

Emotional Intelligence, Job Satisfaction. The Mediating Role of Interactional Justice

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ARTICLE INFO	ABSTRACT
<p>Received 30 April 2024 Accepted 8 August 2024 Published 30 September 2024</p> <hr/> <p>Keywords: Emotional intelligence, job satisfaction, interactional justice</p>	<p><i>This study analyzes (1) the effect of emotional intelligence on job satisfaction in the State Civil Apparatus (ASN) Office of the Ministry of Religion of Padang City (2) the effect of emotional intelligence on interactional justice in (ASN) Office of the Ministry of Religion of Padang City (3) the effect of interactional justice on job satisfaction (ASN) Office of the Ministry of Religion of Padang City (4) the effect of emotional intelligence on job satisfaction in employees of the Office of the Ministry of Religion of Padang City through interactional justice as a mediating variable. This research is quantitative. The research sample was 61 Padang City Ministry of Religious Affairs Office employees. The sampling technique in this study was total sampling. Data collection is a questionnaire with a Likert scale. The results of this study indicate that (1) There is a significant and positive influence between Emotional Intelligence and Job Satisfaction in the State Civil Apparatus (ASN) of the Padang City Ministry of Religion Office, with a form of Job Satisfaction. (2) There is a significant and positive influence between Emotional Intelligence and Interactional Justice on the State Civil Apparatus (ASN) of the Padang City Ministry of Religious Affairs Office, (3) There is a significant and positive influence between Interactional Justice and Job Satisfaction on the State Civil Apparatus (ASN) of the Padang City Ministry of Religious Affairs Office (4) There is an indirect effect between the influence of Emotional Intelligence and Job Satisfaction.</i></p>
<p>DOI:10.24036/hrms.v4i3</p> <hr/> <p>Kata Kunci: Kecerdasan emosional, kepuasan kerja, intercational justice</p>	<p>ABSTRAK</p> <p>Penelitian ini menganalisis: (1) pengaruh kecerdasan emosional terhadap kepuasan kerja pada Aparatur Sipil Negara (ASN) Kantor Kementerian Agama Kota Padang (2) pengaruh kecerdasan emosional terhadap interactional justice pada (ASN) Kantor Kementerian Agama Kota Padang (3) Pengaruh interactional justice terhadap kepuasan kerja (ASN) Kantor Kementerian Agama Kota Padang (4) pengaruh kecerdasan emosional terhadap kepuasan kerja pada pegawai Kantor Kementerian Agama Kota Padang melalui interactional justice sebagai variabel mediasi. Penelitian ini merupakan penelitian kuantitatif. Sampel penelitian adalah 61 Pegawai Kantor Kementerian Agama Kota Padang. Teknik pengambilan sampel dalam penelitian ini adalah total sampling. Pengumpulan data ialah kuesioner dengan skala likert. Teknik analisis menggunakan software SmartPLS 4. Hasil dalam penelitian ini menunjukkan bahwa (1) Terdapat pengaruh signifikan dan positif antara Kecerdasan Emosional dengan Kepuasan Kerja pada Aparatur Sipil Negara (ASN) Kantor Kementerian Agama Kota Padang, dengan bentuk Kepuasan Kerja. (2) Terdapat pengaruh signifikan dan positif antara Kecerdasan Emosional dengan Interactional Justice pada Aparatur Sipil Negara (ASN) Kantor Kementerian Agama Kota Padang, (3) Terdapat pengaruh signifikan dan positif antara Interactional Justice dengan Kepuasan Kerja pada Aparatur Sipil Negara (ASN) Kantor Kementerian Agama Kota Padang (4) Terdapat pengaruh tidak langsung antara pengaruh Kecerdasan Emosional terhadap Kepuasan Kerja yang dimediasi oleh</p>

Interactional Justice pada Aparatur Sipil Negara (ASN) Kantor Kementerian Agama Kota Padang.

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INTRODUCTION

The phenomenon in Indonesia shows that 73% of employees feel dissatisfied with their jobs which are influenced by several factors including job incompatibility because 54% do not match their educational background so that they are forced to work. Employees feel satisfied if there is stability and stability in their jobs, both in their careers and their work environment. Job satisfaction is an important factor in a positive attitude (Sunarta, 2019). The development of the role and function of government in the field of public services, the government must form an agency structure and work procedures for maximum service to the community. Therefore, it is necessary to involve human resources in it, including managing emotional intelligence.

The ability of a person to use their emotions to react to their surroundings and respond to their own circumstances is known as emotional intelligence. Emotional intelligence, according to Suharsono (2016), is the capacity to see, monitor, identify, and even inquire about oneself. Furthermore, emotional intelligence is a particular process of information intelligence that entails emotional regulation, the capacity to communicate and express one's own feelings to others, and the application of emotions to accomplish objectives (Mandala & Dihan, 2018).

The results of research from (Nurvianto et al., 2024) at the Padang City Ministry of Religion office, the author saw a gap regarding employees who were not optimal, including: (1) There are employees who interact less with fellow coworkers, (2) Lack of employees in interacting and being less open in expressing the obstacles they are experiencing, (3) Lack of appreciation from leaders to employees, (4) There are verbal warnings without any further action,

According to (Hidayat, 2015) Interactional Justice is corporate justice in the perception of individuals towards the quality that has been felt based on the experience of the treatment given when the company implements their work procedures.

Based on the background above, the research formulation in the article studied is:

1. To what extent does emotional intelligence influence job satisfaction in the State Civil Apparatus (ASN) of the Padang City Ministry of Religion Office?
2. To what extent does emotional intelligence influence interactional justice in (ASN) of the Ministry of Religious Affairs Office in Padang City?
3. To what extent does interactional justice influence job satisfaction in (ASN) of the Ministry of Religious Affairs Office in Padang City?
4. To what extent does emotional intelligence influence job satisfaction in employees of the Ministry of Religious Affairs Office in Padang City through interactional justice as a mediating variable?

LITERATURE REVIEW

Job Satisfaction

A person's attitude about their work determines how satisfied they are with it when their compensation is commensurate with their performance. The most important thing that workers need

to have at work is job satisfaction. Because every employee is unique, so is their degree of job happiness; high and low levels of job satisfaction can have distinct effects (Saputra, 2022).

Job satisfaction can be influenced by several factors. The following are factors that influence job satisfaction, namely:

1) Work Environment

The work environment is a location where an employee carries out his profession every day. A sense of security is generated from a conducive work environment that makes it easier for employees to carry out their duties optimally (Nurullita, 2022).

2) Emotional Intelligence

Self-awareness, self-assurance, self-control, dedication, and integrity, as well as the capacity to influence, initiate, and accept change, are all components of emotional intelligence (Sibasopait, 2018).

3) Coworker Factors Mutual understanding in the workplace, professional commitment, and workload show a significant relationship with overall job satisfaction (Semachew et al., 2017).

4) Interactional justice The concept of justice called interactional justice focuses on how someone views the quality they feel based on their experience with the treatment given by the company during the implementation of their work procedures (Hidayat, 2015).

5) Salary Salary is a payment that an organization gives to workers as a form of remuneration for the work achievements that workers have provided to the organization. This compensation is often handed over every month to the workforce (Anifah & FoEh, 2022).

Emotional Intelligence

Robbins and Judge (2010:335) stated that emotional intelligence is a person's ability to respond to emotional cues and information detected by the person. The environment has a big impact on emotional intelligence, which is a dynamic trait that can change at any time. Because of this, early life environments—particularly those of parents—have a significant impact on how emotional intelligence develops (Imran & Rahmi, 2024).

Indicators of emotional intelligence possessed by an employee can be measured through 4 indicators according to Wong and Law in (Mustafa et al., 2023):

1. Self emotion appraisal

Shows an individual's ability to recognize moods, thoughts about their own moods, and how individuals express their emotions.

2. Others emotion appraisal

Is the capacity for people to sense and comprehend the feelings of those around them. People with a high level of this skill will be more perceptive of other people's emotions and moods.

3. Use of emotion

The ability where individuals are able to direct individuals towards more constructive activities, and individual performance can be more controlled.

4. Regulation of emotion

Is the ability of an individual to regulate their own emotions, so that they can quickly recover from psychological stress.

Interactional Justice

An individual's assessment of the extent to which an employee is treated with respect, decency, and care is known as their perception of interactional fairness (Stephen P. Robbins & Timothy Judge, 2014). According to (R. Greenberg, 2003) there are two types of justice in interactional justice, namely:

a) Informational justice

Informational justice is a condition in which workers are given information provided or given by leaders. A leader can increase the fairness of his employees by sharing the information used. For employees, the availability of information is one of the justice needed.

b) Interpersonal Justice

This justice is related to the relationship created between employees and leaders. Interpersonal justice is a social aspect of distributive justice where someone will focus more on the consequences of the final outcome of a relationship.

Hypotesis

The authors can formulate the following hypothesis based on their background, theoretical studies, problem formulation, and conceptual framework.

H1: Emotional intelligence has a positive effect on job satisfaction in employee at ASN at the Padang City Ministry of Religion Office.

H2: Emotional intelligence has a positive effect on interactional justice for employee at the Padang City Ministry of Religion Office.

H3: Interactional justice has a positive effect on job satisfaction for employee at the Padang City Ministry of Religion Office.

H4: Interactional justice as a mediation that effect emotional intelligence on job satisfaction in employee at the Padang City Ministry of Religion Office.

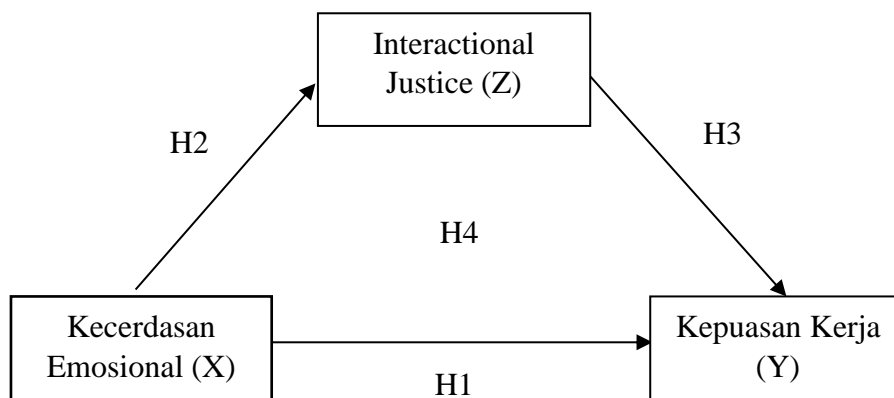


Figure 1. Conceptual Framework

METHOD

In Because the research method employed by the author describes the relationship or influence between variables and explains the causal relationship between variables, determining whether or not there is a causal relationship between variables is the goal of the research design, which is a causality research design. The research aims to assess the extent to which the use of this methodology influences "The Influence of Emotional Intelligence on Job Satisfaction Through Interactional Justice". A questionnaire was used to gather data and information from respondents for this investigation. The acquired data will be examined descriptively before being subjected to analysis in order to verify the hypothesis. The population of this study consisted of all 60 employees of the Ministry of Religion Office in Padang City.

RESULT AND DISCUSSION

This study uses SEM data analysis techniques with the Smart PLS 4 (Partial Least Square) application assistance formula. Partial Least Square is a structural equation analysis testing the measurement model (Outer Model) and testing the structural model (Inner Model).

Based on the frequency distribution of job satisfaction variables, the highest value was found in the co-worker indicator, the average score was 4.02 with a TCR of 80.34% in the high category. While the lowest frequency distribution of job satisfaction variables is in the job aspect indicator itself, the average overall statement produced was 3.47 with a TCR of 69.33%. However, it can be concluded that the indicator of enjoying work in describing the job satisfaction variable is stated as high.

Based on the frequency distribution of the Emotional Intelligence variable, the highest value was found in the Self emotion appraisa indicator, the average overall statement produced an average score of 4.10 with a TCR of 82% in the high category, it can be concluded that the Self emotion appraisa indicator can describe the emotional intelligence variable. The discussion does not just repeat or rewrite the introduction; rather, it explains how your study has advanced the reader's comprehension of the research problem from where you left them at the end of the introduction. The discussion will always relate to the introduction through the research questions or hypotheses you posed and the literature you reviewed.

Based on the frequency distribution of the interactional justice variable, the highest value was found in the empathy indicator, the overall average score was 3.86 with a TCR of 77.17% in the high category, it can be concluded that the indicator describes the interactional justice variable. Interactional Justice is stated as high.

Validity Test

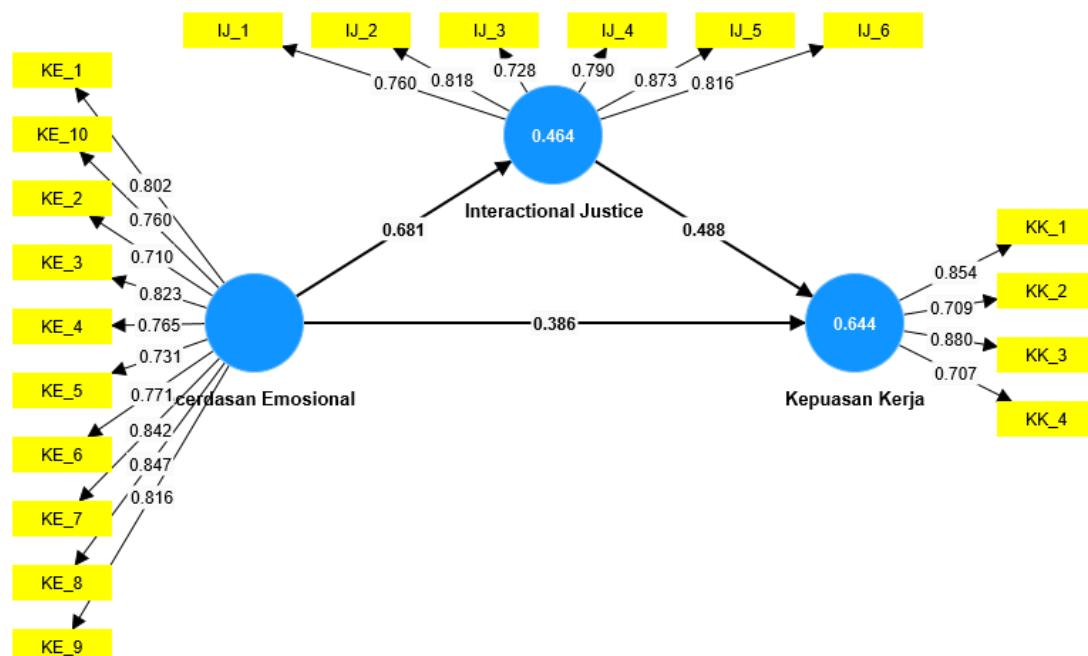


Figure 2. Outer Models

As can be observed from the outer loading findings, all of the indicators for each variable have a high convergent validity value because their loading factors are all more than 0.5. Similarly, when the correlation between the indicators of a variable is greater than the correlation between the indicators of other variables, the cross loading value indicates strong discriminant validity.

Table 2. Analyzed Square Root of Average (AVE)

	Average variance extracted (AVE)
Emotional intelligence	0,621
Job satisfaction	0,626
Interactional Justice	0,913

Table 11 demonstrates that every concept possesses a validity greater than 0.5. It may be inferred that each variable exhibits a high level of validity, which is considered satisfactory.

Reliability test

Table 3. Test Result *Composite Reliability* and *Cronbach's Alpha*

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>
Emotional intelligence	0,932	0,935
Job satisfaction	0,798	0,823
<i>Interactional Justice</i>	0,886	0,893

Source: Primary Data Processed by Smart PLS

Table 3 demonstrates that all constructs have composite reliability and Cronbach's alpha values of 0.7, indicating that all of the constructs in the estimated model either match the criteria or are dependable.

Structural Model Measurement

Table 4. Analysis Result R-Square

	<i>R-Square</i>
Job Satisfaction	0.644
Interactional justice	0.464

Source: Primary Data Processed by Smart PLS

Table 4 presents the R-Square value of the Job Satisfaction variable, which was found to be 0.644. This indicates that Emotional Intelligence and Interactional Justice account for 64.4% of the Job Satisfaction variable. While the Interactional Justice variable yielded a 0.464 score, this finding indicates that the Emotional Intelligence variable can affect 46.4% of the Interactional Justice variable.

DISCUSSION

In PLS, a simulation is used to statistically test each proposed association. For the sample under test in this instance, a bootstrapping technique is required. The goal of bootstrapping testing is also to

reduce the issue of anomalous research data. The following are the test outcomes obtained through bootstrapping from clever PLS analysis:

Job satisfaction is impacted by emotional intelligence. According to the findings of the first hypothesis test, there is a 3.155 t-count value for the variable of emotional intelligence with job satisfaction. This value (1.96) exceeds the t-table value previously. These findings suggest that emotional intelligence and job satisfaction are significantly correlated. The relationship between emotional intelligence and job satisfaction is positive, as indicated by the path coefficient value of 0.386.

The relationship between interactional justice and emotional intelligence. The t-count value of 10.550 for the variable "Emotional intelligence with Interactional Justice" is higher than the t-table value of 1.96. These findings suggest that emotional intelligence and interactional justice are significantly influenced by one another. The correlation between Emotional Intelligence and Interactional Justice is positive, as indicated by the path coefficient value of 0.934. Interactional justice will be much higher if emotional intelligence is high.

Job satisfaction and the impact of interactional justice. The t-count value of 4.910 for the interactional justice variable with job satisfaction is higher than the t-table value of 1.96. This finding indicates that job satisfaction and interactional justice are significantly influenced. Job satisfaction is positively impacted by interactional justice, as indicated by the path coefficient value of 0.490.

The effect of Emotional Intelligence on Job Satisfaction through Interactional Justice is 4.211 where the value is > 1.96 , with an original sample of 0.333 which can be concluded that Emotional Intelligence has a significant effect on Employee Job Satisfaction through Interactional Justice for employees of the Padang City Ministry of Religion Office

CONCLUSION

1. Emotional intelligence and job happiness are positively correlated and have a substantial impact on Padang City Ministry of Religion Office personnel. This demonstrates each employee's level of job satisfaction with Emotional Intelligence at the Padang City Ministry of Religion Office.
2. For staff members of the Padang City Ministry of Religion Office, interactional justice and emotional intelligence have a major and good impact. This indicates that staff members at the Ministry of Religion Office in Padang City believe their emotional intelligence affects how well each employee interacts with others.
3. Among workers at the Padang City Ministry of Religion Office, there is a strong and favourable correlation between job satisfaction and interactional justice. This indicates that workers at the Padang City Ministry of Religion Office believe their Interactional Justice can affect their level of job satisfaction.
4. Using interactional justice as a mediating variable, there is a strong and indirect relationship between the impact of emotional intelligence on job satisfaction and employees of the Padang City Ministry of Religion Office.

SUGESION

1. Based on the lowest emotional intelligence indicator, namely Regulation of emotion, it is suggested that ASN employees of the Padang City Ministry of Religion Office be able to regulate their own emotions. Where the goal is for ASN employees to feel satisfied if they can quickly control their emotions from psychological pressure

2. Based on the lowest Interactional Justice indicator, namely social sensitivity, it is suggested that the Ministry of Religion Office can increase Job Satisfaction through this indicator. Therefore, it is expected that each individual ASN employee. Therefore, it is expected that each individual ASN employee is able to develop the competencies they have

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