

# HOW IS THE PRACTICE OF HUMAN RESOURCES CONTRIBUTE TO CREATING CUSTOMER SATISFACTION?

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## ABSTRACT

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.

## 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 (Bock 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 (Bock, 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).

## **THEORETICAL FRAMEWORK**

### **Individual Ability**

Individual ability is interpreted as the overall ability of an individual which is essentially composed of two sets of factors, namely intellectual ability and physical ability. Where intellectual ability is the ability needed to carry out mental activities. While physical ability is the ability to carry out tasks that require stamina, skill, strength, and similar characteristics. Every individual has different abilities. Individuals who are healthy and strong have the opportunity to complete their duties and obligations well (Sedarmayanti, 2004). Individual abilities are individual activities to carry out various tasks in certain jobs that are distinguished by intellectual abilities and physical abilities (Robbins, 2008). 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.

In line with the view of Sedarmayanti (2004) that individual abilities are divided into 2 (two) dimensions, namely intellectual abilities, and physical abilities. Where each

dimension there are several indicators. The intellectual ability dimension consists of seven indicators consisting: 1) Numerical Intelligence; This intelligence is the ability to count quickly and precisely; 2) Verbal understanding; Verbal Comprehension, namely the ability to understand what is read or heard; 3) Perceptual Speed; Perceptual speed is the ability to recognize visual similarities and differences quickly and precisely. 4) Inductive Reasoning; Inductive reasoning is the ability to recognize a logical sequence in a problem and its solution; 5) Deductive Reasoning; Deductive reasoning is the ability to use logic and assess the implications of an argument; 6) Spatial Visualization; Spatial visualization, namely the ability to imagine how an object would look if the position in space was changed; 7) Memory (memory); Memory is the ability to retain and recall past experiences.

While the dimensions of physical ability consist of 3 (three) main indicators namely; strength; flexibility dexterity; and other factors; 1) Strength; The strength factor consists of: (a) Dynamic Strength: the ability to utilize muscle strength (b) Body lower muscle strength: the ability to utilize abdominal muscle strength (c) Static strength: strength that utilizes strength to block external objects (d) Explosive strength : the ability to utilize maximum energy in a series of explosive activities; 2) Flexibility/dexterity; The flexibility factor consists of: (a) Reach flexibility: the ability to move the muscles downwards or backwards as far as possible (b) Dynamic flexibility: the ability to perform movements, stretch fast and repeat; 3) Other factors; Other factors consist of: (a) Body coordination: the ability to coordinate the simultaneous actions of different limbs (b) Balance: the ability to maintain balance even when a force tries to shake it (c) Stamina: the ability to exert a maximum effort that requires effort constantly.

### **Work Professionalism**

Work professionalism is defined as reliability and expertise in carrying out tasks

so that they are carried out with high quality, at the right time, carefully, and with procedures that are easy to understand, and can provide full/complete service for the benefit of clients and respect clients as self-respect and must have a commitment to the company. Work professionalism is in line with the findings of Muhammad Rifqi (2008) that to develop of the concept of work professionalism from the individual level is measured by five dimensions, namely: 1) Dedication to the profession (dedication): Dedication to this profession is reflected in professional dedication through the use of knowledge and skills possessed. This attitude is an expression of total surrender to work. Work is defined as a goal in life and not just a means to an end. Total self-surrender is a personal commitment and the main compensation expected is spiritual satisfaction and then material satisfaction. 2) Social Obligations; Social Obligations, namely views about the importance of the role of the profession and the benefits that are obtained either by society or by professionals because of the work; 3) Independence (Autonomy demands); Independence is a view that a professional must be able to make his own decisions without any pressure from other parties; 4) Belief in Professional Regulations (belief in self-regulation); Confidence in professional regulations, namely a belief that those who are authorized to evaluate professional work are fellow professionals/ and not outsiders who are not competent in their field of knowledge and work. 5) Relations with fellow professionals (professional community affiliation); Relationships with other professionals mean using professional associations as a reference, including formal organizations and informal groups of colleagues as main sources of work ideas. Through this professional association, professionals build awareness of their profession.

### **Work Discipline**

According to Gomez-Meija, Balkin, and Cardy (2010; 482), work discipline is a tool that managers rely on to communicate

with their employees so that they can change behavior, such as employees being late for work, ignoring safety procedures, ignoring the details of work required by their work so that their behavior does not professional. This is because, with high discipline, employees or subordinates will comply with all existing regulations so that the implementation of work can be done by following a predetermined plan. Work discipline is an attitude of action to always obey the rules (Anoraga, 2006; 80). But it is also an attitude that is very necessary and gets attention in every job done by everyone to improve performance to achieve organizational goals.

Agustini's findings (2011) that work discipline has four main indicators namely; attendance; Adherence to The Boss; Awareness of Work; and Responsible. Where; 1) Attendance is defined as never skipping work and always coming on time so that attendance increases every month; 2) Adherence to The Boss; interpreted by always carrying out the tasks given by the leadership and always maintaining good relations with the leadership; 3) Awareness Work; if doing a job according to working hours and by following per under office rules; 4) Responsible; is always responsible for the results of the work he does.

In line with the view of Moenir (2014), this study's work discipline is measured by dimensions; time efficiency; responsibility; and compliance. Where is the indicator; 1) time efficiency; interpreted as employees carrying out their duties/work are always on time and efficient in using their working time; 2) responsibility; This means that if employees carry out their work always by following per under plans and standard operating procedure, afterward they can evaluate the results of their work for further work improvement and employees are always willing to accept risks or mistakes for the results of their work.

### **Organizational Commitment**

Work commitment is defined as an individual's psychological bond to the

organization and as the employee's desire to maintain membership in the organization and is willing to make an effort to work hard, believing to get a certain value for the achievement of organizational goals. Implementation of managerial tasks needs to provide education and training to improve individual employee abilities that emphasize the job itself, not rewards, so that a more specific commitment is realized, namely work commitment (Carmeli et al., 2007).

In this study, organizational commitment is measured by the collaborative findings of Solinger et al. (2008) and Robins (2012; 99) that there are three separate dimensions, namely: 1) Affective Commitment; interpreted as emotional feelings for the organization and belief in its values; 2) Continuance Commitments; to get the economic value that is felt and can survive in an organization when compared to leaving the organization; 3) Normative Commitments; interpreted as an obligation to stay in the organization for reasons of morality or ethics.

### **Knowledge Sharing**

Knowledge sharing is defined as a process in which individuals share knowledge from the results of social interaction, experience, and skills of all employees in the organization (Lin, 2007). Exchanging knowledge is meant to be able to create knowledge (De Vries et al., 2006). Knowledge sharing can generate new knowledge that is beneficial to organizations because it can stimulate individuals to think more critically and creatively. Because an organization requires improvement steps within the control of the organization. Knowledge sharing is an important basis for achieving a company's competitive advantage (Argote, & Ingram, 2020). Knowledge sharing in this study is divided into the main dimensions, namely under the control of organizations such as; proximity, organization culture, information system, rewards, organization structure, Opportunity to Share Knowledge, adequacy, Access to Learning Resources, Feedback on Learning,

and Retention of Learning. The finding of Akhbar & Musa (2012) is that for the organization to be able to adjust the distance between the work desks of the members of the organization they are close enough but still respect the privacy of each member of the organization (proximity).

They suggested that the organization create discussion rooms that are close enough to each other's work areas so that members of the organization can spontaneously use the space to share knowledge at any time. Another factor that influences knowledge sharing is a supportive and team-oriented organizational culture. Organizations can create a supportive and team-oriented culture by creating organizational values that value teamwork and mutual support (Borges, 2013). Organizations also need to develop information systems that have special features for knowledge sharing so that they are easily accessible /a/ user-friendliness. That way, it is expected that members of the organization can easily share knowledge (Supar, 2012). Organizations can also develop reward systems related to knowledge-sharing activities. One of them is by giving bonuses or awards to members of the organization who actively share knowledge (Al-Alawi, 2007).

So the organization also needs to develop an organizational structure that allows participatory decision-making. The process of sharing knowledge can occur in a participatory decision-making process (Al-Alawi, 2007). 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 (Abdul Jalal et al, 2013). In addition, organizations need to ensure the adequacy of the team or work unit resources (adequacy) within the organization both in terms of human resources, financial resources, and other resources needed by the team in carrying out their duties (Xia & Ya, 2012). Organizations need to provide/ access to learning resources (Access to Learning Resources) for members of the organization

such as online forums, seminars, journal access, and others. Organizations need to encourage feedback (Feedback on Learning) on learning activities in organizations (Abdullah, et al, 2009).

One form is to discuss learning activities in performance appraisal. And organizations need to do retention of learning the knowledge it produces. One way is to ask members of the organization who take part in the training at the expense of the organization to make written works/articles stored in the organization's database (Abdullah, et al, 2009). Another thing that is beyond the control of the organization is the donating process, namely; organizational individuals can communicate their intellectual capital or personal knowledge to others using; two-way communication, meetings, articles, and others that serve as an organizational knowledge capital. Besides donating in knowledge sharing there is collecting; where the activity of organizational members can consult gathering information from colleagues or other organizational members to encourage the sharing of their intellectual capital (De Vries et al., 2006).

The findings of Poul Khanlarzadeh & Samiri (2016) that emphasizing cultural attributes is the most important factor that can determine the level of knowledge-sharing behavior. This activity is quite vital in maintaining and developing the knowledge possessed. Because by doing knowledge sharing, the knowledge possessed by each individual can be shared with other members of the organization, so this knowledge becomes organizational knowledge (Orces, Kim, & Lee, 2005). Organizational success in managing knowledge-sharing activities will create a competitive advantage (Solek-Borowska, 2015). In line with these findings, Saifi (2016) found that motivation and belief had a significant impact on knowledge-sharing behavior. However, this research is limited to electronic mail (explicit knowledge) so it does not include tacit knowledge. There are two important activities in the knowledge-sharing process,

namely donating and gathering knowledge (De Vries et al., 2006).

Furthermore, the findings of Agi Syarif H, & Rofi; R (2021) that knowledge sharing has a positive and significant influence on innovation behavior. Increasing the intensity of knowledge sharing will encourage increased innovative behavior in employees. The findings of Aditya Andika (2016) that organizations need to support the implementation of knowledge sharing by providing space, even if it is necessary to provide rewards for people who donate their knowledge, knowledge will be easier to obtain at a lower cost and will greatly assist the organization in carrying out effectiveness and human resource development efficiency. One of the important findings in this study is the greater contribution of knowledge sharing in encouraging increased employee innovative behavior. Organizations need to recruit employees who are potential and highly competent so that there is a lot of knowledge provided. One strong factor that supports knowledge sharing is leadership (Goel, Rana & Rastogi, 2010). Furthermore, knowledge sharing has a positive and significant influence on innovative behavior. Increasing the intensity of knowledge sharing will encourage an increase in employee innovative behavior (Agi Syarif H, & Rofi; R, 2021).

### **Consumer Satisfaction**

Consumer satisfaction is defined as a good or bad customer feeling as an effective and emotional customer response that arises from his mind after experiencing the service of a product or service. Customers will be very satisfied if their expectations are exceeded. This satisfaction is interpreted by emotional responses and evaluations of online shopping experiences (Chiu et al.; 2009). Such good evaluations result in psychologically favorable responses to online buying experiences and vice versa (Zhao, 2010). Customer satisfaction is an emotional evaluation that reflects the extent to which customers trust service providers in generating positive feelings (Cronin et al;

2000). The consumer's post-purchase state of mind reflects how much the consumer liked the product or service after it happened. There are two dimensions of consumer satisfaction; 1) Satisfaction of special transactions; where the satisfaction of this transaction is related to the result of a purchase of a product or service in providing benefits in its use; 2) Cumulative satisfaction; This satisfaction relates to overall satisfaction with a product or service after several purchases and experiences over time, which leads to consumer loyalty (Woodside et al; 1989). Why is that, consumer satisfaction is the consumer's response to the evaluation of the perceived difference between previous expectations and the actual performance of a product or service after consumption (Tse & Peter, 1988).

In the opinion of Irawan (2004: 37) that customer satisfaction is measured through five main dimensions, namely: 1) Price; for sensitive customers, usually low prices are an important source of satisfaction because they will get a high value for money. this price component is relatively unimportant for those who are not price sensitive; 2) Service quality; Service quality depends on three things, namely; systems, technology, and people. Customer satisfaction with service quality is usually difficult to imitate because forming an attitude and behavior that is in line with the wishes of the company is not an easy job. Improvements must be made starting from the process of recruitment, training, and work culture; 3) Product quality; Customers feel satisfied after buying and using the product if the product quality of an item/service is considered good; 4) Emotional factors; characterized by consumer satisfaction in using products/services to generate a sense of pride and confidence; 5) Efficiency; Ease of obtaining these products or services and ease of payment can make customers more satisfied if it is relatively easy, comfortable and efficient in obtaining a product service or service.

## METHODS

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).

## RESULT AND DISCUSSION

### Data Analysis

To measure whether or not an instrument is valid, the researcher performs a bivariate correlation between each indicator score and the total score of the construct. Besides being valid, a construct is also reliable, this test is used to determine the extent to which measurement results remain consistent over time. A scale or instrument consistently displays the same value every time a measurement is taken. The instrument is said to be reliable if it gives a Cronbach's alpha value greater than 0.70 (Nunnally, J Bernstein, IH. 1994).

**Table 1.** Validity and reliability test results for all constructs in the research model equation

Variable	Validity	Reliability	N of Item	Decision	
	All statement items are greater or less than 0.196	Cronbach Alpha		Valid	Reliable
Individual Ability	Bigger	0,931	22	Valid	Reliable
Work Professionalism	Bigger	0,901	08	Valid	Reliable
Work Discipline	Bigger	0,895	08	Valid	Reliable
Organization Commitment	Bigger	0,968	06	Valid	Reliable
Knowledge Sharing	Bigger	0,966	14	Valid	Reliable
Emotional Intelligence	Bigger	0,880	05	Valid	Reliable
Consumer Satisfaction	Bigger	0,879	08	Valid	Reliable

Source: Primary data processed, 2022.

In addition to testing the validity and reliability, the quality of data must be normally distributed.

**Table 2.** Research Data Normality Test Results

### One-Sample Kolmogorov-Smirnov Test

		Zscore: Individual Ability	Zscore: Work Professionalism	Zscore: Work Discipline	Zscore: Organization Commitment	Zscore: Knowledge Sharing	Zscore: Emotional Intelligence	Zscore: Consumer Satisfaction
N		168	168	168	168	168	168	168
Normal Parameters <sup>a</sup>	Mean	.0500684	.0266009	.0289308	.0705482	.0328270	.0195171	.0635956
<sup>b</sup>	Std. Deviation	.94417656	.96927446	.96339794	.88583608	.95101697	.96707772	.92694442
Most	Absolute	.137	.172	.194	.320	.273	.273	.126
Extreme	Positive	.137	.172	.194	.320	.273	.273	.126
Differences	Negative	-.100	-.165	-.113	-.237	-.184	-.191	-.109
Test Statistic		.137	.172	.194	.320	.273	.273	.126
Asymp. Sig. (2-tailed)		.102 <sup>c</sup>	.082 <sup>c</sup>	.095 <sup>c</sup>	.105 <sup>c</sup>	.118 <sup>c</sup>	.120 <sup>c</sup>	.097 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Primary data processed, 2022.



## Result

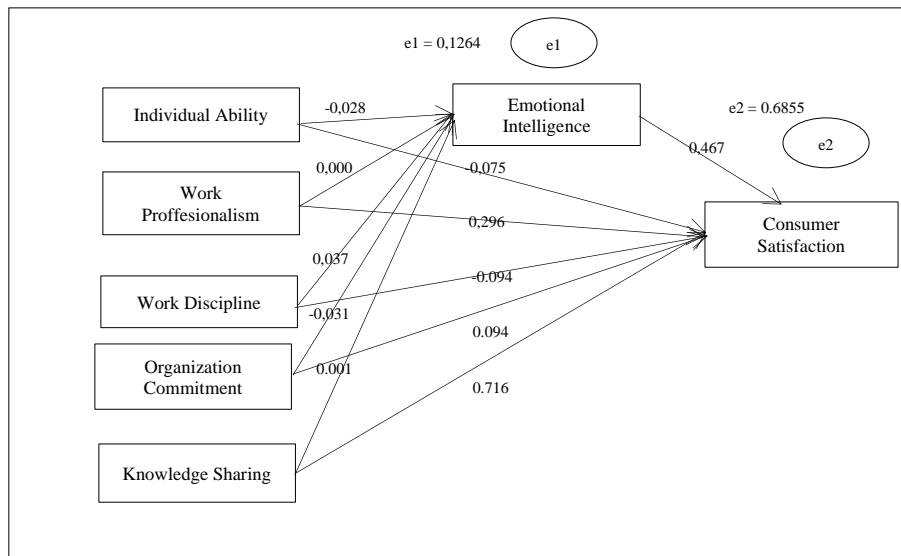
The statistical test results of all model equations' indirect contribution to this study can be seen in the following table:

**Table 3.** Results of the Statistical Test for the Direct Contribution to the Model Equation

Variable Contribution	To variables	T Statistic	T Table	Significance	Results of statistical analysis
Individual Ability	Emotional Intelligence	-1.373	-1.654	0.172	Not Contributing significantly
Work Professionalism	Emotional Intelligence	0.014	1.654	0.989	Not Contributing significantly
Work Discipline	Emotional Intelligence	1.906	1.654	0.005	Contributing Significantly
Organization Commitment	Emotional Intelligence	-1.576	-1.654	0.117	Not Contributing significantly
Knowledge Sharing	Emotional Intelligence	0.077	1.654	0.938	Not Contributing significantly
Individual Ability	Consumer Satisfaction	-0.724	-1.654	0.470	Not Contributing significantly
Work Professionalism	Consumer Satisfaction	2.773	1.654	0.006	Contributing Significantly
Work Discipline	Consumer Satisfaction	-0.930	-1.654	0.354	Not Contributing significantly
Organization Commitment	Consumer Satisfaction	0.935	1.654	0.351	Not Contributing significantly
Knowledge Sharing	Consumer Satisfaction	7.579	1.654	0.000	Contributing Significantly
Emotional Intelligence	Consumer Satisfaction	6.800	1.654	0.000	Contributing Significantly

Source: Primary data processed, 2022.

The results of the variable contribution indirectly in the model equation are as follows:



**Figure 1.** Path Coefficient in the Model Equation  
Source: Primary data processed, 2022.

## 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 intelligence 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.

#### **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.

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