



# The Contribution of Human Resources in Creating Emotional Intelligence and its Impact on Customer Satisfaction

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Article Info	Abstract
<b>Article History</b> Received: 2023-08-12 Revised: 2023-09-15 Published: 2023-10-03  <b>Keywords:</b> <i>Customer Satisfaction; Emotional Intelligence; Human Resources.</i>	<p>This study aims to answer the practice of human resource contribution to creating customer satisfaction. Organizations need to develop and expand organizational structures that enable participatory decision-making. Interaction between members of the organization requires emotional intelligence to stimulate the emergence of new ideas in understanding the main tasks and functions of the organization. This study uses a Likert scale in a questionnaire to obtain primary data. Of the 180 lecturers and education staff surveyed, 168 respondents gave answers. The research results show that; 1) Individual ability, work professionalism, organizational commitment, and knowledge sharing do not contribute significantly to emotional intelligence directly. But work discipline contributes significantly to emotional intelligence directly; 2) Individual ability, work discipline, and organization commitment do not contribute significantly to consumer satisfaction directly. But work professionalism, and knowledge sharing contribute significantly to consumer satisfaction directly; 3) Emotional intelligence contributes significantly to customer satisfaction directly; and 4) Human resources (individual abilities, work professionalism, work discipline, organizational commitment, and knowledge sharing) indirectly contribute to creating consumer satisfaction.</p>
Artikel Info	Abstrak
<b>Sejarah Artikel</b> Diterima: 2023-08-12 Direvisi: 2023-09-15 Dipublikasi: 2023-10-03  <b>Kata kunci:</b> <i>Kepuasan Pelanggan; Kecerdasan Emosional; Sumber Daya Manusia.</i>	<p>Penelitian ini bertujuan untuk menjawab praktik kontribusi sumber daya manusia dalam menciptakan kepuasan pelanggan. Organisasi perlu mengembangkan dan memperluas struktur organisasi yang memungkinkan pengambilan keputusan partisipatif. Interaksi antar anggota organisasi memerlukan kecerdasan emosional untuk merangsang munculnya ide-ide baru dalam memahami tugas pokok dan fungsi organisasi. Penelitian ini menggunakan skala likert dalam kuesioner untuk memperoleh data primer. Dari 180 dosen dan tenaga kependidikan yang disurvei, sebanyak 168 responden memberikan jawaban. Hasil penelitian menunjukkan bahwa; 1) Kemampuan individu, profesionalisme kerja, komitmen organisasi, dan berbagi pengetahuan tidak memberikan kontribusi signifikan terhadap kecerdasan emosional secara langsung. Namun disiplin kerja memberikan kontribusi signifikan terhadap kecerdasan emosional secara langsung; 2) Kemampuan individu, disiplin kerja, dan komitmen organisasi tidak memberikan kontribusi signifikan terhadap kepuasan konsumen secara langsung. Namun profesionalisme kerja, dan berbagi pengetahuan berkontribusi signifikan terhadap kepuasan konsumen secara langsung; 3) Kecerdasan emosional memberikan kontribusi signifikan terhadap kepuasan pelanggan secara langsung; dan 4) Sumber daya manusia (kemampuan individu, profesionalisme kerja, disiplin kerja, komitmen organisasi, dan berbagi pengetahuan) secara tidak langsung berkontribusi dalam menciptakan kepuasan konsumen.</p>

## I. INTRODUCTION

The role of human resource management in increasing organizational effectiveness is an issue that has been researched before. However, if we review the effectiveness criteria presented by experts in the field of management, we understand that human resource management can directly or indirectly have a very important role in creating customer satisfaction. A good organization is certainly inseparable from the ability of its members in carrying out work, and

the interaction between members of the organization to form a conducive organizational atmosphere.

Intellectual ability is an individual's capacity to carry out mental activities, while physical ability is the ability to carry out tasks that require stamina, skill, and similar characteristics (Robbins, 2008). Knowledge and skills possessed by individuals will direct behavior. Meanwhile, the behavior will produce performance. The ability (knowledge and skills) that a person has

in carrying out work will encourage them to perform superiorly (Hutapea and Thoha, 2008, 86). Employees can carry out the authority and responsibility given to them (Kharis, 2010: 8). The responsibilities of the human resource management unit do not only cover staff presence or other simple matters but more importantly consider motivation, a satisfaction of spiritual needs, providing space for growth and creativity as well as a safe and healthy environment with meeting the material needs of employees (Kavanagh, Gueutal. & Tannenbaum, 1990). Therefore organizations should focus more on their workforce. The responsibility of human resource management in carrying out their duties must be able to provide suitable substrates for a talented and capable workforce in the organization such as individual abilities, work professionalism, work discipline, organizational commitment, organizational climate, and knowledge sharing so that they can carry out their duties with good quality. good. Strategies for evaluating staff performance can be carried out so that employees are ready to work better (Andersson, 2007). This ability can only be achieved if they have the provision of adequate education, training, and experience to carry out the tasks and responsibilities given.

In recent decades customer satisfaction literacy is still the backbone of service marketing (Zeithaml et al., 2006; Blackwell et al, 2007; Lovelock & Wirtz, 2007; Solomon, 2009; Evans et al, 2009). For some service providers, including universities, focusing on service performance in creating customer satisfaction is a core strategy for their institutions (Martensen et al., 2000). Because customer satisfaction belongs to consumers on the response to a service product or service feature that provides a pleasant level of consumption for customers (Oliver, 1997). Another finding is that service quality, especially in banks, has a large impact on customer satisfaction (Levesque & McDougall, 1996). The reliability of the services delivered and the customer's experience with the service delivery process also have an impact on satisfaction with banking services (Jamal & Naser, 2003).

Likewise, social benefits received by consumers have a positive influence on customer satisfaction, although this tends to focus more on relationships than results. This is due to social interactions with employees for the interests attributed by customers to other relational benefits (Reynolds & Beatty, 1999). Furthermore, if the expectations of customers met related to

the fulfillment of service quality, products, and prices are exceeded, then the company will achieve a high level of satisfaction and will create customer pleasure (Rust & Oliver, 2000). A high level of service will result in customer satisfaction making customer retention make loyal clients with concerning each other for company profitability (Reichheld & Sasser, 1990; Kumar et al., 2010). Winning the competition is an achievement that must be upheld in improving service quality for client satisfaction (Duncan & Elliot, 2002). Because the success of a company in providing good service is always based on providing good quality services and maintaining relationships with clients (Panda, 2003). Shows that the level of loyalty and client satisfaction from a company will provide good service (Lymperopoulos et al., 2006).

The results of new research on personality factors concerning customer service factors, the result is that personality factors cannot identify individual personality traits about to with concerning customer satisfaction patterns and services supported by technology such as; credit cards and cell phones (Brown et al., 2009; Ade et al., 2010). But in other findings that personality factors and individual aspects are related to behavior (Larsen & Buss, 2005). Predicting better academic performance with personality traits combined with high awareness of low neuroticism. As; happiness and extraversion have very high positive effects and low neuroticism in everyday life (Cheng & Furnham, 2003; Yik & Russell, 2001). Empirical studies show that there is a relationship between personality and consumer behavior; For example, the personality factor extraversion is directly related positively to consumers' emotions, while neuroticism is not related to personality. So the role of emotions is very important in customer satisfaction, but also their dependence on individual customer preferences (Matzler et al., 2005).

Furthermore, Beatson, & Gudergan (2008) examined three aspects of quality consisting of; aspects of satisfaction, trust, and commitment. The results show that satisfaction, trust, and commitment have a positive impact on behavior. Trust affects activism negatively, while commitment negatively affects perceived switching costs. Jun and Cai (2010) identified the importance of customer and organizational employee satisfaction and its main impact on service quality. Service workers providing service quality have an important role in organizational effectiveness in determining internal

service quality. Someone who is committed to their organization is someone who has loyalty and pride in their organization so they have the desire to work and complete their tasks properly (Ghorbanpour et al., 2014). In addition to work commitments, work discipline is also a management action to uphold organizational standards (Davis, 2012). A tool that managers rely on to communicate with employees/ can change behavior, such as employees being late for work, ignoring safety procedures, and ignoring job details required by their jobs so that their behavior is unprofessional (Gomez-Meija, Balkin and Cardy, 2010: 482). With work discipline employees will behave positively in the form of attitudes, behavior, and actions that are by following per under applicable regulations, both written and unwritten (Hasibuan, 2013; 47).

In addition, the findings of Fen Lin & Guang Lee (2006) in strengthening knowledge sharing with the role of organizational climate as a driving force for criticism of knowledge sharing, such as support from top management, employee involvement, a stimulus to develop new ideas, and reward systems related to knowledge sharing. Organizational climate is a strong predictor of the intensity to share knowledge (Brock et al; 2005; Wolfe & Loraas, 2008). With the existence of an organizational climate, the perception of sharing among members of the organization is related; regulations, practices, and procedures in both formal and informal organizations can be implemented (Davis & Mentzer, 2002). When the organizational climate is not supportive, this will hinder knowledge sharing. An organizational climate creates a tendency for knowledge sharing where individuals have a high sense of trust in one another and in the organization. The organizational climate is open and good, the flow of information can run freely, and the organizational climate can tolerate reasonable failure with instilled pro-social norms (Brock, Zmud, & Lee, 2005).

Emotional intelligence has a positive and significant effect on organizational behavior. Emotional intelligence will have a good impact on improving employee organizational behavior, the more employees' ability to motivate themselves is accompanied by high self-awareness, it will be followed by an increase in employee organizational behavior (Ibrahim, 2013).

## II. METHOD

This research is included in quantitative research, its type is categorized as explanatory

research using hypotheses. The primary data was obtained from the results of distributing questionnaires to all of the stakeholders Prof. Dr. Moestopo (Beragama) university of Jakarta uses a Likert scale. This research has the involvement of independent and dependent variables which are measured directly from each indicator to answer how the practice of human resources contributes to creating customer satisfaction either directly or indirectly. The sampling technique uses the entire population of 168 people as a sample (census). Analysis of the model equation using path analysis (path analysis).

## III. RESULT AND DISCUSSION

The result of the analysis, human resource variable in practice can create customer satisfaction not directly, but through emotional intelligence. Researcher found several research findings contained in this finding equation model:

### 1. Individual Ability Makes a Positive Contribution to Consumer Satisfaction Through Emotional Intelligence

The statistical results of path analysis in the model equation produce a path coefficient value of the direct contribution of individual abilities to customer satisfaction of -0.075 compared to the indirect path coefficient of -0.01307, the direct path coefficient value of -0.075 is greater than the indirect path coefficient value ( -0.075 > -0.01307). These results indicate that individual ability variables contribute to customer satisfaction through emotional intelligence.

These findings are in line with the findings of Amalia Sawitri Wahyuningsih (2004) on the contribution of emotional intelligence in creating customer satisfaction. Someone can build good relationships with other people because it is supported by the emotional intelligence of a member of the organization. This is because emotional intelligence can control emotions well when dealing with other people. The ability of individuals who have emotional intelligence can handle emotions well when dealing with other people, including serving customers to be able to influence customers in a very elegant way to create harmonious relationships.

This finding is also in line with findings (Robbins, 2008; and Ketut Sudarma, 2012) that individual abilities affect employee performance and the impact on service quality. Intellectual ability is an individual's

capacity to carry out mental activities including managing his emotional intelligence, while physical ability is the ability to carry out tasks that demand stamina, skill, and similar characteristics. Knowledge and skills possessed by individuals will lead to behavior, while behavior will result in performance (Robbins, 2008). The logic of thinking is that the abilities (knowledge and skills) that a person has in carrying out work will encourage them to perform superior. If the knowledge, skills, and experience a person has in carrying out work use his emotional intelligence in serving customers well, then the customer will feel satisfied.

## **2. Work Professionalism Makes a Positive Contribution to Consumer Satisfaction Through Emotional Intelligence**

The results of path analysis in the model equation produce a comparison of the path coefficient value of the direct contribution of work professionalism to customer satisfaction of 0.0296 when compared to the indirect path coefficient value of 0.000, the direct path coefficient value of 0.0296 is greater than the indirect path coefficient value ( $0.0296 > 0.000$ ). This shows that the variable of work professionalism contributes to customer satisfaction through emotional intelligence. This finding is in line with the findings of Cahyani (2007) that work professionalism makes a person behave and behave well and will improve the performance he produces. Work professionalism is owned by a person who has an attitude, action-reasoning power, and sensitivity to procedures and job responsibilities by his job description. A person is said to be professional if in carrying out the duties and responsibilities of his work he uses his emotional intelligence. Her work delivers reliability and expertise of the highest quality, on time, meticulously, and with easy-to-understand procedures.

This finding is also in line with Amalia Sawitri Wahyuningsih (2004) that emotional intelligence plays a large role in creating customer satisfaction. A professional employee who has an attitude at work can optimize his skills, time, energy, knowledge, and resources following the field he is in so that he will be able to create emotional intelligence for his employees. Someone can build good relationships with other people because it is supported by someone's emotional intelli-

gence in the organization. This is because emotional intelligence can control emotions well when dealing with other people. An employee who has work professionalism can control their emotional intelligence in every action they take so that it has an impact on customer satisfaction. Logically, if employees have high professionalism, they will have integrity, be tenacious, and diligent, and have consequences for their work or profession. Always trying to complete tasks with maximum results with quality standards set by the company. Employees work with a high level of accuracy using their emotional intelligence so they can minimize mistakes. Thus work professionalism has an impact on customer satisfaction, both directly and indirectly.

## **3. Work Discipline Contributes to Consumer Satisfaction Through Emotional Intelligence**

The statistical results of path analysis in the model equation produce a path coefficient value of the direct contribution of work discipline to customer satisfaction of -0.094 compared to the indirect path coefficient of -0.0172, the direct path coefficient value of -0.094 is greater than the indirect path coefficient value ( $-0.094 > -0.0172$ ). This shows that work discipline variables contribute to customer satisfaction through emotional intelligence.

The results of this finding are in line with the findings of Sri Dwi Ratih Wijayanti, and Lina Mahardiana Risnawati (2018) that there is a positive direct effect between work discipline on customer satisfaction. Work discipline is also an important thing for employees, this is shown in indicators of administrative discipline, namely employees complying with applicable regulations such as; dressing neatly and maintaining politeness, serving on time, sweet attitude, and smiling in serving customers, if employees apply self discipline then the service provided to customers will be maximized.

This finding is also in line with Amalia Sawitri Wahyuningsih (2004) that emotional intelligence contributes to creating customer satisfaction. An employee is said to have good discipline if he tries hard to overcome obstacles in carrying out his job responsibilities. Thus they can build good relationships with other people because it is supported by the

ability to manage emotional intelligence in the organization. Logically thinking that the work discipline of an employee can use his emotional intelligence in improving his work ethic and job responsibilities so that it will create customer satisfaction.

#### **4. Organizational Commitment Contributes to Consumer Satisfaction Through Emotional Intelligence**

The statistical results of the path coefficient in the model equation produce a path coefficient value of the direct contribution of organizational commitment to customer satisfaction of 0.094 when compared to the indirect path coefficient of -0.01447, then the direct path coefficient value of 0.094 is greater than the path coefficient value multiplied by the value the indirect path coefficient ( $0.094 > -0.01447$ ). This shows that the organizational commitment variable contributes to customer satisfaction through emotional intelligence.

This result is consistent with the findings of Siti Komariah Hildayanti et al (2018) that organizational commitment has a significant effect on customer satisfaction. The main factor that needs attention is to improve service quickly according to standards and speed in serving customer claims. The logic of thinking is that organizational commitment makes an individual employee's ability to think logically, rationally, and intelligently, and be able to adapt to certain situations by using his emotional intelligence. So that they can think logically and evaluatively towards the environment and can help employees create new ideas, make them dare to take risks to create new practices and new ideas, and can help improve service performance, so that the impact on customer satisfaction.

#### **5. Knowledge sharing Contributes to Consumer Satisfaction Through Emotional Intelligence**

The statistical results of path analysis in the model equation produce a path coefficient value of the direct contribution of knowledge sharing to customer satisfaction of 0.716 compared to the indirect path coefficient of 0.000467, so the direct path coefficient value of 0.716 is greater than the indirect path coefficient value ( $0.716 > 0.000467$ ). This shows that knowledge sharing contributes to customer satisfaction through emotional intelligence.

This result is in line with the findings of Agi Syarif H, & Rofi; R (2021) that knowledge sharing has a positive and significant influence on innovation behavior. Because an organization requires improvement steps in the control of the organization. Knowledge sharing requires emotional intelligence in shaping humanist individual character in the organization. Increasing human behavior for employees will encourage increased service performance. Knowledge sharing can produce new knowledge that is beneficial to organizations because it can stimulate individuals to think more critically and be more creative by using their emotional intelligence. Thus impact customer satisfaction.

The logic of thinking is that organizations need to develop an organizational structure that enables participatory decision-making. Organizations need to expand opportunities for members of the organization to share knowledge in the form of meetings, discussions, sharing sessions, opportunities to write journal and magazine articles, and so on. In addition, the organization needs to ensure the adequacy of team or work unit resources within the organization both in terms of human resources, financial resources, and other resources needed by the team to carry out their duties. By sharing knowledge, it can ensure that all members of the organization are involved in it and using their emotional intelligence, it will be able to create customer satisfaction.

### **IV. CONCLUSION AND SUGGESTION**

#### **A. Conclusion**

The contribution of human resources in creating customer satisfaction is related to individual and organizational factors. Where factors related to individuals are individual abilities, work professionalism, and work discipline while those related to organizations are; organizational commitment, and knowledge sharing.

The knowledge and skills possessed by an employee in carrying out work contribute to customer satisfaction. Work professionalism makes a person in attitude and behavior have integrity, be tenacious and diligent, and be consistent in their work or profession. Always trying to complete tasks with maximum results following the quality standards set by the organization. Work discipline also stimulates employees to work with a high

level of accuracy to minimize mistakes and employees reflect an attitude that does not give up easily and always adheres to procedures set by the organization and is always committed to the organization. Employees who have faith in the values of the organization, have resilience for reasons of morality and ethics, have a soul that is loyal to their responsibilities for their work, and have empathy for cooperation within the organization, and can increase the intensity of sharing knowledge, and by using their emotional intelligence, the impact will increase customer satisfaction.

## B. Suggestion

The discussion regarding this research is still very limited and requires a lot of input. The suggestion for future authors is to study it more deeply and comprehensively about The Contribution of Human Resources in Creating Emotional Intelligence and its Impact on Customer Satisfaction.

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