This indicates emotional intelligence has a direct positive effect on responsiveness.

Based on the calculation of path coefficient and t-value for hypothesis testing purposes, it exhibits five path coefficients are  $> 0.05$  and t-value  $> 1.97$ , therefore  $H_0$  is rejected and four paths are significant.

The overall standardized solution path diagram in each variable through the Linear Structural Relationship program is described in Figure 3.

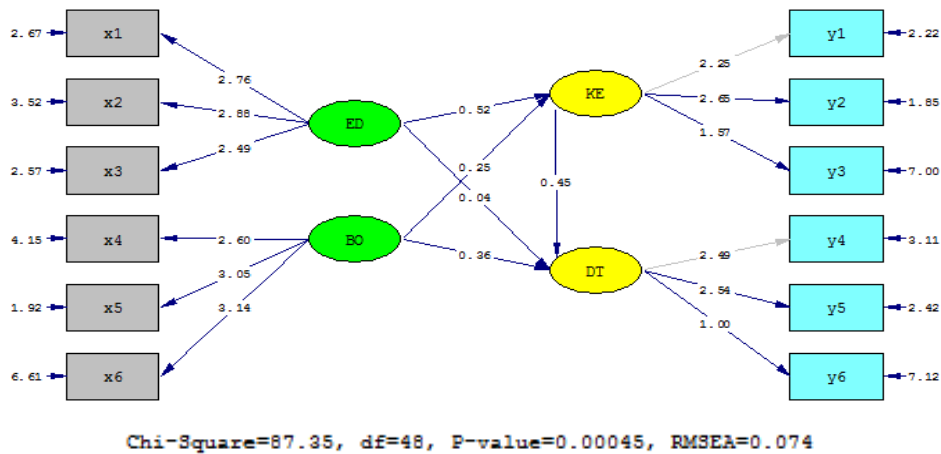


Figure 3 – Path Standardized Solution Diagram

Based on Figure 3, Path standardized solution diagram, in addition to direct influence (direct), there is also a total and indirect effect between exogenous variables (X) and endogenous variables (Y). Based on the linear output of structural relationship about the standardized total effect exhibits: (1) the total effect of self-efficacy variable  $X_1$  and organizational culture ( $X_2$ ) and emotional intelligence ( $Y_1$ ) on the responsiveness ( $Y_2$ ) directly (direct effect) of each variable, because it is not mediated by other variables (intervening variable), (2) the total effect of self-efficacy variable ( $X_1$ ) and organizational culture ( $X_2$ ) to ( $Y_1$ ) is the same as the sum of the direct effects of each variable, since it is not mediated by the intervening variable, (3) the indirect effect of the self-efficacy variable ( $X_1$ ) on the responsiveness ( $Y_2$ ) of  $0.52 \times 0.45 = 0.234$ , due to variable (intervening variable) such as emotional intelligence ( $Y_1$ ) equal to 0.45. Whereas total influence is equal to  $0.04 + 0.234 = 0.274$ , and (4) indirect effect the organizational culture variable ( $X_2$ ) to the responsiveness ( $Y_2$ ) is  $0.5 \times 0.45 = 0.113$  due to intervening variable such as emotional intelligence ( $Y_1$ ) equal to 0.45, while its total influence is  $0.36 + 0.113 = 0.473$ .

Description of exogenous variables effect (X) on the endogenous variable (Y) above exhibits variables  $X_1$  and  $X_2$  have a significant effect on  $Y_2$  because of the intervening (mediation)  $Y_1$  variable has a greater influence value compared with the non-mediated variables by another variable. In other words, self-efficacy, organizational culture and emotional intelligence affect responsiveness. It has a greater influence value compared to only one variable (X) that affects responsiveness. It also occurs in emotional intelligence variables, that the self-efficacy and organizational culture affect emotional intelligence. It has a greater influence value compared to only one variable (X) that affects emotional intelligence.

## DISCUSSION OF RESULTS

*Self-Efficacy Direct Positive Influence To Emotional Intelligence.* Research result exhibits self-efficacy has a direct positive effect on emotional intelligence. This suggests that if an employee or officer believes in his or her ability to perform a task, achieves goals, and overcomes whatever barriers it faces, emotional intelligence involves the ability to monitor and control the feelings of self and others and use those feelings to motivate yourself, to control impulse, and increase empathy.

These findings are consistent with research conducted by Kurjono (2010) that self-efficacy has a positive effect on emotional intelligence.

*Organizational Culture Direct positive influence to Emotional Intelligence.* Research result exhibits organizational culture has a direct positive effect on emotional intelligence. This suggests that if the characters of an organization, values and norms are influential as a means of control and guiding members within an organization displayed through work attitudes, shared values (such as honesty, fairness), and regulatory compliance, emotional intelligence which involves the ability to monitor and control self and others feelings and use those feelings to motivate oneself, control impulses, and increase empathy.

Research result is in line with Leidner & Kayworth (2013, in Darodjat, 2015), that organizational culture is formed by taking into account the aspects that become positive values for the achievement of organizational goals sustainability. The more people in the organization that hold the established culture, the culture will become stronger and vice versa.

*Self-Efficacy Has No Direct Effect on Responsiveness.* Research result exhibits self-efficacy has no significant effect on the responsiveness. This indicates that if the task is to overcome obstacles and objective changes, it will not affect employees' capability in providing clear information, service speed, and responding to consumer complaints. Employees will continue to serve the patient's family well and maximally in accordance with what is expected.

*Organizational Culture Direct Positive Influence to Responsiveness.* Research result indicates that organizational culture has a direct positive influence on responsiveness. This suggests that if an organization or institution has its own characteristics, such as work attitudes, shared values and employee compliance with existing regulations, then responsiveness is included in the key dimensions of service quality, which is staff or employees willingness to provide clear information, service speed and responding to consumer complaints in accordance with expectation would increase.

These findings are in line with research conducted by Somad (2013) that organizational culture has a positive and significant impact on service quality.

*Emotional Intelligence Direct Positive Influence to Responsiveness.* Research result exhibits that emotional intelligence has a significant influence directly to the responsiveness. This suggests that if a form of emotional intelligence involves the ability to monitor and control self and others feelings and use those feelings to motivate oneself, control impulse, and empathize. The responsiveness is a willingness to provide clear information, service speed, and responding to customer complaints from patients' family which is needed to improve service quality.

By improving emotional intelligence, the responsiveness will also increase and vice versa. The influence is the magnitude of the coefficient of emotional intelligence contribution to the responsiveness. It is in line with Sailan's research (2016), emotional intelligence can be improved by changing the destructive beliefs and replacing them with constructive beliefs. The key to achieving success is to realize self-limitations and know how to handle it.

## CONCLUSION AND SUGGESTIONS

Based on data collection and performed tests, this research conclusion is described as follows:

Self-efficacy has a direct positive effect on emotional intelligence. If the ability to perform the task, competence and can overcome the obstacles faced then the skills possessed will grow better. This means that if the self-efficacy is improved, employees' emotional intelligence, skills, non-cognitive competence, and capability in facing environmental demands and pressure in service delivery will improve.

Organizational culture has a direct positive effect on emotional intelligence. If the work attitude and obedience to the regulation is improved then the employee can control the impulse and empathy in service the patient's family. This means that if the organizational culture is improved, thus emotional intelligence and the mastery of emotional clues in service delivery will improve.

Organizational culture has a direct positive effect on responsiveness. If the work attitude, the values adopted, such as honesty, fairness, and compliance with the rules improved, service speed, and responding to consumer complaints will improve. It means that if the organizational culture is improved by employees, then responsiveness of employees in service delivery will be improved as well.

Emotional intelligence has a direct positive effect on responsiveness. If the skills possessed, controlling impulse and empathy are improved then in providing information, service speed, and responding to consumer complaints will improve. This means that if emotional intelligence is improved, it would directly improve employees' responsiveness in service delivery.

Based on conclusion described above, the researchers can provide the following suggestions:

Increasing self-efficacy on emotional intelligence, is one effort that must be done to increase employee confidence about their ability or competence to perform their job and overcome obstacles in accordance with expectations.

Increasing organizational culture to emotional intelligence. An organization must continue to improve in order to develop. Organizational culture is necessary for the members to develop self-control, to behave in accordance with the values adopted, and adhere to existing regulations in accordance with applicable regulations.

Increased self-efficacy of responsiveness needs to be instilled continuously to employees. Because in every human being there is an extraordinary competence that can be developed and possessed. In developing mentioned competence requires strong impulse. By doing so it will increase confidence and competence in providing services to consumers or family patients.

Improvement of organizational culture to responsiveness required improvement. Organizational culture is needed in the understanding of an organization. Because organizational culture studies about a typical behavior as an identity such as work attitude, shared values, and applicable rules of the organization to improve employee responsiveness in providing clear information, the speed of employees in service and responding to complaints from patient's family expectations.

Increased emotional intelligence on responsiveness should be instilled continuously in employees. Employees can control themselves by managing positive and negative emotional forms in improving skills, controlling impulses and empathy that can affect performance in the context of service delivery to consumers.

## REFERENCES

1. Adewale, Osibanjo Omotayo & Adeniji Adenike Anthoni. (2013). Impact of Organizational Culture on Human Resource Practices: A Study of Selected Nigerian Private Universities. *Journal of Competitiveness*. Vol. 5, Issue 4, pp. 115-133, December ISSN 1804-171X (Print), ISSN 1804-1728 (On-line), DOI: 10.7441/joc.2013.04.07.
2. Adeyemo, D. A. (2015). Organizational Climate, Leadership Style And Emotional Intelligence As Predictors Of Quality Of Work Life Among Bank Workers In Ibadan, Nigeria. Department of Guidance and Counselling, Faculty of Education, University of



- Ibadan, Nigeria. *European Scientific Journal*. February, edition vol.11, No.4 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431.
3. Agyapong, Gloria K.Q. (2011). The Effect of Service Quality on Customer Satisfaction in the Utility Industry – A Case of Vodafone (Ghana). Department of Management Studies, School of Business, University of Cape coast Cape Coast, Ghana *International Journal of Business and Management*. Vol. 6. No. 5; May.
  4. Ahmed, Selim & Md. Habibur Rahman. (2015). Türkiye İslam İktisadı Dergisi, Cilt 2, Sayı 1, Şubat, Ss. 17-30 *Turkish Journal Of Islamic Economics*, Vol. 2, No. 1, February, Pp. 17-30 E-ISSN: 2148-3809. The Effects Of Marketing Mix On Consumer Satisfaction: A Literature Review From Islamic Perspectives.
  5. Al-Adwan, Fatima Eid Zaid. (2016). Emotional Intelligence Skills and Self-efficacy Levels: Physical Education Teachers' Perspective. *European Scientific Journal*. April, Edition Vol.12. No.10.
  6. Al-Saree, Ihsan Igdifan Ali & Wael Mohammad Alshurman. (2015). Emotional Intelligence And Its Relationship With Psychological Loneliness Among Parents Of Children With Autism Spectrum Disorder. Faculty of Educational Sciences, Al al-Bayt University, Mafraq, Jordan. *European Scientific Journal*. November, edition Vol.11, No. 32, ISSN: 1857 – 7881 ISSN 1857- 7431.
  7. Amelia, Tri Utami, Hadi Ismanto, & Yuni Lestari. (2013). Pengaruh Kualias Pelayanan Terhadap Kepuasan Pasien (Studi Kasus Pasien Rawat Jalan di Unit Gawat Darurat Rumah Sakit Bhayangkara Pusat Pendidikan Brigade Mobile Watukosek). *JKMP ISSN.2338-445X*. Vol. 1 No.1 Maret.
  8. Angappa, G., Kee-hung Lai, Edwin Cheng,TC. (2006), Responsive Supply Chain: A Strategy in a Network Economy. *Journal Science Direct*. Vol. 36, pp. 549-564.
  9. Angelova, Biljana. (2011). Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model). *International Journal of Academic Research in Business and Social Sciences* October. Vol. 1, No. 3 ISSN: 2222-6990.
  10. Awadh, Alharbi Mohammad & Alyahya Mohammed Saad. (2013). Impact of Organizational Culture on Employee Performance. *International Review of Management and Business Research*. University Technology Malaysia International Business School, Malaysia. University Utara Malaysia College of Business Malaysia. ISSN: 2306-9007. Vol. 2 Issue.1.
  11. Bateman, Connie R. (2015). *Journal Of Organizational Culture, Communications And Conflict*. University of North Dakota Volume 19, Number 1 Print ISSN: 1544-0508 Online ISSN: 1939-4691.
  12. Bateman, Thomas S., Snell Scott A., (2014). *Manajemen: Kepemimpinan dan Kolaborasi dalam Dunia yang Kompetitif*, Alih Bahasa Chriswan Sungkono dan Ali Akbar Yulianto. Jakarta: Salemba Empat.
  13. Branch, Sari. (2014). Effectiveness Of Behavioral Assertiveness Skills Training In Social Anxiety And Social Self-Efficacy Of Adolescents Ommolbanin Baghernejad. 1- MA of Clinical Psychology, Islamic Azad University, Mazandaran, Iran. *International Journal of Psychology and Behavioral Research*. Special Issue Vol 1(1), 171-179. Available online at <http://www.ljpbjjournal.com>. ISSN 2322-4002. Victor Quest Publications.
  14. Cerino, Eric S. (2014). Relationships Between Academic Motivation, Self-Efficacy, And Academic Procrastination. Eastern Connecticut State University Copyright 2014 By Psi Chi, The International Honor Society In Psychology VOL. 19, NO. 4/ISSN 2164-8204.
  15. Cherian, While Jacob & Jolly Jacob. (2013). Impact of Self Efficacy on Motivation and Performance of Employees. *International Journal of Business and Management*; Vol. 8, No. 14; ISSN 1833-3850 E-ISSN 1833-8119 Published by Canadian Center of Science and Education 80.
  16. Dachlan, Usman. (2014). *Panduan Lengkap Structural Equation Model*. Semarang: Lentera Ilmu.
  17. Daneshfard, Caramollah, Ekvaniyan, Kokab Elsadat. (2012). Organizational Commitment and Job Satisfaction in Islamic Azad University. *Journal of Contemporary Research in Business*. Vol. 3:9.

18. Darodjat, Achmad Tubagus. (2015). Pentingnya Budaya Kerja Tinggi dan Kuat Absolute. Bandung: PT Refika Aditama.
19. Dehghan, A. 2006. Relationship between Service Quality and Customer Satisfaction. Thesis, Luella University of Technology.
20. Dessler, Gary. (2011). Manajemen Sumber Daya Manusia. Jakarta: Penerbit Indeks.
21. Dharmanegara, Ida Bagus Agung, & Hafid Aditya Pradesa. (2015). The Influence of Self-Efficacy and Emotional Intelligence toward Caring Behavior among Nurses in Public Hospital Denpasar Bali. 1 (Faculty Of Economic, Warmadewa University, Denpasar – Bali, Indonesia ) 2 (Widya Gama Lumajang School of Economic, Lumajang, Indonesia). IOSR Journal of Nursing and Health Science (IOSR-JNHS) e-ISSN: 2320–1959.p- ISSN: 2320–1940 Volume 4, Issue 2 Ver. III (Mar.-Apr. 2015), PP 09-15www. losr journals. Org DOI: 10.9790/ 1959-04230915. www. losr journals.org 9.
22. Franceschini, Fiorenzo, et al. (2010). Water and Sewage Service Quality: A Proposal of a New Multi-Questionnaire Monitoring Tool. *Water Resour Manage.* 24:3033–3050 DOI 10.1007/s11269-010-9593-0. Published online: 4 February.
23. Gronroos, C. (1990). *Service Management and Marketing: Managing the Moment of Truth in Service Competition.* Massachusetts: Lexington.
24. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E. (2010). *Multivariate Data Analysis: A Global Perspective (7thed.)*. New Jersey: Pearson Education, Inc.
25. Ioannidou F. (2008). *International Journal of Caring Sciences*, 1(3):118–123. Empathy and emotional intelligence: What is it really about?. Konstantikaki V. *International Journal of Caring Sciences*. Sept – Dec. Vol. 1 Issue 3.
26. Kasapi, Z, & A. Mihiotis. (2014). Emotional Intelligence Quotient and Leadership Effectiveness in the Pharmaceutical Industry: A New Template. *International Journal of Business Administration*. ISSN 1923-4007 E-ISSN 1923-4015. Vol. 5. No. 1.
27. Kurjono. (2010). Pengaruh Interaksi Sosial Dan Efikasi Diri Terhadap Kecerdasan Emosional (Survey Pada Mahasiswa Pendidikan Akuntansi UPI).
28. Leidner, D.E., & T. Kayworth. (2013). “Review: A Review of Culture in Information System Research: Toward a Theory of Information Technology Culture Conflict”. Vol. 30, no. 2, pp. 357-399.
29. Mathisen, Gro Ellen & Kolbjorn S. Bronnick. (2009). Creative self-efficacy: An intervention study University of Stavanger, N-4036 Stavanger, Norway. *International Journal of Educational Research*. 48. 21–29.
30. Modassir, Atika & Tripti Singh. (2008). Relationship of Emotional Intelligence with Transformational Leadership and Organizational Citizenship Behavior. Indian Institute of Management, Bangalore. *International Journal of Leadership Studies*. Vol. 4 Iss. 1, pp. 3-21. School of Global Leadership & Entrepreneurship, Regent University ISSN 1554-3145, www.regent.edu/ijls.
31. Owoyemi O. O. & Ekwoaba J.O. (2014). Organisational Culture: A Tool for Management to Control, Motivate and Enhance Employees’ Performance. Department of Industrial Relations and Personnel Management, University of Lagos, Nigeria. *American Journal of Business and Management*. Vol. 3, No. 3, 168-177 DOI: 10.11634/ 216796061403514. ISSN 2167-9606 Print/ ISSN 2167-9614 Online/ World Scholars.
32. Parasuraman, A., V.A. Zeithaml, & L. L. Berry (1988), “SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality”. *Journal of Retailing*. Vol. 64, Spring, pp. 12-40.
33. Putra, Dewa Gede Eka Kresna dan Ida Bagus Ketut Surya. (2016). Pengaruh Kepuasan Gaji Terhadap Turnover Intention Dengan Komitmen Organisasional Sebagai Mediasi Pada Rumah Sakit Umum Premagana. *E-Jurnal Manajemen Unud*, Vol. 5, No.7: 4281-4308 ISSN : 2302-8912.
34. Razak, Adnan. (2015). Pengaruh Kualitas Kehidupan Kerja, Pembelajaran Organisasi Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior (OCB) Di Kementerian Pendidikan Dan Kebudayaan Republik Indonesia. Pascasarjana Universitas Negeri Jakarta.

35. Robbins, P. Stephen. (2010). *Organizational Behaviour*. Tenth Edition. *Perilaku Organisasi Edisi ke Sepuluh*, Alih Bahasa Drs. Benyamin Molan. Jakarta: Salemba Empat.
36. Sailan. (2016). Pengaruh Budaya Organisasi Dan Kecerdasan Emosional Terhadap Kepuasan Kerja Pegawai. *Tanzhim Jurnal Penelitian Manajemen Pendidikan*. ISSN. Vol. 1 No. 2.
37. Schermerhorn, Jr., John R., James G. Hunt, Richard N. Osborn, and Mary Uhl-Bien. (2011). *Organizational Behavior*. New Jersey: John Wiley & Sons, Inc.
38. Setyaningrum, Rina Moestika & Aprillia Yunita Sari. (2011). Pengaruh Asimetri Informasi Dan Ukuran Perusahaan Terhadap Manajemen Laba Pada Perusahaan Food And Beverages Yang Go Public di BEI.. *The Indonesian Accounting Review*. Volume 1, No. 2, July, pages 83 – 96.
39. Shih, Shiau Pei, et al. (2015). The Study of Consumers' Buying Behavior and Consumer Satisfaction in Beverages Industry in Tainan, Taiwan. *Journal of Economics, Business and Management*, Vol. 3, No. 3, Marc.
40. Smith, James. (2009). *Emotional Intelligence and Professional Education The Use of Narrative Journaling*. Washburn University, Kasas, USA. *The International Journal of Learning*. Volume 16, Number 7, ISSN 1447-9494 © Common Ground, James Smith, All Rights Reserved, Permissions: cg-support@commongroundpublishing.com.
41. Somad, Rismi. (2013). Pengaruh Budaya Organisasi Dan Komitmen Organisasional Terhadap Kualitas Pelayanan Pegawai Hotel Berbintang Empat Di Kota Bandung (Survei Terhadap Pegawai Customer Services). *Jurnal Bisis Dan Manajemen*, Vol. 9 No. 3, Mei.
42. Suharto. (2016). Responsiveness, Customer Relationship Management, Confidence And Customer Loyalty. *Social And Economic Sciences Scientific Jurnal. Of PPI-UKM*. ISSN No. 2356-2536. Vol. 3. No. 2.
43. Tjiptono, F. (2008). *Service Management*. Yogyakarta: Penerbit ANDI.
44. Wang, I-Ming & Chich-Jen Shieh. (2006). The Relationship Between Service Quality And Customer Satisfaction: The Example Of CJCUI Library. *Journal of Information & Optimization Sciences*. Vol. 27, No. 1, pp. 193-209.
45. Wibowo. (2011). *Manajemen Kinerja*. Jakarta: PT. Raja Grafindo Persada.
46. Wibowo. (2013). *Perilaku Dalam Organisasi*. Jakarta: PT. Raja Grafindo Persada.
47. Zeithaml & Bitner. (2003). *Service Marketing Integrating Customer Focus Across the Firm*. 3rd edition. Boston: Mc GrowHill/Irwin.
48. Zeithaml, V.A., M.J. Bitner, D.D. Gremler. (2013). *Services Marketing: Integrating Customer Focus Across the Firm 6th ed.* Mc. Graw-Hill. Boston.