

The effect of employee placement, emotional intelligence, and work environment on employee satisfaction

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ABSTRACT: This study aims to analyze the effect of employee placement, emotional intelligence, and work environment on employee job satisfaction carried out on all employees at Bebek Joni Restaurant with a sample size of 48 respondents, using the saturated sample method. The data analysis technique used is multiple linear regression. The results showed that employee placement had a positive and significant effect on job satisfaction. This means that the more precise the placement of employees according to the background and abilities of the employees, the more employee job satisfaction increases. Emotional intelligence has a positive and significant effect on job satisfaction. This means that the better employees can accept criticism and input from others, the employees tend to have good emotional intelligence. The work environment can significantly and positively improve employee job satisfaction. This means that the work environment is getting cleaner, tidier and more comfortable, leading to higher job satisfaction levels. Bebek Joni Restaurant is expected to better adjust employee work placement, maintain good relations with employees, and maintain a comfortable work environment so that it can increase employee job satisfaction.

Keywords -Employee Placement, Emotional Intelligence, Work Environment, Job Satisfaction.

I. INTRODUCTION

The growth of the culinary business in Bali is fairly rapid and business competition is getting tougher. The tourism industry is proven to be able to create jobs, create new business opportunities, increase regional income and social and economic welfare in general (Hermawan, 2016). According to the Bali Central Statistics Agency (2020) in Gianyar Regency, in 2012 the number of restaurants and restaurants registered reached 238 units, and increased in 2019 to 612 units. This data illustrates that the number of workers absorbed each year from the restaurant or restaurant sector is quite high.

Robbins (2015: 170) states that job satisfaction is a general attitude towards one's job as the difference between the amount of reward received by workers and the amount of rewards that are believed to be received. Job satisfaction is also an emotional condition, both pleasant and unpleasant depending on the employee's view of the job (Arianto & Choliq, 2019).

Before employees are able to experience developments that can bring progress to the company, the company needs to first pay attention to the satisfaction of the employees concerned. Job satisfaction is often shown by employees by liking the job itself, job satisfaction is an emotional condition that an individual has as an employee in the form of a pleasant feeling at work (Tama & Hardiningtyas, 2017: 51).

Bebek Joni Restaurant is a company engaged in the service sector that provides services for ordering food and beverages which has 48 employees. The interview that was conducted with I Wayan Sarmi as the manager and owner of the Bebek Joni Restaurant said that many employees were dissatisfied due to salary needs, conditions and age factors that caused these employees to remain. Employees vent their dissatisfaction by arriving late, and leaving prematurely. Based on initial interviews with 10 employees, it was found that there were indications of problems related to employee placement, emotional intelligence, and the work environment on employee satisfaction such as laziness at work, employees who did not come to work without notification, and relationships between some co-workers and superiors. which is not good.

There is a research gap result according to Lambey et al. (2020) show that employee placement does not have a significant effect on job satisfaction. Research conducted by Filatrovi et al. (2020) stated that

emotional intelligence has no effect on job satisfaction. Apriyani & Iriyanto (2020) concluded that the work environment has a negative and insignificant effect on employee job satisfaction.

Job satisfaction is influenced by several variables, one of which is employee placement. Sutrisno (2010: 83) argues that the HRM factor is one of the factors that affect job satisfaction which can be seen from the harmony of all staff which describes the right placement of employees. Accuracy in placing employees according to their fields and expertise is a must for a company (Ardana et al., 2012: 82). Muliani & Indrawati (2016) stated that the more precise the placement of employees according to their abilities, the higher the level of employee satisfaction.

In addition to employee placement that also affects job satisfaction, namely emotional intelligence. Emotional intelligence is concerned with the ability to accurately feel, assess, express, understand and regulate emotions (Operto, 2019). According to Prasetyo (2019) emotional intelligence is a person's ability to recognize, understand, and control the emotions that exist in himself and others to be able to determine what reactions will be carried out in response to the surrounding environment. The better the self-regulation of emotions, the better the level of satisfaction at work (Sandhu & Ramesh, 2015). Chaturvedi & Mishra (2017) in their research stated that the better a person manages his emotions, the satisfaction that arises in him will be good too.

The work environment is another factor that can affect job satisfaction, besides the work environment is a place where employees carry out their daily activities, according to Dahlia (2019) the work environment is a situation or condition that exists in the work environment itself such as how is the treatment of superiors, coworkers, how the workload is given, as well as rewards for employees who excel and so on, while according to Rozi et al. (2020) The work environment is a condition in which employees work which includes equipment and facilities, work atmosphere (non-physical environment) and physical work environment. A study conducted by Setioningtyas & Dyatmika (2020) states that the work environment has a significant effect on job satisfaction.

II. THEORY AND HYPOTHESES

The theory used in this study is Two Factor Theory which is a theory from Frederick Herzberg formulating job characteristics into two groups, namely Satisfier or motivators and dissatisfier or Hygiene factors. Satisfier are the factors or situations that are needed as a source of job satisfaction which consists of jobs that will make employees satisfied with their work. Examples of these factors are performance, recognition, status, responsibility, attractive job, opportunities for growth, recognition or promotion. Dissatisfier are factors that do not always result in dissatisfaction, which consists of salary, workplace conditions, supervision, relationships with coworkers and relationships with superiors. The reason for using this theoretical basis is because the independent variable corresponds to the factors of the job characteristics in the two-factor theory.

Job satisfaction will be achieved if there is a match between employees and the job positions they get. This is supported by research by Muliani & Indrawati (2016) regarding the effect of placement and job stress on employee job decisions at Agung Putra Apartment Bali showing that placement has a significant positive effect on job satisfaction. Dali et al. (2018) found an influence between employee placement and job satisfaction. Placement of the right employee in the right position is not only the company's dream, but also the desire of the employees concerned so that they can find out the scope of work assigned to them (Ramadhenty et al., 2019). Research conducted by Saputra et al. (2020) stated that employee placement has a positive and significant effect on employee job satisfaction. According to Karmita et al. (2015) regarding the effect of work motivation and employee placement on job satisfaction and employee performance states that partially employee placement has a positive and significant effect on job satisfaction. Interest and talent for work and suitability of knowledge have a major influence on employee placement (Dianta & Aisyah, 2019). Mansur & Damar (2017) in his research entitled the effect of employee placement and job stress on job satisfaction found a positive correlation between employee placement and job satisfaction. Yuta et al. (2019) stated that employee job placement has a positive and significant relationship to job satisfaction. Low job satisfaction is thought to have something to do with improper employee placement (Dwipalgunia & Mujiati, 2015). Runtuwene et al. (2016) stated that simultaneously there is a positive relationship between job placement, transfer and workload on job satisfaction. In line with Kusmana's research (2018) states that workforce placement partially affects job satisfaction. Job satisfaction felt by employees must be considered in order to encourage consistency in providing maximum results at work (Adil & Kamal, 2016). The results of research by Rahman et al. (2019) show that partially job placement has a positive and significant effect on job satisfaction. So that the hypothesis can be formulated as follows:

H₁: Employee placement has a positive and significant effect on employee job satisfaction.

Emotional intelligence plays an important role in achieving job satisfaction. Previous research conducted by Nuraningsih & Putra (2016) regarding the effect of emotional intelligence on job satisfaction and job stress shows that emotional intelligence partially has a positive effect on job satisfaction. Other researchers

who agree that emotional intelligence has a positive influence on job satisfaction, including Sandhu & Ramesh (2015) in the journal *Impact of Emotional Intelligence and Attitude Towards Teaching on Job Satisfaction*, said there is a positive and significant relationship effect between emotional intelligence and job satisfaction and Andewi et al. (2016) stated that there is a positive influence between emotional intelligence and job satisfaction. Emotional intelligence is one of the individual factors that is closely related to job satisfaction (Ouyang et al., 2015). Alnidawy (2015) said emotional intelligence has an effect on job satisfaction depending on each individual himself. Through this emotional intelligence an employee learns to manage his feelings so that he can express them appropriately and effectively. (Rachmelya & Suryani, 2017). Kaur et al. (2019) show that emotional intelligence has a positive effect on job satisfaction. Chaturvedi & Mishra (2017) in their research stated that the better a person manages his emotions, the satisfaction that arises in him will be good too. In line with the statement of Jamaluddin et al. (2015) that employees who have high emotional intelligence have high job satisfaction. When one can understand one's own emotional condition and the emotional condition of others, it can create a good relationship in certain conditions, this good relationship will produce an empathy, all of which will have an impact on mutual satisfaction (Angreni & Ardana, 2020). According to Sari (2019) emotional intelligence has a positive effect on employee job satisfaction, and is in line with Utama et al. (2016) stated that emotional intelligence has a positive and significant effect on job satisfaction. So that the hypothesis can be formulated as follows:

H₂: Emotional intelligence has a positive and significant effect on job satisfaction.

Previous research that has been conducted by Jenani & Suwandana (2016) regarding the influence of the work environment, organizational justice, and organizational commitment on employee job satisfaction states that the work environment has a positive and significant effect on job satisfaction. This means that if the work environment is cleaner and more comfortable, the level of job satisfaction will be higher. Setioningtyas & Dyatmika (2020) state that the work environment has a significant effect on job satisfaction. A conducive work environment will encourage the effectiveness of the company in carrying out its activities, and will generate employee morale and passion (Pangestu et al., 2017). Saputra & Sudharma (2017) found a positive and significant relationship between work environment and employee job satisfaction. According to Krisnaldy et al. (2019) stated that the work environment partially affects employee job satisfaction. A pleasant work environment for employees through binding harmonious relationships with superiors, colleagues, and subordinates, and supported by adequate facilities and infrastructure in the workplace will have a positive impact on job satisfaction (Hakim, 2020). According to Sitinjak (2018), physical and non-physical work environments have a significant effect on job satisfaction. In line with the results of research from Pawirosuromo et al. (2017) show that the work environment has a positive and significant effect on job satisfaction. According to Ramli (2019) in doing work, an employee needs to be considered in interacting with superiors and coworkers, employees must also follow established policies and rules, achieve existing performance standards, work in work conditions that are deemed inappropriate and so on. Research conducted by Tumboimbela (2018) shows a positive and significant relationship between work environment and employee job satisfaction. According to Raziq & Maulabakhsh (2015) concludes with several brief prospects that companies need to realize the importance of a good work environment to maximize the level of job satisfaction. So that the hypothesis can be formulated as follows:

H₃: The work environment has a positive and significant effect on Job Satisfaction.

III. RESEARCH METHOD

This research uses an associative quantitative approach. Associative approach is an approach that aims to determine the relationship between two or more variables (Sugiyono, 2017: 57). The location of the research was carried out at the Bebek Joni Restaurant, which is located at Goa Gajah Street, Gianyar, Bali, Indonesia. The reason for conducting research at this restaurant is because of the discovery of problems related to job satisfaction in employees and wanting to know the effect of employee placement, emotional intelligence, and work environment on job satisfaction, and wanting to make a positive contribution to the company.

The object of research in this case is employee placement (X1), emotional intelligence (X2), work environment (X3), and job satisfaction (Y) for employees of Bebek Joni Restaurant. The research variables in this study are operated with the aim that readers or respondents also have the same understanding. The variables studied can be defined as follows: Job satisfaction refers to employees' perceptions of how to feel their work which results from the employees' attitudes towards various aspects contained in their work. This job satisfaction variable is operationally measured by using 5 (five) indicators that refer to a study conducted by Changgriawan (2017), namely job satisfaction, satisfaction with rewards, satisfaction with superiors, satisfaction with colleagues, and promotion opportunities.

Perceptions of employee job placement are not just placing, but must match and compare the qualifications possessed by employees with the needs and requirements of a position or job. Operational

employee placement variables are measured using 4 (four) indicators referring to a study conducted by Suwatno (2012: 129), namely education, work knowledge, skills, and work experience.

Emotional intelligence is the employee's perception of how a person regulates his emotions with intelligence, maintains emotional harmony and expresses it through awareness or self-control skills. The emotional intelligence variable is operationally measured using 4 (four) indicators which refer to a study conducted by Baporikar (2017), namely self-awareness, self-control, social awareness (empathy), relationship control (social skills).

The work environment is an employee's perception of the work environment where employees do their daily work. The physical work environment covers everything around the workplace, while the non-physical environment is related to the work relationship of employees. Work environment variables are operationally measured using 7 (seven) indicators that refer to a study conducted by Hamid & Hassan (2015), namely spatial planning, lighting, humidity or air circulation, noise levels, job security, employee relations with superiors and with fellow employees.

Table 1. Number of employees of Bebek Joni Restaurant

| Position | Number of Employees |
|--------------|---------------------|
| Accounting | 1 |
| Cashier | 2 |
| Head Waiter | 1 |
| Waiter | 6 |
| Waitress | 11 |
| Head Chef | 1 |
| Chef (L)/(P) | (13)/(10) |
| Service Bar | 3 |
| Total | 48 |

The population in this study were all employees of Bebek Joni Restaurant, amounting to 48 people. The sampling method was carried out by nonprobability sampling technique with saturated sampling method. The sample used in this study were all employees who work at the Bebek Joni Restaurant, amounting to 48 people. Table 1. presents the number of population and research respondents from each department at Bebek Joni Restaurant.

The data analysis technique used in this study is multiple linear regression models. The multiple linear regression model in this study is used to determine the effect of employee placement (X1), emotional intelligence (X2), and work environment (X3) on employee job satisfaction (Y). The multiple linear regression model in question is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \dots \dots \dots (1)$$

Information:

Y = Job Satisfaction

X₁ = Employee Placement

X₂ = Emotional Intelligence

X₃ = Work Environment

α = Constant

β₁ = Job placement regression coefficient

β₂ = Emotional Intelligence regression coefficient

β₃ = Work Environment regression coefficient

ε = error

The effect of the independent variable on the dependent variable was tested with a confidence interval of 95% or α = 0.05.

IV. RESULT AND DISCUSSION

Based on the results of the research, from the distribution of questionnaires, the characteristics of the respondents were explained in general, it can be seen from gender, age, position, length of work, income and final education level with the number of respondents as many as 48 people. The characteristics of respondents according to gender, shows the number of female respondents as many as 25 people with a percentage of 52.1 percent slightly more than the number of male respondents, namely as many as 23 people with a percentage of 47.9 percent, meaning that of the 48 employees of the Bebek Joni Restaurant partly large number of women because women tend to be more able to protect and understand customer complaints. From the age of the respondents, the majority of the millennial generation who work at Bebek Joni Restaurant are 20-29 years old

with a percentage of 62.5 percent (30 people) meaning that Bebek Joni Restaurant needs employees who are still young and powerful, in other words employing juniors. millennial. Most of the new respondents have 1-3 years of work experience (23 people). The majority of respondents have an income of IDR 2,000,000 - IDR 2,999,000 with a percentage of 39.6 percent (19 people). Based on the latest high school education level (Senior High School), there are 28 people consisting of 5 SMA (Senior High School) with a percentage of 10.4 percent for respondents with a final level of education of SMK (Vocational High School) totaling 23 people with a percentage of 47.9 percent slightly higher than respondents with a final level of education as many as 20 people with a percentage of 41.7 percent. This means that most of the employees of the Bebek Joni Restaurant take the final level of education at SMK (Vocational High School).

Table 2. Validity Test Result

| No | Variables | Indicator | r test | r table | Validity |
|----|-----------------------------|-----------|--------|---------|----------|
| 1 | Job Satisfaction (Y) | Y.1 | 0.798 | 0.284 | Valid |
| | | Y.2 | 0.770 | 0.284 | Valid |
| | | Y.3 | 0.739 | 0.284 | Valid |
| | | Y.4 | 0.658 | 0.284 | Valid |
| | | Y.5 | 0.637 | 0.284 | Valid |
| 2 | Employee Placement (X1) | X1.1 | 0.889 | 0.284 | Valid |
| | | X1.2 | 0.840 | 0.284 | Valid |
| | | X1.3 | 0.812 | 0.284 | Valid |
| | | X1.4 | 0.751 | 0.284 | Valid |
| 3 | Emotional Intelligence (X2) | X2.1 | 0.835 | 0.284 | Valid |
| | | X2.2 | 0.908 | 0.284 | Valid |
| | | X2.3 | 0.772 | 0.284 | Valid |
| | | X2.4 | 0.769 | 0.284 | Valid |
| 4 | Work Environment (X3) | X3.1 | 0.769 | 0.284 | Valid |
| | | X3.2 | 0.693 | 0.284 | Valid |
| | | X3.3 | 0.816 | 0.284 | Valid |
| | | X3.4 | 0.691 | 0.284 | Valid |
| | | X3.5 | 0.886 | 0.284 | Valid |
| | | X3.6 | 0.849 | 0.284 | Valid |
| | | X3.7 | 0.678 | 0.284 | Valid |

Questionnaire statements are said to be valid if the r test value of each indicator is greater than the value of r table. In this study, using 48 respondents with Alpha (α) 0.05, it was obtained r table of 0.284 and in the table the value of r table all variables > 0.284 r table, and the Pearson Correlation number > 0.3. These results indicate that all of these indicators are valid.

Table 3. Reliability Test Result

| No | Variable | Cronbach's Alpha | Reliability |
|----|-----------------------------|------------------|-------------|
| 1 | Job Satisfaction (Y) | 0.768 | Reliable |
| 2 | Employee Placement (X1) | 0.842 | Reliable |
| 3 | Emotional Intelligence (X2) | 0.839 | Reliable |
| 4 | Work Environment (X3) | 0.881 | Reliable |

The results of the reliability test are presented in Table 3. shows that all research instruments have a Cronbach's Alpha coefficient greater than 0.60. So it can be said that all the instruments in this study are consistent and fit for use for research.

Before a multiple linear regression analysis is carried out, the classical assumption test will first be carried out. This classic assumption test includes normality test, heteroscedasticity test and multicollinearity test.

The Kolmogrov-Smirnov test value is 0.072 and significant at $0.200 > 0.05$, so H_0 is accepted, which means the data used is normally distributed. The regression model is feasible to be used to predict job

satisfaction through the three independent variables (employee placement, emotional intelligence, and work environment) used in this study.

The value of tolerance and the value of the Variance Inflation Factor (VIF) calculation shows that all independent variables consisting of employee placement, emotional intelligence and work environment have a tolerance value > 0.1 and VIF < 10, so it can be concluded that the regression model does not occur multicollinearity between variables. independent in the regression model used in the study.

The significance value of the variable employee placement, emotional intelligence, and work environment is greater than 0.05, which means that the model in this study is free from heteroscedasticity symptoms and can be declared worthy of being a regression model.

Table 4. Regression Analysis Result

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|-----------------------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 6.573 | 0.727 | | 9.042 | 0.000 |
| | Employee Placement (X1) | 0.229 | 0.063 | 0.282 | 3.615 | 0.001 |
| | Emotional Intelligence (X2) | 0.193 | 0.070 | 0.230 | 2.743 | 0.009 |
| | Work Environment (X3) | 0.269 | 0.048 | 0.519 | 5.587 | 0.000 |
| a. Dependent Variable: Job Satisfaction (Y) | | | | | | |

Based on the results of multiple linear regression analysis as presented in Table 4. the structural equation is as follows:

$$Y = 6,573 + 0,229X1 + 0,193X2 + 0,269X3 + \varepsilon$$

Employee placement is placing a prospective employee who is accepted for the position or job that is needed and submitting the work authority to the prospective employee. The HRM factor is one of the factors that affect job satisfaction which can be seen from the harmony of all staff which describes the right placement of employees (Sutrisno, 2010: 83). Based on the results of the analysis of employee placement on job satisfaction, it was obtained a significance value of 0.001 with a beta coefficient value of 0.229. A significance value of 0.001 < 0.05 indicates that H1 is accepted and H0 is rejected. The results in this study mean that employee placement has a positive and significant effect on job satisfaction. This shows that the more precisely an employee is placed in his job, the more job satisfaction of the employee is. Employee placement as measured by indicators: education level, work knowledge, skills, and work experience can affect job satisfaction of employees of Bebek Joni Restaurant. The results of this study indicate that if the Bebek Joni Restaurant is able to place employees well, it will increase the level of job satisfaction of these employees.

The results of this study are in accordance with previous research conducted by Muliani & Indrawati (2016), Dali et al. (2018), Ramadhenty et al. (2019), Saputra et al. (2020), Karmita et al. (2015), Dianta & Aisyah (2019), Mansur & Damar (2017), Yuta et al. (2019), Dwipalguno & Mujiati (2015), Runtuwene et al. (2016), Kusmana (2018), Rahman et al. (2019) found that employee placement has a positive and significant effect on job satisfaction.

Emotional intelligence is an understanding of oneself and others with the aim of regulating and managing emotions in order to act accordingly. The ability of employees to control their emotions can be called emotional intelligence because basically job satisfaction is a positive or pleasant emotional expression as an impact of employee appreciation of certain sensitivity and work experiences (Ningrum et al., 2020). Based on the results of the analysis of emotional intelligence on job satisfaction obtained a significance value of 0.009 with a beta coefficient value of 0.193. A significance value of 0.009 < 0.05 indicates that H1 is accepted and H0 is rejected. The results in this study mean that emotional intelligence has a positive and significant effect on job satisfaction. This shows that the increasing emotional intelligence, the job satisfaction will also increase. Emotional intelligence which is measured based on indicators: self-awareness, self-control, social awareness, and relationship control can affect job satisfaction of Bebek Joni Restaurant employees. The results of this study indicate that the more the employee is aware of himself, the higher the level of job satisfaction of the employee.

The results of this study are in accordance with previous studies conducted by Nuraningsih & Putra (2016), Sandhu & Ramesh (2015), Andewi et al. (2016), Ouyang et al. (2015), Alnidawy (2015), Rachmelya & Suryani (2017), Kaur et al. (2019), Chaturvedi and Mishra (2017), Jamaluddin et al. (2015), Angreni & Ardana (2020), Sari (2019), Utama et al. (2016) found that emotional intelligence has a positive and significant effect on job satisfaction.

The work environment is all conditions that exist in the workplace, both visible (tools and equipment) and can be felt (work relationship). The work environment includes equipment and facilities, work atmosphere (non-physical environment) and other physical work environments that can affect employee satisfaction in

carrying out their duties and responsibilities (Rozi et al., 2020). Based on the results of the analysis of the work environment on job satisfaction obtained a significance value of 0.000 with a beta coefficient value of 0.269. A significance value of $0.000 < 0.05$ indicates that H1 is accepted and H0 is rejected. The results in this study mean that the work environment has a positive and significant effect on job satisfaction. This shows that the better the management of the work environment, the higher the level of employee job satisfaction. Work environment that is measured based on indicators: layout, lighting, humidity and air circulation, noise level, workplace security, work relationships with superiors, and work relationships with colleagues can affect job satisfaction of employees of Bebek Joni Restaurant. The results of these studies indicate that a cleaner, tidier and more comfortable work environment will lead to higher job satisfaction levels.

The results of this study are in accordance with previous research conducted by Jenani & Suwandana (2016), Setioningtyas & Dyatmika (2020), Pangestu et al. (2017), Saputra & Sudharma (2017), Krisnaldy et al. (2019), Hakim (2020), Sitingjak (2018), Pawirosumarto et al. (2017), Ramli (2019), Tumboimbela (2018), Maulabakhsh (2015) found that the work environment has a positive and significant effect on job satisfaction.

V. CONCLUSION

The conclusion that can be drawn based on the results of the research analysis and the results of the discussion that has been presented is that Employee Placement has a positive and significant effect on employee job satisfaction at Bebek Joni Restaurant. This means that the more precisely the employees are placed according to the background and abilities of the employees, the more employee job satisfaction increases. Emotional intelligence has a positive and significant effect on employee job satisfaction at Bebek Joni Restaurant. This means that the better employees can accept criticism and input from others, the employees tend to have good emotional intelligence. The work environment has a positive and significant effect on employee job satisfaction at the Bebek Joni Restaurant. This means that if the work environment is getting cleaner, tidier and more comfortable, it will lead to higher job satisfaction levels.

Suggestions that can be given based on the results of the analysis and discussion are the company to be able to pay attention to factors that can affect employee job satisfaction in making placements, and can increase supervision to pay attention to foster and increase employee job satisfaction. Employees must also be more able to control their emotions well and be sensitive to the emotions of others for mutual comfort. For the company, it is necessary to improve the conditions of the work environment, especially the physical work environment, by taking into account the factors that can affect job satisfaction. A work environment that is more comfortable and safer, the employee feels satisfied and motivated to work harder and more focused than before.

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