

## How Complaining Behaviors Effect on Performance in Government Industries?

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**Abstract:** This research aims to determine the effect of emotional intelligence, complaining behavior and job satisfaction on the performance of employees. The object of this research is the employee at the office of Dinas Penanaman Pelayanan Modal Terpadu Satu Pintu Kota Tangerang Selatan. This research was conducted on 86 respondents by using quantitative descriptive approach. So the data analysis used is statistical analysis in the form of multiple linear regression test. The results of this study indicate that partially and simultaneously, emotional intelligence, complaining and job satisfaction have significant effect on employee performance at the office of Dinas Penanaman Pelayanan Modal Terpadu Satu Pintu Kota Tangerang Selatan.  
**Keywords:** emotional intelligence, complaining behavior, job satisfaction, employee performance.

### INTRODUCTION

#### Background

Mangkunegara [1], human resources is a very important for companies or organizations in managing employees so as to be productive to achieve company goals. Goleman's research in Wibowo [2] revealed that intellectual intelligence (IQ) accounts for about 20% for the factors that determine success in life, while the other 80% is influenced by other forces including emotional intelligence. In the statement shows that in the work environment, aspects of human behavior take a very important role.

Attitudes of employee behavior to the job is crucial to the success of company run business. Goleman [3] Emotional intelligence is basically an push to action, an immediate plan to overcome the problems that have been implanted, emotions and feelings, biological, psychological states and a set of tendencies to act.

Emotions can be into feelings of anger, sadness, fear, joy, love, surprise, annoyance and embarrassment in the pleasure of setting the mood and keeping stress free. Emotional intelligence have five components according to Goleman [4] which partially affects employee performance. The five components are self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness it is the feel of self-recognition, self-regulation is the ability to manage emotions, motivation is the ability to encourage high work, empathy is the ability to recognize the feelings of others, and social skills is the ability to interact with others. Emotional intelligence an employee is a determinant factor of achievement, cause in an emotional intelligence one has to be able to control his ego and desire this creating a dynamic working group environment.

The level of emotional intelligence can be certainly affect one's behavior, it is addressing the behavior of complaints in addressing the problems in the related in terms of work. Based previous research of Mardani [5] that the relationship between emotional intelligence and complaining behavior is negatively affected. It be negative because the behavior is highly relevant and will also result in bad behavior for a everyone. Because basically the behavior of complaining someone arises from the work that is too heavy and excessive in the can by the employee in their place of work. Bell and Luddington [6] that complaining behavior is feedback from employees aimed at companies that tend to be negative. Feedback can be written or oral. Employees complained because not satisfied. They are not satisfied cause his expectation were not met. Therefore the higher the expectations of an employee, the more likely they are not satisfied with something they will get.

Lerman [7] identifies have a three types of complaining behavior including voice, personal action, and third party action. Most of voices refer to the complaining behavior directed directly to the guilty or complained. Personal action to directly into own social environment and their friends and family. Third party action by someone by putting through mass media and

consumer institutions or related industrial governance. Behavior by Kreitner dan Kinicki [8] are defined as a tendency which is learned to respond in a fun or unpleasant way. One of indicators which is used to see complaining behavior of an employees is with the target data, work achievement within a company. Because looking at target data of work in the company it will look nice or bad quality of performance in the place they work.

Job satisfaction is result of based on the emotional response to work factors, the individual's perception of how the individual perceives what they are doing is important. Job satisfaction is a common attitude person against his work. notion is focused on attitudes as an evaluative statement, whether beneficial or positive or unfavorable or negative about the object which in this case is the work. Dissatisfaction and low level of employee satisfaction causing disturbances and obstacles and the inexplicability of an agency, office, or company as well as all the processes. It is marks by high level of absenteeism, delays, gaps, even up to the rejection of orders from superiors. Conversely, employee satisfaction in work can grow a motivation and morale in to show better achievement, finally can be concluded that the performance of employees affect the success of a company.

Related with emotional intelligence, behavior and employee satisfaction are indispensable in the company. Performance according to Mangkunegara in Carudin [9] is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities give to him. Bernandin and Russell in Melinda [10] performance is the record of outcomes produced specified job function or activity during a specified time period.

In this study, the author will research about how the effect of Emotional Intelligence, Complaining Behavior and Job Satisfaction on Employee performance at the office Dinas Penanaman Pelayanan Modal Terpadu Satu Pintu Kota Tangerang Selatan. Which is a municipal government agency in handling community managing licensing matters, for example in the application of a building permit letter, a letter to invest in institutions or institutions, etc. It seems there are some obstacles in the performance of the employees that so difficult to achieve organizational goals. In the performance of employees it should be addressed so that organizational goals can be achieved properly. Obstacles in that office so many a lot of decreased employee performance, unstructured work programs. Other that, Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu (DPMPTSP) office, who become the government apparatus should be a good example for the people of South Tangerang City, and should the employees can prioritize the interests of the organization is not a personal interest because in government that should be upheld and prioritized is the

interests of the organization and of course the community he leads.

## LITERATURE REVIEW

### Emotional Intelligence

Goleman [11], emotional intelligence is the ability to motivate yourself and survive frustration, controlling impulse, and not exaggerating fun, managing moods, and keeping stress burden not crippling the ability to think, empathize and pray. Weisinger [12], emotional intelligence is defined as an instrument to solve problems with co-workers, make deals with customers, criticize superiors, complete tasks to completion, and in other challenges that can undermine success.

Emotional intelligence is defined as the ability to "listen" to emotional whispers.

### Complaining Behaviour

Jugwath and Ellis [13] that complaining behavior is a response to dissatisfaction. There are three types of complaining behavior that can be found when there dissatisfaction: Voice responses, private responses, and third-party responses. Only 5-10 percent of a person not satisfied, the rest maybe have experience pleasant sevice. Schermerhorn, Hunt, Osborn, and Uhl-Bien [14] describe a complaining behavior is a tendency to respond negatively to someone or something in their environment.

### Job Satisfaction

Robbins [15] job satisfaction is an attitude of individual to his work. Job interaction with partner, employers, organizational rules and policies, performance standard, working condition. A person with a high level of job satisfaction show a positive attitude his work. The reverse a someone is not satisfied with his job shows a bad attitude to the work. Kreitner and Kinicki [16] job satisfaction is an effective emotional response to many aspects of a person work. The conclusion a job satisfaction is the individual perceives his work result from the individual attitude to the various aspects embodied in work.

### Performance Employee

According to Mangkunegara [17] performance employee is the result of quality work that is appreciated by an employee in performing with the responsibilities given to him. Sinambela *et al.*, [18] performance of employees is defined as the ability of employees doing certain skills.

### The Theoretical Model

Based on the background that have been described, then the problem can be formulated:

- Does emotional intelligence have a significant effect on employee performance?
- Does the complaining behavior have a significant effect on employee performance?

- Does job satisfaction have a significant effect on employee performance?

### Theoretical Framework And Hypothesis Development

#### 1. The effect of Emotional Intelligence on Employee Performance:

Emotional Intelligence (EQ) is the ability to know what and others feel, including the right way to handle problems. Other people referred to superiors, peers, subordinates or customers. Dedi and Eman [19] "The effect of Emotional Intelligence on Employee Performance At the Office of the Ministry of Religious Affairs Karawang regency" Emotional Intelligence affects positively to employee performance in the Office of the Ministry of Religious Karawang regency.

#### 2. The Effect of Complaining Behavior on Employee Performance:

Bell and Luddington) [20] complain is feedback from employees who are addressed to companies tend to be negative. This feedback can be done both in writing and orally. The result of research by Citra, Sukma, and Ratna [21] with title "The Effect Of Job Satisfaction And Employee Complaints Behavior Of Employee Performance at PT. Adi Murti Bali, Denpasar" finally result is there is a negative significant effect between job satisfaction and employee complains behaviour on employee performance at PT. Adi Murti Bali, Denpasar.

#### 3. The effect of Job Satisfaction on Employee Performance:

According to Robbins [22], a person with a high level of job satisfaction indicates a positive attitude work, a person who is not satisfied with his job show a negative attitude work.

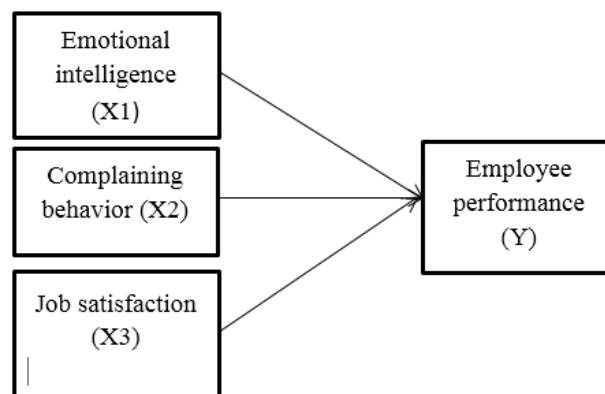


Fig-1: Theoretical framework

#### Research Objective

The purpose of research to determine the effect of emotional intelligence, the effect of complaining behavior and the effect of job satisfaction on employee performance.

#### METHODOLOGY

The research process begins with identifying the problems in the place to be used as the research location, formulation of identified problems, the collection of basic theories that strengthen the foundations in the variables, the preparation of methods in data collection, the preparation of instruments, to the determination of statistical testing techniques used. In this research, the authors used a quantitative descriptive analysis, data analysis methods used that is a research design of causal research for analyzing the relationships between one variable with other variables or how a

variable affects other variables. The population in this research is at the office of Dinas Penanaman Pelayanan Modal Terpadu Satu Pintu Kota Tangerang Selatan, Period July – December 2017. Determination of the sample used in this study using a type of saturated sampling technique. The term saturated sample is a census, where all members of the population are sampled. The design of analyze utilized in this research using Multiple Linear Regression Analysis aims to see the effect between two independent variables with one dependent variable. The statistical approach for this is through multiple linear regression analysis that is useful for determining the magnitude of the influence between two or more variables at the same time looking at the level of influence. This method is also commonly used to predict or predict the value of a variable between more than one predictor variable independent variable to the dependent variable.

**RESULTS AND DISCUSSION**

**Result**

**Regression Linier test**

**Table-1: Coefficient**

Model	Unstandardized coefficient		Standardized coefficient		
	B	Std. error	Beta	t	sig
Constant	16.458	4.593		3.583	.001
Emotional intelligence	.252	.071	.324	3.563	.001
Complaining behaviour	.267	.085	.266	3.145	.002
Job satisfaction	.335	.075	.409	4.475	.000

Dependent variable: employee performance

Based on results data using SPSS the table can be formulation of multiple linear regression equation with independent variabel (emotional intelligence,

complaining behavior, job satisfaction) on dependent variabel employee performance as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 16,458 + 0,252 X_1 + 0,267 X_2 + 0,335 X_3 + e.$$

From the formula of multiple linear regression can be concluded:

- Constanta of 16.458 is the intersection of regression line with the Y showing the employee performance at DPMPTSP Kota Tangerang Selatan office. When independent variable is emotional intelligence (X1) complaining behavior (X2) job satisfaction (X3) equal to zero (0).
- Emotional intelligence variable (X1) have a positive regression coefficient, it means if the emotional intelligence variable (X1) increases by one unit then the employee performance at DPMPTSP Kota Tangerang Selatan office increase by the value of regression coefficient is 0.252

- Complaining behavior variable (X2) have a positive regression coefficient, it means if the complaining behavior variable (X2) increases by one unit then the employee performance at DPMPTSP Kota Tangerang Selatan office increase by the value of regression coefficient is 0,267
- Job satisfaction variable (X3) have a positive regression coefficient, it means if the job satisfaction variable (X3) increase by one unit then the employee performance at DPMPTSP Kota Tangerang Selatan office increase by the value of regression coefficient is 0,335

**Table-2: Coefficient Determination Test (R<sup>2</sup>)**

Model	R	Rsquare	Adjusted Rsquare	Std.error estimate
1.	.651	.424	.403	3.76925

Based on table result of coefficient of determination (adjusted R2) equal to 0,403 which means 40,3% which mean contribution of employees performance can be explained by three independent

variable that is emotional intelligence, complaining behavior and job satisfaction. The rest of 59.7% (100% -40.3%) is explained by other variables not examined in this study.

**Table-3: Model Accuracy Test (Test Statistic F)**

Model	Sum of square	df	Mean square	F	sig
Regression	856.821	3	285.607	20.103	.000
Residual	1164.993	82	14.207		
Total	2021.814	85			

a. Dependent variable: employee performance

b. predictors:(constant),jobsatisfaction,compalinigbehavior,emotional intelligence

Based on the table can be seen sig 0.000 probability value that means probability value less than 0.05 then the model accepted, it can be concluded that

emotional intelligence, complaining behavior and job satisfaction affect the employee performance.

**Table-4: Partial Significance Test (t test)**

Model	Unstandaralized coefficient		Standardized coefficient	t	sig
	B	Std.error			
Constant	16.458	4.593	Beta	3.583	.001
Emotional intelligence	.252	.071	.324	3.563	.001
Complaining behavior	.267	.085	.266	3.145	.002
Job satisfaction	.335	.075	.409	4.475	.000

a. dependent variable: employee performance

Form the table can be deduce as:

- Hypothesis test emotional intelligence on employee performance. Based on the table, significance emotional intelligence value 0,001 less than 0,05 can be defined partially emotional intelligence (X1) positive and significant on employee performance (Y)
- Hypothesis test complaining behavior on employee performance. Based on the table, significant complaining behavior value 0,002 less than 0,05 can be defined partially complaining behavior (X2) positive and significant on employee performance (Y)
- Hypothesis test job satisfaction on employee performance. Based on the table, significant job satisfaction value 0,000 less than 0,05 can be defined partially job satisfaction (X3) positive and significant on employee performance (Y)

## DISCUSSION

### The Influence of Emotional Intelligence on Employee Performance

Based result of hypothesis test which show that emotional intelligence has a positive and significant effect on employee performance. The result of hypothesis also reinforced by Rani, Hamidah and Ika [23] emotional intelligence positive and significant on employee performance. And this research emotional intelligence have a significance level 0,001 the value is smaller than the level of significance 0.05, the hypothesis received is Ha1, it can be concluded that emotional intelligence (X1) has a significant influence on employee performance at Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Tangerang Selatan office.

### The Influence of Complaining Behaviour on Employee Performance

Based result of hypothesis test which show that complaining behavior has a positive and significant effect on employee performance. The result of hypothesis also reinforced by Amirah and Kurnadi [24], complaining behavior positive and significant on employee performance. And this research complaining behavior have a significance level 0,002 the value is smaller than the level of significance 0.05, the hypothesis received is Ha2, it can be concluded that complaining behaviour (X2) has a significant influence on employee performance at Dinas Penanaman Modal

Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Tangerang Selatan office.

### The Influence of Job Satisfaction on Employee Performance

Based result of hypothesis test which show that job satisfaction has a positive and significant effect on employee performance. The result of hypothesis also reinforced by Rosita [25], job satisfaction positive and significant on employee performance. And this research job satisfaction have a significance level 0,000 the value is smaller than the level of significance 0.05, the hypothesis received is Ha3, it can be concluded that job satisfaction (X3) has a significant influence on employee performance at Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Tangerang Selatan office.

## CONCLUSION AND RECOMMENDATION

### CONCLUSION

- Emotional Intelligence positive and significant on employee performance at Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Tangerang Selatan office.
- Complaining Behaviour positive and significant on employee performance at Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Tangerang Selatan office.
- Job Satisfaction positive and significant on employee performance at Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Tangerang Selatan office.

### RECOMMENDATION

- The office is conduct training based on competency that employees who are in the division can work, with their fellow division in order to get the job properly and accordance with the specified procedure.
- The superior always apply the culture to open each other and there is no limitations to free argue related to the problem being experienced. the superior should must confident on his employees. not to must think bad about the work of his employees, positive is better because it can grow confidence and a strong belief to employees that they are able to finish the job well.
- Taking account the compensation to be given to employees to comply with the standards of salary

provisions under the Civil Servant Law in order to compensate the employee in accordance with applicable rules.

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