



THE EFFECT OF EMOTIONAL INTELLIGENCE AND PARTICIPATORY PROCEDURAL JUSTICE ON JOB SATISFACTION

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Abstract

Human resources are the main production factor for organizations to achieve planned goals. Job satisfaction is important because in an organization employees are most dominant as a determinant of organizational success, this is due to high satisfaction being able to create a pleasant atmosphere so that employees are encouraged to excel in their organization. This study aims to determine the effect of participatory emotional intelligence and procedural justice on employee job satisfaction. In this study apply descriptive and verification methods. The population is all employees with a sample of 60 people selected through saturated sampling. testing with validity test and reliability test. Researchers used multiple linear regression and hypothesis testing with partial tests. This study found that emotional intelligence can have a significant positive effect on job satisfaction, and participatory procedural justice has a significant positive effect on job satisfaction.

Keywords: emotional intelligence; participatory procedural justice; job satisfaction

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INTRODUCTION

The development of society in this era was marked by increasingly advanced aspects of community development in various fields which resulted in increasingly intense competition in world organizations. In terms of organization, human resources are the losing factor in the effort to achieve the goals of an organization. Management is a process carried out by someone as an effort to regulate the activities carried out by a person or group. This system or management should be implemented to meet the targets to be achieved by a person or group of people within the organization who work together through optimizing available resources.

In essence, human resource management aims to obtain the highest degree of employee development, good relations in the work environment, and manage the harmony of human resources effectively and efficiently. Efficient in conducting cooperation, it is hoped that interested parties can increase work productivity. The existence of good human resources produces good quality, thus employee performance also becomes optimal in an existing organization. What is meant by job satisfaction is the attitude of employees as evidenced by making an assessment between the difference in the amount they should have received with the reality they received. The problem of job satisfaction is a problem that needs special attention because the creation of comfortable working conditions for employees is driven by a high level of job satisfaction so as to be able to provide encouragement to employees to show their achievements. Job satisfaction reflects a person's feelings towards the work he does which is also important as an effort for personal actualization. Job satisfaction also

means that employees are able to provide satisfactory work results that provide an important role in an agency or organization. Thus job satisfaction can also be referred to as the fulfillment of one's desires and needs obtained from the activity of doing work. If the employee's needs are met, the employee will get self-motivated so that the many needs are able to provide a good role that can improve employee performance in a company. (Ula, 2020) argues that job satisfaction in a company affects how a person completes his work where he works. The level of employee satisfaction can affect several aspects. Where each aspect is capable of producing job satisfaction that varies depending on the individual employee (Nurjaya, 2016) and work situations or conditions. (Wirawan, 2017) Employee satisfaction reflects a person's feelings towards his work. This can be seen from the positive attitude of employees towards work and everything that is encountered in the work environment. An employee who is able to behave and regulate emotions well will get satisfaction at work.

Emotional intelligence is an ability that shows how a person recognizes the feelings, behavior, and psychology of self and others so that a person is able to handle emotions effectively in himself or in others. Where it can also create a state of readiness to manage emotions in himself or in relationships with others. Employees who have good emotional intelligence or high emotional stability are more likely to react positively to an event at hand (Siti Masitoh, 2019). Emotional intelligence inherent in individuals is able to make a positive contribution to the level of job satisfaction, this is because individuals with high levels of emotional intelligence are usually able to set strategies that can be used in dealing with various kinds of problems they face at work. do their work which is usually caused by pressure or stress. Emotional intelligence is related to a person's ability to accommodate his emotions, trying to understand the information that his own emotions and others are trying to convey and being able to manage his emotions optimally. (Nuraningsih(1), 2015) in his research shows the results that emotions play an important role in job satisfaction, managers who have high emotional intelligence are more satisfied with their jobs than managers who have low emotional intelligence. (Nuraningsih(1), 2015) shows that emotional intelligence plays an important role in internal job satisfaction. Employees with high emotional intelligence have high job satisfaction and their chances of leaving the company are lower than employees who have low job satisfaction (Nuraningsih(1), 2015). This is in line with the results of research (Suryani, 2023) that emotional intelligence contributes to a direct influence on job satisfaction. This shows that if emotional intelligence is managed optimally it will have a significant effect on job satisfaction, this is in line with research (Muhammad Nur Holis1, 2017) emotional intelligence factor on teacher job satisfaction at SMA Negeri 1 Rogojampi. This means that the higher the teacher's emotional intelligence for a job, the easier it will be for employees to feel job satisfaction. Vice versa, the lower the emotional intelligence, the feeling of satisfaction with the results is not easy to feel because of the burden in carrying out tasks and work. (Wirawan, 2017) that someone is likely to be successful and will be happy in his life, because he masters a habit of thinking that drives his productivity. Meanwhile, people who cannot control their emotional life will experience an inner battle that robs them of their ability to focus on work.

In addition to the emotional intelligence factor, the success of one's job satisfaction can also be determined by participatory procedural justice, namely one's view of justice with regard to procedures or stages, which refers to the level of fairness of a decision. process that he created together with participation. employees in the activities in which they work. This factor has a high potential to increase the degree of employee job satisfaction which in turn can have an impact on their performance. (Qustolani, 2020) In this case justice does not mean that everything must be divided into two and equal. However, justice must be related to the things a person does with the things he gets. The higher the thing he sacrificed or gave, the higher the result he expected. So with regard to the things one does with the things one gets, there must be equality.

The theory of procedural justice relates to the stages carried out by an organization in providing the results of its resources to its employees. Procedural justice is a concept of justice that focuses on the method used as a determinant of what should be obtained (Muhammad Yoga Wiratama1, 2021). Menurut (Rusyanti, 2020) in his research Participatory procedural justice has a positive and significant influence on employee job satisfaction. That is, the better the participatory procedural justice implemented by the company, the higher the job satisfaction of its employees, this is in line with the results (Fauzi, 2020) that participatory procedural justice has a significant effect on employee job satisfaction, the better participatory procedural justice, the higher employee job satisfaction.

Based on the results of interviews with HRD staff, the work system at the company still does not involve employees in making company regulations or policies. It would be nice if employees were still involved in making regulations or policies, so that all employees working for the company felt fair. If this justice has been obtained by workers, it will be able to increase the degree of worker satisfaction in working at the agency concerned. In addition, there is still a lack of incentives for employees. Employees are given targets by the company but there is no compensation for employees when employees work to reach targets or exceed targets. This is an example of a form of procedural justice for its employees.

If the company provides more incentives for employees who work to achieve targets, this is one of the company's appreciation for employees. Participatory procedural justice in these companies will run smoothly so as to increase employee satisfaction levels. In this study (Parawitha, 2017) found a discovery, namely examining the variable emotional intelligence on job satisfaction. The difference is that there are no independent variables of spiritual intelligence, transformational leadership, and work engagement variables. The research method used is the same, namely the quantitative method, the same data analysis using multiple regression analysis. This research is needed to compare the variables studied, namely emotional intelligence on job satisfaction.

METHOD

Researchers applied quantitative research and used associative methods to determine the relationship between the variables of emotional intelligence and participatory procedural justice on employee job satisfaction. Sugiyono (2019: 11) states that the quantitative method is a method based on the philosophy of positivism, which is applied to study populations or samples that have been determined by searching for data and using research instruments where the data analysis is quantitative or statistical, and aims to conduct tests the hypothesis that has been determined. Sugiyono (2019: 65) argues that associative research is research that formulates problems in its studies that have the property of asking questions about the relationship between two or more variables.

RESULTS

Table 1. Reliability Test

Variable	Statement Items	Cronbach's Alpha	Significant Value	Information
Emotional Intelligence	12	.777	0.60	Reliable
Participatory Procedural Justice	6	.819	0.60	Reliable
Job satisfaction	15	.883	0.60	Reliable

Reliability test results on emotional intelligence variables, justice participatory variables and job satisfaction show the variable's alpha of each variable (0.777), (0.819) and (0.883). Thus the researcher concluded that all of the statement items in the questionnaire were called reliable or reliable.

Table 2. Multiple Linear Regression Analysis
Coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig
		B	Std Error	Beta		
1	(Constant)	16.516	4.928			
	Emotional Intelligence	.397	.156	.314	2.548	.014
	Participatory Procedural Justice	.643	.207	.383	3.108	.003

a. Dependent Variable: Job satisfaction

$$Y = 16.516 + 0,397X_1 + 0,643X_2 + \epsilon \dots\dots\dots(1)$$

The linear regression equation in the table shows the direction of each independent variable to the dependent variable described by the researcher: (1) The value of the constant shows the number 16,516 meaning that if there is no change in emotional intelligence and participatory procedural justice, then the value of job satisfaction is still 16,516. (2) The regression coefficient value of the emotional intelligence variable shows the number 0.397, which means that if there is an increase in emotional intelligence, it is 1, thus the level of job satisfaction will also increase, namely 0.379 units at a constant level. The coefficient of emotional intelligence can have a positive value which means that there is a positive relationship between the variables of emotional intelligence and the level of job satisfaction. This case shows that increased emotional intelligence also causes job satisfaction to increase as well. (3) The value of the regression coefficient of the participatory procedural justice variable has a value of 0.643, meaning that the value of participatory procedural justice increases with a value of 1, thus job satisfaction automatically increases to 0.643 units at a constant level. The participatory procedural justice coefficient has a positive value which means that there is a positive relationship between the participatory procedural justice variable and the level of job satisfaction. This case shows that an increase in participatory procedural fairness will cause the level of job satisfaction to increase as well.

Table 3. Analysis of the Coefficient of Determination Coefficient^a

Model	Correlations			Collinearity Statistics	
	Zero- order	Partial	Part	Tolerance	VIF
1 (Constant)					
Emotional Intelligence	.514	.320	.268	.727	1.376
Participatory Procedural Justice	.547	.381	.326	.727	1.376

Dependent Variable: Job satisfaction

The results of the influence of emotional intelligence on job satisfaction are $KD = r^2 \times 100\%$, thus $(0.514)^2 \times 100\% = 26.4\%$. So it can be concluded that the contribution of emotional intelligence can have an influence on job satisfaction of 26.4%.

The results of the influence of participatory procedural justice on job satisfaction obtained $KD = r^2 \times 100\%$ then $(0.547)^2 \times 100\% = 29.9\%$. So it can be concluded that the contribution of participatory procedural justice has an influence on job satisfaction of 29.9%.

Table. 4 Model Feasibility Test (F Test) ANOVA^a

Model	F	Sig.
1 Regression	16.813	.000 ^b
Residual		
Total		

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Participatory Procedural Justice, Emotional Intelligence

Based on the table, we can see that from the F test, we get $F = 16,813$ with a significance percentage of 5% and profitability ($\text{sig} = 0.000$). F table value at a significance percentage of 5% with $df = 2$ is $df_1 = n - k - 1 = 60 - 2 - 1 = 57$ thus the value of F table = 3.16. So then $F \text{ count} = 16,813 > F \text{ table} = 3.16$ and the significance value is $0.000 < 0.05$ so that H_0 is declared rejected while H_a is accepted. With the conclusion that participatory emotional intelligence and procedural justice are appropriate or fit for job satisfaction.

Table 5. Hypothesis Test (T Test) Coefficient^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	sig
	B	Std Error	Beta			
1 (Constant)	16.516	4.928			3.351	.001
Emotional Intelligence	.397	.156	.314		2.548	.014
Participatory Procedural Justice	.643	.207	.383		3.108	.003

a. Dependent Variable: Job satisfaction

In the emotional intelligence variable, the t-count value is 2,548 with a positive sign and a significance level of 0.014. While found in degrees of freedom ($dk = n - k = 60 - 2 = 58$) with a significance level of 5% so that t table is obtained = 1.671 (for the t distribution table can be seen from the attachment). Because t count $2.548 > 1.671$ and a significance of $0.014 < 0.05$, thus H_0 is said to be rejected while H_a is accepted. In conclusion, the emotional intelligence variable has a significant influence on job satisfaction.

In the procedural justice variable, the value of t counts is obtained 3.108 with a positive sign and a significance level of 0.003. At degrees of freedom ($dk = n - k = 60 - 2 = 58$) with a significance level of 5% so that a t table value of 1.671 is obtained (for the t distribution table it can be seen from the attachment). Because t count is $3.108 > 1.671$ and a significance value of $0.003 < 0.05$, thus H_0 is said to be rejected while H_a is accepted. In conclusion, the participatory proedural justice variable has a significant influence on the level of job satisfaction.

DISCUSSION

According to the results of the T-test hypothesis, it shows that the tcount value in the emotional intelligence variable is 2.548 with a significance level of 0.014 . $t_{count} 2.548 > t_{table} 1.671$ with a significance level of $0.014 < 0.05$, then H_0 is declared rejected while H_a is accepted. Which means emotional intelligence has an individual and significant influence on the level of job satisfaction of employees. Emotional intelligence is like an individual's ability to regulate or manage his emotions in carrying out work under any conditions. Emotions are an important part of the overall reaction to stress. Stress can occur from engaging in high levels of emotional labor. Emotional labor is defined as the process by which employees regulate their emotional displays, in an effort to meet the organization-based expectations specific to their roles (Angerer, 2013). In line with studies that have been studied by (Nuraningsih(1), 2015) on emotional intelligence variables show that there is a positive influence on the level of job satisfaction point besides that. The study results from Agung Parawitha and Eddy Supriyadinata (2017) show that emotional intelligence has a significant influence on the level of job satisfaction.

According to the results of the T-test hypothesis, it shows that the tcount value in the participatory procedural justice variable shows a value of 3.108 and a significance level of 0.003 . Due to $t_{count} 3.108 > t_{table} 1.671$, then H_0 is said to be rejected while H_a is accepted. Which means that participatory procedural justice has an individual and significant influence on the level of job satisfaction of employees. Participatory procedural justice is a view of justice that relates to a series of events that are driven by the level of procedural fairness regarding the decisions made and the participation of employees in making decisions. This factor ultimately has the possibility to improve the level of employee job satisfaction which ultimately has an impact on the quality of employee work (Asep Qustolani, 2018). Justice is not defined that everything must be divided equally, but justice should be linked between sacrifice and income, meaning that the things they sacrifice should be in accordance with what they get. The higher the sacrifice will create high expectations about the results he gets. So that in this case there should be harmony between what is issued and what is obtained. In line with studies that have been reviewed by Sulaefi (2017) shows that procedural justice has a positive influence on the level of job satisfaction. Besides this, the results of Ganto's research (2019) also found that procedural justice has a positive influence on the level of job satisfaction.

CONCLUSION

This study aims to determine the effect of emotional intelligence and participatory procedural justice on employee job satisfaction at PT Persada in harmony with Indonesia. Based on the results of the research and discussion that has been described, it can be partially concluded that the influence of emotional intelligence on job satisfaction is 26.4% , while participatory procedural justice has an influence on employee job satisfaction of 29.9% . Suggestions in this study are: 1. Suggestions for emotional intelligence, so that every employee needs to be able to learn to be able to give more enthusiasm to colleagues when colleagues feel less enthusiastic about doing their jobs, this can affect the performance of colleagues who are in a bad condition so that company goals can be achieved. achieve it efficiently and maximally. 2. Suggestions for participatory procedural justice, so that in this case the company must pay more attention to providing fair procedural justice to its employees, so that employees feel the justice they should receive and will affect employee satisfaction working at the company to increase. 3. Suggestions for job satisfaction, so that in this case the company needs to make considerations regarding the wages handed over from the PT to its employees which are in line with work difficulties and the minimum wage determined by the government. So that employee satisfaction will increase when the wages given are in accordance with the work and the minimum wage determined by the government.

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