

**PENGARUH KECERDASAN EMOSIONAL, PENGEMBANGAN
KARIR, KETANGGUHAN (KETANGGUHAN), DAN KOMITMEN
ORGANISASIONAL TERHADAP KINERJA PERWIRA PEMBINA
MENTAL TNI**



**PASCASARJANA
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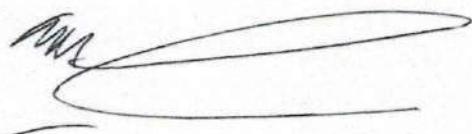
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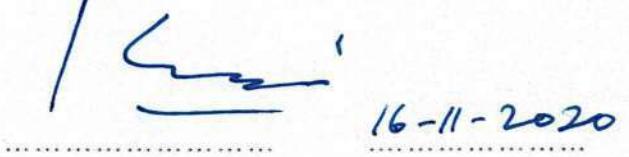
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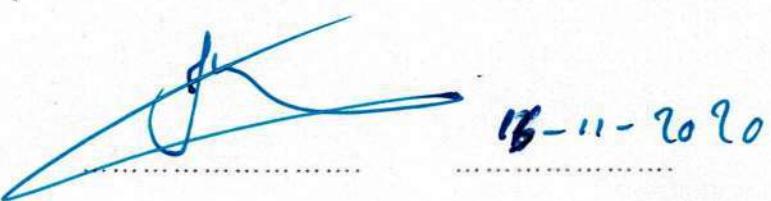
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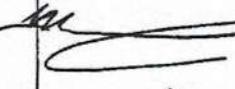
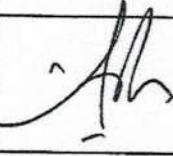
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**PENGARUH KECERDASAN EMOSIONAL, PENGEMBANGAN KARIR,
KETANGGUHAN (KETANGGUHAN), DAN KOMITMEN ORGANISASIONAL
TERHADAP KINERJA PERWIRA PEMBINA
MENTAL TNI**

ABSTRAK

Tujuan penelitian ini adalah untuk mempelajari dan menganalisis Pengaruh Pengembangan Karir, Kecerdasan Emosional, Ketangguhan (Ketangguhan), dan Komitmen Organisasional Terhadap Kinerja Perwira Pembina Mental TNI.

Penelitian ini menggunakan metode deskriptif analisis, sedangkan jenisnya adalah survei metode penelitian survei dengan analisis jalur (*Path analysis*). Metode survei deskriptif adalah suatu metode penelitian yang mengambil sampel dari suatu populasi dan menggunakan kuesioner sebagai alat pengumpulan data. Sampel dari penelitian ini adalah 109 Perwira Pembina Mental TNI.

Hasil penelitian ini menunjukkan bahwa; (1) Kecerdasan emosional berpengaruh langsung positif terhadap kinerja Perwira Pembina mental TNI. (2) Pengembangan karir berpengaruh langsung positif terhadap kinerja Perwira Pembina mental TNI. (3) Ketangguhanberpengaruh langsung positif terhadap kinerja Perwira Pembina mental TNI. (4) Komitmen organiasasi berpengaruh langsung positif terhadap kinerja Perwira Pembina mental TNI. (5) Kecerdasan emosional berpengaruh langsung positif terhadap komitmen organisasi Perwira Pembina mental TNI. (5) Pengembangan karir berpengaruh langsung positif terhadap komitmen organisasi Perwira Pembina mental TNI. (7) Ketangguhanberpengaruh langsung positif terhadap komitmen organiasasi Perwira Pembina mental TNI. (8) Kecerdasan emosional berpengaruh langsung positif terhadap KetangguhanPerwira Pembina mental TNI. (9) Pengembangan karir berpengaruh langsung positif terhadap KetangguhanPerwira Pembina mental TNI.

Dengan demikian peningkatan kinerja Perwira Pembina Mental TNI dapat diraih dengan baik apabila adanya pengaruh kuat dari pengembangan karir, kecerdasan emosional, ketangguhan, dan komitmen organisasi yang terbina dengan baik .

Kata Kunci: kecerdasan emosional, pengembangan karir, ketangguhan, komitmen organisasi, dan kinerja Perwira Pembina Mental TNI.

The Influence of Career Development, Emotional Intelligence, Self-Resilience, and Organizational Commitment on the Performance of TNI Mental Guidance Officers

ABSTRACT

The aim is to study and analyze the Effects of Career Development, Emotional Intelligence, Resilience (Resilience), and Organizational Commitment to the Performance of TNI Mental Guidance Officers.

This research uses descriptive analysis method, while the type is survey survey research method with path analysis. Descriptive survey method is a research method that takes samples from a population and uses a questionnaire as a data collection tool. The sample of this study was 109 Military Mental Advisory Officers.

The results of this study indicate that; (1) Emotional intelligence has a direct positive effect on the performance of TNI mental advisors. (2) Career development has a direct positive effect on the performance of TNI mental advisors. (3) Toughness / resilience has a direct positive effect on the performance of the TNI Mental Advisory Officer. (4) Organizational commitment has a direct positive effect on the performance of the TNI Mental Advisory Officer. (5) Emotional intelligence has a direct positive effect on the organizational commitment of the TNI Mental Advisory Officer. (5) Career development has a direct positive effect on the organizational commitment of the TNI Mental Advisory Officer. (7) Toughness / resilience has a direct positive effect on the commitment of TNI Mental Commanding Officer organizations. (8) Emotional intelligence has a direct positive effect on the toughness / resilience of the TNI Mental Advisory Officer. (9) Career development has a direct positive effect on the toughness / resilience of the TNI Mental Advisory Officer.

Thus improving the performance of TNI Mental Guidance Officers can be achieved well if there is a strong influence from career development, emotional intelligence, resilience, and organizational commitment that is well built.

Keywords: career development, emotional intelligence, self-endurance, organizational commitment, and the performance of TNI Mental Advisory Officers.

RINGKASAN

Sumber daya manusia (SDM) yang berkualitas merupakan salah satu modal dasar pembangunan. Upaya peningkatan dan pengembangan kualitas sumber daya manusia telah menjadi persyaratan utama bagi Bangsa Indonesia untuk bisa bersaing dalam percaturan dunia yang menglobal pada millenium ke tiga ini.

Untuk itu sumber daya manusia yang berkualitas dan handal sangat penting maknanya bagi pembangunan nasional, bahkan dapat dikatakan bahwa masa depan bangsa terletak pada kesadaran lembaga yang berkualitas akan muncul apabila individu-individunya berkualitas dan memiliki etika kerja yang optimal. Disadari bahwa tuntutan tugas prajurit ternyata semakin berat dan kompleks, sehingga diperlukan kemampuan ekstra prajurit yang maksimal. Agar mampu menghadapi perubahan/perkembangan situasi yang sedemikian rupa, lebih-lebih prajurit yang bertugas sebagai Perwira Pembina Mental TNI.

Kendatipun pada setiap tahapan dilakukan pembinaan mental, namun hasilnya masih belum sesuai, dengan yang diharapkan (ideal), sehingga berpengaruh besar terhadap citra prajurit di mata masyarakat. Sebagian besar warga bangsa belum siap menerima arus globalisasi dan informasi yang datang begitu cepat, sehingga dampak negatifnya tidak bisa dihindari, termasuk bagi prajurit, yaitu terjadinya degradasi mental dan moral prajurit yang diindikasikan oleh lemahnya ketahanan diri (mental) prajurit.

Beberapa ahli menyampaikan batasan-batasan yang berbeda mengenai pengertian kinerja, namun sebagian merujuk pada suatu penyelesaian pekerjaan, seperti yang dikatakan Prawirosentoso (1990) kinerja adalah seperangkat hasil yang dicapai oleh seseorang atau sekelompok orang dalam organisasi sesuai

dengan wewenang dan tanggung jawab masing-masing dalam upaya mencapai tujuan.

Kinerja Perwira Pembina Mental sebagai variabel terikat (*Dependent Variable*). Sedangkan obyek penelitian (responden) dibatasi pada Perwira Pembina Mental TNI dengan sampel penelitian para Perwira Pembina Mental yang bertugas di Pusbintal TNI, Dinas Pembinaan Mental TNI – Angkatan Darat, Kasubdisbintal Diswatpersal, Kasubdisbintal Diswatpersau karena mereka dianggap dapat mewakili Perwira Pembina Mental di Kesatuan lain, dalam jajaran TNI.

Dalam meningkatkan kinerja perlu dilakukan dengan cara baik, kolaboratif maupun kooperatif dengan menggunakan manajemen kerja yang optimal. Kossen (1983) mengemukakan bahwa pekerja cenderung mengikuti arah tuntutan yang digariskan dan bagaimana pegawai bergerak dipengaruhi oleh situasi organisasi yang ditegakkan pimpinan dalam suatu organisasi, sehingga untuk meningkatkan mutu kehidupan kinerja pegawai



KATA PENGANTAR

Puji Syukur Kehadirat Allah SWT, karena KaruniaNya maka Desertasi dengan judul PENGARUH KECERDASAN EMOSIONAL, PENGEMBANGAN KARIR, KETAHANAN DIRI (KETANGGUHAN), DAN , KOMITMEN ORGANISASIONAL TERHADAP KINERJA PERWIRA PEMBINA MENTAL TNI akhirnya dapat diselesaikan. Obyek penelitian adalah Perwira Pembina Mental TNI.

Disertasi ini disusun sebagai salah satu syarat untuk menyelesaikan Jenjang Pendidikan Strata tiga program studi Ilmu Manajemen di Universitas Negeri Jakarta. Penulis menyadari bahwa masih banyak kekurangan dalam penulisan karya ilmiah ini, untuk itu kritik dan saran yang bersifat konstruktif untuk perbaikan karya ilmiah ini akan diterima dengan tangan terbuka.

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Jakarta, November 2020

Miswandi



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The Influence of Career Development, Emotional Intelligence, Self-Resilience, and Organizational Commitment on the Performance of TNI Mental Guidance Officers

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Abstract: The purpose of this study was to study and analyze the Effects of Career Development, Emotional Intelligence, Self-Resilience (Resilience), and Organizational Commitment on the Performance of TNI Mental Guidance Officers. This research uses descriptive analysis method, while the type is survey research method survey with path analysis (path analysis). Descriptive survey method is a research method that takes a sample from a population and uses a questionnaire as a data collection tool. The sample of this study was 109 TNI Mental Guidance Officers. The results of this study indicate that; (1) Emotional intelligence has a positive direct effect on the performance of TNI mental guidance officers. (2) Career development has a positive direct effect on the performance of TNI mental guidance officers. (3) Toughness / resilience has a positive direct effect on the performance of TNI mental advisory officers. (4) Organizational commitment has a positive direct effect on the performance of TNI mental guidance officers. (5) Emotional intelligence has a positive direct effect on the organizational commitment of the TNI mental coach officers. (5) Career development has a positive direct effect on the organizational commitment of the TNI mental guidance officers. (7) Toughness / resilience has a positive direct effect on the organizational commitment of TNI mental advisory officers. (8) Emotional intelligence has a positive direct effect on the toughness / resilience of TNI mental guidance officers. (9) Career development has a positive direct effect on the toughness / resilience of TNI mental guidance officers. Thus, the performance improvement of TNI Mental Guidance Officers can be achieved well if there is a strong influence from career development, emotional intelligence, self-resilience, and well-developed organizational commitment.

Keywords: career development, emotional intelligence, self-resilience, organizational commitment, and the performance of TNI Mental Guidance Officers.

1. Introduction

Quality human resources (HR) is one of the basic assets for development. Efforts to improve and develop the quality of human resources have become the main requirements for the Indonesian nation to be able to compete in the global arena of the world in this third millennium. For this reason, qualified and reliable human resources are very important for national development, it can even be said that the nation's future lies in the awareness that quality institutions will emerge if the individuals are qualified and have optimal work ethics.

It is realized that the task demands of soldiers are getting heavier and more complex, so that extra soldiers' maximum abilities are needed. In order to be able to deal with changes / developments in such a situation, especially the soldiers who served as TNI Mental Guidance Officers. Even though at each stage mental coaching was carried out, the results were still not in accordance with what was expected (ideal), so that it had a big effect on the image of soldiers in the eyes of the community. Most of the nation's citizens are not ready to accept the flow of globalization and information that comes so fast, so that its negative impact cannot be avoided, including for soldiers, namely the occurrence of mental and moral degradation of soldiers as indicated by the weak self-defense (mental) of soldiers.

Some experts convey different limitations regarding the notion of performance, but some refer to a completion of work, as stated by Prawirosentoso (1990) performance is a set of results achieved by a person or group of people in the organization according to their respective authority and responsibilities in efforts to achieve goals. Mental Development Officer performance as dependent variable (Dependent Variable). While the object of research (respondents) is limited to TNI Mental Guidance Officers with a research sample of Mental Guidance Officers who serve at the TNI Pusbintal, TNI - Army Mental Development Service, Head of Subdisbintal Diswatpersal, Head of Subdisbintal Diswatpersau because they are considered to be able to represent Mental Guidance Officers in other units, in the ranks of the TNI.

Improving performance needs to be done in a good, collaborative and cooperative way by using optimal work management. Kossen (1983) argues that workers tend to follow the direction of the demands outlined and how employees move is influenced by the organizational situation that is enforced by the leadership in an organization, so as to improve the quality of life of employee performance. The things mentioned above are the background of the author's desire to examine the influence of career development, emotional intelligence, self-reliance (resilience) and organizational commitment to the performance of TNI mental coach officers.

2. Literature Review

Performance

The term performance comes from the word performance, where according to the theory of expectation that the level of performance results from work effort "expectancy theory" states that work effort is determined by the perception that effort

will result in a particular level of performance" (McShane, 2010). Performance is the success of an employee in completing the job (Ratnawati, 2002). Performance is basically the work the employee does. Employee performance is what affects how much they contribute to the organization, including quantity and quality, timeframe, workplace attendance and cooperation. Performance refers to something related to the activity of doing work, in this case it includes the results achieved in these work activities (Mathis, 2012).

Performance as a form of various efforts made in a job so as to produce the desired product is basically influenced by two main factors, namely individual and organizational factors. Based on the study of a number of concepts above, it can be synthesized that the performance variable is the performance and work results shown by a person with the following indicators: 1) attitudes and work behavior, 2) level of knowledge and work skills, and 3) achievement in completing the job.

Emotional Intelligence

Marina Goroshit (2012) in her research states that emotional intelligence (EI) has emerged as an important component of emotional adjustment, personal well-being, interpersonal relationships, and overall success in life. Meanwhile, according to John. D. Mayer, Peter Salovey & David (2004) formal definition of emotional intelligence, namely the ability to perceive emotions, access and generate emotions so as to help thoughts, understand emotions and recognize emotions, regulate emotions reflexively to foster intellectual and emotional abilities.

Furthermore, Patton (2002) states that the Emotional Question (EQ) includes such as 1). self-awareness, 2). mood management, 3). work motivation, 4). controlling impuls (impulse), and 5). skill control of others, it is clear that IQ is not the only one. Goleman (2003) adapts Stein's theory model on the four cornerstones of emotional intelligence, namely: 1) emotional literacy, 2) emotional fitness, 3) emotional depth, 3) emotional alchemy. From the explanation above, it can be synthesized that Emotional Intelligence is the ability to feel, understand, and effectively apply the strength and acuity of emotions as a source of human energy with indicators consisting of 1). self-awareness, 2). self-management, 3). self-motivation, 4). empathy and social awareness 5). relationship management.

Career Development

Regarding career development, according to Bernardin and Russel (2000), two processes need to be understood, namely how a person plans and implements his own career goals (career planning) and how institutions design and implement career development programs (career management). Career development can be seen from these two perspectives, namely individuals and institutions. In the HRM scope stated by Bambang Wahyudi, Career Development is a sub-function of Human Resources Development. Another sub-function is Training and Development. Thus it is clear that career development is needed to ensure aspects of the work ability of a worker to demonstrate the expected work performance.

Based on the description above, it can be synthesized that self-preparation through the learning process and training to improve one's abilities and skills to maintain competitiveness in the job market, determine future career directions with indicators 1) increased ability, 2) job satisfaction, 3) attitudes and behavior

employees towards their work.

Organizational Commitment

Kim Cameron (2011) argues that organizational commitment is the application of a scientific system at its types of levels, such as groups, between groups, organizations and others. and to bring about the planned changes. Rombe, Elianawati (2007) stated that employee commitment to the organization is the level of the employee's willingness to identify himself in the organization and the desire to continue active participation in the organization. Based on this concept, organizational commitment variables can be synthesized, namely individual involvement in organizational activities and the desire to actively participate with the following indicators: 1). willingness to the organization, 2). accept the goals and values of the organization, 3). comply with the values of the applicable regulations in the organization, 4). responsible.

Toughness

The word "toughness" in the Indonesian dictionary is translated as "tenacity, strength and endurance". The word is derived from the word "tough" which means "not easily defeated" (Salim, 1995). One of the other meanings of "toughness" is "endurance", about the hat, Outlette and Wamer in Stoltz (1997) said that the status of endurance is a predictor of overall health and quality of life. People who are tough suffer less negativity and misfortune than people who are not tough. Based on the study of the above concepts, it can be synthesized that self-resistance / endurance is the individual's ability to be able to withstand relatively long difficulties and ultimately be able to overcome them in good ways, with indicators: 1). control (control), 2). recognition (ownership), 3). reach, 4). endurance (endurance).

Hypothesis Formulation

Based on the theoretical study that underlies the variables of this study and the theoretical framework described above, the research hypothesis can be formulated as follows:

1. Emotional intelligence has a positive direct effect on the performance of TNI mental guidance officers.
2. Career development has a positive direct effect on the performance of TNI mental advisory officers.
3. Toughness / resilience has a positive direct effect on the performance of TNI mental advisory officers.
4. Organizational commitment has a positive direct effect on the performance of the TNI mental advisory officers.
5. Emotional intelligence has a positive direct effect on the organizational commitment of the TNI mental coach officers.
6. Career development has a positive direct effect on the organizational commitment of the TNI mental guidance officers.
7. Toughness / resilience has a positive direct effect on the organizational commitment of TNI mental advisory officers.
8. Emotional intelligence has a positive direct effect on the toughness / resilience of TNI mental guidance officers.

9. Career development has a positive direct effect on the toughness / resilience of TNI mental guidance officers.
10. Emotional intelligence has an indirect effect on performance through the organizational commitment of the TNI mental coach officers.
11. Career development has an indirect effect on performance through the organizational commitment of TNI mental advisory officers.
12. Resilience / resilience has an indirect effect on performance through the organizational commitment of the TNI mental advisory officers.
13. Emotional intelligence has an indirect effect on performance through the toughness / resilience of TNI mental guidance officers.
14. Career development has an indirect effect on performance through the toughness / resilience of TNI mental advisory officers

So that the research model can be formulated as follows:

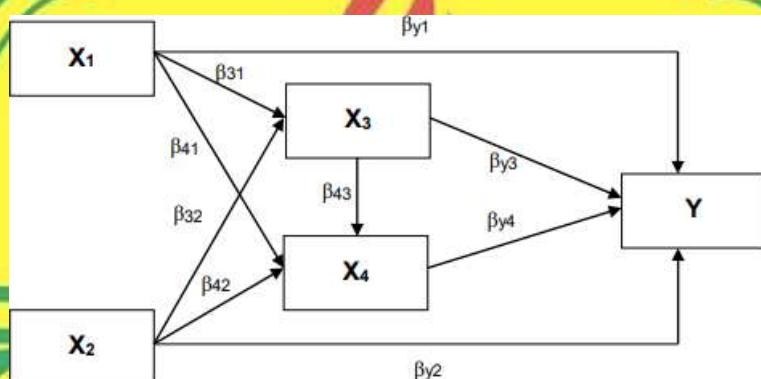


Figure 1 Research Model

Research Methods

Research Methods

The research method used is descriptive analysis method. The population of respondents in this study were all officers who served in the TNI Pusbintal, TNI Mental Development Service-Army, Subdisbintal Diswatpersal. Determination of the sample in this study using the Proportionate stratified random sampling technique in order to obtain a total sample of 109 respondents. Data collection techniques by distributing questionnaires and documentation techniques. The data analysis technique in this research is path analysis using SPSS software.

Results and Discussion

Path Analysis

1. Path coefficient of structure 1

Table 1

Path coefficient and significance test of path structure 1

Coefficients ^a	Unstandardized Coefficients	Standardized Coefficients

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	71.724	9.728		7.373	.000
	Kecerdasan Emosional X1	.394	.109	.366	3.621	.000
	Pengembangan Karir X2	.235	.089	.268	2.646	.009
a. Dependent Variable: Ketangguhan/Ketahanan X3						
Significant ($t_{hitung} > t_{tabel}, \alpha = 0,05$)						

Based on the output of the path coefficient of structure 1 above, the estimation results of the structural equation model explain the causal relationship (causal relations shop) between exogenous and endogenous variables. The structural equation generated by the structural path coefficient 1 above is:

Structural equation 1:

$$X3 = \beta_{31} X1 + \beta_{32} X2 + \varepsilon$$

$$\text{Toughness / Resistance (X3)} = 0.366 *$$

$$\text{Emotional Intelligence (X1)} + 0.268 *$$

$$\text{Career Development (X2)} + 0.673$$

Based on the structural equation equation 1, for the Emotional Intelligence variable (X1), the path coefficient = 0.366, Career Development (X2) = 0.268. The path coefficient values of both are positive, so it shows that the influence of Emotional Intelligence (X1) and Career Development (X2) on Resilience / Resilience (X3) is positive, which means that improvements in Emotional Intelligence (X1) and Career Development (X2) will increase Resilience. / Durability (X3).

Structurally the path diagrams X1 and X2 to X3 can be seen as in the following figure:



Figure 1 The path coefficient of the structure

2. Structure path coefficient 2

Table 2
Path coefficient and significance test of path structure 2

Model	Coefficients ^a					
	B	Std. Error	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1 (Constant)	34.643	12.790			2.709	.008
Kecerdasan Emosional X1	.270	.123	.217	.217	2.192	.031
Pengembangan Karir X2	.249	.098	.245	.245	2.538	.013
Ketangguhan/Ketahanan X3	.378	.104	.326	.326	3.640	.000

a. Dependent Variable: Komitmen Organisasi X4

Based on the output of the structural path coefficient 1 above, the estimation results of the structural equation model explain the causal relationship between exogenous and endogenous variables. The structural equation generated by the structural path coefficient 2 above is:

Structural equation 2:

$$X4 = \beta_{41} X1 + \beta_{42} X2 + \beta_{43} X3 + \epsilon$$

$$\text{Organizational Commitment (X4)} = 0.217 * \text{KE (X1)} + 0.245 * \text{PK (X2)} + 0.326 * \text{KK (X3)} + 0.567$$

Based on the structural equation equation 1, for the Emotional Intelligence variable (X1), the path coefficient is = 0.217, Career Development (X2) = 0.245 and Toughness / Resilience (X3) = 0.326. The value of the three path coefficients is positive, so it shows that the influence of Emotional Intelligence (X1), Career Development (X2) and Resilience / Resilience (X3) on Organizational Commitment (X4) is positive, which means that improvement in Emotional Intelligence (X1), Career Development (X2) and Toughness / Resilience (X3) will increase Organizational Commitment (X4).

Structurally the path diagrams X1, X2 and X3 to X4 can be seen as in the following Figure:

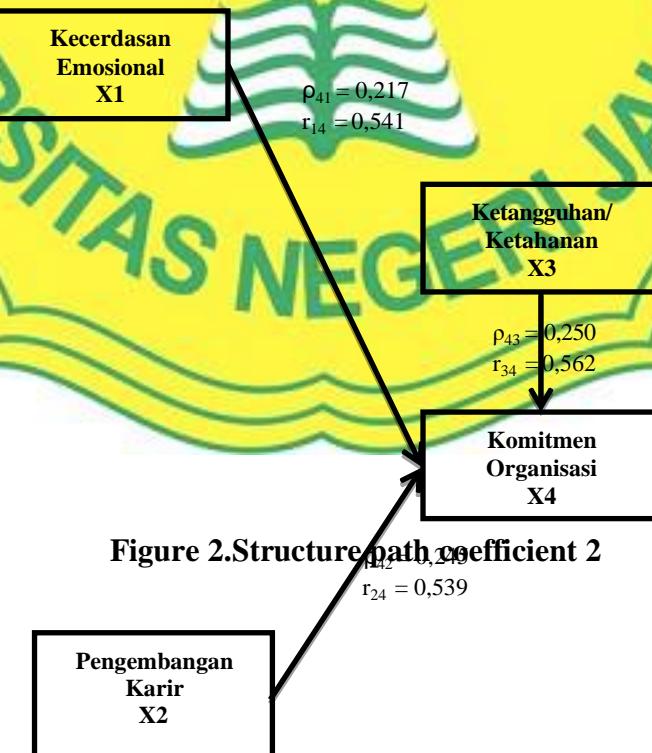


Figure 2.Structure path coefficient 2

3. Path coefficient 3

Table 3
Path coefficient and path significance test structure 3

Model	Coefficients ^a			t	Sig.
	B	Unstandardized Coefficients	Standardized Coefficients		
1 (Constant)	44.790	12.048		3.718	.000
Kecerdasan Emosional X1	.238	.115	.205	2.078	.040
Pengembangan Karir X2	.207	.092	.218	2.253	.026
Ketangguhan/Ketahanan X3	.225	.100	.208	2.243	.027
Komitmen Organisasi X4	.197	.089	.210	2.214	.029

a. Dependent Variable: Kinerja Pabintal TNI Y

Signifikan ($t_{hitung} > t_{tabel}$ pada $\alpha = 0,05$)

Based on the output of the structural path coefficient 3 above, the estimation results of the structural equation model explain the causal relationship between exogenous and endogenous variables. The structural equation generated by the structural path coefficient 3 above is:

$$Y = \beta y_1 X_1 + \beta y_2 X_2 + \beta y_3 X_3 + \beta y_4 X_4 + \epsilon = 0.205 *$$

Emotional Intelligence (X1) + 0.218 *

Career Development (X2) + 0.208 *

Toughness / Resistance (X3) + 0.210 *

Organizational Commitment (X4) + 0.533

Based on the structural equation equation 1, for the Emotional Intelligence variable (X1), the path coefficient is = 0.205, Career Development (X2) = 0.218, Resilience / Resilience (X3) = 0.208 and Organizational Commitment (X4) = 0.210. The value of the fourth path coefficient is positive, so it shows that the influence of Emotional Intelligence (X1), Career Development (X2), Resilience / Resilience (X3) and Organizational Commitment (X4) on the Performance of Pabintal TNI (Y) is positive, which means that the improvement of Emotional Intelligence (X1), Career Development (X2) Resilience (X3) and Organizational Commitment (X4) will improve the performance of the TNI Pabintal (Y).

Structurally the path diagrams X1, X2 X3 and X4 to Y can be seen as in the following figure:

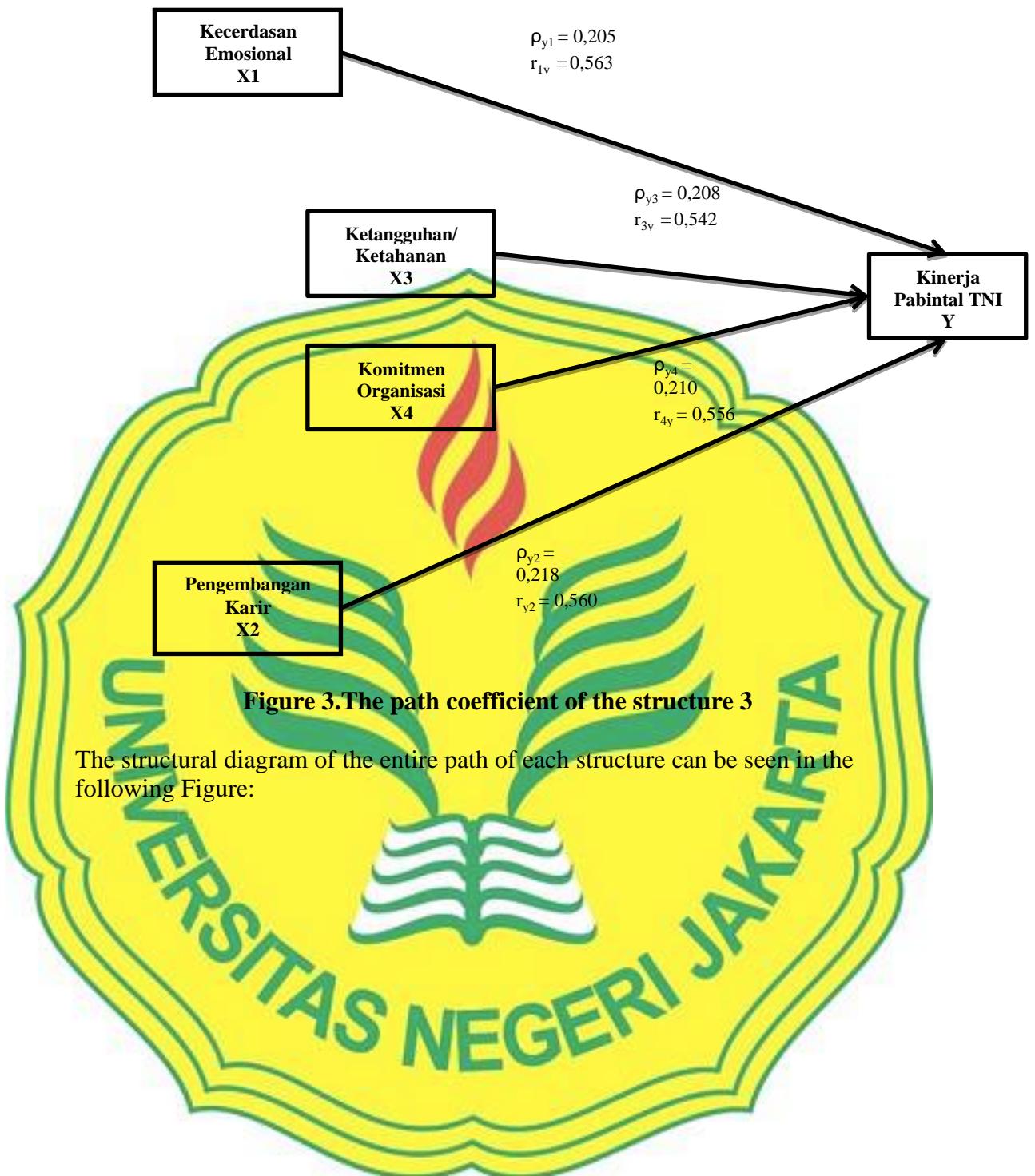
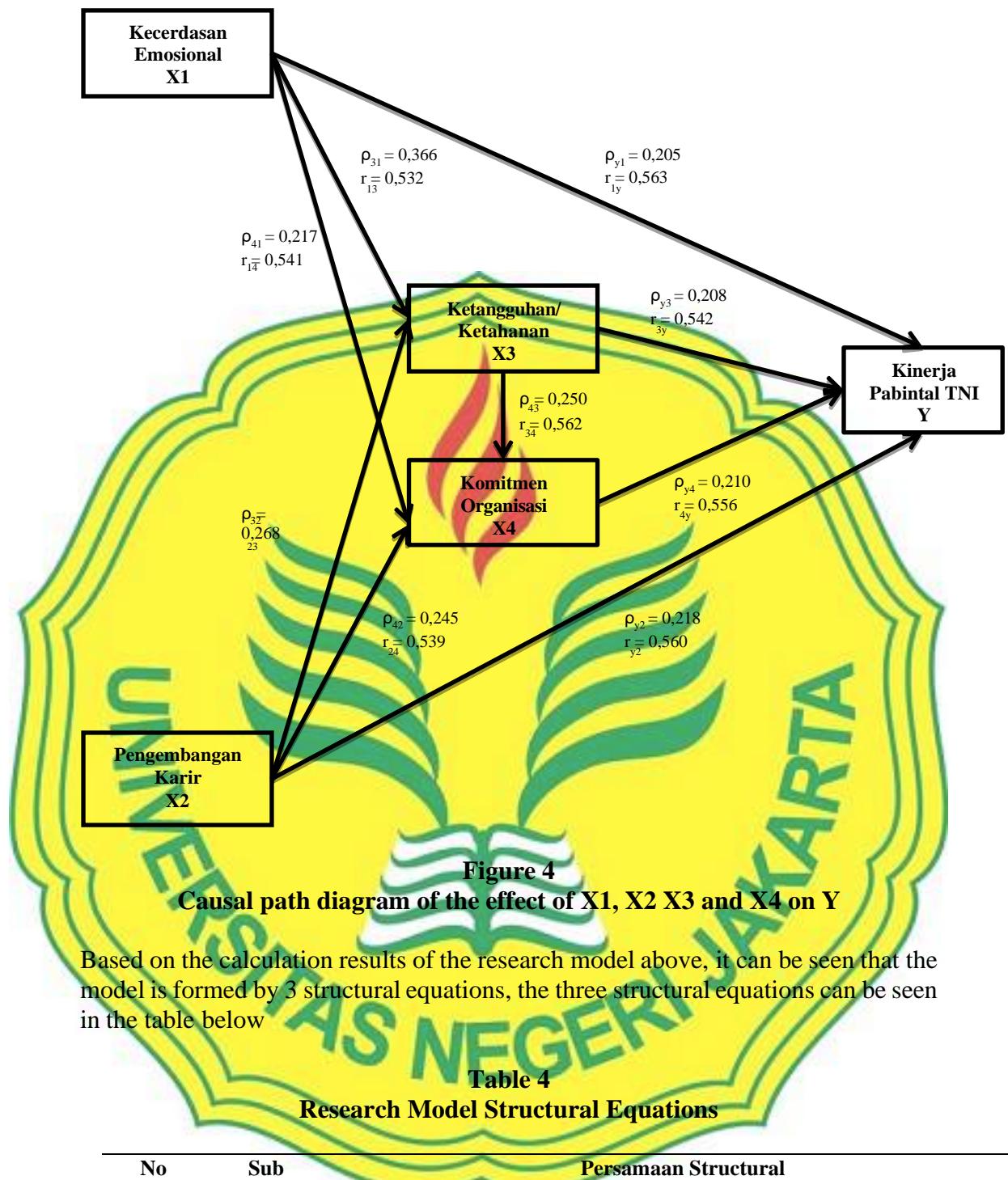


Figure 3.The path coefficient of the structure 3

The structural diagram of the entire path of each structure can be seen in the following Figure:



Based on the calculation results of the research model above, it can be seen that the model is formed by 3 structural equations, the three structural equations can be seen in the table below

Table 4
Research Model Structural Equations

No	Sub Struktur	Persamaan Structural
1	Satu	$X3 = 0,366X1 + 0,268X2 + 0,673$
2	Dua	$X4 = 0,217X1 + 0,245X2 + 0,326X3 + 0,576$
3	Tiga	$Y = 0,205 X1 + 0,218* X2 + 0,208X3 + 0,210* X4 + 0,533$

Hypothesis Test

No	Pengaruh Langsung n Jalur	Koefisie n	t _{hitung}	t tabel	Keputusan Uji
1.	X ₁ terhadap Y	0,205	2,078	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₁ terhadap Y
2.	X ₂ terhadap Y	0,218	2,253	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₂ terhadap Y
3.	X ₃ terhadap Y	0,208	2,243	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₃ terhadap Y
4.	X ₄ terhadap Y	0,210	2,214	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₄ terhadap Y
5.	X ₁ terhadap X ₄	0,217	2,192	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₁ terhadap X ₄
6.	X ₂ terhadap X ₄	0,245	2,538	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₂ terhadap X ₄
7.	X ₃ terhadap X ₄	0,326	3,640	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₃ terhadap X ₄
8.	X ₁ terhadap X ₃	0,366	3,621	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₁ terhadap X ₃
9.	X ₂ terhadap X ₃	0,268	2,646	1,98	H ₀ ditolak, H ₁ diterima. Ada pengaruh langsung positif X ₂ terhadap X ₃
no	Pengaruh Tidak Langsung	Koefisie n Jalur	Z _{sobel}	Z _(Critical Ratio)	Keputusan Uji
10.	X ₁ terhadap Y Melalui X ₃	0,076	4,655	1,96	H ₀ ditolak, H ₁ diterima. Ada pengaruh tidak langsung positif X ₁ terhadap Y Melalui X ₃
11.	X ₁ terhadap Y Melalui X ₄	0,046	4,794	1,96	H ₀ ditolak, H ₁ diterima. Ada pengaruh tidak langsung positif X ₁ terhadap Y Melalui X ₄
12.	X ₂ terhadap Y Melalui X ₃	0,056	4,411	1,96	H ₀ ditolak, H ₁ diterima. Ada pengaruh tidak langsung positif X ₂ terhadap Y Melalui X ₃
13.	X ₂ terhadap Y Melalui X ₄	0,051	4,783	1,96	H ₀ ditolak, H ₁ diterima. Ada pengaruh tidak langsung positif X ₂ terhadap Y Melalui X ₄
14.	X ₃ terhadap Y Melalui X ₄	0,069	4,929	1,96	H ₀ ditolak, H ₁ diterima. Ada pengaruh tidak langsung positif X ₃ terhadap Y Melalui X ₄

Conclusion

Based on the formulation of the problem and the results of the analysis and discussion, the findings in this study can be concluded as follows: 1) There is a positive direct effect of emotional intelligence on the performance of TNI mental guidance officers. This means that the strengthening of good emotional intelligence will improve the performance of TNI mental advisory officers. 2) There is a positive direct effect of career development on the performance of TNI mental advisory officers. This means that strengthening good career development will improve the performance of TNI mental guidance officers. 3) There is a positive direct effect of toughness / resilience on the performance of TNI mental guidance officers. This means that strengthening the toughness / good self-defense will improve the

performance of TNI mental guidance officers. 4) There is a positive direct effect of organizational commitment on the performance of TNI mental guidance officers. This means that strengthening good organizational commitment will improve the performance of TNI mental guidance officers. 5) There is a positive direct effect of emotional intelligence on the organizational commitment of TNI mental advisory officers. This means that the strengthening of good emotional intelligence will increase the organizational commitment of the TNI mental coach officers. 6) There is a positive direct effect of career development on the organizational commitment of the TNI mental guidance officers. This means that the strengthening of good career development will increase the organizational commitment of the TNI mental guidance officers. 7) There is a positive direct effect of toughness / resilience towards the organizational commitment of TNI mental guidance officers. This means that the strengthening of strong personal toughness will increase the organizational commitment of TNI mental guidance officers. 8) There is a positive direct effect of emotional intelligence on the toughness / resilience of TNI mental guidance officers. This means that the strengthening of good emotional intelligence will increase the resilience of TNI mental guidance officers. 9) There is a positive direct effect of career development on the toughness / resilience of TNI mental guidance officers. This means that strengthening good career development will increase the resilience / resilience of TNI mental guidance officers. Based on the above findings, it can be concluded that career development, emotional intelligence, self-resilience (resilience) and organizational commitment result in increased performance of TNI Mental Guidance Officers.



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