



## **The Influence of Emotional Intelligence on Employee Satisfaction in Islamic State University Syarif Hidayatullah Jakarta**

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### **Abstrak**

Penelitian ini bertujuan untuk mengetahui pengaruh langsung dan tidak langsung variabel kecerdasan emosional, kepemimpinan, motivasi kerja terhadap kepuasan kerja karyawan di fakultas ekonomi dan bisnis Universitas Islam Negeri Syarif Hidayatullah Jakarta. Metode penelitian yang digunakan kuantitatif melalui survey dengan pendekatan kausal yang akan dianalisis dengan menggunakan analisis jalur. Sampel frame dalam penelitian ini berjumlah 85 orang. Metode penarikan sampel dengan menggunakan simple random sampling yaitu sebesar 30 orang karyawan yang dijadikan sampel. Berdasarkan hasil penelitian variabel kecerdasan emosional dengan kepuasan kerja karyawan, variabel kecerdasan emosional dengan kepemimpinan, variabel motivasi kerja dengan kepuasan kerja karyawan diterima yaitu tidak terdapat pengaruh langsung. Dan untuk variabel motivasi kerja dengan kepemimpinan dan variabel kepemimpinan dengan kepuasan kerja karyawan di FEB UIN Syarif Hidayatullah Jakarta memiliki pengaruh langsung.

**Kata Kunci:** kecerdasan emosional, kepemimpinan, motivasi kerja, kepuasan kerja.

### **Abstract**

*This study aims to determine the direct and indirect effect of variables on emotional intelligence, leadership, work motivation on job satisfaction of employees at the Faculty of Economics and Business, Syarif Hidayatullah State Islamic University, Jakarta. The research method used is quantitative through a survey with a causal approach which will be analyzed using path analysis. The sample frame in this study amounted to 85 people. The sampling method used is simple random sampling, which is 30 employees as the sample. Based on the results of the research, the emotional intelligence variable with employee job satisfaction, the emotional intelligence variable with leadership, the work motivation variable with employee job satisfaction is accepted, that is, there is no direct influence. And for the variable of work motivation with leadership and the variable of leadership with job satisfaction of employees at FEB UIN Syarif Hidayatullah Jakarta has a direct influence.*

**Keywords:** emotional intelligence, leadership, work motivation, job satisfaction

### **Histori Artikel**

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## INTRODUCTION

Employee job contentment is influenced by a wide range of factors. The variables themselves have a part in providing employees with satisfaction, but the personality of each individual employee influences how effective they are (Shukla, Adhikari & Vijay, 2012). Job satisfaction is influenced by two distinct factors: the employee's own characteristics and the nature of the job itself. As a starting point, consider the following characteristics of employees: their IQ, their level of specialized intelligence, their age and gender, the physical condition they are in, their educational background, their years of work experience, their personalities, their emotions, and their overall attitudes toward their jobs. This includes factors such as the type of work, organizational structure and rank (class), position, quality of supervision, financial security and chance for promotion, social engagement with coworkers, and workplace relations (Soleiman, & Fatemah, 2012).

Workplace dissatisfaction is one of the most telling signs that something is wrong in a company. Disciplined employee behavior at work, such as not adhering to set hours of work, neglecting tasks, and delivering subpar results, is a sign that the company's employees lack motivation (Pandey & Sharma, 2016). Unmotivated workers at work, caused by a lack of job pleasure, not only act undisciplined, but also operate inefficiently and lack initiative in their daily tasks. Managers, on the other hand, seek greater job satisfaction because they believe it will lead to better results. Effective behavior management leads to a high level of employee satisfaction, which is a hallmark of a well-managed company.

Productivity will rise as long as employees are happy in their jobs. Many companies feel that wages and salaries are the most important variables in determining employee satisfaction. So, when a corporation thinks it has paid its employees enough, it thinks they are satisfied. It's true that wages alone don't have the utmost influence on job happiness. Emotional intelligence, work environment and superiors' or superior leadership's behavior all play a role in an employee's level of job satisfaction. Job appropriateness is just one element.

Two things cannot be separated: employees and colleges. College life would not function as well without the hard work of its employees. The wheels will turn quickly if staff are productive and motivated, which will lead to better results and accomplishments for institutions. Aren't tenacious at work and don't have a strong morale. The following are some of the problems that Indonesian universities face, among them: PTN is a government bureaucracy, which means that they are powerless, slow, and frequently intervened upon; they are only accountable to their direct superiors and not to stakeholders; and (4) the initiative always comes from outside (in the form of instructions) rather than from within the bureaucracy (Ouyang, Sang, Li, & Peng, 2015).

It is clear from both the vision and the mission of UIN Syarif Hidayatullah Jakarta that the institution places a high priority on quality in all aspects of its operations, including the production of graduates, the delivery of education, and the establishment of sound university governance. Problems that are related to employees and that originate from within employees are frequently the root cause of difficulties, opportunities, and also disappointments that develop during the formation and management of higher education institutions at UIN Syarif Hidayatullah Jakarta. On the other hand, problems that arise with employees frequently originate from management's belief that all people are fundamentally the same and that they can be treated in the same manner, despite the fact that everyone is both physically and psychologically unique from one another. This can lead to a variety of issues in the workplace. This distinction requires attention in order for each person to realize his or her full potential and for institutions to operate at their highest level of efficiency.

The organization's employees, in their capacity as potential resources, are a source of its power. The employees of a business require motivation and encouragement in order to improve their performance and help the organization move forward. Motivation is a driving force that causes a person to be willing to mobilize his ability, energy, and time to carry out all of the work that has become his duties and

responsibilities so that his obligations are fulfilled and the goals and objectives to be achieved by the organization are realized (Nahid, 2012). Motivation is a driving force that causes a person to be willing to mobilize his ability, energy, and time to carry out all of the work that has become his duties and responsibilities. Even though the work that is being done is supported by great talent, the results will not be effective if it is not well motivated.

An individual with a high emotional intelligence is able to manage his feelings, among other things, can motivate himself and others, be tough when dealing with frustration, be able to overcome primitive impulses and delay momentary gratification, be able to set an active mood and be able to empathize and be able to provide good service better than others. Emotional intelligence plays a very significant role in the pursuit of one's goals. Emotional is one of the traits carried by humans; without emotions, a person will be like a robot that solely relies on rationality. Emotions play a crucial role in a human's function as a social creature that is constantly in contact with other people. The presence of emotions will make human connections either more dynamic or less repetitive. Given the importance that should be placed on emotional control in order to achieve emotional intelligence (Mousavi, Yarmohammadi, Nosrat, & Tarasi, 2012).

Work motivation is closely related to the organization and its employees, namely how employees work and what rewards and fulfillment they get from the organization. Thus the importance of the role of motivation for organizations, because motivation is a question of how to encourage the enthusiasm of subordinates to work hard by giving all their abilities to realize organizational goals (Afzaal, & Taha, 2013). Motivators are factors that increase satisfaction, while hygiene are factors that cause dissatisfaction. Motivating factors are directly related to work which include: the work itself, achievement, responsibility, progress, opportunities to grow and develop (Ealias, & George, 2012). These factors are all closely related to the workload and work responsibilities. Hygiene factors include: company policies and administration, supervision, management style, wage and salary levels, relationships with co-workers, relationships with subordinates, status and security. If these factors are met adequately in the work it will make workers comfortable, but if they are not adequate it will result in dissatisfaction. Hygiene factors can be a driving force for work enthusiasm, so that it will increase motivation. Improving these factors will help reduce worker dissatisfaction while also affecting their attitude towards work.

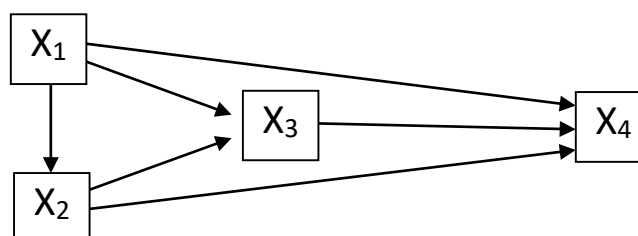
Leadership is one of the most important elements in the development of an organization, because the progress or failure of an organization is mainly determined by the leader. Leaders are those who consistently make effective contributions to the social order, and are expected and perceived to do so. Leaders must have the ability to establish two-way communication and provide opportunities for subordinates to make decisions on their work (Bose, 2018). So with the expertise possessed by the leader in motivating, it can lead to encouragement for subordinates in carrying out their activities to achieve organizational goals. However, leadership skills that are applied in one organization are not necessarily successful in other similar organizations. That is, the leadership style that is applied must be adapted to the situation and conditions in the organizational environment being led.

High emotional intelligence leads to improved performance, compatibility, and responsibility, according to studies. In organizations, both employees and leaders should have excellent emotional intelligence (Bahl, 2016). As organization representatives, executives communicate with external stakeholders like customers and suppliers while guiding and influencing staff. Emotional intelligence should be present in leaders, especially in true, emotional, spiritual, team, and collaborative leadership (Zeidner, Matthews, & Roberts, 2004). All the research emphasized the necessity to discover characteristics that affect and interact with emotional intelligence. Previous research had explored emotional intelligence and employee attitudes toward work and organization, but repeating them in diverse samples and cultures will advance science. Positive and negative attitudes directly or indirectly affect employee performance. Empowerment, loyalty, trust, engagement, identification, citizenship, emotional labor, vindictive actions, stress, and negative

sensuality are some. Job satisfaction (Lopes et al., 2006) and intention to leave (Shukla & Srivastava, 2016) stand out because they affect individual and organizational performance. These two factors determine employee happiness. The current research was to determine the direct and indirect effect of variables on emotional intelligence, leadership, work motivation on job satisfaction of employees at the Faculty of Economics and Business, Syarif Hidayatullah State Islamic University, Jakarta.

## METHOD

Quantitative research methods through surveys with a causal approach. The survey results with a causal approach will be analyzed using path analysis. The variables in this study consisted of three independent variables, namely: emotional intelligence, work motivation and leadership and one dependent variable, namely job satisfaction. The research constellation is described as follows: X1: Emotional intelligence, X2: Work Motivation, X3: Leadership, X4: Job Satisfaction.



**Figure 1. Research Analysis Path**

The population in this study were all employees who worked at the Syarif Hidayatullah State Islamic University, Jakarta. While the sample frame in this study amounted to 85 people. The sampling method using simple random sampling is 30 employees.

The following survey instruments were employed in order to gather data: Self-awareness of one's own emotion and those of others: The Trait emotional intelligence (TEIQue) (Short Form) adapted from Shukla, Adikari, & Mishra, (2013) was used to test the emotional intelligence of participants. TEIQue's long form is used as a basis for this (Shukla, Adikari, & Mishra, 2013). Assertiveness, assertiveness, emotion perception (self and others), expression of emotions, management of emotions (others), regulation of emotions, impulsiveness, relationships and self-esteem are all included in this TEIQue. For the purposes of this study, there were 20 questions, each of which is scored on a 5-point Likert scale (ranging from 0-4). Positive and negative statements are included. With a sample size of 30, the reliability coefficient was 0.743. Multiple regression analysis utilizing SPSS-26 software was used to evaluate the data from the study. In addition, descriptive metrics such as mean, weighted mean, and standard deviations have been produced to assess the overall level of emotional intelligence and job satisfaction.

## RESULTS AND DISCUSSION

For the purposes of analyzing the data that has been collected, descriptive and inferential data analysis techniques were used. Descriptive analysis is used in terms of data presentation, central measure, and spread size. Presentation of data using distribution lists and histograms. While inferential analysis is used to test the hypothesis by using path analysis. The causal relationship in path analysis can be expressed visually through a path diagram and can be expressed in a mathematical equation or a structural equation. Mathematical or structural equations are as follows:

$$1. X_4 = p_{41} X_1 + p_{42} X_2 + p_{43} X_3 + \varepsilon_3$$

**Tabel 1. Coefficients(a) Dependent Variable: Job Satisfaction**

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Mode		B	Std. Error	Beta	B	Std. Error
1	(Constant)	-3.572	17.004		-.210	.835
	Emotional Intelligence	-.099	.192	-.068	-.515	.611
	Job Motivation	.370	.220	.252	1.686	.104
	Leadership	.899	.177	.680	5.088	.000

From the data above, it can be seen that the path value is as follows:

$$P_{41} = -0,68 \quad t \text{ count} = -0,515; P_{42} = 0,252 \quad t \text{ count} = 1,686$$

$$P_{43} = 0,680 \quad t \text{ count} = 5,088$$

$$2. X_3 = p_{31} X_1 + p_{32} X_2 + \varepsilon_2$$

**Tabel 2. Coefficients(a) Dependent Variable: Leadership**

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta	B	Std. Error
1	(Constant)	19.011	18.165		1.047	.305
	Emotional Intelligence	.041	.210	.037	.196	.846
	Job Motivation	.571	.213	.512	2.683	.012

Then it is known that the path value is:

$$P_{31} = 0,037 \quad t \text{ count} = 0,196$$

$$P_{32} = 0,512 \quad t \text{ count} = 2,683$$

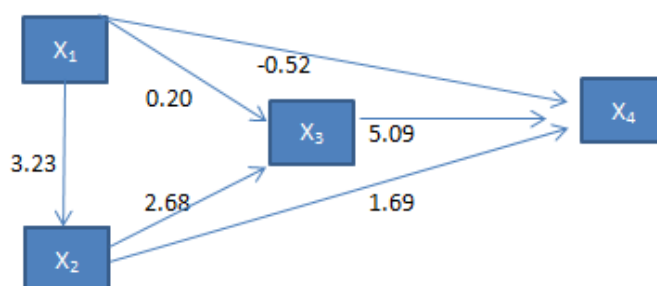
$$3. X_2 = p_{21} X_1 + \varepsilon_1$$

**Tabel 3. Coefficients(a) Dependent Variable: Job Motivation**

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta	B	Std. Error
1	(Constant)	18.297	15.769		1.160	.256
	Emotional Intelligence	.513	.159	.521	3.228	.003

Based on the table above, it is known that the path value is:  $P_{21} = 0,521$ ,  $t \text{ count} = 3,228$

Based on the structural equations that have been obtained above, the path analysis diagram is as follows:



Hypothesis testing was conducted to determine the direct and indirect effect between variables. The proposed hypothesis will be concluded by calculating the path coefficient value and is significant for each path studied. The results of the decisions on all proposed hypotheses are explained as follows.

#### 1. *The Direct Effect of Emotional Intelligence on Job Satisfaction*

Hypothesis testing is to prove that emotional intelligence (X1) has a direct effect on job satisfaction (X4). Based on the calculation results, in table 4.1 the path coefficient value ( $\rho_{41}$ ) is known to be  $-0.48$  and the  $t_{\text{count}} = -0.515$  at  $= 0.05$ . While the significant (P) value of the emotional intelligence variable is  $0.611 > 0.05$ , it means the path coefficient is not significant or  $H_0$  is accepted, that is, there is no direct influence between emotional intelligence variables and employee job satisfaction at FEB UIN Syarif Hidayatullah Jakarta.

#### 2. *The Effect of Emotional Intelligence on Leadership.*

Hypothesis testing is to prove that emotional intelligence (X1) has a direct effect on leadership (X3). Based on the calculation results, in table 4.2 the path coefficient value ( $\rho_{31}$ ) is known to be  $0.037$  and the  $t_{\text{count}} = 0.196$  at  $= 0.05$ . While the significant (P) value of the emotional intelligence variable is  $0.846 > 0.05$ , it means that the path coefficient is not significant or  $H_0$  is accepted, that is, there is no direct influence between emotional intelligence variables and leadership at FEB UIN Syarif Hidayatullah Jakarta.

#### 3. *The Direct Effect of Work Motivation on Job Satisfaction.*

Hypothesis testing is to prove that work motivation (X1) has a direct effect on job satisfaction (X4). Based on the calculation results, in table 4.1 the path coefficient value ( $\rho_{42}$ ) is known to be  $0.252$  and the  $t_{\text{count}} = 1.686$  at  $= 0.05$ . While the significant (P) value of the emotional intelligence variable is  $0.104 > 0.05$ , meaning that the path coefficient is not significant or  $H_0$  is accepted, that is, there is no direct influence between the variables of work motivation and employee job satisfaction at FEB UIN Syarif Hidayatullah Jakarta.

#### 4. *The Direct Effect of Work Motivation on Leadership.*

Hypothesis testing is to prove that work motivation (X2) has a direct effect on job satisfaction (X4). Based on the calculation results, in table 4.2 the path coefficient value ( $\rho_{32}$ ) is known to be  $0.512$  and the  $t_{\text{count}} = 2.683$  at  $= 0.05$ . While the significant value (P) of the work motivation variable is  $0.012 < 0.05$ , it means that the path coefficient is significant or  $H_0$  is rejected, that is, there is a direct influence between the variables of work motivation and leadership at FEB UIN Syarif Hidayatullah Jakarta.

#### 5. *The Direct Effect of Job Leadership on Job Satisfaction.*

Hypothesis testing is to prove that leadership (X1) has a direct effect on job satisfaction (X4). Based on the calculation results, in table 4.1 the path coefficient value ( $\rho_{43}$ ) is known to be  $0.680$  and the  $t_{\text{count}} = 5.088$

at = 0.05. While the significant (P) value of the work motivation variable is  $0.000 < 0.05$ , it means that the path coefficient is significant or  $H_0$  is rejected, namely there is a direct influence between the leadership variable and employee job satisfaction at FEB UIN Syarif Hidayatullah Jakarta.

Notable findings from the present study reveal a favorable, moderately significant, yet substantial link between emotional intelligence and job satisfaction. Employees who scored higher on the emotional intelligence scale were shown to be happier in their jobs overall. This could be because a worker who is emotionally intelligent is better able to manage his or her emotions, has a more positive outlook on life, is more productive, and enjoys their work more. Emotional intelligence and job satisfaction have been linked in earlier studies (Nahid, 2012; Soleiman & Fatemeh, 2012); our finding was in accordance with those findings. Furthermore, the findings of Afzaal & Taha (2013) show that self-management and self-awareness have a considerable favorable impact on job satisfaction. According to Chiva & Alegre (2008), the correlation between the two variables studied was insignificant. In order for employees to be happy at work, they need to be able to control their emotions and cultivate strong relationships with coworkers.

Employee job satisfaction is favorably, moderately, and strongly correlated with self-control (the second component of emotional intelligence), as the findings show. Many studies have revealed that people with high levels of emotional intelligence have higher levels of job satisfaction because they are better able to control and regulate their emotions, as well as deal with stress (Wong and Law, 2002; Sy Thomas et al., 2006). Because of this, people with high emotional intelligence are able to effectively examine, evaluate, and control their emotions, which enables them to be more proactive and confident at work, leading to a greater sense of well-being in the workplace. Based on the research results, it is known that all variables in this study are normally distributed, namely emotional intelligence (X1), work motivation (X2), leadership (X3) and employee job satisfaction (X4).

The current study does have some significant limitations. First, for the purpose of the study, a single organization was chosen. This was done so that other variables that can have an influence on job satisfaction, such as organization culture, structure, top management philosophy and leadership style, etc., could be eliminated from the equation. Another disadvantage of the study was that there was a low response rate from Chief executive officers.

## CONCLUSION

According to the findings presented above in the research, it is clear that there are a number of variables that either do not have a substantial impact or have an indirect influence on the variables that are classified as endogenous or exogenous. These variables include, among others, the emotional intelligence variable with employee job satisfaction, the emotional intelligence variable with leadership at FEB UIN Syarif Hidayatullah Jakarta, and the final variable is the work motivation variable with employee job satisfaction at FEB UIN Syarif Hidayatullah Jakarta, which is not significant or  $H_0$  is accepted, which means that there is no direct influence. It is known, on the basis of the findings of the hypothesis testing, that there is a direct influence of work motivation variables with leadership at FEB UIN Syarif Hidayatullah Jakarta, which means that  $H_0$  is rejected as a viable hypothesis. There is also a direct influence from the leadership variable on the employee job satisfaction at FEB UIN Syarif Hidayatullah Jakarta.

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