

THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND JOB STRESS ON ORGANIZATIONAL COMMITMENT THROUGH JOB SATISFACTION AS A MEDIATING VARIABLE AT THE BALI OFFICE BASARNAS

Nyoman Sidakarya ^{a*)}, Luh Komang Candra Dewi ^{a)}, I Putu Santika ^{a)}, Ni Luh Sili Antari^{a)}

^{a)} Triatma Mulya University, Badung, Indonesia

^{*)}Corresponding Author: 202261101170@triatmamulya.ac.id

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Abstract. The objective of this study is to empirically examine the impact of emotional intelligence and occupational stress on organizational commitment, with the hypothesis that job satisfaction will serve as an intermediary variable between the predictor variables and the dependent variable. This investigation is being conducted at the Bali National Search and Rescue Agency (BASARNAS) Office. The population of this study comprised 130 employees of the Bali BASARNAS Office. The total sample size of the study was 130 individuals. The data analysis technique that was employed was path analysis, for which the data underwent testing to ascertain its validity, reliability, and classical assumptions. The findings indicated that emotional intelligence exhibited a positive and significant impact on job satisfaction and organizational commitment. Conversely, job stress demonstrated a negative and significant effect on job satisfaction and organizational commitment. Furthermore, job satisfaction exerted a positive and significant influence on organizational commitment. Job satisfaction positively influenced organizational commitment, which was facilitated by emotional intelligence. The present study hypothesizes that organizational commitment can act as a mediating variable on the influence of emotional intelligence on employee organizational commitment. It is predicted that job stress will have a negative effect on organizational commitment through job satisfaction at the Bali Basarnas Office. The present study sought to examine the potential mediating role of organizational commitment in the relationship between work stress and employee organizational commitment at the Bali Basarnas Office. The study posits that the leadership of the Bali Basarnas Office is expected to enhance emotional.

Keywords: emotional intelligence, work stress, satisfaction, commitment.

I. INTRODUCTION

In today's era of technological advancement, competition is getting tighter, so it requires human resources who are able to adapt to change and compete. Resources are needed to keep up with the flow of progress and the increasing needs of technology. Human resources are a very important component of an organization. Because good human resources are the key to a company's success (Petta longi et al., 2024).

Adapting to the environment is when someone has to take smart steps to take advantage of everything around them. Emotional intelligence is the ability to understand and manage emotions positively and productively for oneself and others. With good emotional intelligence, someone can make the right and firm decisions in stressful situations (Argon & Liana, 2020).

Employees face a lot of pressure at work due to increasing demands for professionalism. Stress can come from pressure at work, home, and socially. On a daily basis, employees encounter challenges and subsequently express their discontent, often holding the company accountable for these issues. In the absence of an immediate response to employee work stress, there is a possibility that the resultant behavior may not align with the organization's expectations. Such behavior may include, but is not limited to, manifestations

such as diminished job satisfaction and a weakened sense of organizational commitment among employees (Rachmelya & Suryani, 2017).

Job satisfaction is the degree of effectiveness or emotional response to various parts of one's job. Employee job satisfaction is defined as a pleasant or positive emotional state that results from the appraisal of one's job or experience, and is achieved when employee needs are met through their work. High job satisfaction will increase employee commitment to their company (Afandi, 2018).

Organizational commitment is a person's strong identity and involvement with their organization. Organizational commitment also determines whether employees will stay longer and work passionately in it. Many organizations only pay attention to how employees behave towards each other or their work, but they do not pay attention to how satisfied employees feel with their jobs (Fadli, 2022).

The researcher chose the Bali National Search and Rescue Agency (Basarnas) Office as the object of research because Basarnas Bali has the main task of carrying out coaching, coordination, and control of Search and Rescue potential. Search and rescue activities for people and materials that are lost or feared lost, or face dangers of shipping and/or aviation, and provide search and rescue assistance in disaster management and other calamities in accordance with National

and International SAR regulations. In an effort to achieve the goals of Basarnas Bali, Basarnas Bali is currently supported by 127 employees.

Data on Basarnas Bali employees based on education level shows that Basarnas Bali employees are dominated by employees with high school education level, namely 97 people, followed by employees with a bachelor's degree as many as 28 people, diploma education as many as 9 people and master's degree as many as 3 people. Basarnas Bali employees are dominated by high school education because the main task of Basarnas Bali is to carry out search and rescue activities where employees are often required to have practical skills that are more focused on field activities, such as emergency assistance or evacuation activities. High school education, which is generally more oriented towards mastering the basics of science and practical skills, can make it easier for Basarnas Bali to adapt more quickly to tasks that are directly related to emergency conditions, such as searching and rescuing victims.

The provision of search and rescue assistance in disaster management and calamities, employees are required to remain on standby for 24 hours. Based on the regulation of the head of Basarnas Number 12 of 2013 which regulates working days and working hours, Basarnas' working days per week are 5 days, namely Monday to Friday with working hours of 9 hours per day starting at 7:30 and ending at 16:30 local time. Then in the regulation of the President of the Republic of Indonesia Number 99 of 2007 concerning the SAR Agency, article 36 explains that in the event of no shipping or a aviation disaster or other disasters and calamities, Basarnas carries out a 24-hour standby continuously, this is a trigger for the emergence of work stress in Basarnas employees.

In carrying out the task of evacuating victims of disasters, shipping and aviation accidents carried out by Basarnas in the field, they often encounter obstacles such as difficult terrain, difficult access, inadequate facilities, and less solid cooperation with the work team, requiring high emotional management skills for employees. Another obstacle often experienced by Basarnas officers when carrying out evacuations in the field is dealing with the families of victims of disasters or accidents. Perhaps because they are in mourning due to the accident that befell them, most of the families of the victims demand more quickly and assume that the Basarnas team is deliberately delaying the search for victims, the performance of the Basarnas team is non-existent, and so on, in fact, Basarnas officers have carried out their work tirelessly, regardless of day or night, regardless of illness and regardless of the weather and location of the accident in searching for victims. This is a polemic experienced by Basarnas officers in the field, so that it is not uncommon for Basarnas officers to experience mental pressure that causes stress to the officers themselves.

Although Basarnas Bali employees experience mental pressure that causes stress, Basarnas employees are required to have the ability to manage emotions in interacting with co-workers and the social environment of the workplace so that employees maintain a good work commitment. With the Basarnas Bali motto, namely "Bima Rescue" which carries the values of cleanliness, integrity, service, and accountability, it

is very important to achieve optimal performance in search and rescue missions. The commitment to cleanliness reflects the efforts of Basarnas Bali employees to maintain cleanliness in all aspects, both physically and morally. Cleanliness here does not only refer to the environmental aspects or equipment used, but also to sincerity and honesty in carrying out tasks. Commitment to integrity is related to the efforts of Basarnas Bali employees to always act with truth, honesty, and high ethics in every aspect of the tasks they carry out. Integrity is also related to a high sense of responsibility for the mission of saving and securing lives. Serving reflects the commitment of Basarnas Bali employees to always prioritize the interests of the community, especially in search and rescue missions. Employees must have a caring attitude and be responsive to the needs of the community who are experiencing disaster. Commitment to accountability means that Basarnas Bali employees must be able to be held accountable for all actions, decisions, and use of resources in carrying out their operations. This accountability also includes responsibility for transparency in all ongoing processes. By implementing these values in every action and decision, Basarnas Bali employees can ensure that their search and rescue missions are successful and provide maximum benefits to victims and the community.

Based on the background and phenomena, the purpose of this study is to analyze the influence of Emotional Intelligence and Work Stress on Organizational Commitment through Job Satisfaction as a Mediating Variable at the Bali National Search and Rescue Agency (Basarnas) Office.

A. Previous Research

Study (Selan et al., 2023) with the title *The Influence of Emotional Intelligence and Job Stress Through Job Satisfaction as a Mediating Variable on Organizational Commitment (A Study of Human Resource Management Literature)*. work satisfaction has a substantial and positive effect on organizational commitment. It was also determined that work satisfaction can serve as a mediator in the relationship between emotional intelligence and organizational commitment. Additionally, it was ascertained that work satisfaction can mediate the effect of work stress on organizational commitment. Finally, the study concluded that emotional intelligence and work stress have a concurrent and positive impact on organizational commitment.

Study (Argon & Liana, 2020) on emotional intelligence and job satisfaction. The present study demonstrates that emotional intelligence exerts a positive and significant influence on employee organizational commitment at PT. Digital Network Venture Indonesia. In addition, emotional intelligence has been demonstrated to exert a positive and significant effect on employee job satisfaction. Conversely, job satisfaction has been demonstrated to exert a positive and significant influence on organizational commitment. This study also shows that emotional intelligence and organizational commitment have a positive and significant effect on job satisfaction. This finding suggests that emotional intelligence exerts an indirect influence on organizational commitment, operating through the conduit of employee job satisfaction within the context of PT. Digital Network Venture Indonesia.

Dewi & Wibawa (2022) study examined the role of job satisfaction in mediating the influence of emotional intelligence on organizational commitment among employees of PT. ABI Badung. The study demonstrated that emotional intelligence exerts a positive and significant influence on organizational commitment. The present study demonstrates that emotional intelligence has a positive and significant effect on job satisfaction. Job satisfaction has been demonstrated to exert a positive and significant effect on organizational commitment. Job satisfaction partially mediates the effect of emotional intelligence on organizational commitment.

A study was conducted by (Yuza, 2020) on the influence of emotional intelligence and work stress on the commitment of contract nurses with satisfaction as a mediating variable. The study was conducted on nurses at Andalas University Hospital. The findings of the analysis indicated that emotional intelligence, work stress, and job satisfaction exert a positive and significant influence on nurse commitment. Furthermore, emotional intelligence and work stress have been demonstrated to have a positive and significant effect on job satisfaction. It is noteworthy that job satisfaction functions as a partial mediation in the relationship between emotional intelligence and work stress on organizational commitment.

Study (Arifan & Dihan, 2018) on how emotional intelligence and empowerment affect commitment to a company through job satisfaction at the Social Service of Yogyakarta. The findings of the present study indicate a substantial positive impact of emotional intelligence on organizational commitment. Furthermore, the results demonstrate a significant positive influence of employee empowerment on organizational commitment. In addition, the study shows a substantial positive impact of emotional intelligence on job satisfaction. Moreover, the analysis reveals a significant positive influence of employee empowerment on job satisfaction. Finally, the study uncovers a substantial positive impact of job satisfaction on organizational commitment. Emotional intelligence directly impacts organizational commitment more than it does through job satisfaction. Employee empowerment directly impacts organizational commitment more than it does through job satisfaction.

B. Theoretical Study

Emotional intelligence is the ability to motivate oneself and survive frustration, control impulses, and not exaggerate pleasure. It also includes the ability to regulate moods and keep stress from paralyzing, as well as the ability to think, empathize, and pray in individuals who experience physical and psychological changes from childhood to adulthood (Selan et al., 2023).

Work stress is a feeling response that arises from within an individual based on how the individual assesses the pressure or burden that he or she receives due to an imbalance between the individual's potential and work demands and organizational goals (Mangkunegara, 2016).

As posited by (Afandi, 2018), job satisfaction is defined as the degree of effectiveness or emotional response to various components of one's occupation. It is a set of sentiments that employees harbor regarding the enjoyment derived from their

professional role. It is a general perspective concerning one's occupation that signifies the discrepancy between the financial compensation received by an employee and their anticipated compensation. Job satisfaction is not a singular concept; rather, it is an emotional or affective response to diverse elements of one's professional role. It is plausible for an individual to experience contentment in one facet of their professional role while concurrently harboring discontent in other aspects.

Organizational commitment is defined as a state in which an employee exhibits dedication to the organization and its objectives, while concurrently intending to maintain their membership. This form of commitment transcends mere passive loyalty, encompassing an active engagement with the work organization and a concerted effort to ensure its success (Djohan & Surya, 2023).

C. Hypothesis

Based on the formulation of the problem, discussion of theory, and framework of thought that has been described, the research hypothesis is:

- H1: Emotional intelligence has a positive effect on job satisfaction.
- H2: Job stress has a negative effect on job satisfaction
- H3: emotional intelligence has a positive effect on organizational commitment
- H4: Work stress has a negative effect on organizational commitment
- H5: Job satisfaction has a positive effect on organizational commitment.
- H6: Emotional intelligence has a positive effect on organizational commitment through Job Satisfaction
- H7: Work stress has a positive effect on organizational commitment through job satisfaction.

II. RESEARCH METHODS

This study's population is 130 employees of the Bali National Search and Rescue Agency (BASARNAS). The sample is part of the population, so it must be representative. The population of the Bali National Search and Rescue Agency (BASARNAS) Office is 130 people, and researchers can reach the entire population. This study uses the entire population as a sample or a saturated sample (Sugiyono, 2019). Given that the Bali National Search and Rescue Agency (BASARNAS) Office has 130 employees, and researchers can reach the entire population, this study employs the entire population as a sample or utilizes a saturated sample.

The research design employed in this study is a research implementation design, encompassing the hypothesis, the findings, and the conclusions, as well as the proposed recommendations. The proposed hypothesis can be determined by the research variables. The research variables in this study are classified as both independent and dependent variables. In this study, the independent variables are emotional intelligence (X1) and work stress (X2).

Emotional intelligence (X1) is the ability to feel. It is imperative to comprehend and adeptly implement emotional

pro prowess and sensitivity as a reservoir of energy, knowledge, connectivity, and humane influence on employees at the Bali National Search and Rescue Agency (BASARNAS) Office. Emotional intelligence includes the ability to recognize and manage emotions, motivate oneself, control the emotions of others, and build relationships.

Job stress (X2) is a condition of tension affecting employees at the Bali National Search and Rescue Agency (BASARNAS) Office. The indicators of job stress in this study are task demands, role demands, interpersonal demands, organizational structure, and leadership.

The dependent variable is Organizational Commitment (Y2). Organizational commitment (Y1) is defined as the degree to which employees of the Bali National Search and Rescue Agency (BASARNAS) align with the organizational mission and express a desire to remain members of the organization. The present study employs the following indicators of organizational commitment: affective commitment, continuance commitment, and normative commitment.

The intervening variable in this study is job satisfaction (Y1). Job satisfaction is defined as the emotional state of contentment or discontent with respect to employees at the Bali National Search and Rescue Agency (BASARNAS) Office, concerning their work environment and responsibilities. The present study utilizes a multifaceted approach to assess job satisfaction, encompassing various indicators including work satisfaction, remuneration, opportunities for advancement, the quality of supervision, and the dynamics among colleagues.

Additionally, the research variables, instruments, and respondents can be identified. Following the determination of the research instruments and respondents, the subsequent step is the collection of data. This is accomplished through the conducting of observations, interviews, and the distribution of questionnaires. The collected data is then processed and analyzed using descriptive analysis techniques and inferential statistical analysis. The empirical testing of research hypotheses is typically executed through the utilization of "path analysis." The subsequent discussion and interpretation of the processed data is essential for a comprehensive understanding of the subject matter. The ensuing discussion and interpretation of the research results culminates in the formulation of conclusions and the presentation of recommendations.

III. RESULTS AND DISCUSSION

A. Respondent Characteristics

From the distribution of questionnaires totaling 130 respondents, several descriptions of the characteristics of the respondents were obtained. The following will briefly explain the characteristics of the respondents, namely gender, length of service, age and education presented in table 1.

Table 1 shows that the majority of respondents at the Bali National Search and Rescue Agency (BASARNAS) office were male (86.2%) with more than 10 years of work experience (93.1%). Most were over 35 years old (70.8%), had a high school/vocational education (58.5%) and a

bachelor's degree (30.8%). These data indicate that the BASARNAS Bali workforce is dominated by experienced individuals, productive age, and educational backgrounds that support their operational tasks.

TABLE I
RESPONDENT CHARACTERISTICS

No	Characteristics	Number of people	Percentage (%)
1	Gender		
	1) Man	112	86.2
	2) Woman	18	13.8
2	Length of working		
	1) < 5 years	3	2.3
	2) 5-10 years	6	4.6
	3) >10 years	121	93.1
3	Age		
	1) <26 years	3	2.3
	2) 26-35 years	35	26.9
	3) > 35 years	92	70.8
4	Level of education		
	1) High School/	76	58.5
	2) Diploma	9	6.9
	3) Bachelor	40	30.8
	4) Postgraduate	5	3.8

B. Data Analysis Results

After conducting a descriptive test, this study conducted a research instrument test in the form of a validity test and a reliability test. The results of this research instrument test indicate that all question items from the four variables studied are declared valid and have a good level of reliability. Thus, this research instrument can be categorized as a valid and reliable data collection tool.

The regression model will produce more accurate calculations if the following assumptions are met: normality, multicollinearity, and heteroscedasticity tests. See Table 2 for details:

TABLE 2
SUMMARY OF CLASSICAL ASSUMPTION TEST RESULTS

Normality Test Results	Variables	Test Results		Heteros Test Results
		Multicollinearity Tolerance	VIF	Significance
0.200	X1	0.512	1,952	0.512
	X2	0.957	1,045	0.957
	Y1	0.515	1,940	0.515

Source: Processed data, 2025

Based on table 2, it can be concluded that the Asymp. Sig. (2-tailed) value is $0.200 > 0.05$. This result means that the data has a normal distribution and has met the normality requirements in the regression model. The results show that the tolerance value of the emotional intelligence, work stress and job satisfaction variables is greater than 0.10, while the VIF value is < 10 , so it can be concluded that there is no multicollinearity symptom in the regression model. The heteros test shows the significance value of the emotional intelligence, work stress and job satisfaction variables > 0.05 , so it can be concluded that according to the decision making from the Glejser test there is no heteroscedasticity in the

regression model. All classical assumption tests in Table 2 are feasible to test, so the path analysis model can be carried out further.

TABLE 3
DIRECT AND INDIRECT EFFECTS TEST RESULTS

Relationship Between Variables	Effect Direct	Total Effect	Sig	Conclusion
Emotional Intelligence (X1) → Job Satisfaction (Y1)	0.697	0.697	0,000	H1 accepted
Job Stress (X2) → Job satisfaction (Y1)	-0.134	-	0.039	H2 accepted
		0.134		
Emotional Intelligence (X1) → Organizational Commitment (Y2)	0.206	0.206	0.039	H3 accepted
Job Stress (X2) → Organizational Commitment (Y2)	-0.184	-	0.012	H4 accepted
		0.184		
Job satisfaction (Y1) → Organizational Commitment (Y2)	0.421	0.421	0,000	H5 accepted
	Effects of No Direct	Total Effect	Sig	Conclusion
Emotional Intelligence (X1) → Job Satisfaction (Y1) → Organizational Commitment (Y2)	0.293 (0.697* 0.421)	0.293	-	H6 accepted
Job Stress (X2) → Job Satisfaction (Y1) → Organizational Commitment (Y2)	-0.056 (-0.134* 0.421)	-	-	H7 rejected

Based on the results of the substructure 1 and substructure 2 tests, the final path model can be described as shown in Figure 1 below

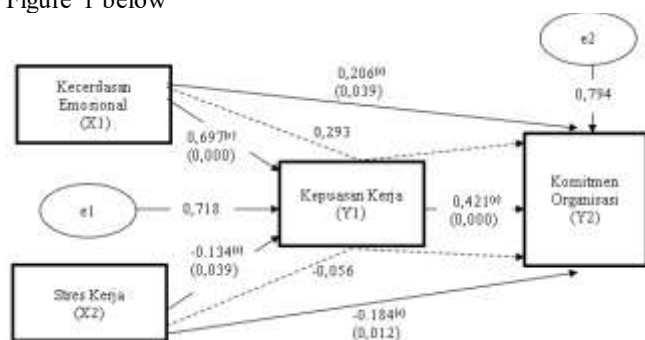


Figure.1 Path Analysis Model

1) The Influence of Emotional Intelligence on Job Satisfaction at the Bali National Search and Rescue Agency (BASARNAS) Office.

Emotional intelligence positively impacts job satisfaction at the Bali National Search and Rescue Agency (BASARNAS) office. The analysis shows a direct effect value of emotional intelligence on job satisfaction of 0.697 with a t-test value of 10.882 and a significance level of $0.000 \leq 0.05$. The results indicate that higher emotional intelligence leads to greater job satisfaction at BASARNAS. This aligns with previous research by (Selan et al., 2023), (Argon & Liana, 2020), (Dewi & Wibawa, 2022), and (Yuza, 2020) who found a positive and significant relationship between emotional intelligence and job satisfaction. The capacity to comprehend, regulate, and employ emotions adeptly has been demonstrated to enhance employee comfort and satisfaction within the work environment.

Emotional intelligence fosters job satisfaction by enabling employees to understand and manage their emotions, maintain emotional balance, and motivate themselves. This ability to self-motivate also fosters harmonious working relationships and reduces the likelihood of workplace conflict. Employees at the BASARNAS Bali office demonstrate high emotional intelligence, as evidenced by their ability to understand and control their emotions, maintain positive working relationships, and be motivated to perform optimally. Their ability to build relationships strengthens cooperation and mutual trust, contributing to a positive and satisfying work environment. The analysis indicates that the emotional intelligence of employees at the National Search and Rescue Agency (BASARNAS) Bali office is very good. Employees are able to understand and manage their emotions, maintain harmonious relationships, and motivate themselves to work productively. By strengthening emotional intelligence, the Bali National Search and Rescue Agency (BASARNAS) office aims to enhance employee job satisfaction and performance in humanitarian tasks.

2) The Influence of Job Stress on Job Satisfaction at the Bali National Search and Rescue Agency (BASARNAS) Office

The present study sought to examine the relationship between job stress and job satisfaction at the Bali National Search and Rescue Agency (BASARNAS) Office. The results of the study indicated a negative effect of job stress on job satisfaction. The findings of the analysis indicated a direct impact of job stress on job satisfaction, with a t-test value of -2.089 and a significance level of $0.039 \leq 0.05$. The results of the analysis indicate a negative correlation between job stress levels and job satisfaction within the Bali National Search and Rescue Agency (BASARNAS) office. The findings of this study contradict the conclusions of (Selan et al., 2023), and (Yuza, 2020). The former research indicated that work stress has a positive and significant effect on job satisfaction, while the latter study did not support this claim. Conversely, the present study demonstrates that occupational stress has the potential to impede employee comfort and satisfaction in performing their professional responsibilities.

Job stress affects job satisfaction in many ways. Excessive and unclear pressure leads to dissatisfaction. Role demands, such as role conflict or ambiguity, cause discomfort and burden employees. Interpersonal demands, like conflicts with superiors or coworkers, cause stress and reduce quality of

work relationships, causing dissatisfaction. Too many rules, inflexible or bureaucratic structures, and a less supportive leadership style cause emotional stress, leading to dissatisfaction. The analysis shows that work stress negatively affects job satisfaction at the Bali National Search and Rescue Agency (BASARNAS) office. Managing work stress factors, such as fair task division, role clarity, improved relationships, and a more supportive environment, can improve job satisfaction. Responsive management can reduce the negative impact of work stress and create a more productive and comfortable atmosphere.

3) *The Influence of Emotional Intelligence on Organizational Commitment at the Bali National Search and Rescue Agency (BASARNAS) Office*

Leadership Emotional intelligence has a positive effect on organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office. The results of the analysis showed a direct effect value of emotional intelligence on organizational commitment of 0.206 with a t-test value of 2.082 and a significance level of $0.039 \leq 0.05$. The results of the analysis mean that the better the emotional intelligence, the better the effect on increasing organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office. The results of this study are in accordance with (Selan et al., 2023), (Argon & Liana, 2020), (Dewi & Wibawa, 2022), and (Yuza, 2020) who in his research stated that emotional intelligence has a positive and significant influence on organizational commitment. Emotional intelligence helps employees build strong relationships with the organization, create deeper attachments, and motivate them to maintain their membership.

Emotional intelligence is important for organizational commitment. Employees who can recognize their emotions can manage them in challenging work situations. This helps them control pressure and stay focused on goals. It also motivates them to work with enthusiasm and dedication. The ability to control other people's emotions helps employees build harmonious relationships with superiors and coworkers. This supports a productive work environment at the Bali National Search and Rescue Agency (BASARNAS) office. The ability to build relationships strengthens connections between employees, creates a sense of togetherness, and fosters loyalty to the organization. Employees' emotional intelligence plays an important role in increasing organizational commitment. By encouraging the development of emotional intelligence through effective training and human resource management, we can continue to increase employee organizational commitment and support the success of the organization.

4) *The Influence of Work Stress on Organizational Commitment at the Bali National Search and Rescue Agency (BASARNAS) Office*

Job stress has a negative effect on organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office. The results of the analysis showed a direct effect value of job stress on organizational commitment of -0.184 with a t-test value of -2.538 and a significance level of $0.012 \leq 0.05$. The results of the analysis mean that the

higher the level of job stress, the lower the organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office. The results of this study are not in accordance with (Selan et al., 2023), and (Yuza, 2020) who in his research stated that work stress has a positive influence on organizational commitment. However, this study shows that high work stress has a negative impact on emotional relationships and employee involvement in the organization.

Job stress can reduce commitment to an organization through various mechanisms. Excessive task demands can make employees feel overwhelmed, reducing their commitment to organizational goals. Role demands, such as role ambiguity or conflict, create pressure that interferes with employees' ability to perform their duties well, reducing their loyalty to the organization. Interpersonal demands, such as disharmonious relationships with coworkers or superiors, can create emotional tension that weakens the sense of community in the workplace. Unsupportive structures, such as lack of flexibility or complicated workflows, can increase frustration among employees. Ineffective leadership styles, such as lack of communication or authoritarian decision-making, can exacerbate work stress, weakening employees' sense of responsibility to the organization. The analysis of the Bali National Search and Rescue Agency (BASARNAS) office shows that work stress needs to be managed to maintain and improve commitment to the organization. Efforts to reduce work stress, such as clarifying roles, improving communication, improving structures, and creating a supportive work environment, can help employees feel more connected to the organization and increase their commitment to goals.

5) *The Influence of Job Satisfaction on Organizational Commitment at the Bali National Search and Rescue Agency (BASARNAS) Office*

Job satisfaction has a positive effect on organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office. The results of the analysis showed a direct effect value of job satisfaction on organizational commitment of 0.421 with a t-test value of 4.270 and a significance level of $0.000 \leq 0.05$. The results of the analysis mean that the higher the level of job satisfaction, the greater the effect on increasing organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office. The results of this study are in accordance with (Selan et al., 2023), (Argon & Liana, 2020), (Dewi & Wibawa, 2022), and (Yuza, 2020) who in his research stated that job satisfaction has a positive and significant influence on organizational commitment. Employees who are satisfied with their jobs tend to have a stronger emotional attachment to the organization and high motivation to maintain their membership in the organization.

Job satisfaction plays an important role in increasing organizational commitment through several indicators. Work that is considered interesting and provides positive challenges increases a sense of belonging to the organization. Fair wages that are in accordance with employee responsibilities create a sense of appreciation, thereby strengthening employee loyalty. Promotions that provide career opportunities and recognition for employee performance encourage them to continue

contributing to the organization. Supervisors who are supportive, provide clear direction, and show empathy create a conducive work atmosphere and encourage employees to be more strongly attached to the organization. Cooperative and supportive coworkers create harmonious working relationships, which ultimately increase a sense of solidarity and employee involvement in achieving organizational goals. Based on the results of the analysis, the job satisfaction of employees at the Bali National Search and Rescue Agency (BASARNAS) office was considered quite good. By improving aspects such as work, wages, promotions, supervisors, and relationships between coworkers, the organization can strengthen employee commitment to the organization. This strong commitment will ultimately have a positive impact on the stability and productivity of the organization.

6) *The Influence of Emotional Intelligence on Organizational Commitment through Job Satisfaction at the Bali National Search and Rescue Agency (BASARNAS) Office*

Emotional intelligence has a positive effect on organizational commitment through job satisfaction. The results of the analysis show the indirect effect value of emotional intelligence on organizational commitment through job satisfaction of 0.293. Based on the results of the Sobel Test calculation, the Z value = 3.98 is greater than the value of 1.98 with a significance level of 5%, this result means that the job satisfaction variable is able to be an intervening variable in the influence of emotional intelligence on organizational commitment. This result is in line with (Selan et al., 2023), (Argon & Liana, 2020), (Dewi & Wibawa, 2022), and (Yuza, 2020) who in his research found that job satisfaction has a significant indirect influence on the relationship between emotional intelligence and organizational commitment.

Emotional intelligence contributes to stronger organizational commitment and job satisfaction. Employees with emotional intelligence can recognize their emotions, understand their state, and perform their tasks more effectively. They can manage emotions and cope with work pressure, creating a stable and supportive work environment. They are motivated to contribute and achieve organizational targets. They can control the emotions of others, fostering harmonious relationships between coworkers and leaders. Good relationships strengthen employees' attachment to the organization. The analysis of the Bali National Search and Rescue Agency (BASARNAS) office found that emotional intelligence was quite good and increased job satisfaction. This high job satisfaction strengthens employee commitment to the organization. By strengthening emotional intelligence and continuing to increase job satisfaction, the Bali National Search and Rescue Agency (BASARNAS) office's organizational commitment will become more solid, supporting the achievement of organizational goals.

7) *The Influence of Work Stress on Organizational Commitment through Job Satisfaction at the Bali National Search and Rescue Agency (BASARNAS) Office*

Job stress has a positive effect on organizational commitment through job satisfaction at the Bali National Search and Rescue Agency (BASARNAS) office. The results of the analysis show the indirect effect value of job stress on organizational commitment through job satisfaction of -0.056. Based on the results of the Sobel Test calculation, the Z value = -1.88 is smaller than the value of 1.98 with a significance level of 5%, this result means that the job satisfaction variable has not been able to act as an intervening variable in the influence of job stress on organizational commitment. The results of this study are not in accordance with (Selan et al., 2023), and (Yuza, 2020) who in his research stated that job satisfaction can be a mediating variable in the relationship between work stress and organizational commitment.

Job satisfaction has not been able to mediate the impact of work stress on organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office. This indicates that employees' direct experience with work stress, including task demands, role demands, interpersonal relationships, organizational structure, and leadership, directly affects their commitment to the organization, bypassing job satisfaction as a mediating factor. High levels of work stress make it harder for employees to emotionally, normatively, or sustainably attach to the organization. This is because work stress reduces motivation and a sense of belonging. Direct improvements to work stress sources, such as clarifying role demands, improving harmonious working relationships, and creating a supportive organizational structure, should be a top priority to enhance organizational commitment at the Bali National Search and Rescue Agency (BASARNAS) office.

IV. CONCLUSIONS

The results of the analysis and discussion indicate that emotional intelligence positively impacts job satisfaction and organizational commitment at the Bali National Search and Rescue Agency (Basarnas) Office. This suggests a positive correlation between emotional intelligence and job satisfaction, as well as organizational commitment among employees. The present study investigates the relationship between job stress and its subsequent impact on job satisfaction and organizational commitment at the Bali National Search and Rescue Agency (Basarnas) Office. This finding suggests that escalating job stress may negatively impact employee job satisfaction and organizational commitment. The present study explores the relationship between job satisfaction and organizational commitment at the Bali National Search and Rescue Agency (Basarnas) Office. This finding suggests a positive correlation between job satisfaction and organizational commitment among employees. Emotional intelligence positively impacts organizational commitment through job satisfaction at the Bali National Search and Rescue Agency (Basarnas) Office. It can also mediate the influence of emotional intelligence on employee organizational commitment. Job stress negatively impacts organizational commitment through job satisfaction at the Bali National Search and Rescue Agency (Basarnas) Office. It also fails to mediate the effect of job stress on

employee organizational commitment. Based on these findings, the leadership of the Bali National Search and Rescue Agency (Basarnas) Office can improve emotional intelligence through increased emotional control. This can be achieved by holding regular training focused on emotional control skills, fostering an open and supportive work culture, and providing mentoring or coaching programs with a focus on personal development. The leadership of the Bali National Search and Rescue Agency (Basarnas) Office can reduce work stress by reducing task demands. This can be done by ensuring that the workload is distributed evenly according to employees' abilities, experience, and capacity, so that no individual is overburdened. Setting reasonable targets and deadlines, and providing sufficient time for rest and recovery, especially after heavy fieldwork, can also improve job satisfaction through wage increases. This can be achieved by periodically reviewing and adjusting the wage structure to suit the workload and providing gradual salary increases based on length of service, experience, and education or training. Increasing ongoing commitment through a clear and structured career development program can also foster greater organizational commitment. Involving employees in the planning or evaluation process of the organization's activities can foster a greater sense of responsibility for the organization's sustainability. The study's limitations are attributable to its modest research variables, which include emotional intelligence, work stress, job satisfaction, and organizational commitment. In subsequent studies, there is a need to develop research variables such as motivation, work discipline, and work environment, as well as employee performance.

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