

## **The Effect of Emotional Intelligence and Person Oorganization Fit to Affective Commitment on PT Adira Finance Bandar Lampung**

Kurnia Fadila<sup>1</sup>, Lusifika Indah Pratiwi<sup>2</sup>, Besti Lilyana<sup>3\*</sup>

*Faculty of Business, Informatics & Business Institute DARMAJAYA,  
Jalan Z.A Pagaram No. 93, Gedong Meneng, Bandar Lampung, Lampung, Indonesia  
E-mail: bestililyana@ darmajaya.ac.id).*

*\*Corresponding author*

**Abstract:** The purpose of this study is to examine the influence of Emotional Intelligence on Affective Commitment, Person Organization Fit to Affective Commitment and influence of Emotional Intelligence and Person Organization Fit to Affective Commitment. The research design is a field study using survey methodology. The study conducted at a PT. Adira Dinamika Multifinance in Bandar Lampung. In this study, research design include a causal relationship between two or more variables (Fadila, 2020). Judging from the type of data, this research is quantitative research, the research emphasizes the analysis of numerical data are processed with statistical methods. The research variables consisted of variables: Emotional Intelligence, Person Organization Fit and Affective Commitment. All scales use a 5-point agreement – disagreement Likert format. The questionnaires developed for the purpose of the purpose of isolating factors affecting employee retention. Participants in this study consisted of a total 66 employees recruited as part of the investigation. Validity test has been done by using the correlation Pearson's Product-Moment Correlation. Furthermore, the reliability of the questionnaire research used alpha-Cronbach's method. The results of this study was supported with the result of the previous study conducted by (Angga, 2019) and (Solomon, 2019), where their study that Emotional Intelligence not influence Affective Commitment, Person Organization Fit influence Affective Commitment and together – Emotional Intelligence and Person Organization Fit influence on Affective Commitment. This study brings to light original and valuable findings related to the effect of emotional intelligence and person organization fit after showing expected results in terms of affective commitment.

**Keywords:** Emotional Intelligence; Person Organization Fit; Affective Commitment.

### **1. INTRODUCTION**

Companies are competing to meet all the needs of their employees with the aim of maintaining the organizational commitment of each employee. Organizational commitment is an important thing in an employee when they are in a company. This is in line with the statement from (Auda, 2018) which states that organizational commitment is needed for each employee for their company with the aim of employees remaining loyal under any circumstances. In addition, the main reasons for organizations to obtain more value are increased sales, obtaining the necessary competencies and improving the image of the organization (Fadila, 2020).

One of the elements of good quality human resources can be optimized through developing commitment in employees (Wulandari 2012). Gustyana (2018) introduces the concept of Organizational Commitment and divides it into three dimensions, namely Affective, Continuous, and Normative. Affective Commitment is the strongest form of commitment among the three. This affective commitment can also be said to be an important determinant of the dedication and loyalty of an employee (Han, 2012).

The phenomenon that occurs at PT Adira Finance Bandar Lampung is the high level of tenure of employees working at the company in 2019, which is the largest vulnerable to a 6 to 8 year

working period, amounting to 48.4% of total permanent employees, this phenomenon is included in Affective Commitment indicates that permanent employees at PT. Adira Finance Bandar Lampung is very loyal and wants to work at the company for a long time. This is in line with Kaswan's (2012) opinion, which affective commitment can arise in an employee due to the existence of: individual characteristics, organizational characteristics, task significance, various skills, feedback from leaders, and involvement in management. Age and length of service in the organization are positively related to Affective Commitment.

### *1.1. Purpose of the Study*

The aim of this study is to examine the influence of Emotional Intelligence and Person Organization Fit on Affective Commitment. The main goal is to provide useful information for PT. Adira Finance's Bandar Lampung management team on how they could evaluate the affective commitment in the future. This is a study about the emotional intelligence of employee at PT. Adira Finance Bandar Lampung, and how it pretentious the person organization fit of permanent employees of PT. Adira Finance Bandar Lampung.

### *1.2. Problem Formulation*

Employee emotional intelligence is influenced by many factors; both factors are derived from the individual employee as well as environmental factors or Management Company. Employee emotional intelligence is significantly influenced by the person organization fit and affective commitment. Thereby, the research question for the investigation is the following:

1. Does Emotional Intelligence influence Affective Commitment at PT Adira Finance Bandar Lampung?
2. Does Person-Organization Fit influence Affective Commitment at PT. Adira Finance Bandar Lampung?
3. Do Emotional Intelligence and Person-Organization Fit influence Affective Commitment at PT Adira Finance Bandar Lampung?

The problem statement addressed through the quantitative study, with the aim of identifying the emotional intelligence employee on the person organization fit and affective commitment of entire PT. Adira Finance permanent employees. The present research will help management to evaluate the affective commitment in the future. The results of the research will help to give specific recommendations to management, regarding which areas of the employee need to pay more attention in order to improve their performance and to be a better in work place.

## **2. LITERATURE REVIEW**

### *2.1 Emotional Intelligence*

Indriani (2017) stated a form of intelligence related to the emotional life side, such as the ability to appreciate and manage the emotions of oneself and others, to motivate oneself and control impulses, and to handle with interpersonal relationships effectively. Emotional intelligence is a component that makes a person smart in consuming their emotions (Astheny, 2017). Further, it explained that human emotions are in the subconscious area so that emotional intelligence is recognized as providing a deeper and more complete understanding of oneself and others.

Emotional intelligence is an individual's intelligence in managing emotions, both emotions arise from himself and others (Dwisara, 2018). Good emotions or moods can cause a person to view other people or events in a more positive way, which will make people feel more optimistic about their ability to achieve goals, increase creativity and decision-making skills, and make people helpful. Astheny (2017) distinguishes Emotional Intelligence into two part namely:

1. Personal competence is an individual's ability, which includes self-awareness, self-regulation and social awareness.
2. Empathy is the awareness to give attention, need or care to others and maintain social relationships.

Kumala (2015) explains there are two factors that affect a person's emotional intelligence, which is:

1. Family environment.  
Family life is the first school in studying emotions. Emotional intelligence can be taught in infancy through expression. Emotional events that occur in childhood are permanently attached to adulthood. The emotional life nurtured in the family is very useful for each individual in the future.
2. Non-family environment.  
This is related to the community and education environment. This emotional intelligence develops in line with physical and mental development. This learning is usually aimed at a person's activity outside with the emotions accompany other people's circumstances.

The aspects of a person's emotional intelligence according to Kumala (2015) are follows:

1. Personal skills, namely the ability to manage yourself.
2. Social skills, namely the ability to handle a relationship.
3. Social skills, namely the ability to evoke the response that other people want.

## 2.2 *Person-Organization Fit*

The suitability between organizations and individuals in terms of the values is called Person-Organization Fit. Person-Organization Fit is also based on alignment of values, alignment of goals related to the work environment, and harmony between individual personalities and organizational characteristics (Astakhova, 2016).

The core perception of the concept of conformity is that if a match is good, it will certainly make an effective performance of work. On the other hand, a poor suitability will also result in a non-positive performance (Haeba, 2019). Person-Organization Fit is a match between individuals and organizations, at least there is a commitment to meet the needs of other parties, or they have similar basic characteristics (Donald, 2007). Individuals and organizations are attracted to each other when there is compatibility with one another, this greatly affects the organization in recruiting employees and also the attitude of employees to choose the job.

Astuti (2010) states that Person Organization Fit (P-O Fit) can be interpreted in four concepts, which is:

1. Value congruence, is the suitability between the intrinsic value of an individual and the organization.
2. Conformity of goals (goal congruence), is the suitability between individual goals and the organization in this case is the leader and co-workers.
3. Fulfillment of employee needs (employee need fulfillment) is the match between the needs of employees and the strengths contained in the work environment with the system and organizational structure.
4. The suitability of culture-personality characteristics (culture personality congruence) is the conformity between the personality (non-value) of each individual and the climate or organizational culture.

## 2.3 *Affective Commitment*

Commitment is an attitude that reflects the extent of individual knows and tied to the organization. Highly committed employees can always be relied upon and will give their full ability to the maximum (Lanjar, 2017)

1. Affective Commitment (AC)

Affective Commitment is an emotional approach from individuals in their involvement with the organization, so that individuals will feel connected to the organization.

2. Continuance Commitment (CC)

Continuance Commitment is the desire possessed by individuals to stay in the organization, so that individuals feel the need to be connected with the organization.

3. Normative Commitment (NC)

Normative Commitment is a feeling of obligation from individuals to survive in the organization.

Affective Commitment is a commitment that refers to the emotional attachment of an organization that requires a match between individual and organizational values and goals (Tjandra, 2018).

Employees who have a high tendency towards affective commitment will be able to show a sense of belonging to a company, increase involvement in the organization and will have a desire to achieve organizational goals (Tjandra, 2018).

Affective commitment is concerned with the emotional attachment of employees, identification of employees, and employee involvement in the organization. Thus, employees who have a strong affective commitment and close to the organization will continue to work in the organization because they really want to (Rumangkit, 2016).

Tjandra (2018) also explains Affective Commitment in a company, organizational and employee relationships are very important. Affective Commitment is a commitment that refers to the emotional attachment of an organization, which requires a match between individual and organizational values and goals. Loyalty to the organization will be formed when employees feel that employees are considered part of the organization.

Hariyanto (2018) explains there are three aspects that illustrate the existence of an individual's affective commitment to the organization. These three aspects can be explained as follows:

1. Emotional attachment is a strong individual feeling towards the organization so that it will be easy to attach emotionally to the organization. Individuals will feel that they are part of the organization's family which is shown by positive affection and a high sense of belonging to the organization. Because of the feeling of being attached to the organization, individuals have little reason to leave the organization and still desire to continue their membership in the organization.
2. Identification is the belief and acceptance of individuals against the goals and values of the organization. This is one of the keys to forming a series of other aspects of organizational commitment. This aspect can be seen from several attitudes, namely: the existence of common goals and values that the individual has with the organization, the individual feeling that the organization provides policies to support its performance, and the existence of pride in being part of the organization.
3. Participation is the desire of individuals to be seriously involved in the interests of the organization. The desire to be truly involved in every activity or activity of the organization is reflected in the acceptance of individuals to accept and carry out various kinds of tasks and obligations. Individuals will always try to give their best performance that exceeds the minimum standards expected by the organization. In addition, individuals will be willing to carry out work outside of their duties and roles if their assistance is needed by the organization.

### **3. METHOD**

#### *3.1 Research Design*

This study is a quantitative research. This quantitative research can be defined as a type of research in which data collection uses research instruments. Data analysis is quantitative/statistical,

which has the aim of testing predetermined hypotheses (Suliyanto, 2018). The quantitative research is used in this study because the data used is expressed in numbers and analyzed by statistical techniques.

Meanwhile, the research method used in this study is the associative method. The associative method is research that aims to analyze the relationship or influence between two or more variables, the causal relationship between one or more independent variables (independent variables) and the dependent variable (Suliyanto, 2018).

This study uses an associative method because this study will examine the influence of the Emotional Intelligence variable; Person-Organization Fit on Affective Commitment.

### *3.2 Variabel Measures*

The measures for the research are described below. All items used for the scale measures discussed below are located in the Appendix. All scales used a 5-point agreement–disagreement Likert format with one=Strongly Disagree and five=Strongly Agree (Suliyanto, 2018). Likert-type scales are useful for measuring latent constructs, i.e. characteristics of people such as attitudes, feelings, and opinions. Latent constructs are generally thought of as unobservable individual characteristics without concrete and objective measurement that are believed to exist and cause variations in behavior (e.g., answer questions on a scale).

#### ***Emotional Intelligence***

Emotional intelligence is a component that makes a person smart with emotions. He further explained that human emotions are in the subconscious area so that emotional intelligence is recognized as providing a deeper and more complete understanding of oneself and others. (Astheny, 2017).

Indicator for this variabelis ; 1) Knowing our own emotions; 2) Manage our own emotions; 3) Motivate ourselves; 4) Respect other people's emotions; 5) Overcoming cooperation. (Indriyani, 2017).

The Emotional Intelligence possessed by PT Adira Finance employees can help in managing emotions related to themselves and others.

#### ***Person Organization Fit***

Person Organization Fit Is the alignment of values, alignment of goals related to the work environment, and harmony between individual personalities and organizational characteristics. (Astakhova, 2016).

Indicator of this variabelis : 1) The suitability between the intrinsic value of the individual and the organization; 2) The suitability of individual goals with the organization; 3) The suitability between the needs of employees and the strengths contained in the work environment with the system and organizational structure. (Khalida, 2016).

Individuals and organizations are attracted to each other when there is a match between one another; this greatly affects PT Adira in recruiting employees and the attitude of employees to choose the job.

#### ***Affective Commitment***

Affective commitment is a commitment that refers to the emotional attachment of an organization which requires a match between individual and organizational values and goals. Indicator for this variabel is : 1) Feel very happy when working in the organization until retirement; 2) Enjoy discussions about the organization with people outside the organization; 3) Feeling that the problems in the organization are also a problem for employees; 4) Organization has an important meaning for employees; 5) Having an emotional connection with the

organization; 6) Proud to tell things about the organization to outsiders; 7) Employees find it difficult to have attachments to other organizations. (Tjandra, 2018).

Affective Commitment that is adjusted to the value that PT Adira Finance employees have for the organization.

### *3.3 Research Instrument and Data Analysis Technique*

A valid research instrument means that the instrument is able to measure what must be measured carefully, or can provide information about the measured variable value quickly and precisely. In other words, a measuring instrument is declared valid if the instrument is "really true" to measure what should be measured. (Suliyanto, 2018). This made the researcher test the validity with a questionnaire that was directly given to employees of PT Adira Finance Tbk, Bandar Lampung Branch. In analyzing quantitative data, SPSS software (SPSS 21) used to assist in converting the raw data into numerical values and counting the responses of respondents.

### *3.4 Validity Test and Reliability*

Validity test has been done by using the correlation Pearson's Product-Moment Correlation. Pearson's correlation is a measure of the strength and direction of association that exists between two variables measured on at least an interval scale. A Pearson's correlation attempts to draw a line of best fit through the data of two variables, and the Pearson correlation coefficient,  $r$ , indicates how far away all these data points are in this line of best fit (i.e., how well the data points fit this new model/line of best fit). Furthermore, the reliability of the questionnaire research used alpha-Cronbach's method. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is unidimensional.

### *3.5 Participants*

Participants in this study consisted of all permanent employees at PT Adira Finance Bandar Lampung, totaling 66 employees recruited as part of investigation of the emotional response test. The participants, 46 male and 20 female. The length of tenure with the organizations was between 3 years and more than 11 years. The reason for choosing these employees was mainly because they were loyal with the organization and the primarily have high affective commitment on organization. As a result of commitment, these employees experienced with the influence of individual and/or organizational interventions for affective commitment such as emotional intelligence and person organization fit of support.

## **4. RESULTS AND DISCUSSION**

### *The Effect of Emotional Intelligence on Affective Commitment*

Based on the test results it can be concluded that Emotional Intelligence (X1) has no effect on Affective Commitment (Y) at PT Adira Finance Bandar Lampung, seen from the sig value 0.157 or greater than the alpha value of 0.05. This means that Emotional Intelligence does not have an impact on the Affective Commitment felt by its employees. The results of respondents' answers to the Emotional Intelligence variable (a list of questions adapted from competency indicators) show that the highest score is on the point of the statement "I can recognize the factors that cause my emotions increased", this illustrates that employees of PT Adira Finance Bandar Lampung quite understands their emotional feelings and they are able to find out the causes of increased their emotion. Vice versa, on the statements about expressing emotions appropriately, understanding other people in dealing with problems, and statements about establishing cooperation among other employees get the lowest response of 24 people or 36.4%, it can be meaning that they still have difficulty understanding other people's emotions and accompanying good cooperation between



employees. Thus, the Emotional Intelligence felt by the employees of PT Adira Finance Bandar Lampung does not have a direct impact on the Affective Commitment for their employees. Hence, this is not in line with Pramesthi's (2017) opinion that commitment to organization can be influenced by several factors, including emotional intelligence. Someone with high emotional intelligence will be able to understand and be aware of their own feelings, and be able to control stress and negative emotions, feelings of frustration which in turn will have a better relationship with superiors and colleagues which in turn can increase organizational commitment. Moreover, this is not in line with previous research which shows that Emotional Intelligence influenced affective commitment to other objects (Solomon 2016 dan bin Bakker 2019).

#### ***Effect of Person Organization Fit on Affective Commitment***

It was found that Person Organization Fit has an influence on Affective Commitment. Because in this study, the Person Organization Fit (X2) variable has a sig value of 0.017 or less than an alpha value of 0.05. This means that Person Organization Fit (X2) has an impact on Affective Commitment (Y) at PT Adira Finance Bandar Lampung. Person Organization Fit variable show that the highest score on the statement points regarding the suitability of the vision and mission between employees and the company and regarding the similarities between employees and companies regarding caring for others, namely 27 people, The occurrence of many similarities in values and goals for employees and the organization encourages attitudes and desires from within oneself to stay with the company for a long period of time, thus it can be concluded that the Person Organization Fit in PT employees Adira Finance Bandar Lampung can have an impact on the Affective Commitment of its employees. This is in line with the opinion of Saleem (2011) who explored the unique aspects of Organizational Person and concluded that Organizational Person has a significant positive effect on employees' perceptions of brand value on the value stated by management; this in turn positively influences customer perceptions of brand values. Identifies that individuals' perceptions of the company's reputation (prior to joining) and actual company ethical values influence individuals' affective feelings and their retention behavior. This is also in line with previous research that Person-Organization fit is positively related to Affective Commitment (Ahmadi 2014, Isniatun 2018, and Angga 2019).

#### ***Effect of Emotional Intelligence and Person Organization Fit on Affective Commitment.***

The results show that the Sig value is 0,000 or greater than the alpha value of 0.5. It can be concluded that Emotional Intelligence and Person Organization Fit together have an effect on Affective Commitment at PT Adira Finance Bandar Lampung. This relationship affects have meaning that if Emotional Intelligence and Person Organization Fit go well, it will have an impact on Affective Commitment at PT Adira Finance Bandar Lampung. If the company wants to achieve goals and respectable Affective Commitment from its employees, the company must pay attention to Emotional Intelligence in the sense of good emotional management for employees so that employees can commitments to improve company performance. The company also have to provide a better understanding of Person Organization Fit, so then employees can increase their affective commitment. This result supported by Andriani's opinion (2017) that Affective Commitment is related to emotional, identification and individual involvement in an organization. Members who have this commitment have an emotional attachment to the organization which is reflected through involvement and feelings of pleasure and enjoying their role in the organization and further Wihida's opinion (2019) states that the characteristics of an employee who has a high commitment to the company are the willingness to work hard for the company, the existence of a strong belief and acceptance of the goals and values of the company as well as the desire for employees to maintain membership in the company.

## 5. CONCLUSIONS

1. Emotional Intelligence has no effect on Affective Commitment at PT Adira Finance Bandar Lampung.
2. Person Organization Fit affects Affective Commitment at PT Adira Finance Bandar Lampung.
3. Emotional Intelligence and Person Organization Fit together have an influence on Affective Commitment at PT Adira Finance Bandar Lampung

## REFERENCES

- [1] Ahmadi,S, Mohammad pour, B., Rajabi, M., & Baghbani, F. (2014). *Effect of Person Organization Fit on Organizational Commitment*. International Journal of Information Technology and Management Studies, 1(1), 33-43.
- [2] Andriany, D. W., Yulianeu, Y., Hasiholan, L. B., &Paramita, P. D. (2017). *Pengaruh Human Relations Dan Dukungan Organisasi Terhadap Affective Commitment Dengan Person Organization Fit Sebagai Variabel Intervening* (Studi Kasus Pada Dinas Kebudayaan Dan Pariwisata Kota Semarang). Journal of Management, 3(3).
- [3] Astakhova, M. N. (2016). *Explaining the effects of perceived person-supervisor fit and person- organization fit on organizational commitment in the U.S. and Japan*. Journal of Business Research, 69, 956–963. <https://doi.org/10.1016/j.jbusres.2015.08.039>
- [4] Asthenu, J. R. (2017). *Pengaruh Komitmen Organisasional Dan Kecerdasan Emosional Terhadap Organizational Citizenship Behavior (OCB)*. JurnalPoliBisnis, 9(1).
- [5] Astuti, S. D. (2010). *Model person-organization fit (po fit model) Terhadap kepuasan kerja, komitmen organisasional dan kinerja karyawan*. Jurnal Bisnis dan Ekonomi, 17(1).
- [6] Auda, R. M. (2018). *Pengaruh Kecerdasan Emosional Terhadap Komitmen Organisasi Melalui Kepuasan Kerja Sebagai Variabel Mediasi pada Bank DKI Kantor Cabang Surabaya*. BISMA (Bisnis dan Manajemen), 8(2), 156-176.
- [7] Behery, M. H. (2009). *Person/organization job-fitting and affective commitment to the organization: Perspectives from the UAE*. Cross Cultural Management: An International Journal, 16(2), 179-196.
- [8] Bin Baker, R., bin Jaaffar, A. H., bin Ibrahim, H. I., bin Hassan, M. A., & bin Sallehuddin, H. (2019). *The The Effect Of Emotional Intelligence On Affective Commitment: A Study Of Royal Malaysia Police*. Asia Proceedings of Social Sciences, 4(2), 24-26.
- [9] Chairy, L. S. (2002). *Seputar komitmen organisasi*. Makalah disampaikan dalam ccara silaturrahiem angkatan, 86.
- [10] Donald, P.M. and Sanjay, K.P. (2007). *The Ties that Blind: Social Networks Person-Organization Fit and Turnover Intention*, SSRN, New York, USA
- [11] Dwisara, P. R., Juwitaningrum, I., & Wyandini, D. Z. (2018). *Efek Kecerdasan Emosi Dan Kepuasan Komunikasi Terhadap Organizational Citizenship Behavior Karyawan*. Jurnal Psikologi Insight, 2(2), 94-101.
- [12] Fadila. K. (2020). *Persepsi Emosi Karyawan Pasca Akuisis Industri Perhotelan Di Brunei*. Jurnal Bisnis Darmajaya, 6(1), 55-67.
- [13] Fitriastuti, T. (2013). *Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja Karyawan*. Jurnal Dinamika Manajemen, 4(2).
- [14] Greguras, G. J., & Diefendorff, J. M. (2009). *Different fits satisfy different needs: Linking person-environment fit to employee commitment and performance using self-determination theory*. Journal of applied psychology, 94(2), 465.



- [15] Han, S. T., Nugroho, A., Kartika, E. W., & Kaihatu, T. S. (2012). *Komitmen afektif dalam organisasi, perceived organizational support, dan kepuasan kerja*. Jurnal Manajemen dan Kewirausahaan, 14(2), 109-117.
- [16] Hariyanto, L. I., & Gunawan, M. L. (2018). *Penerapan Tanggung Jawab Sosial Perusahaan Dan Dampaknya Terhadap Komitmen Afektif Karyawan Hotel Di Bali*. Jurnal Hospitality dan Manajemen Jasa, 6(2).
- [17] Hasibuan, Malayu S.P. (2013). *Manajemen Sumber Daya Manusia*. Bumi Aksara. Jakarta
- [18] Hidayat, D. (2018). *Pengaruh Person-Organizational Fit Dan Iklim Organisasi Terhadap Kinerja Pegawai Dengan Komitmen Organisasional Sebagai Variabel Mediasi* (Studi pada RSUP Dr Sardjito Yogyakarta).
- [19] Indriani, H., & Sari, I. A. (2017). *Pengaruh Kecerdasan Spiritual, Kecerdasan Emosi, Sikap Budaya Organisasi, dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior pada Guru Sekolah Menengah Kejuruan Negeri Kelompok Teknologi dan Industri di Kabupaten Tegal*. JBIMA (Jurnal Bisnis dan Manajemen), 5(2), 107-121.
- [20] Kaswan. 2012. *Manajemen Sumber Daya Manusia untuk Keunggulan Bersaing Organisasi*. Yogyakarta: Graha Ilmu.
- [21] Khalida, R. (2018). *The Effect of Person-Organization Fit on Turnover Intention with Job Satisfaction as Mediating Variable*. Bisnis & Birokrasi Journal, 23(3).
- [22] Kishan R, Anudan Sebastian, Preethi, (2014). *An Analysis of Emotional Intelligence Organizational Commitment and Absenteeism Among The Employees of A Mattress Company, India*. International Journal of Emerging Technology and Advanced Engineering, 4 (5), 743-747.
- [23] Kumala, M. (2015). *Pengaruh Kecerdasan Emosional Pada Kinerja Karyawan Yang Dimediasi Oleh Gaya Manajemen Konflik Kolaborasi Dan Kompromi* (Studi pada Karyawan Perum Perhutani Divisi Regional Jawa Tengah) (Doctoral dissertation, Universitas Negeri Semarang).
- [24] Lanjar, F. A., Hamid, D., & Mukzam, M. D. (2017). *Pengaruh Budaya Organisasi Terhadap Komitmen Organisasional Dan Kinerja Karyawan* (Studi Pada Karyawan Pabrik Gula Kremboong). Jurnal Administrasi Bisnis, 43(1), 10-16.
- [25] Laurens, C., Jiewanto, A., & Tandrin, R. (2012). *Person Organization Fit, Organizational Commitment, and Knowledge Sharing Attitude in Indonesian Holistic University*.
- [26] McConnell, C. J. (2003). *A study of the relationships among person-organization fit and affective, normative, and continuance components of organizational commitment*. Journal of Applied Management and Entrepreneurship, 8(4), 137.
- [27] Melese, S., & Das, D. P. (2019) *the Effects of Organizational Politics and Emotional Intelligence on Affective Commitment*. Article ID: IJMET\_10\_02\_037. Volume 10, Issue 02, pp. 361–368.
- [28] Nadeem, K., Akram, W., Ali, H. F., Iftikhar, Y., & Shamshad, W. (2019). *The relationship between work values, affective commitment, emotional intelligence, and employee engagement: A moderated mediation model*. European Online Journal of Natural and Social Sciences, 8(3), 469-482.
- [29] Pramesthi, A. P., & Dwityanto, A. (2017). *Hubungan Antara Kecerdasan Emosi Dengan Komitmen Organisasi Pada Karyawan* (Doctoral dissertation, Universitas Muhammadiyah Surakarta).
- [30] Puji Istanti, D. (2018). *Pengaruh Person Organization Fit (Po Fit) Terhadap Komitmen Organisasi Dengan Motivasi Kerja Dan Kepuasan Kerja Sebagai Variabel Intervening* (Doctoral dissertation, IAIN SALATIGA).
- [31] Purwaningsih, A., & Magdalena, B. (2017). *Pengaruh Senioritas dan Prestasi Kerja Terhadap Promosi Jabatan pada Karyawan*. Jurnal Bisnis Darmajaya, 3(1), 14-26.

- 
- [32] Rahmasari, L. (2016). *Pengaruh kecerdasan intelektual, kecerdasan emosi dan kecerdasan spiritual terhadap kinerja karyawan*. Majalah Ilmiah Informatika, 3(1).
  - [33] Ramli, A. H. (2019). *Organizational Commitment and Employee Performance at Distributor Companies*. Business and Entrepreneurial Review, 17(2), 121-134.
  - [34] Rumangkit, S. (2016). *Pengaruh sosialisasi organisasi pada komitmen afektif yang dimediasi oleh kesesuaian nilai*. Jurnal Bisnis Darmajaya, 2(1), 34-56.
  - [35] Rumangkit, S., & Haholongan, J. (2019). *Person Organization Fit, Motivasi Kerja, Dan Kepuasan Kerja Terhadap Komitmen Organisasional*. TECHNOBIZ: International Journal of Business, 3(2), 64-69.
  - [36] Rumangkit, S., & Maryati, S. (2016). *Pengaruh person-organization fit terhadap komitmen organisasional melalui kepuasan kerja pada karyawan ibi (informatics and business institute) darmajaya*. Jurnal Optimum, 7(2), 190-202.
  - [37] Saleem, W. A., & Ambreen, M. (2011). *Person Organization Fit, Organizational Commitment and Knowledge Sharing Attitude an Analytical Study*. Information Management and Business Review, 3(2), 110-116.
  - [38] Sih Darmi Astuti. (2010). *Model Person-Organization Fit (P-O Fit Model) Terhadap Kepuasan Kerja, Komitmen Organisasional Dan Kinerja Karyawan*. Jurnal Bisnis dan Ekonomi (JBE), Maret 2010, Vol. 17, No. 1 ISSN: 1412-3126 43. Hal. 43 - 60 .UniversitasStikubank
  - [39] Sugianto, S. K., & Thoyib, A. (2012). *Pengaruh Person-Organization Fit (PO Fit), Motivasi Kerja, dan Kepuasan Kerja terhadap Komitmen Pegawai Alamat Korespondensi: (Pada Pegawai UB Hotel, Malang)*. Jurnal Aplikasi Manajemen, 10(2), 229-238.
  - [40] Sugiyono. (2011). *Metode Penelitian*. Alfabeta : Bandung
  - [41] Sulyanto. (2018). *Metode Penelitian Bisnis*. Andi Offset : Yogyakarta
  - [42] Theodore, A., & Lilyana, B. (2017). *Pengaruh Kompensasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan*. Jurnal Bisnis Darmajaya, 3(1), 1-13.
  - [43] Tjandra, H. C., Wijaya, A., & Thio, S. (2018). *Pengaruh Perceived Organizational Support Terhadap Komitmen Afektif Karyawan Hotel Di Surabaya*. Jurnal Hospitality dan Manajemen Jasa, 6(2).
  - [44] Turnip, H. (2019). *Pengaruh Kecerdasan Emosional, Persepsi Guru Tentang Komunikasi Interpersonal Kepala Sekolah, dan Kompensasi Terhadap Komitmen Afektif Guru TK Kecamatan Medan Perjuangan* (Doctoral dissertation, UNIMED).
  - [45] Veithvizal, Rivai. (2010). *Manajemen Sumber Daya Manusia Untuk Organisasi*. Jakarta : PT Raja Grafindo Persada
  - [46] Wihida, D. (2019). *Analisis Pengaruh Komitmen Organisasi dan Stres Kerja terhadap Kinerja Karyawan (Studi pada Kantor Direktorat Jenderal Bina Marga BPJN Wilayah VII)* (Doctoral dissertation, Universitas Muhammadiyah Surakarta).
  - [47] Wulandari, A., & Alamanda, D. T. (2012). *Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Yayasan Pendidikan Telkom*. Jurnal Banking dan Manajemen Review Ekuitas, 1(1).
  - [48] Zuriana, Z., & Rananda, A. (2019). *Pengaruh Kompensasi Terhadap Kinerja Karyawan*. Education Journal: Journal Educational Research and Development, 3(1), 59-64.
  - [49] Zuriana, Z., Lilyana, B., & Herlina, H. (2019). *Dampak Kebijakan Status Dosen Terhadap Kinerja Dosen Perguruan Tinggi Swasta Di Bandar Lampung*. Jurnal Ekonomi dan Manajemen, 20(1), 13-24.
  - [50] Zusma Nurussaifa, S. I. L. V. I. A. (2019). *Analisis Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan Melalui Komitmen Afektif Pada PT. Smart Tbk Refinery Surabaya*. Jurnal Ilmu Manajemen (JIM), 8(2).
-