



Article

The Mediating Role of Job Involvement and Procedural Justice on the Effect of Emotional Intelligence on Job Satisfaction

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Abstract: One of the supporting factors for the role of the health centre to be carried out well is the job satisfaction of its employees. By understanding and measuring job satisfaction, organisations can identify areas for improvement and implement strategies to improve working conditions and employee well-being, which in turn can bring benefits to individuals and the organisation as a whole. The purpose of this study is to explore the relationship between emotional intelligence, work engagement, and procedural justice on job satisfaction. An in-depth understanding of these aspects is expected to provide a holistic view in enhancing the performance of community health centres, improving service quality, and ultimately, improving the well-being of the people in South Sumatra. This study uses quantitative methods and SmartPLS 4.1 for statistical analysis. The population in this study consisted of all nurses in health centres in South Sumatra, which amounted to 7,474 people, spread across 348 health centres. The sampling method used is proportional random sampling, which is a random but proportional sample selection based on the distribution of health centres in each district/city. The sample used in this study consisted of 560 nurses in 66 health centres in South Sumatra. The results of this study indicate that emotional intelligence, work involvement, and procedural justice have a significant effect on job satisfaction. The results of hypothesis testing confirm that work engagement mediates the effect of emotional intelligence on job satisfaction. However, procedural justice is not proven to mediate the effect of emotional intelligence on job satisfaction. The novelty of this research lies in the inclusion of the mediating role of work engagement in mediating the effect of emotional intelligence on job satisfaction. In addition, this study is also different from previous studies in terms of the object of research, namely puskesmas nurses in South Sumatra.

Keywords: Emotional Intelligence, Procedural Justice, Job Involvement, Job Satisfaction, health centre nurses in South Sumatra.

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1. Introduction

One of the supporting factors for the role of health centres to be carried out well is employee job satisfaction. By understanding and measuring job satisfaction, organisations can identify areas for improvement and implement strategies to improve working conditions and employee well-being, which in turn can benefit both the individual and the organisation as a whole. Salas-Vallina & Alegre (2021) define job satisfaction as an assessment of work based on job characteristics. Job satisfaction is understood as a feeling of satisfaction, acceptance, or alignment, which evaluates how employees feel about their working conditions, such as pay, career opportunities, or relationships with colleagues as well as the fairness perceived by employees.

Procedural justice is one of the factors that influence job satisfaction (Al-Zu'bi, 2010). Procedural justice refers to a fair process in decision making in the work environment, where the procedures used in the decision-making process are considered fair by the individuals involved (Ghran et al., 2020). Procedural justice increases job satisfaction by ensuring that employees feel that the decision-making process is impartial and fair. This feeling of fairness in procedures contributes to increased employee morale and job satisfaction (Colquitt, 2001).

However, feelings of fairness are often overlooked in procedural justice particularly in relation to the role of emotions and subjective perceptions of individuals in relation to the decision-making process. Understanding these more hidden aspects can assist organisations in strengthening their procedural justice and creating a more inclusive and equitable work environment. Although the relationship between procedural justice and work outcomes has been found in Western literature, it has been little investigated in the developing countries of the East. In this regard, procedural justice needs to be further investigated in non-Western contexts as a potential predictor for employee job satisfaction levels (Suifan, 2019). The study conducted by Lambert et al. (2020) emphasises how important it is for organisations to consider both external and internal factors in the decision-making process.

Internal factors and personal capabilities are important factors that influence job satisfaction. In this context, it is important to take into account specific individual abilities when assessing the level of job satisfaction, such as emotional intelligence (Mohammadi & Yekta, 2018). Emotionally intelligent people tend to have a more positive relationship with job satisfaction. This is because emotional intelligence helps a person understand and manage their own emotions better, as well as understand the emotions of others better as well (Utama et al., 2018).

The emotional and cognitive support provided by inclusive leaders is crucial in encouraging employees to be engaged at work (Alam et al., 2023; Bakker et al., 2014; Kundu and Lata, 2017), enabling them to be explorative, flexible and creative in their work (Strom et al., 2014). Evidence suggests that engaged employees tend to exhibit more discretionary or extra-role work behaviours, working beyond their formal role expectations and spending more time and energy to perform better (Bakker, 2011). However, the challenges and problems that employees face at work in their daily lives are sometimes difficult to handle. There are other concerns that make employees face stress at work so this requires in-depth research on the role of emotional intelligence and work engagement (Kim et al., 2015). A high level of work engagement will result in various positive impacts. One of the positive impacts of high levels of work engagement is improved job performance, higher job satisfaction, a potential decrease in employee turnover rates, and a number of other benefits (Reissová & Papay, 2021). Employees who are engaged and have a clear purpose in their work are more likely to have higher job satisfaction, as they feel that their work has significant meaning and purpose (Astuti & Suwandi, 2022). Although work engagement has become an increasingly popular research topic, there are still some aspects that are not widely known and require further research such as how leadership, technology, organisational culture, and employee well-being affect work engagement (Soon, 2015). Bailey et al. (2017) stated that one of the factors that precede work engagement is a psychological condition that is closely related to emotional intelligence.

Emotional intelligence significantly affects work engagement through several key mechanisms that include self-awareness, self-control, motivation, and empathy (Sivanthinathan et al., 2023). Employees with high emotional intelligence have a better understanding of their own emotions. This allows them to manage negative feelings that can hinder work engagement. Several studies have also shown a significant effect of emotional intelligence on work engagement (Kinnary et al., 2023; Saroofa & Sulaiha, 2021;

Sivanthinathan et al., 2023). The central issue of this research is to explore the relationship between emotional intelligence, work engagement, and procedural justice on job satisfaction. An in-depth understanding of these aspects is expected to provide a holistic view of improving the performance of community health centres, improving service quality, and ultimately, improving the welfare of the people in South Sumatra. Job satisfaction in community health centres is an important aspect that needs to be studied because it has a direct impact on the performance of health workers and public health services. Some studies have expanded the model and added variables with the addition of procedural justice variables acting as mediators of the effect of emotional intelligence on job satisfaction as in the research of Mustafa, Vinsent, & Badri (2023). Based on suggestions from Mustafa, Vinsent, & Badri (2023) related to future research can explore employee Emotional Intelligence over time to identify direct differences that may arise and consider replicating the study among employees in different sectors and cultural contexts.

2. Materials and Methods

This study uses quantitative methods, statistical analysis is done using SmartPLS 4.1. The research model was tested on nurses at health centres in South Sumatra, with a sample size of 560 respondents from 66 health centres. This study uses latent variables consisting of one exogenous variable and one endogenous variable and two variables. Measurements were made using a Likert scale that describes the perceptions, opinions, attitudes, and views of respondents, with a score range from 1 to 5, where 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree).

3. Results

Validity and Reliability

Convergent validity tests on the outer model show that all indicators have outer loading values >0.6 so all indicators are valid, as detailed in Table 2. Likewise, convergent validity on the inner model shows that all variables have average variance extracted (AVE) values >0.5 (Table 2), so all variables are valid and can explain more than 50% of the variance of their indicators. Discriminant validity tests were conducted using the Fornell-Larcker Criterion method, and the results showed that the square root of the AVE value for each variable was greater than the estimated correlation listed below the diagonal matrix in Table 3. Reliability tests are measured using Cronbach's Alpha and Composite Reliability values, the results of both Cronbach's Alpha and Composite Reliability values for each variable are >0.7 , so all variables are declared reliable and have good internal consistency (Table 2). Table 3 explains about Discriminant validity related to the principle that measurements of different constructs should not be highly correlated. Discriminant validity can be seen by comparing the correlation of indicators of a construct with the correlation of these indicators with other constructs based on cross loading (Hair et al., 2014).

Table 1. Validity and Reliability

Indicators	Validitas			Reliabilitas		
	Outer loadings	Ket	AVE	Cronbachs Alpa	Composite Reliability	Description
EE1 <- Work engagement	0,718	Valid	0,542	0,877	0,904	Reliabel
EE10 <- Work engagement	0,691	Valid				
EE17 <- Work engagement	0,618	Valid				

EE2 <- Work engagement	0,670	Valid					
EE4 <- Work engagement	0,814	Valid					
EE5 <- Work engagement	0,817	Valid					
EE7 <- Work engagement	0,787	Valid					
EE8 <- Work engagement	0,749	Valid					
KE1 <- Emotional Intelligence	0,797	Valid	0,536	0,856	0,890	Reliabel	
KE10 <- Emotional Intelligence	0,819	Valid					
KE11 <- Emotional Intelligence	0,820	Valid					
KE12 <- Emotional Intelligence	0,805	Valid					
KE13 <- Emotional Intelligence	0,735	Valid					
KE14 <- Emotional Intelligence	0,733	Valid					
KE15 <- Emotional Intelligence	0,629	Valid					
KE16 <- Emotional Intelligence	0,660	Valid					
KE2 <- Emotional Intelligence	0,812	Valid					
KE3 <- Emotional Intelligence	0,806	Valid					
KE4 <- Emotional Intelligence	0,815	Valid					
KE9 <- Emotional Intelligence	0,822	Valid					
KK2 <- Job Satisfaction	0,747	Valid	0,599	0,939	0,947	Reliabel	
KK3 <- Job Satisfaction	0,614	Valid					
KK4 <- Job Satisfaction	0,683	Valid					

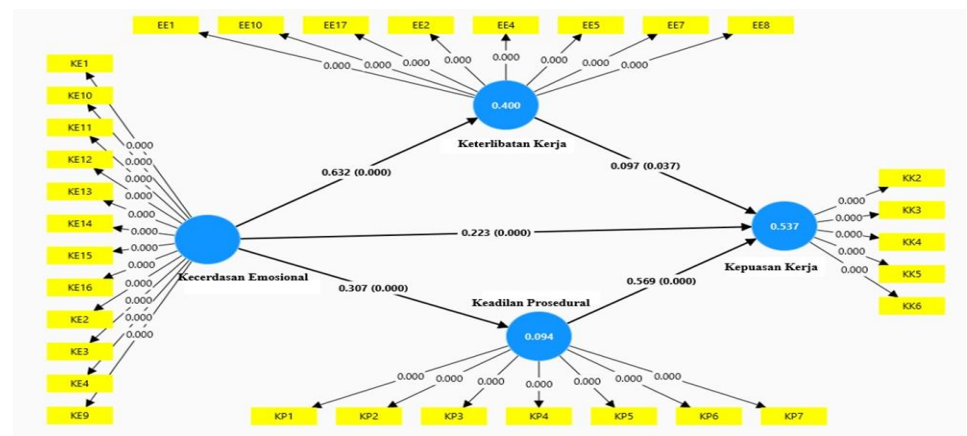
KK5	<-	Job Satisfaction	0,727	Valid				
KK6	<-	Job Satisfaction	0,769	Valid				
KP1	<-	Procedural Justice	0,716	Valid	0,599	0,752	0,832	Reliabel
KP2	<-	Procedural Justice	0,764	Valid				
KP3	<-	Procedural Justice	0,792	Valid				
KP4	<-	Procedural Justice	0,670	Valid				
KP5	<-	Procedural Justice	0,776	Valid				
KP6	<-	Procedural Justice	0,668	Valid				
KP7	<-	Procedural Justice	0,728	Valid				

Table 2. Discriminant Validity

	Job Engagement	Procedural Justice	Emotional Intelligence	Job Satisfaction
EE1	0,718	0,334	0,397	0,341
EE10	0,691	0,214	0,451	0,308
EE17	0,618	0,404	0,367	0,344
EE2	0,670	0,154	0,545	0,226
EE4	0,814	0,424	0,513	0,440
EE5	0,817	0,320	0,523	0,371
EE7	0,787	0,331	0,479	0,371
EE8	0,749	0,397	0,431	0,454
KE1	0,450	0,178	0,797	0,340
KE10	0,445	0,159	0,819	0,314
KE11	0,471	0,140	0,820	0,290
KE12	0,505	0,120	0,805	0,307
KE13	0,530	0,357	0,735	0,396
KE14	0,551	0,346	0,733	0,430
KE15	0,457	0,375	0,629	0,404
KE16	0,517	0,357	0,660	0,392
KE2	0,429	0,164	0,812	0,293
KE3	0,451	0,149	0,806	0,325
KE4	0,489	0,178	0,815	0,351
KE9	0,463	0,161	0,822	0,309
KK2	0,295	0,506	0,282	0,747
KK3	0,434	0,291	0,597	0,614

KK4	0,305	0,443	0,286	0,683
KK5	0,297	0,631	0,147	0,727
KK6	0,413	0,511	0,363	0,769
KP1	0,356	0,716	0,338	0,480
KP2	0,322	0,764	0,103	0,502
KP3	0,332	0,792	0,268	0,572
KP4	0,098	0,670	0,117	0,471
KP5	0,426	0,776	0,405	0,537
KP6	0,230	0,668	0,040	0,447
KP7	0,389	0,728	0,341	0,468

4. Discussion



The following is a table of path coefficients to see the T-Statistic value to assess the hypothesis

Table 3: Path Coefficient Value

	Path Coefficient	T statistics (O/STDEV)	P values	
Emotional intelligence -> job satisfaction	0,223	4,322	0,000	Accepted
Job involvement -> job satisfaction	0,097	2,088	0,037	Accepted
Procedural justice -> job satisfaction	0,569	13,770	0,000	Accepted
Emotional intelligence -> work engagement	0,632	18,371	0,000	Accepted
Emotional intelligence -> procedural justice	0,307	4,978	0,000	Accepted
Emotional intelligence -> procedural justice -> job satisfaction	0,175	4,847	0,000	Rejected
Emotional intelligence -> work engagement -> job satisfaction	0,061	2,041	0,041	Accepted

From the table 3 shows the results of hypothesis testing as explained below.

- 1) Emotional Intelligence variable has a significant effect on nurse Job Satisfaction, as evidenced by the t-count value of $4.322 > t\text{-table } 1.960$. Thus, the first hypothesis (H1) is accepted.
- 2) Job involvement variable has a significant effect on Job Satisfaction, as evidenced by the t-count value of $2.088 > t\text{-table } 1.960$. Thus, the fourth hypothesis (H2) is accepted.
- 3) Procedural Justice variable has a significant effect on Job Satisfaction, as evidenced by the t-table value of $13.770 > t\text{-table } 1.960$. Thus, the sixth hypothesis (H3) is accepted.
- 4) Emotional Intelligence variable has a significant effect on job involvement, as evidenced by the t-count value of $18.371 > t\text{-table } 1.960$. Thus, the second hypothesis (H4) is accepted.
- 5) The Emotional Intelligence variable has a significant effect on Procedural Justice, as evidenced by the t-count value of $4.978 > t\text{-table } 1.960$. Thus, the third hypothesis (H5) is accepted.

To test the mediation effect in the structural equation, it is based on the rules (Willy & Jogiyanto, 2015). Furthermore, the identification of mediating variables or not with the following criteria (Hair et al., 2014):

- 1) If X-Y (indirect) through c (X-M) and d (M-Y) is significant, and a (X-Y) is directly insignificant, then variable M is said to be a perfect mediation variable (full mediation).
- 2) If X-Y (indirect) through c (X-M) and d (M-Y) is significant, and a (X-Y) is also directly significant, where the path coefficient a is smaller (down) than path b, then M is said to be a partial mediation variable.
- 3) If X-Y (indirectly) through c (X-M) and d (M-Y) are significant, and a (X-Y) directly is also significant, where the path coefficient a is almost the same as path b, then M is said not to be a mediating variable.
- 4) If X-Y (indirect) through c (X-M) or d (M-Y) or both are not significant, then M is said not to be a mediating variable.

With the above criteria, it can be concluded that :

- 5) **Processural justice variables mediate the effect of emotional intelligence on job satisfaction.**

The results showed that the relationship between emotional intelligence and job satisfaction was significant and after being mediated by procedural justice, the relationship was significant, so procedural justice was proven not to have a mediating role on the effect of emotional intelligence on job satisfaction. This means that procedural justice is not an intermediary or connector in the relationship between emotional intelligence and job satisfaction.

- 6) **Work Engagement variable mediates the effect of emotional intelligence on job satisfaction**

The results showed that the relationship between emotional intelligence and job satisfaction was significant and after being mediated by work engagement the relationship was significant, so work engagement was proven to have a partial mediation role on the effect of emotional intelligence on job satisfaction. This means that employee engagement serves as an intermediary or connector in the relationship between emotional intelligence and job satisfaction. This means that emotional intelligence affects work engagement, and then employee engagement affects job satisfaction.

The role of partial mediation indicates that work engagement only partially mediates or influences the relationship between emotional intelligence and job satisfaction. That is, not only does emotional intelligence influence job satisfaction through employee engagement, but there is also a direct path from emotional intelligence to job satisfaction. So, although employee engagement plays an important role in this process, not the entire effect of emotional intelligence on job satisfaction depends on employee engagement alone. The results show that emotional intelligence has an effect on job satisfaction through increasing employee engagement, but there are also other factors that allow emotional intelligence to directly affect job satisfaction.

Emotional intelligence has a direct influence on job satisfaction, in accordance with the theory put forward by Salovey, he divides emotional intelligence into 5 main areas, namely: 1. recognising one's own emotions, 2. managing emotions, 3. motivating oneself, 4. recognising the emotions of others, 5. building relationships.

according to this theory, nurses who have high emotional intelligence can communicate well in their work. In this case, nurses will feel peaceful and comfortable being nearby, moreover their welfare is considered by the head of the health centre and also the head of the health centre can spread warmth and openness or transparency in the right way and nurses can feel satisfaction from their work, because they have high emotional intelligence. So nurses who have high emotional intelligence can communicate with other nurses can encourage them to improve their work well. Health centre leaders must have the ability to see the feelings of others by using their own feelings, such as being humble, respecting fellow nurses, having a high sense of loyalty to both superiors and peers, helping fellow nurses, working well in terms of health centre tasks. This condition makes comfort for nurses who are nearby and can feel satisfaction at work.

Work engagement has a direct influence on nurses' job satisfaction. Research shows that when employees feel empowered, they have higher job satisfaction. The role of health centre leaders to increase work engagement in improving the skills of health centre nurses is to provide opportunities to be involved in decision-making or work programs designed to increase employee work engagement and health centre leaders can understand and manage their own emotions and the emotions of their team members, which strengthens team relationships. Leaders listen actively, fully understand the verbal and non-verbal messages communicated, and show genuine interest in the thoughts and feelings of their team members. They reward employees on the spot and leaders can make thank you notes as personal as possible. This shows that health centre leaders care about the success of employees, so employees will be more engaged in their work. With work engagement as a mediating relationship, emotional intelligence has a huge influence on job satisfaction.

Conclusion

The results of this study recommend several things that need to be done by health centre leaders including:

- a. Puskesmas leaders should focus on work engagement: creating programs and policies that increase employee engagement can strengthen the relationship between emotional intelligence and job satisfaction, increasing overall productivity.
- b. Health centre leaders need to implement procedural justice: ensuring transparency and fairness in the decision-making process will increase job satisfaction, which in turn can reduce employee turnover.

- c. Health centre leaders should create a human resource development strategy: strengthen training and human resource development by emphasising the importance of collaborative interpersonal skills in the work environment and providing structured training to help employees improve their emotional skills. This training could include stress management, communication, and conflict management.
- d. Health centre leaders should have the ability to see the feelings of others by using their own feelings, such as being humble, respectful of fellow nurses, having a high sense of loyalty to both superiors and peers, being helpful, working well in terms of health centre duties.
- e. Health centre leaders need to conduct continuous evaluation and monitoring: implement a regular evaluation system to measure job satisfaction, employee engagement, and leadership effectiveness in order to make strategic adjustments as needed.

With the implementation of these measures, Puskesmas leaders can create a more positive and productive work environment, and improve the health services provided to the community.

Based on the results of the research and discussion, it can be concluded in general that emotional intelligence, work engagement, and procedural justice, affect job satisfaction. This study confirmed that engagement mediates the effect of emotional intelligence on job satisfaction. However, procedural justice is not proven to mediate the effect of emotional intelligence on job satisfaction.

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