

## THE EFFECT OF WORK MOTIVATION AND WORK STRESS ON JOB SATISFACTION WITH EMOTIONAL INTELLIGENCE AS A MODERATED VARIABLES IN CV. PONDOK ANTIK

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**ABSTRACT:** Job satisfaction is an assessment that describes feelings of pleasure or displeasure, satisfied or dissatisfied at work. In order for employees to increase job satisfaction, companies need to consider factors such as work motivation, work stress, and emotional intelligence. This research aims to determine the impact of work motivation and work stress on job satisfaction with emotional intelligence as a moderation variable. The samples were used in the study as much as 37 people, with the sampling method saturated. To result of the study used analysis techniques of multiple linear regression and moderate regression analysis. Based on the results of the analysis found that work motivation to job satisfaction is positive and significant. Work stress has a negative and significant impact on job satisfaction. Emotional Intelligence has a positive and significant impact on job satisfaction. Emotional Intelligence moderate work stress to job satisfaction.

**KEYWORDS:** *EQ, job satisfaction, motivation, stress.*

### I. INTRODUCTION

Companies to achieve goals, require resources. One of the company's resources that has an important role in achieving company goals is human resources (HR) because the company's success is largely determined by the human element (Sedarmayanti, 2017: 4). The role of HR, one of which is as a driver of the company. HR is the most valuable and most important asset or asset owned by an organization, organizational success is largely determined by the human element (Ardana, Mujiati, & Utama, 2012 : 3). Employees (HR) are required to always be able to improve productivity and performance. This demand will put pressure on those who result in a decrease in work enthusiasm and then they will feel job dissatisfaction. Job satisfaction is an assessment of employees about how satisfying in view of their work as a whole (Zainal *et al.*, 2014: 246). Chiva (2014) mentioned the importance of paying attention to the level of employee job satisfaction that can affect the function and performance of the organization. Hamid (2016) states that job satisfaction will affect the ability, energy and skills of employees. Meanwhile, Robbins, S. P. dan Judge (2015: 18) that the level of job satisfaction is also related to absenteeism, turnover, demands and loyalty to employees.

Job satisfaction according to Mangkunegara (2015: 67) is one of the factors driving work motivation. Then Afifah & Musadieg (2017) found that the peace of the employee has the importance of being important in the motivation to increase. So it can be interpreted that the sadness of the people who screw up is that it encourages people in the past to increase the motivation of the employees. Motivation of the work will be encouraged or to the destruction of people (Afifah & Al Musadieg, 2017). The provision of work motivation to employees can be done by meeting the needs as a basis for doing work (Pratama *et al.*, 2017). The results of research by Rozzaid, Herlambang, & Devi (2015) and Parimita, Khoiriyah, & Handaru (2018) found that there was a positive influence between work motivation on job satisfaction.

Research by Lu *et al.* (2017) suggested that many factors affect job satisfaction, broadly one of them is work stress. Hoboubiet *al.* (2017) job satisfaction can protect workers from stressors. Furthermore according to Hoboubiet *al.* (2017), stress regulating factor is job satisfaction. On the other hand Sormin, *et al.* (2017), states that when work stress functions as a motivator, it will produce creativity and satisfaction at work, as a result it can eliminate boredom and negative emotions at work. Meanwhile, Adawiyah & Siswanto (2016) in his research found that when work stress works negatively, it will produce aggression, work pressure, and discomfort, which can result in low job satisfaction. This is supported by research by Nuraningsih & Surya Putra (2015) who found that the demands of employees in achieving targets in their work will affect the level of stress that results in job

satisfaction. Previous research conducted by Hanafi, Zunaidah, & Ulfa (2018) and Akhtar *et al.* (2018) confirm that work stress had a negative effect on job satisfaction.

Kaur, Banga, & Kumar (2019) further state that job satisfaction and work effectiveness are the main predictors of emotional intelligence (EQ). Nurjaya (2015) also argues that EQ is an important aspect of one's personality, because emotional intelligence can influence actions and reactions of people to objects or events. Furthermore Cekmecelioglu, Gunzel, & Ulutas, (2012), found that employees who have high EQ are more likely to obtain higher levels of job satisfaction. Research conducted by Alnidawy (2015), Zamani *et al.* (2016) Rachmelya & Suryani (2017), and Afzal & Kumar (2018), found that emotional intelligence (EQ) had a positive effect on job satisfaction.

Research conducted by Prastiwi & Adi (2019) found that employees with EQ were able to withstand work stress. According to them, employees who have high EQ are able to achieve success at work and increase job satisfaction. Supriyanto & Troena (2012) confirmed that employees who have strong EQ, are able to overcome excessive emotional pressure, and can control in expressing their emotions for their satisfaction in doing work and view work stress differently so that it can positively impact employee job satisfaction. Research conducted by Ismail *et al.* (2010), Raharjo (2014) and Newton *et al.* (2016) found that EQ moderates the effect of work stress on job satisfaction.

This research was conducted at CV. Pondok Antik, a company engaged in construction services and has experience building in the fields of villas, hotel blocks, bungallows, private homes (Baliness or minimalist type), restaurants, hotels, including serving interior and villa reservations. Based on observations made, data on the absenteeism of employees last year were obtained. Rate from July to December 2018 with an average loss of 54.76 percent occurred fluctuation of absenteeism, in September and December 2018 further indicates higher absenteeism. Information from January to June 2019 also fluctuated, in February and June 2019 with an average loss of 56.39 percent indicating that the rate of absenteeism that occurred was the highest increase compared to other months. This shows that there are indications of job satisfaction problems in CV. Pondok Antik, due to an increase in absenteeism that occurred this year indicates employees feel not or less satisfied.

The fact that indiscipline indicators are also found by the inform., is absent due to reasons that are illogical or without reason. This can reflect that there is a feeling of dissatisfaction among employees. In addition, based on pre-research through the results of interviews with the administration obtained information that in 2018 that there were four employees who left. The results of interviews with five employees from various divisions namely, administration, quantity surveyors, finance, and site manger. That three of them have a desire to quit or find another job. They also revealed that there was a reluctance to take the work of colleagues who did not come to work, or the vacant position. There are also employees who are reluctant to take overtime. This condition leads to the accumulation and overlapping of several tasks which can ultimately hamper operational activities. So in this company, in addition to the problem of job satisfaction, there are also issues of work motivation.

When viewed from a distance where the absenteeism level in Table 1. also indicates a work stress problem. Absence of several employees resulted in the delegation of work to employees outside the job desk. Then what happens is that there are complaints about workload, time pressure on the work that has a tail on the rise in emotional and employee moods.

From this information, the purpose of this study is to examine the effect of work motivation on job satisfaction, to examine the effect of job stress on job satisfaction, to examine the effect of emotional intelligence on job satisfaction, to assess job stress affect employee job satisfaction with emotional intelligence as a moderating variable.

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### The Effect of Work Motivation on Job Satisfaction

Based on the results of research by Rozzaid, Herlambang, & Devi (2015) also states that the results of statistical data analysis prove that there is a direct significant effect between motivation on job satisfaction. Maurya & Agarwal (2018) show the results of carrying the higher work motivation, the higher the job satisfaction shown by employees. According to Noermijati & Primasari (2015) shows work motivation has a positive effect on job satisfaction. Research by Parimita, Khoiriyah, & Handaru (2018) and Simoes dkk. (2017), also showed that work motivation had a positive and significant effect on job satisfaction. Based on the above research the hypothesis can be arranged in this study as follows.

H1: Work motivation has a positive effect and significant on job satisfaction.

### The Effect of Job Stress on Job Satisfaction

The results research of Noermijati & Primasari (2015) show job stress has affected on job satisfaction. While Hanafi, Zunaidah, & Ulfa (2018) stated that work stress has a negative effect on job satisfaction. Akhtar *et al.* (2018), found that stress-causing factors were strongly related to employee satisfaction. According to Rachmelya & Suryani (2017), states that work stress has a negative and significant effect on job satisfaction. The

results of the study by Bagheri *et al.*(2018), Lu *et al.* (2017), Hoboubiet *al.*(2017), and Nuraningsih & Surya Putra (2015), found that job satisfaction negatively affected work stress. Based on the above research, the following hypotheses can be arranged.

H2: Job stress has a negative effect and significant on job satisfaction.

### The Effect of Emotional Intelligence on Job Satisfaction.

Emotional intelligence provides an important role in achieving job satisfaction. Alnidawy (2015), shows emotional intelligence has a big impact on job satisfaction in organizations. Based on the results of research by Zamani *et al.*(2016)states that emotional intelligence has a significant effect on job satisfaction. Research results by Rachmelya &Suryani(2017), that emotional intelligence directly has a positive effect on job satisfaction. Then Kaur *et al.*, (2019)shows emotional intelligence on job satisfaction has a positive effect. According to Chaturvedi & Mishra (2017) and Jamaluddin *et al.* (2015) stated that employees who have high emotional intelligence work satisfaction is also high. This means that emotional intelligence has a positive effect on job satisfaction. Based on the above research, the following hypotheses can be arranged.

H3: Emotional Intelligence has a positive effect and significant on employee job satisfaction.

### The Effect of Job Stress on Job Satisfaction with Emotional Intelligence as a Moderation Variable

Research conducted by Sanjaya (2012)states that EQ can attach work stress to performance, performance that will be directly related to one's job satisfaction. Then Newton *et al.*(2016), which states the interaction between emotional intelligence and stressors is significant to job satisfaction.

Quoidah & Hansenne (2009), which stated that job stress on job satisfaction is not consistent with EQ. Related if an employee has a high level of EQ, job stress will not reduce job satisfaction because employees are able to control work stress, so EQ moderates the effect of job stress on job satisfaction. The same opinion was expressed by Supriyanto & Troena (2012)andNgirande & Timothy (2014), which means that EQ is expected by employees to be able to overcome excessive pressure and control their emotions to increase satisfaction in doing their jobs and to cause work stress in different ways, so as to increase positively on job satisfaction.

Research conducted by O'Boyle *et al.*(2011), Chiva & Alegre (2008)and Côté & Miners(2006), show how employees with emotional intelligence can increase work stress, increase loyalty to the company, and encourage positive energy between work in the target and increase job satisfaction. Then Newton *et al.*(2016)showed a high level of EQ would weaken the potential negative impact of job stress on job satisfaction. While research by Prastiwi & Adi (2019)states that emotional intelligence can moderate the effect of work stress on job satisfaction. Furthermore, Ismail *et al.*(2010), Raharjo (2014)showed that emotional intelligence moderates the influence of work stress on employee job satisfaction. With the previous research above, this research will test:

H4: Emotional intelligence moderates the effect of work stress on job satisfaction.

## III. METHODS

This research uses associative methods which are causal (cause and effect). This study aims to determine the effect of work motivation and work stress variables on job satisfaction with emotional intelligence as a moderating variable in CV. Antique Cottage. The location of this research was conducted at CV. PondokAntik which is located at Br. Luglug, Ketewel, Sukawati, Gianyar Regency, Bali, Indonesia. The reason for this location was chosen because it was found indicative of problems related to employee job satisfaction at this company, which allegedly could be influenced by work motivation and work stress and emotional intelligence considerations.

The data in this study are data obtained from questionnaires, interviews, and observations. The sampling method used in this study is the saturation sampling method, which is the sampling technique when all members of the population are used as samples. The sample used in this study were all permanent employees, amounting to 37 people. Data analysis techniques in this study used multiple linear regression analysis techniques and moderated regression analysis

## IV. RESULT AND DISCUSSION

### 1) Multiple Linear Regression Analysis

The multiple linear regression analysis model is used to obtain a regression coefficient that will determine whether the hypothesis made will be accepted or rejected. The results can be seen in Table 2.

**Table 2. Results Summary of Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
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	B	Std. Error	Beta		
(Constant)	1.975	0.865		2.284	0.029
X1	0.348	0.161	0.320	2.157	0.038
X2	-0.323	0.144	-0.309	-2.241	0.032
M	0.342	0.139	0.320	2.460	0.019

Source: Appendix 6 primary data (processed), 2019

The multiple linear regression equation can be described as follows:

X1 = + 0,348, showing that work motivation has a positive effect on job satisfaction in CV. PondokAntik, if work motivation increases, job satisfaction will increase.

X2 = -0,323, shows that job stress has a negative effect on job satisfaction in CV. PondokAntik, if employee work stress increases, job satisfaction will decrease.

M = +0,342, shows that emotional intelligence has a positive effect on job satisfaction in CV. PondokAntik, if emotional intelligence increases, job satisfaction will increase.

## 2) Moderated Regression Analysis

Moderated Regression Analysis is a special application of linear multiple regression, this study also tested emotional intelligence moderating the effect of job stress on job satisfaction. The results can be seen in Table 3.

**Table 6. Result Summary of Moderated Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.209	0.618		5.190	0.000
X2	-0.683	0.131	-0.654	-5.235	0.000
M	0.291	0.129	0.272	2.256	0.031
X2M	0.138	0.042	0.367	3.302	0.002

Source: Appendix 6 primary data (processed), 2019

The Moderated Regression Analysis results can be interpreted that the interaction of work stress and emotional intelligence has a coefficient of 0.138 meaning that with the presence of emotional intelligence the negative influence of job stress on job satisfaction is weakened.

## V. HYPOTHESIS AND RESULT

### The effect of work motivation on job satisfaction

Based on hypothesis test, the results show that work motivation has a Beta value of 0.348 and Sig. equal to 0.038, it can be stated H1 accepted because the value of Sig. 0.038 < 0.05. This means that work motivation has a positive and significant effect on job satisfaction in other words increasing work motivation, job satisfaction in CV. Pondok Antik. huts will increase. So the first hypothesis is accepted. Partial test results show that work motivation has a positive and significant effect on job satisfaction in other words increasing work motivation, job satisfaction in CV. Pondok Antik. huts will increase. So the first hypothesis is accepted.

The results of this study are also supported by Parimita, Khoiriyah, & Handaru (2018) and Simoes dkk. (2017), Rozzaid *et al.*, (2015) and Noermijati & Primasari (2015) showed that work motivation had a significant positive effect on job satisfaction. Maurya & Agarwal (2018)) also support with their statement that the higher the work motivation, the higher the job satisfaction shown by employees.

### The effect of work stress on job satisfaction

Based on hypothesis test, the result show that work stress has a Beta value of -0.332 and the value of Sig. of 0.032, it can be stated H2 is accepted because the value of Sig. 0.032 < 0.05. This means that job stress has a negative and significant effect on job satisfaction, in other words if job stress increases, job satisfaction in the CV. Pondok Antik. will decrease further. So the second hypothesis is accepted.

The results of this study are also supported by Bagheri *et al.* (2018), Hanafi, Zunaidah, & Ulfa (2018), Rachmelya & Suryani (2017), Lu *et al.* (2017), Hoboubiet *et al.* (2017), Noermijati & Primasari (2015), and Nuraningsih & Surya Putra (2015) stated that job satisfaction has a negative effect on work stress. Research Akhtar *et al.*, (2018) also states that the factors that cause stress are strongly related to employee satisfaction.

### The effect of emotional intelligence on job satisfaction

Based on hypothesis test, the result show emotional intelligence value has a Beta value of 0.342 with Sig. 0.019, can be stated H3 accepted because the value of Sig. 0.019 <0.05. This means that emotional intelligence has a positive and significant effect on job satisfaction, in other words increasing emotional intelligence increases job satisfaction in the CV. Pondok Antik. huts will increase. So the third hypothesis is accepted.

The results of this study are also supported by Afzal & Kumar(2018), Rachmelya & Suryani(2017), Zamani *et al.*(2016), Alnidawy (2015), shows emotional intelligence on job satisfaction has a positive effect. According to Chaturvedi & Mishra (2017) and Jamaluddin *et al.* (2015) support the statement that with employees who have high emotional intelligence job satisfaction is also high.

### **The Effect of Job Stress on Job Satisfaction with Emotional Intelligence as a Moderation Variable**

The interaction of emotional intelligence has a Beta value of 0.138 with a sig. 0.002, then it can be stated that H4 is accepted because the value of Sig. 0.002 <0.05. This means that emotional intelligence moderates the effect of work stress on job satisfaction in CV. Pondok Antik. Where the resulting moderation effect is to weaken the relationship, in other words if there is an emotional intelligence variable, the effect of job stress on job satisfaction in CV. Pondok Antik. cottage will be further weakened. So the fourth hypothesis is accepted.

The results of this study are also supported by Quoidah & Hansenne(2009), Sanjaya (2012), Supriyanto & Troena(2012) and Ngirande & Timothy. (2014), states that strong emotional intelligence is expected that employees are able to overcome excessive emotional pressure and control in expressing their emotions to increase satisfaction in doing their work and to view work stress differently, so that it can have a positive impact on employee job satisfaction. Research conducted by Newton *et al.*(2016) showed that a higher level of EQ would weaken the potential negative effects of job stress on job satisfaction. While research Prastiwi & Adi (2019), states that emotional intelligence can moderate the effect of work stress on employee job satisfaction. Furthermore, Ismail *et al.*(2010) and Raharjo (2014), showed that emotional intelligence moderates the influence of work stress (physiological stress) on job satisfaction.

## **VI. CONCLUSION**

The results of this study, can be drawn some conclusions as follows: positive and significant work motivation on job satisfaction in CV.PondokAntik. This shows that increasing motivation will increase the level of job satisfaction. Job stress satisfies negatively and is significant towards job satisfaction in CV.PondokAntik. This shows why job stress increases, the level of job satisfaction will increase. Positive and significant emotional intelligence on job satisfaction in CV.PondokAntik. This shows that if the emotional intelligence of employees increases, the level of job satisfaction will also increase. Emotional intelligence moderates work stress on job satisfaction in CV.PondokAntik. Where the resulting moderation effect is to weaken the relationship, in other words related to emotional intelligence, the negative influence of work on the level of job satisfaction will be further weakened.

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