

THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN INFLUENCE RELATIONSHIPS BETWEEN INTERPERSONAL COMMUNICATION AND EMOTIONAL INTELLIGENCE TOWARD EMPLOYEE PERFORMANCE

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ABSTRACT

OC is an attitude which reflects the trust of employees to the organization and its also reflects of employees loyalty to the organization that can increase of EP as actual achievements that expected from employees accomplishment, IC is a bridge between people to interact as social beings, EI is a privately support a positive attitude in the management of emotions. The purpose of this study was to understand the effect of ICR (respondents as a communicator), ICT (respondents as a communicant) and EI to EP partially and simultaneously at the same time test the indirect effect of OC as a mediating variable, and understand the difference of EP based on employment status. This research was carried out on employees of a private college in Yogyakarta, which focuses on science communication. This research used census method with 39 permanent employees as sample. Methods of data collection used the questionnaire, in data analyzing using regression by SPSS and path analysis. Striking result shown by the negative direct relationship OC to EP, there is no significant difference in the EP based on employment status, most positive result shown by the indirect effect of the ICR (respondents as a communicator) to the EP with OC as mediating variable. This study further contributes to the study of maintenance and monitoring of employees at a college through the role of IC, EI, OC and EP, so the college management was able to develop a strategy to achieve a competitive advantage in the global competition. The implications and limitations are also discussed at the end of the paper.

Keywords: Interpersonal Communication (respondents as a communicator) (ICR), Interpersonal Communication (respondents as a communicant) (ICT), Emotional Intelligence (EI), Organizational Commitment (OC), Employee Performance (EP)

Introduction

Communication is very important for the life of organization. For organization, communication is the lifeblood of the organization. For employee communication is a means that can meet the needs of employees. According Tubs (2008: 6) cannot be denied that 75 percent of life is spent on communicating and communication used to meet a variety of needs. According to (Wood, 2013: 13) communication requirements included the need to give and receive affection is affectionate, inclusive needs to be part of a particular group and control requirements is the need to influence people or events in life.

Most of the employee's life has been spent in the workplace. Liliweri (1997: 68) said that each employee spent an average of 40 hours per week for work. This indicates that in meeting the needs of employees in the workplace interaction good communication with superiors, colleagues and subordinates, so that known forms of communication that often occurs in the workplace is interpersonal communication, is an important factor in improving performance. For organizations IC is the key driver of activity and coordination within the organization. For employees, this makes the personal communication employees know and understand the job duties, able to work well together and understood the objectives and strategy of the company so that the effect on performance. This is supported by Iswanto (2009) who found that IC positive and significant effect on performance. EI plays an important role in improving performance. For organization, EI encouraged employees to have good emotion to repair and improve its performance. For employees, EI supported the employees to be able to know when and how to express and control emotions in carrying out the activities and demands of the job in the organization. EI is a matter that cannot be underestimated. Goleman (2003: 45) states that EI is as effective as intellectual, and sometimes more powerful than intellectual, it is confirmed that the intelligence quotient contributes only 20 percent to the success of one is the other 80 percent is determined by other factors, then it cannot be denied if the role of EI is very important and can influence employee performance. This is according to research conducted by Mulyadi (2012) found a positive effect on the performance of the employee's EI. OC is an important element that affects performance. For organizations, OC is a belt that showed the confidence and strong support from an employee, so that employee's will be more put the interests of the organization. For employees, committed to the organization make employees more productive so the OC has an influence on EP. This is according to research conducted Folorunso (2014) who found the positive influence of OC to EP.

Performance is an important indicator of the organization success. According to Dessler (2006: 87) is a measure of the attainment of performance standards established organization. For the performance of the organization is able to provide accurate information related to the successes and shortcomings of the organization through the work of employees so that the organization will be easier to make improvements or development strategies in order to face competition competitive and maintain the viability of the organization. For employees, the performance is a measure of their performance so that they are aware of the benefits and drawbacks.

Human resources is important asset in the organization. For an organization of human resources is the life for the survival and success of the organization, the absolute acknowledged that the most difficult and even humans are not easily replicated so that the main challenges for the organization in the present and the future is to prepare qualified human resources. The world of education is the spearhead in preparing qualified human resources (Kelana, 2009: 59). According to the Law on National Education System (2012: 3) Education is a conscious and deliberate effort to create an atmosphere of learning and the learning process so that learners are actively developing the potential for him to have the spiritual power of religion, self-control, personality, intelligence, noble character, and skills needed him, society, nation, and state.

According to Big Indonesian Dictionary (2008: 377) College is an institution of higher education that organizes vocational education in one branch or part of the branches of science, technology, and / or more specific art addressed to specialized expertise. Approximately 3 years. Yogyakarta is a city that filled with university and do not be surprised if this area has many colleges too. According to data of private university coordinator in region V, Yogyakarta has 107 active private universities, (Anonymous, 2015) one of college is focuses in science of communication and has been established for 20 years. The education service business has complex activity. In order to print-quality human resources to face the tough competition conditions in this era of globalization, the interaction among employees is high enough, the management of emotions and commitment is a requirement that must be met. Therefore, the role of stakeholders, especially employees have a major role in realizing the quality of human resources in Indonesia communication academy. Based on the description above, researchers are interested to see how high the IC skills, EI and employee commitment mediating role in influencing the performance of employees, so the researchers draw conclusions to take title The Mediating Role of OC in Influence Relationships Between IC and EI on EP

Objectives

The purposes of this study are to understand the effect of ICR, ICT and EI on OC of employees partially and simultaneously, understanding the effect of ICR, ICT and EI on EP partially and simultaneously, understanding the effect of OC to EP partially and simultaneously, understanding where greater direct influence ICR on EP or indirect influence ICR on EP through OC, understanding where greater direct influence ICT on EP or indirect influence ICT on EP through OC, understand where greater direct influence EI on EP or indirect influence EI on EP through OC, understand where larger indirect effect of ICR on EP or indirect effect of ICT on EP or indirect effect of EI on EP, understand difference in the performance of employees based on employment status.

Previous research

Accomplished studies

Several studies and research on interpersonal communication, EI, OC and performance have been made. Research conducted Moghimi (2014) found an effect on the performance of interpersonal communication, Mulyadi (2012) found the EI affect the performance, Sekarningtyas (2011) in his research found IC and EI affect the performance, Orebiyi (2011) concluded that IC effect on OC, Fitriastuti (2013) proved that EI and OC affect the performance, Folorunso (2014) and Memari (2013) proves that affect the organization's commitment to performance

In a previous study, there are variables research has similarities with variables research to be conducted. The difference lies in the commitment to serve the organization as an intervening variable between IC and EI with performance. In this study also used path analysis to determine the direct and indirect influence of IC and EI on performance. Most of the previous studies conducted in organizations, institutions, private companies and government offices, while in the present study carried out at a college.

Human resources Management

The most important asset in an organization is human resources. HR management, HR management science is a most appropriate step to understand. According Bohlander and Snell (2010: 4) human resource management (HRM) which is a study of how to empower employees in the company, making the work, the working group, develop employees who have the ability, to identify an approach to develop EP and provide reward them for their efforts in working. According Hasibuan (2006: 10) is the science and art HRM regulate labor relations in order to effectively and efficiently help the realization of the goal of the company, employees, and communities. Human Resource

Management Approach

Managing human resources can be done through several approaches. According to Amstrong (2003: 8-9), there are two approaches that soft approach and hard approach.

Soft Approach

This approach comes from a group of human relations, emphasizing communication, motivation, and leadership. As described by Storey (1989) in Armstrong (2003: 9) version of the software "Treat people as a valuable asset, a source of competitive advantage through the commitment, adaptability and high quality (skills, performance and so on) that they have". In addition this approach also emphasizes the need to get a commitment (hearts and minds) of employees through involvement, communication and other methods to develop high commitment, high trust of the organization.

Hard Approach

In meaning, hard approach has real difference and need to know more deeply. According to Storey (1989) in Armstrong (2003: 8-9) hard version approaches emphasis on quantitative, calculative and aspects of business strategy for managing the most important resource in the treatment of the same "rational" it like other economic factors. Hard approach adopts orientation business philosophy that focuses on the need to manage people in ways that can provide added value from them can thus achieve a competitive advantage, this approach considers the development of human resources as a return can be obtained by investing legally (legitimate and formal).

Interpersonal Communication (IC)

Muhammad (2005: 158-159) IC is the process of information exchange between a person with at least one other or usually between two people who can immediately know the feedback. According to De Vito (2003: 231) is delivering a message by one person and the recipient by another person or a small group of people, with a variety of effects and with the opportunity to provide immediate feedback.

Emotional Intelligence (EI)

According to Goleman (2002: 512) EI or EI is the capacity to recognize the feelings of self and others, to motivate themselves and to cultivate the emotions themselves in relation to others. Agustian (2009: 64) states that EI is an ability to listen to the promptings of emotion, and make it as a source of information is most important to understand themselves and others to achieve the goal.

Organizational Commitment (OC)

Luthans (2006: 249) is an attitude which reflects the commitment of employee loyalty to the organization and ongoing process in which members of the organization expressed concern for the organization and the success and sustainable progress. Furthermore Konopaske, Ivancevich and Matteson (2007: 234) in Sopiah (2008: 156), "that the commitment to the organization involves three attitudes: (1) Identify the goals of the organization, (2) Feeling of involvement in the tasks of the organization, and (3) The feeling of loyalty to the organization"

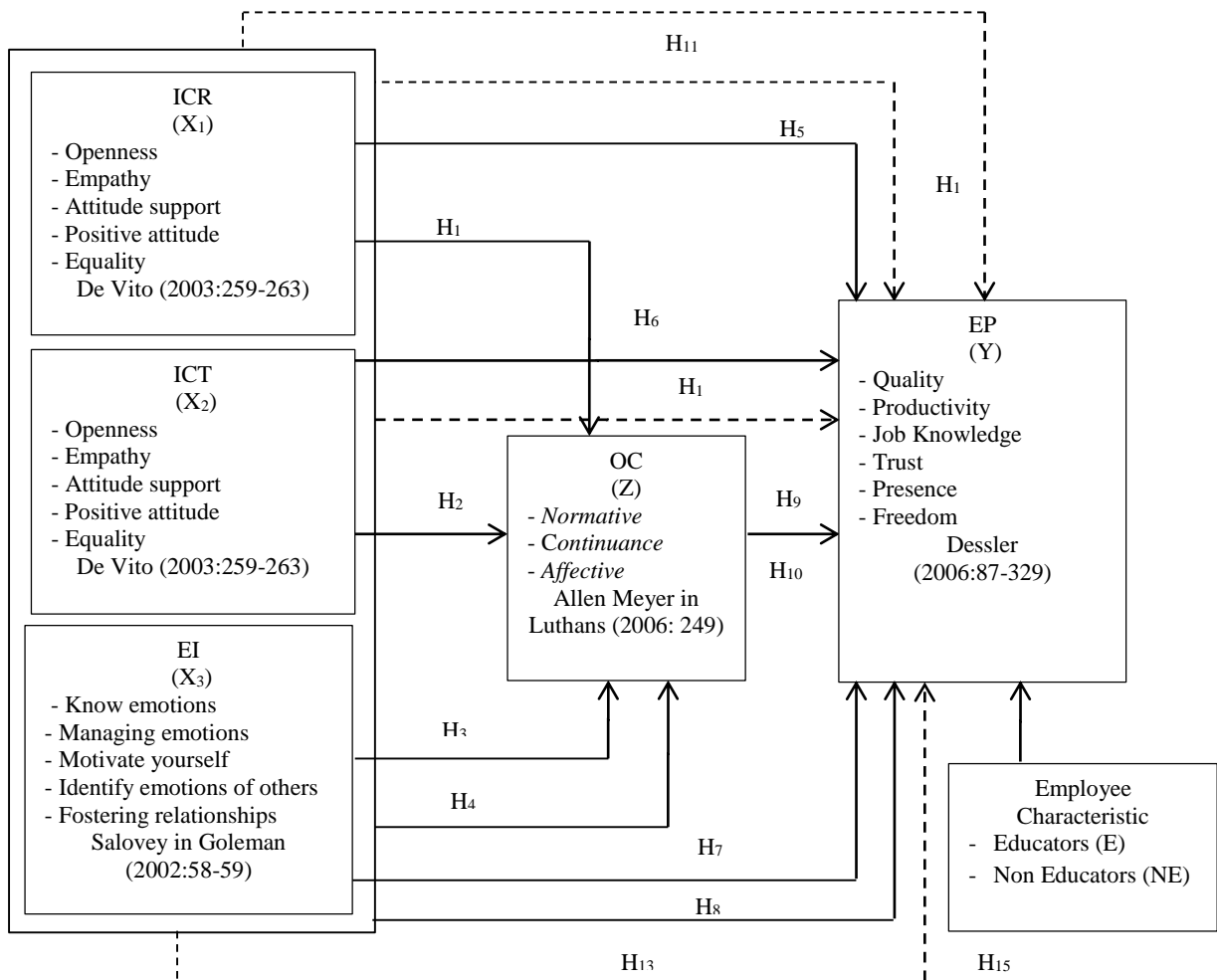
Employee Performance (EP)

According to Dessler (2006: 87) EP is the actual achievements of employees compared with the expected accomplishments of employees. Expected work performance achievement standard is structured as a reference so that they can see the performance of employees in accordance with its position compared to the standard created. According to Simamora (2006: 339) refers to the level of achievement of performance tasks that make up an employee's job. Performance reflects how well the employee meets the requirements of a job. According Luthans (2005: 165) through behavioral approaches in management, the performance is the quantity or quality of something produced or services rendered by a person who does the job

Hypothesis: [H₁, H₂, H₃, H₄] There is a significant influence of ICR, ICT and EI on OC of employees partially and simultaneously, [H₅, H₆, H₇, H₈] There is a significant influence of ICR, ICT and EI on EP partially and simultaneously, [H₉, H₁₀] There is a significant influence of OC to EP partially and simultaneously, [H₁₁] Indirect effect of ICR on EP is greater than the direct effect of ICR on EP, [H₁₂] Direct effect of ICT on EP is greater than indirect effect of ICT on EP, [H₁₃] Direct effect of EI on EP greater than indirect effect of EI on EP, [H₁₄] Indirect effect of ICR is greater than indirect effect of ICT and indirect effect of EI on performance through OC, [H₁₅] There is a significant difference in EP based on employment status

Framework

Figure 1: Research Framework



Location Research

This research was carried out on employees of a private college, which focuses on science communication in Sleman, Yogyakarta, Indonesia.

Operational Variable Definition

ICR and ICT (X₁, X₂)

De Vito (2003:259-263) IC is a process of interaction between two or more individuals to convey and receive messages with emphasis on direct feedback. Further interpersonal communication separated according to the respondent's role as a communicator (ICR) and communicant (ICT)

EI (X₃)

Salovey in Goleman (2002:58-59) EI or emotional intelligent refers to the ability of the person to understand and control emotions in order to proper use in personal and social life.

OC (Z)

Allen Meyer in Luthans (2006: 249) OC is an employee's willingness to believe and demonstrate the values that exist in the company in itself with a strong willingness to give something that can achieve the goals of the organization.

EP (Y)

Dessler (2006:87-329) Performance is the result of work on measuring achievement through labor standards that have been established organizations to determine employee feedback and action required by the organization to correct deficiencies and fixing strategies in the future.

Types and Sources of Data

According to Sekaran (2010: 37) primary data is the kind of information that is best, which is obtained by observing the events, people, and objects or by administering questionnaires to individuals of the exact location or on the occurrence of an event. According to Sekaran (2010: 37) Secondary data is data that is collected through sources such as the details of the background information of the company, records published, company website, archives and other sources. This research is focused on using primary data is by distributing questionnaires to all employees and using secondary data to complete the process and the results.

Validity Test

According Sekaran (2010: 157) Validity Test is a test of how well the instrument developed to measure certain concepts that are intended to measure. Its deals with whether we measure with the right concept.

Reliability Test

Reliability test is a tool to measure a questionnaire that has According to Azwar (2003: 4) Reliability is an index that indicates the extent to which the results of a measurement can be trusted

Population and Sample

In this study population were permanent employees a total of 39 employees. The sampling technique using population with census sample method.

Data Analysis Methods

There are two methods of data analysis, the descriptive analysis and statistical analysis. In this study, researchers used a statistical analysis with regression model and path analysis.

Analysis result

Descriptive Analysis

The ICR, ICT and EI have reached 3.9 point (Scale 1-4) or 78 percent that means high achievement in these 3 independent variables. The OC is 3.3 point (Scale 1-4) or 66 percent that means middle achievement in this organisation.

Table 1: Descriptive Analysis

No	Statement	Mean	Percent	Description
1	ICR (respondents as a communicator)	3.9	78	High
2	ICT (respondents as a communicant)	3.9	78	High
3	EI	3.9	78	High
4	OC	3.3	66	Middle
5	EP	3.9	78	High

Source: Primer data, processed in 2015

Discussion

The study involved 39 respondents and based on the demographic data of respondents who dominate this study is the sex male respondents as many as 28 people, with more than 35-42 years of age were 13 people, with as many as 13 people S2 educational and working lives of 10-15 years and more than 15 years each as many as 12 people.

Employee perceptions about the effects of IC and EI on EP through OC can be summed up in the category of moderate to high. It can be seen from each of the variables, employee perceptions of IC indicator (X_1) (X_2) with a mean of 3.9 with a 78 percent showed high results. Employee perceptions of indicators EI (X_3) with a mean of 3.9 with a 78 percent (table 1) shows a high yield. Furthermore employee perceptions of OC indicators (z) with mean 3.3 or 66 percent (table 1) show the results being. Perception of permanent employees against performance indicators (y) is also high, as evidenced by the average score of perception of permanent employees to variable performance through 3.9 mean value of 78 (table 1).

Effect of ICT on OC

Based on the research that has been done obtained figures $t_{count} > t_{table}$ it is $2,565 > 2,030$ so that H_0 refused and has accepted. This means that the *first hypothesis* "there is a significant influence of IC on OC partially" proven. The results support previous research conducted by Setyono (2013) and Orebiyi (2011) and reinforced by the results of multiple regression through the standardized coefficients value of 0764 indicating that the contribution of IC on the commitment of 76.4 percent.

The role of IC(the respondent as a communicator) between high employee commitment is supported by descriptive data that the

average employee employees working from a range ≥ 10 years were 24 people with the majority of 35-42 years of age, it can be used as supporting evidence that the future work long and increasingly mature age level employee can prove IC by acting as a good communicator is certainly no doubt that the older and more experienced person tends to push himself to more stories of experience possessed so that employees will be more willing to talk, do and OC is through interaction in communicating people will feel involved, so it does not shut down alleged that IC can improve the trust or (commitment). Suranto (2011) and Muhammad (2005) states that the function of IC is establish and maintain good relations between individuals and between individuals encourage the involvement of high thus increasing confidence in the organization. In an effort to maintain and improve the communication of the commitment of the organization needs to make room for the employees of the two-way communication or "two way communication" with no subordinates look down Martin and Nichols on Soekidjan (2009).

Effect of ICT on OC

ICT through descriptive data shows the average employee ICT high employee with a mean of 3.9 or 78 percent but based on the results of research conducted figures obtained $t_{count} > t_{table}$ namely $0525 > 2,030$ so that H_0 accepted and H_a rejected. This means that the *second hypothesis* "There is a significant influence of IC(the respondent as a communicant) on OC partially" not proven. Results of this study confirmed the results of multiple regression through the Standardized Coefficients value of 0.160 which indicates that the contribution of ICT of the commitment by 16 percent.

The role of ICT is low and this proved not indicate that the role of employees in a less than optimal communicant this could be caused by a lack of clarity communicator provides information then needs to be realized as a communicant we also need to be active (eg, asking if less obvious) that this will support smooth communication and a good effect on engagement and trust among fellow employees even organizations.

Suranto (2011) and Muhammad (2005) stated that the actual function of IC is establish and maintain good relations between individuals and between individuals encourage the involvement of high thus increasing confidence in the organization. But if it is not supported by the communicant's role as a good employee, the good relationship which is expected to be difficult to achieve and more or less will disrupt the performance in order to maintain and improve the communication of the commitment of the organization will also need to provide guidance to employees on two-way communication or "two way communication" without despise subordinate Martin and Nichols on Soekidjan (2009).

Effect of EI on OC

Based on the calculation, obtained to $t_{count} - 1901 < t_{table}$ of 2,030 so that H_0 accepted and H_a rejected. That is the *third hypothesis* "There is a significant effect of EI on OC partially" not proven. Results of the study have differences with the findings of research conducted by Fitriastuti (2013) and Efendi (2013) who found the EI has a positive relationship with OC. Results of the study confirmed through regression to the value of Standardized Coefficient -0549 means of EI contributes negatively affect the commitment.

Goleman's theory (2003: 512) states of EI refers to the ability to recognize the feelings of others, the ability to motivate oneself, and the ability to manage emotions well in ourselves and in relationships with others. Therefore, EI is actually attached to the commitment and it is important to note that the organization's commitment to be strong and do not interfere with the company's business processes, and thus the company's goals can be achieved. Results perceptions about EI variables illustrate that there is actually a high EI of employees. However, referring to the results of the study that the level of EI of employees does not affect the commitment indicated that EI has not been maximized to increase employees' OC so important for the organization to review the improvement and good management of EI. One way to improve EI is held in the form of seminars and training activities ESQ and the like for employees to grow awareness of the deep and fundamental to commit to the organization.

Effect of ICR, ICT, EI on OC

Based on calculations, the figures Sig F Change of 0.008 so that H_0 refused and H_a accepted. That is the *fourth hypothesis* "Effect of ICR, ICT and EI on OC simultaneously" proved, these findings are reinforced by the value of R Square of 0.286, or 28.6 percent, meaning that together communication interpersonal and EI contributes to the OC of 28.6 percent, while 71.4 percent is explained by other factors.

Similarities with the findings of research conducted by Fitriastuti (2013) and Setyono (2013) which states that IC and EI can influence employees' OC. Prior to the feedback from an interpersonal communication, information immediately processed by the communicant through different levels of emotion recognition in accordance with each person. Sarwono (2011) adds that the emotions associated with the five senses, this means communication made with sensory hand in hand with the management of emotions that can be attributed that IC and EI simultaneously have a high enough opportunities to make a person fail to behave in a hurry to decide something that are spontaneous and irrational as supported by the strengthening of information (advice, suggestions, ideas) that are direct and good emotional control so as to encourage a person likely to have committed.

Effect of ICR to EP

Based on calculations, the figures for $t_{count} 0.882 > t_{table}$ of 2.030, so H_0 accepted and H_a rejected. That is the *fifth hypothesis* "There is a significant influence of ICR on EP is partially" not proven. Referring to the results of the study, ICR has a high perceived value with a mean value of 3.6 or 78 percent, indicating actual IC has grown within the organization but when

included in the scope of work that is growing is not an optimal communicator among employees. Associated with no evidence of the respondent as a communicator IC by Luft (1969) in Flippo (1994: 235) described through a regional "facade" that describes some information is only stored by itself so that only collects information on a small number of people (centralized) and the impact on the level of involvement and level of trust other people and organizations that are so low that the employment relationship is declining further effect becomes low performance. Therefore, the role of employees as a communicator that is on the employee to consider and directed individuals and organizations to enable the sustained positive communication that encourages the achievement of the expected performance of the organization, of how adapted to the needs of the organization.

Effect of ICT to EP

Based on calculations, the significance of the 0.001 and figure amounted $t_{\text{count}} -3.449 > t_{\text{table}}$ of 2.030 so H_0 rejected and H_a accepted. That is the *sixth hypothesis* "There is a significant influence IC (respondents as communicants) for a partial performance" proven. Results of this study have similarities with the research findings Iswanto (2009), Moghimi (2011) and Sekarningtyas (2011) which states influential and significant IC with employee performance. The results also reinforced by the results of the regression test with Coefficients Standardized value -0.939. Referring to the results of the study, IC has a high perceived value with a mean value of 3.6 or 78 percent, indicating actual IC has grown within the organization but when included in the scope of work that is growing is the role of negative communicant among employees. Associated with the growth of communication with the communicant negative role by Luft (1969) in Flippo (1994: 235) described through a blind stain large areas make other people know more than the information itself, thus inadvertently often mutually offending one another and the impact on the level of involvement and level of confidence other people in communicating low that people will tend to get bored even forced to accept the message communicator so that the working relationship deteriorated and directly affect the performance. Therefore, the role of the communicant in IC that exist on the employees need to be considered and developed by all parties to enable the communication that supports the achievement of the expected performance, of course, also be done by consideration customized or organization.

Effect of EI to EP

Based on the test results obtained by calculations $t_{\text{count}} 4168 > t_{\text{table}}$ of 2.030, so H_0 rejected and H_a accepted. That is a *seventh hypothesis* "There was a significant effect of EI on the performance partially" proven. Results of this study have similarities with the research findings Mulyadi (2012) and Trihandini (2005) stating EI significantly affect the performance of the employee. The results also strengthened through regression to the value of 1,051 Standardized Coefficients. Additional supporting data is the mean value of the employees' perception of high EI by 3.9, or 78 percent. The influence of EI on the performance of a high not because employees have empathy, self-regulation, motivation and social skills as well as high self-awareness as can respect differences of opinion, able to listen to criticism, suggestions and then anticipate, give other people a chance to work, be aware of the shortcomings and updating of information, ideas and methods of working. That is, in fact EI related to attitude and personality. According Mangkunaeara (2012) factors affecting performance are psychological factors include motivation, perception, attitude, personality and learning. The statement gave evidence that supports the theory that the research results are affected by the performance of EI. Results of a high level of EI still need to be on guard sustainability, one way to maintain EI is held in the form of seminars and training activities ESQ and so on.

Effect of ICR, ICT and EI on EP

Based on the calculations, obtained results $8739 F_{\text{count}} > F_{\text{table}} 3,250$, so H_0 rejected and H_a accepted. That is the *eighth hypothesis* "there is significant effect of ICR, ICT and EI on EP simultaneously" proved, these findings are reinforced by the Sig F Change 0.000 and through the R Square of 0.428, or 42.8 percent, meaning that together ICR, ICT and EI contributes to the performance of 42.8 percent, while 57.2 percent is explained by other factors. Through this information it can be concluded that have grown but not optimal because it only accounted for 42.8 percent. According to Effendi (2003: 62) provides an opportunity IC exchange websites more accurate information because the feedback can be known at that time also it is at the same time the role of the communicant and communicators to be optimal because it demands a high responsibility on the job, it can be described that the flow of information becomes more smoothly and faster productivity occurs. According to Goleman (2003: 45) EI as effective as the intellectual and sometimes more powerful than intellectual. Then it can be described EI can happen to anyone and anywhere in many areas of life, including in the workplace. At a certain moment the information that became more fluent and better understand the capabilities supported by the attitude control emotions so as to give opportunities created work productivity. So do not be surprised if the IC and EI have an influence on performance. This statement is supported by Iswanto (2009) and Mulyadi (2012) who found IC and EI have an influence on performance

Effect of OC to EP

Based on the calculations, the value of the partial figures obtained $t_{\text{count}} 0.030 < t_{\text{table}} 2,030$ so H_0 accepted and H_a rejected. That is the *ninth hypothesis* "There is a significant influence of the OC to EP partially" not proven. Amplified by low value of the standardized coefficient 0.173. Through further calculations obtained $F_{\text{count}} 0.294 < F_{\text{table}} 3.251$, the *tenth hypothesis* "There is a significant influence of the OC to EP simultaneously" not proven. Reinforced with a value of R square of 0.030 or 3 percent, while another 97 percent are influenced by other factors, this finding is in contrast to research conducted by Memari (2013) and Folorunso (2014) which states that the commitment effected on performance.

According Luthans (2006) is a commitment that reflects the beliefs and attitudes of employee loyalty to the organization, descriptive data showing its age and long work is dominated by aged 35-42 amounted to 33.33 percent and long working range

≥ 10 years with a total of 61.54 percent of the theory and the descriptive data the actual commitment of the organization has grown, but through low-value testing prove less supportive role in the achievement of organizational performance. From the follow-up interview is known that specific competences, income and knowledge sharing as well as high flexibility have an influence on performance, then this should be a concern that the society together then need to evaluate payroll system, implement a system of reward and punishment is carried out with a clear, well informed and executed with supervision and guidance in other words need to evaluate the system and management practices with the aim to improve the performance of employees in order to increase the productivity of the company.

Effect of ICR to EP through OC

Based on the data obtained, it is known that the direct effect of IC on the performance of 0235 while the indirect influence of IC on organizational performance through the commitment of 0794. It can be concluded that the indirect effect of IC on performance through greater OC. That is the eleventh hypothesis "indirect effect of IC (the respondent as a communicator) to EP through OC is greater than the direct effect of IC (the respondent as a communicator) to employee performance" proven.

Commitment does not appear as easy as turning the hand because of the commitment to grow with a process of encouragement inside and outside the organization's members. This impulse can be a high intensity of communication between members as in the form of dyadic communication (interpersonal) that considerations based on the insights of others and himself, it is no wonder if communication has an effect on OC in advance rather than the performance of this because of the influence proximity (interaction, intensity meet) someone in a convincing and attention to others is higher when a person feel cared for and be assured it will affect him in doing something (performance).

Effect of ICT to EP through OC

Based on the data obtained, known direct influence IC (the respondent as a communicant) on the performance of -0939 whereas indirect influence IC (the respondent as a communicant) on performance through OC for 0190. It can be concluded that the direct effect of ICT for greater performance. That is the hypothesis twelfth "The direct effect of ICT on EP through greater OC than indirectly influence ICT on EP" proven.

Involvement among employees who too often in the delivery of information given to someone too much or excessive, the information submitted is repeated continuously, there are technical problems as well as personal and high ambiguity of meaning make room for a moment because reluctant to give up attitude, level of boredom even the level of compulsion. This can greatly occur when the information receiver (communicant) actually already know but are reluctant to accept the information because of external interference factors (there are others or sudden events that must be received first information) or internal (personal issues), when an update becomes necessary or not important it will tend to focus on what he is doing (performance) so do not be surprised if the communication had a direct effect performance.

Effect of EI on EP through OC

Based on the data obtained, it is known that the direct effect of EI on the performance of 1,051 while the indirect influence of EI on performance through OC at -0506 can be concluded that the hypothesis thirteenth of "direct effect of EI is greater than the indirect effect of EI on performance" proven.

According to Goleman in Luthans (2006: 304) to manage emotions (build ideas to solve the problem), personal motivation (to remain positive and optimistic), Empathy (working relationship) is the application of EI. According to Dessler in Sopiah (2008: 159-161) suggests a commitment built by a sense of belonging or a sense of belonging that can be built with a growing sense of what members believe are valuable in the kingdom, have the full support and the second is create a sense of community in which there is no the value of togetherness, a sense of belonging, cooperation and sharing. Associated with the support of the theory and interviews conducted inferred actually not optimal side a sense of belonging and create a sense of community in these organizations in the form of one's commitment to the influence of EI directly into high performance this could be due to the employee orientation prioritizes seek revenue so when will a substantial income then in doing performance should be able to work well and responsibly.

Indirect Influence ICR is greater than the influence Indirect ICT and Indirect Effects of EI to EP

Based on test results performed path analysis, then presented a comparison of each path analysis results with the following caption: indirect influence ICR on EP 0.794, the indirect effect of ICT on EP 0.190, the indirect effect of EI on the performance of employees - 0.506 through the description of the hypothesis fourteenth "Influence of indirect influence ICR on the performance of employees is greater than the indirect effect of ICT on EP and indirect influence EI to EP" proved.

Independent Sample T Test

Independent sample t test is a different test average, in this study is used to compare the IC (ICR and ICT are combined), EI, OC and EP Non Educators and Educator based on comparing mean value. Through the test results independent sample t-test for all variables obtained the following data:

Table 2: Independent Sample T Test

No	Variable	NE Result	E Result
1	IC	107,79	102,33
2	EI	103,25	102,27
3	OC	65,96	61,33
4	EP	104,33	103,53

Source: Primer data, processed in 2015

Such information illustrates comparison from the average of each variable from the employment status of Educators Non Educator. The test results prove that the energy performance of non-educators have an average of greater than educators for educators at 104.33 while 101.53. These findings indicate that the contribution of non-educator staff employees greater than educators. But the significance value above 0.05 so the difference is not significant or insignificant. [H15] "There is a significant difference in the performance of employees based on employment status" not proven.

Conclusion

[H1] There is a significant influence ICR on EP partially, [H2] No significant effect ICT on EP partially, [H3] No significant effect of EI on EP partially, [H4] There is a significant influence ICR, ICT and EI on EP simultaneously, [H5] No significant influence ICR to OC partially, [H6] There was a significant influence ICT to OC partially, [H7] There was a significant effect of EI on OC partially, [H8] There is a significant influence ICR, ICT and EI to OC simultaneously, [H9] No significant effect of OC to EP partially, [H10] No significant effect of OC to EP simultaneously, [H11] The indirect effect of ICR on EP is greater than direct effect of ICR on EP, [H12] The direct effect of ICT on EP is greater than the indirect effect of ICT on EP, [H13] The direct effect of EI on EP is greater than the indirect effect of EI on EP, [H14] The indirect effect of ICR on EP is greater than the indirect effect of ICT on EP and the indirect effect of EI on EP, [H15] No significant differences in the performance of employees based on employment status

Implication and Limitation

At the time of IC variables are separated as the role of communicator and communicant at respondent impact is characteristic of the employees will be identified so that it will have a high chance in predicting the development strategy of the organization and conduct of future, to the researchers, the study should not only focus on permanent employees but to all employees and the use of other test equipment in the research highly recommended.

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