
Article

THE EFFECT OF EMOTIONAL INTELLIGENCE AND WORK EXPERIENCE ON JOB SATISFACTION

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Abstract: This research was conducted on Non-Manager employees of PT. Pertamina Training and Consulting, in which all employees must be able to work as a team so that the set organizational goals are achieved. When employees have weak emotional intelligence, their job performance can be affected and affect job satisfaction. The more years of service an employee has, the greater his work experience so that it affects his ability and job satisfaction. This study aims to determine the effect of emotional intelligence and work experience on job satisfaction. This study uses a quantitative approach with a questionnaire method and field research. There are 266 non-manager employees in the company, where the number of research samples as respondents is 165 people using the convenience sampling technique and the slovin formula. Data analysis techniques used validity test, reliability test, classical assumption test, multiple linear regression analysis and hypothesis testing. The results of the study through the F test show that emotional intelligence and work experience have a significant effect on job satisfaction. On the other hand, through the t test the results show that the emotional intelligence variable has no significant effect on job satisfaction, while the work experience variable has a significant effect on job satisfaction. However, based on the description data, the main respondents are male aged 21-30 years, with 1-5 years of work experience, and the majority of them have bachelor degree education, who are typically energetic and need a challenge so it takes time to assess deeply about job satisfaction from side of work challenges, promotions, support from colleagues, and superiors. That is the possibility why emotional intelligence has no significant effect on job satisfaction.

Keywords: Emotional Intelligence, Work Experience, Job Satisfaction

1 Introduction

Human resource management has a very crucial role in a company for survival, so it must be managed properly. Human resource management is in charge of managing and overcoming conflicts faced by employees. As a valuable asset that must be managed by the company properly, human resources are the only resource with thoughts, emotions,

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hopes, motivation and work. The success of a company is determined by the ability of its employees to work collaboratively with their colleagues. Therefore, it is expected that the role of human resource management is to form employees who have high loyalty, good morals, can think positively and take initiative. So that the company's goals will be achieved by increasing performance. This is closely related to employee job satisfaction. Everyone who works wants to get a sense of satisfaction for what they have done. Satisfaction can be divided into two factors, namely, internal and external factors. Internal factors come from the employees themselves, The internal factor itself is a factor that comes from the employee himself, in this case it can be a dream or something that the employee himself needs. While external factors that come from outside the employees can be in the form of work environment requirements, relationships with other employees, company policies, and the payroll system.

Job satisfaction is an opinion of employees about whether they feel their work is fun or not, and this sentiment reflects the positive attitude of employees [1]. Therefore, job satisfaction is related to employees' emotional feelings towards the organization or company, where a person perceives his work. Not only that, the ability to control and direct oneself as well as create relationships with other people is crucial for employees so that their productivity is maintained. This ability is called emotional intelligence by Daniel Goleman, who states that intellectual intelligence (IQ) only contributes 20% to success, while the remaining 80% comes from the contribution of emotional intelligence (EQ), such as the ability to motivate oneself, deal with stress, control impulses, set the mood, empathy and the ability to cooperate [2]. Therefore, so that work results can be achieved properly and satisfactorily, good emotional intelligence should be cultivated.

In addition to the above, based on previous studies, it was found that work experience also influences job satisfaction. The more work experience a person has, the more control they have over their work so they can do it well, meaning good work efficiency. A person's work experience helps provide them with specific skills and knowledge suitable for their job. People who do certain types of work repeatedly over a long period of time are good at their jobs. Experience is a key factor, especially in jobs that require expertise, skills and creativity. In the era of globalization, many companies are already using modern devices to carry out their work processes. If the device is not supported by the professional experience of employees, it will not work optimally. However, supported by an experienced workforce, work becomes more optimal to provide comfort and satisfaction at work, so as to create the desired work productivity. Based on the previous statement, we can see that experienced employees or workers have better performance and can bring benefits to the company and increase employee job satisfaction. Job satisfaction here is because when employees are happy with their work, they tend to care more about the quality of their work and are more committed to firms, have higher retention rates, and are generally more productive. Job satisfaction also represents the difference between the employee's expectations and the experience he has with his job. The greater the difference between expectations and experience (in this case, unfulfilled expectations), the greater the dissatisfaction. Career growth is one of the elements that contribute to job satisfaction.

PT. Pertamina Training and Consulting is a subsidiary of PT. Pertamina (Persero) which has the main focus on developing human resources through training and consulting services, as well as other services. Initially this company was established for the purpose

of supporting the business activities of PT. Pertamina (Persero). Currently the business activities owned by PT. Pertamina Training and Consulting includes, training, Consulting, Man Power Supply, Event Organizer, Security Services and Assessment Center. Employees of PT Pertamina Training and Consulting have different responsibilities and duties in various business activities and work according to their respective roles so that the company's goals are achieved. PT employees Pertamina Training and Consulting has had various working periods since its establishment until now, where the longer an employee's working period will affect his ability to complete tasks, master work equipment and work satisfaction. Employees of PT Pertamina Training and Consulting are given equal opportunities to be promoted, receive job security, receive a salary or wages for work completed, and are supervised by superiors. The company also provides information about employee policies and other matters. The company strives to ensure that the work activities it provides are optimal and fair in terms of sanctions, regulations or the workload of all employees. Like companies in general, PT Pertamina Training & Consulting has problems in managing human resources. Employee movement or turnover is one of the problems faced in the past 5 years. It should be understood that one of the reasons employees resign is low job satisfaction. Not only the company, an employee also wants to achieve the best performance and be the best in his field. Based on the previous explanation, the researcher has an interest in conducting research entitled "The Influence of Emotional Intelligence and Work Experience on Employee Job Satisfaction at PT Pertamina Training & Consulting".

Table 1. Employee Turnover

Year	Number of Employees	Number of Turnover based on Cause			Total Turnover	Number of Employees after Turnover
		Pension	Died	Resign		
2017	207	66	21	15	102	105
2018	241	93	24	15	132	109
2019	242	99	17	45	161	81
2020	257	109	21	40	170	87
2021	276	0	0	0	0	276

Source: Company Annual Report 2017 to 2021

1.1 Problems

According to the background, the formulation of the problems raised in this study include:

1. Does emotional intelligence affect PT Pertamina Training & Consulting employee job satisfaction?
2. Does work experience affect job satisfaction of PT Pertamina Training & Consulting employees?
3. Does emotional intelligence and work experience affect job satisfaction of PT Pertamina Training & Consulting employees?

2. Literature Review

2.1 Emotional Intelligence

Emotional Intelligence is an ability to recognize one's own emotions and those of others, the ability to motivate oneself and the ability to manage emotions in oneself and in good relationships [3]. There are 2 factors that can influence emotional intelligence [4]:

1. **Internal Factors** This factor comes from the physical and psychological aspects. The physical side is a physical factor and one's health, if there is a disturbance in one's physical and health it can affect the process of emotional intelligence. The psychic side includes experience, emotion, reasoning and motivation.
2. **External Factors** Factors that originate from outside oneself, namely the surrounding environment which influence our attitudes both individually and in groups. It can also be through other intermediaries such as the mass media both in print and electronic form or information from social media. Not only the environment but life experience is also a part of it. Because it allows people to work to help others. Based on Education includes home and school environment.

Emotional intelligence has indicators that are divided into 5 types, including: Self-awareness; Self-Control (Self-regulation); Motivation; Empathy (Emphaty); Social Skills (Social Skills) [5]. An emotionally intelligent person is able to understand and deal with a conflict. In fact, the most successful and happiest people are those with the highest levels of emotional intelligence [6]. However, having too much emotional intelligence also has its downsides and is seen as dangerous. If this ability cannot be controlled properly, several effects will arise, including: Decreased Creativity and Ability to Innovate; Difficult to Give and Receive Negative Criticism; Avoiding Risks; Difficult to Make Important Decisions; Able to Manipulate Others

2.2 Work Experience

The more work experience someone has, the more control they have over their work so they can do it well. Work experience is a measure of the amount of time or work required for a person to understand work tasks and perform them successfully [7]. There are five factors that influence work experience [8]:

1. **Self Background**
Includes education, training, courses and jobs. It aims to find out something someone did in the past.
2. **Talents and Interests**
Relates to assessing individual interests, skills, and abilities.
3. **Attitudes and Needs**
Useful for anticipating people's responsibilities and authorities.
4. **Analytical and Manipulative**
Ability Learn about assessment and analysis skills.
5. **Technical Skills and Abilities**
Measuring the extent to which the ability to carry out the technical aspects of work.

According to Foster, work experience has indicators which are divided into three types, namely: Length of Time/Working Period; Level of Knowledge and Skills; Mastery of Work and Equipment [9]. Measurement of work experience is carried out in order to analyze and improve efficiency when doing work. The following are things that can be used to measure the work experience of an employee: The movement is steady and smooth; The movements are rhythmic; Faster responding to signs; Can predict the emergence of difficulties; Work quietly

2.3 Job Satisfaction

Job satisfaction is a non-negative attitude of employees towards their work that allows them to enjoy their work without feeling the burden of doing it, and gives the company optimal results. Categorizes factors that affect job satisfaction into 2 groups, namely intrinsic factors and extrinsic factors. Intrinsic factors are factors that arise from oneself and are brought into the workplace since employees start working. While extrinsic factors are things that come from outside oneself, such as the physical condition of the work environment, relationships with other employees, and the payment system [10]. But there are different opinions from Abdurrahmat, according to which there are seven (7) influencing factors, including: Fair and reasonable compensation; Ease of work; Atmosphere of the work environment; Correct classification based on skills; The attitude of the leader in leadership; Monotonous attitude at work; Work support facilities [11].

Indicators of job satisfaction are divided into five types [12]:

1. The Work It Self
Each job requires specific skills for each field. Job satisfaction is increased or decreased by the difficulty of the task as well as the individual's sense of skill required to perform the task.
2. Supervision
A good boss likes to appreciate the work of his subordinates. For subordinates, superiors are seen as role models for life in the organization.
3. Co-workers
It is the correlation between employees and their managers and other employees.
4. Promotional Opportunities
This is a factor that has to do with whether or not there is a chance for promotion during work.
5. Salary / Wages (Pay)
This factor determines whether or not it is appropriate to fulfill the needs of employees for life.

Some symptoms of dissatisfaction are as follows: Excessive lethargy; There is a lot of talking during working hours, especially in private conversations; When discomfort occurs, employees use office supplies more often, often due to mistakes at work or for personal purposes; A lot of time is wasted; Negligence and carelessness; Unwillingness to cooperate between superiors and subordinates [13]. Dissatisfaction can be expressed in various ways. For example, instead of being fired, employees may complain, disobey, steal organizational property, or avoid some of their duties. According to Robbins, some of these ways include: Exit; Voice, by trying to actively and constructively talk about

problems; Loyalty, in waiting for conditions to improve not only to be passive but also to be optimistic; neglect [14].

3. Research Methods

3.1 Variable Operationalization

Operational variables as everything used by researchers in research to study so that information about this is obtained then conclusions are drawn [15]. The independent variable or independent variable or variable X is a variable that influences or causes changes in other variables [15]. Independent variables are variables that are selected and measured by the researcher to see how the variable relates to the symptoms being investigated. Emotional Intelligence and Work Experience are the independent variables in this study, Emotional Intelligence as X1 and Work Experience as X2. The dependent variable or dependent variable or Y variable is an output, criterion, or consequence variable [15]. The dependent variable is a variable that is caused or influenced by the independent variable. The dependent variable or the dependent variable of this study is Job Satisfaction.

The Emotional Intelligence variable is measured using 5 indicators, namely, self regulation, motivation, empathy, self awareness, and social skills. Meanwhile, the Work Experience is measured by length of time or years of service, level of skills and knowledge possessed, as well as mastery of equipment and work. Furthermore, the Job satisfaction is measured using five indicators put forward by Smith, Kendall & Hulin, namely, work it self, supervision, co-workers, promotion opportunities, and pay [12].

3.2 Population and Sample

The population in this study are all non-manager employees of PT Pertamina Training & Consulting in 2022 which are sourced from employee attendance data with a total of 266 people. In taking samples the researchers used a convenience sampling technique. This technique is used to collect the required sample and information about the entire population who are willing to provide information. Convenience sampling is a method of collecting data from existing groups of respondents. This sampling is based on the availability of elements and the ease of obtaining them. To calculate the number of samples needed in this study using the slovin formula, which resulted 160 respondent.

3.3 Method of collecting data

The data collected was obtained through distributing questionnaires. The questionnaire distributed to respondents contained 44 questions and was distributed in soft copy format using Google Form which was distributed to employees who met the respondent's criteria. The questionnaire contains 44 questions: 18 questions about emotional intelligence, 10 questions about work experience, and 16 questions about job satisfaction. To measure all the questions that represent the variables of this study using a Likert scale with a score from 1 to 5, from Strongly Disagree to Strongly Agree .

The data needed for this writing is obtained from:

1. Primary data obtained with direct data from PT. Pertamina Training & Consulting
2. Secondary data, obtained from written objects, literature, books, newspapers, magazines, internet, and related research results to obtain information about the company and its industry.

4. Results

4.1 Characteristics of Respondents

In this study, the number of respondents has been determined by 160 people. however, respondents who filled out the questionnaire were 165 people. Therefore, the data processed and described in this study are in accordance with the number of respondents who filled out the survey. Based on the questionnaire, a general illustration of the identity of the respondent is obtained which contains information that is closely related to the individuals of all respondents. The characteristic description obtained in this study is according to division, gender, employment status, age, last education, years of service, and salary.

1. Characteristics of Respondents Based on Gender

Table 2: Characteristics of Respondents Based on Gender

No.	Gender	Respondent	Percentage
1.	Male	91	55%
2.	Female	74	45%

2. Characteristics of Respondents by Age

Table 3: Characteristic of Respondents by Age

No.	Age	Respondent	Percentage
1.	≤ 20 Year	0	0%
2.	21 – 30 Year	90	55%
3.	31 – 40 Year	50	30%
4.	41 – 50 Year	22	13%
5.	> 50 Year	3	2%

3. Characteristics of Respondents Based on Division

Table 4 : Characteristics of Respondents Based on Division

No.	Division	Respondent	Percentage
1.	Man Power Supply	43	26%
2.	JP	22	13%
3.	SPRM	3	2%

No.	Division	Respondent	Percentage
4.	IA	4	2%
5.	FINANCE	21	13%
6.	HC & GA	22	13%
7.	LEGAL	5	3%
8.	TC	22	13%
9.	EO	9	5%
10.	CORPORATE SECRETARY	5	3%
11.	IT	9	5%

4. Characteristics of Respondents Based on Last Education

Table 5 : Characteristics of Respondents Based on Last Education

No.	Last Education	Respondent	Percentage
1.	High School	0	0%
2.	D1 - D3 (Diploma)	11	7%
3.	S1 (Bachelor)	142	86%
4.	S2 (Magister)	12	7%
5.	S3 (Doctoral)	0	0%

5. Characteristics of Respondents Based on Years of Service

Table 6: Characteristics of Respondents Based on Years of Service

No.	Years of Service	Respondent	Percentage
1.	≤ 1 Tahun	10	6%
2.	1 – 5 Tahun	96	58%
3.	6 – 10 Tahun	34	21%
4.	11 – 15 Tahun	21	13%
5.	> 15 Tahun	4	2%

6. Characteristics of Respondents Based on Salary

Table 7: Characteristics of Respondents Based on Salary

No.	Salary	Respondent	Percentage
1.	Rp. 4.000.000 – Rp. 5.000.000	10	6%
2.	Rp. 5.000.000 – Rp. 7.000.000	91	55%
3.	Rp. 7.000.000 – Rp. 9.000.000	25	15%
4.	Rp. 9.000.000 – Rp. 10.000.000	14	8%
5.	Rp. 10.000.000 ≤	25	15%

4.2 Descriptive Analysis of Research Variable

1. Emotional Intelligence

Variables Based on the respondents' answers regarding emotional intelligence (X1) it can be explained that the average score of the emotional intelligence variable (X1) which consists of 18 questions is 75.21, and has an average of 4.18.

2. Work Experience

Variables It can be seen that the average score of the work experience variable (X2) which consists of 10 questions is 35.68, and has an average of 3.57.

3. Job Satisfaction

It can be seen that the average score of the job satisfaction variable (Y) which consists of 16 questions is 63.19, and has an average of 3.95.

4.3 Instrument Testing

1. Validity test

The validity of the instrument was tested using the Pearson correlation method, with the results of each question item having a significance value of less than 0.05, so it can be said to be valid.

2. Reliability test

Tabel 8. Reliability test results.

Variable	Cronbach's Alpha	Remarks
Kecerdasan Emotional Inntelligence (X1)	0.938	Reliable
Work Experience (X2)	0.609	Reliable
Job Satisfaction (Y)	0.649	Reliable

In the table it can be seen that the data owned can be used in research because all variables are included in the reliability criteria as indicated by the calculated α value of more than 0.6 for all variables.

4.4 Hypothesis Testing

1. Model Feasibility Test (F Test)

Table 9: Model Feasibility Test Result (F Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	104.189	2	52.094	4.082	0.019
Residual	2067.605	162	12.763		
Total	2171.794	164			

In the table it can be seen that the significance value (Sig.) is 0.019 which means less than 0.05. Therefore, the conclusion that can be drawn is that emotional intelligence and work experience have a significant effect on job satisfaction.

2. Test of the Coefficient of Determination (R-square)

Table 10: R-Squared Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.219	0.48	0.36	3.57253

In the table it can be seen that the R-square value shows the number 0.48 so it means that the variables of emotional intelligence and work experience can explain the variance model of job satisfaction of 48% and the rest is explained by other factors.

3. Partial Test (T Test)

Table 11: T Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	55.936	4.227		13.232	0.000
Emotional Intelligence	-0.024	0.037	-0.048	-0.629	0.530
Work Experience	0.253	0.090	0.215	2.803	0.006

Based on the calculation of the significance of work experience conveying a number less than 0.05, as a result it can be concluded that work experience has a significant positive influence on job satisfaction of employees of PT Pertamina Training & Consulting. Meanwhile, emotional intelligence has no significant effect on job satisfaction, using the sig. $0.530 > 0.05$, so it has a negative and not significant effect, rejecting H1. This can be determined by the general tenure of employees who are relatively new, namely 1-5 years, although the average value of job satisfaction is above 3, namely 3.95 in the descriptive analysis, but the value obtained is not too high. Employees with a relatively short working period will affect the work experience they have, even though they feel satisfied but the satisfaction is not maximized. In general, they will achieve a state of maximum satisfaction when they have had relatively long work experience, and this can also affect their emotional intelligence..

5. Suggestions

1. Review of Employee Work Experience The company can review the work experience of all employees. By conducting a review, the company can see whether there is no imbalance in the skills that all employees have, so that errors during work can be minimized.

2. For Further Researchers Based on the research results, it is hoped that it can be used as a reference for the next researcher. The next researcher can examine other variables to measure job satisfaction in the company. This means that research on job satisfaction is not only seen from two variables, emotional intelligence and work experience, but also seen from other factors that can affect the job satisfaction of company employees.

6. Summary

1. Emotional intelligence (X1) and work experience (X2) affect employee job satisfaction (Y).
2. Emotional intelligence (X1) and work experience (X2) can explain some of the variance models of employee job satisfaction (Y).
3. Emotional intelligence (X1) has no significant effect on job satisfaction (Y) of employees. Meanwhile, work experience (X2) has a significant positive impact on employee job satisfaction (Y).
4. Employees with a relatively short working period will affect the work experience they have, even though they feel satisfied but the satisfaction is not maximized. In general, they will achieve a state of maximum satisfaction when they have had relatively long work experience, and this can also affect their emotional intelligence.
5. Based on the description data, the main respondents were male by 55%, aged 21-30 years by 55%, work experience of 1-5 years by 58%, and S1 education by 58%, who were typically energetic and needed a challenge so it takes time to evaluate deeply about job satisfaction in terms of work challenges, promotion, support from co-workers, and superiors. That is the possibility why in point 3 above, emotional intelligence has no significant effect on job satisfaction.

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