

THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND EMPLOYEE MPOWERMENT ON EMPLOYEE JOB SATISFACTION IN THE REGIONAL LEGISLATIVES COUNCIL OFFICE IN SOUTHEAST MINAHASA

PENGARUH KECERDASAN EMOSIONAL DAN PEMBERDAYAAN KARYAWAN TERHADAP KEPUASAN KERJA KARYAWAN DI KANTOR DEWAN PERWAKILAN DAERAH DI MINAHASA TENGGARA

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Abstract: Job satisfaction is an important factor in a company's ability to meet organizational goals and represents a person's feelings toward his work. The purpose of this study is to determine whether emotional intelligence and employee empowerment influence employee job satisfaction in the Regional Legislatives Council Office in Southeast Minahasa. This study used a quantitative approach and Multiple Linear Regression as its analytical tool. The sampling technique of this research is saturation sampling with 40 respondents as samples by using a questionnaire to collect primary data. The results of this study revealed that each of emotional intelligence and employee empowerment partially has a positive and significant effect on employee job satisfaction simultaneously, both emotional intelligence and employee empowerment significantly and positively influence employee job satisfaction. Therefore, a combination of emotional intelligence and employee empowerment contribute to higher job satisfaction.

Keywords: Emotional Intelligence, Employee Empowerment, Employee Job Satisfaction

Abstrak: Kepuasan kerja adalah faktor penting dalam kemampuan sebuah perusahaan untuk mencapai tujuan organisasional dan mencerminkan perasaan seseorang terhadap pekerjaannya. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh kecerdasan emosional dan pemberdayaan karyawan terhadap kepuasan kerja karyawan di Kantor Dewan Perwakilan Daerah di Minahasa Tenggara. Penelitian ini menggunakan pendekatan kuantitatif dan Regresi Linier Berganda sebagai alat analisisnya. Teknik pengambilan sampel dalam penelitian ini adalah sampel jenuh dengan 40 responden sebagai sampel yang menggunakan kuesioner untuk mengumpulkan data primer. Hasil penelitian ini menunjukkan bahwa baik kecerdasan emosional maupun pemberdayaan karyawan secara parsial memiliki efek positif dan signifikan terhadap kepuasan kerja karyawan. Secara simultan, baik kecerdasan emosional maupun pemberdayaan karyawan secara signifikan dan positif memengaruhi kepuasan kerja karyawan. Oleh karena itu, kombinasi kecerdasan emosional dan pemberdayaan karyawan berkontribusi pada kepuasan kerja yang lebih tinggi.

Kata Kunci: Kecerdasan Emosional, Pemberdayaan Karyawan, Kepuasan Kerja Karyawan

INTRODUCTION

Research Background

Human resource plays an important role for every organization and is the most important factor in a company because they are a component of the company's competitiveness as well as one of the primary determinants of the company's progress. As a result, human resources must be competent and perform well for the organization to grow. Its center are the employees for as Davidson (2004) stated that "Employees are the assets of an organization," so they must be managed accurately and correctly. Employees are a source of knowledge, talents, and abilities that competitors cannot copy. As a result, companies must go above and beyond to handle such valuable assets. Circumstances such as turnover, absenteeism, and so on occur at a daily basis in the life of

an organization. It is triggered by job benefits, employment opportunities, interpersonal relationships, and the working environment. Therefore, employers must take responsibility and consider certain factors to boost high productivity and performance of their employees and keep them secure with their jobs. It would motivate the employees to go above and beyond for their organizations, increasing their desire to stay. Therefore, job satisfaction is crucial for employees.

According to Kaliski (2007), job satisfaction is described as a worker's sense of accomplishment and progress on the job. Job satisfaction entails doing what one likes, doing it well, and being praised for one's efforts. It often means passion and joy in one's work. Employee work satisfaction is an important factor in a company's ability to meet organizational goals and represents a person's feelings toward his work, which can be seen in the employee's attitude toward the job and all in the work environment. Job satisfaction is an important element that cannot be ignored by any company. Hoppock (1935) defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully say "I am satisfied with my job". Job satisfaction reflects a person's feelings towards his work and can be influenced by two factors such as emotional intelligence and employee empowerment.

The ability to identify and comprehend feelings as well as their effect on actions and attitudes is referred to as emotional intelligence. Emotional intelligence is being able to perceive one's emotions, to access and generate emotions as well as to assist thought, to deeply understand emotions and emotional knowledge, and to also regulate emotions along reflectively with to promote emotional and intellectual growth (Mayer and Salovey, 1997). The modern workplace is defined by open communication, teamwork, and mutual respect between workers and their managers. Managers with emotional intelligence are better in perceiving and inspiring workers and must never lose sight of the fact that their employees are real people with real lives and feelings that affect how they think, feel, and act. Around the same time, competition for the best employees will increase, and successful employees who think they are not being handled equally at work will have an easier time seeking work elsewhere. Hence, the best way to hold on to employees is to implement emotional intelligence into the personal and organizational management philosophy.

Moreover, management's responsibility is to create the environment for employee empowerment which leads to job satisfaction. Employee empowerment contributes to better outcomes for employees, their employers, and their companies. It also encourages organizational entrepreneurial traits and encourages employees to make informed choices, take further action, and promote their confidence that they can influence their own destinies. Employees who are empowered tend to believe that their success is through their efforts and hard work which turn out to be beneficial not only for themselves but also the organization itself. To conclude, if an employer wants a highly motivated, creative, and efficient human resource, job satisfaction and organizational engagement should not be ignored. Therefore, both the employee and the employer should strive to create a productive and comfortable working atmosphere in which they would be motivated, satisfied, inspired, and efficient to achieve their objectives. In this era of globalization, management and career development in human resources is an important thing on the business agenda. To achieve the goal of each agency or company is influenced by the behavior and attitudes of the people who play a role inside it.

Considering these factors is imperative for organizations aspiring to enhance their service delivery to the community. The optimization of human resources within an organization plays a crucial role in its efforts to provide the best possible service. The study focuses on the Regional Legislatives Council Office in Southeast Minahasa, a unicameral legislative body representing local community interests. It is a government institution responsible for representing the local community's interests and making decisions on matters that affect the region's development and governance. With elected representatives and staff employees responsible for decision-making and policy shaping, the office is vital in serving the community. The study aims to understand how emotional intelligence and employee empowerment influence job satisfaction in this office, recognizing the significance of managing employees effectively for the organization's progress and success.

Research Objectives

1. To identify the influence of emotional intelligence on job satisfaction partially.
2. To identify the influence of employee empowerment on job satisfaction partially.
3. To identify the influence of emotional intelligence and employee empowerment on job satisfaction simultaneously.

THEORETICAL FRAMEWORK

Human Resource Management

According to Dessler (2016), human resource management is the process of acquiring, training, appraising, and compensating employees, as well as attending to their labor relations, health and safety, and fairness. In other words, it is the part of an organization that manages all aspects of employees. Mathis and Jackson (2008) defined human resource management as the design of management system that ensure the efficiency and effectiveness of human talent to achieve organizational goals. Human Resource Management plays a crucial role in aligning the skills and capabilities of individuals with the strategic objectives of the organization.

Job Satisfaction

Job satisfaction is a term that describes an employee's feeling of joy and satisfaction towards his duties and responsibilities that is given by the organization. Job satisfaction is a positive emotional state resulting from evaluating one's job experiences (Dessler, 2016). Moreover, job satisfaction is how a person feels about their job and factors relating to their job such as one's relationship with a supervisor, the sense of fulfillment of work, perceived congruence between pay and work production, and physical conditions of the working environment (Spector, 1997).

Emotional Intelligence

Emotion is a term that is expressive and describes a person's feelings such as joy, sadness, love, hate, and many other expressions. Emotions are also considered as signs of intelligence, as well as an ability to grasp and reason correctly with concepts (Cotes and Miners, 2006). According to Gardner (1983), emotional intelligence is defined as a person's ability to understand other people, what motivates them, and how to interact with them. The ability to understand and perceive a person's feelings through internal reflection is thought to be part of emotional intelligence, as is the ability to control emotions and empathy which is the ability to understand and interpret the feelings and identify other's feelings.

Employee Empowerment

Employee empowerment is defined as giving the employees the authority, responsibility, and power to make decisions. According to Olshfski and Cunningham (1998), empowerment is the delegation or distribution of power, authority, or responsibility by the top management to lower management, to enhance decision-making. Empowerment is the first, most critical, and most extraordinary element in achieving success and growth in any sector, and it boosts productivity. Employee and customer satisfaction are thus affected by empowerment as it is used as a method to achieve business goals.

Previous Research

Akhter, Karim, and Anwarul (2021) determined the influence of emotional intelligence (EQ), employee empowerment (EE), and cultural intelligence (CQ) on job satisfaction among commercial bank employees in Bangladesh. Utilizing a survey questionnaire with pre-tested constructs, a total of 130 fully complete responses were obtained from 200 invited bank employees, resulting in a 65% response rate. The analysis, conducted using SPSS version 26.0, indicates that emotional intelligence (EQ) significantly and positively affects job satisfaction, as evidenced by a beta (β) value of 0.510. Additionally, employee empowerment (EE) with a beta value of 0.418 and cultural intelligence (CQ) with a beta (β) of 0.372 emerged as noteworthy predictors of job satisfaction. The findings underscore the importance of leveraging EQ and CQ to enhance employee satisfaction and promoting engagement in the workplace.

Kumar and Sondhi (2022) measured the factors affecting the performance of employee by discussing impact of employee empowerment on job satisfaction. The research adopted a descriptive approach and utilized a survey method for data collection to identify these factors. The methodology encompassed aspects such as research design, the target population, sampling techniques, and sample size determination. The data collected were analyzed using statistical measures including Cronbach's Alpha, correlation, and regression in SPSS software. The findings indicated a weak to moderate correlation between the independent variable, employee empowerment, and the dependent variable, job satisfaction, leading to the conclusion that employee empowerment has a positive impact on job satisfaction.

Karimi et al. (2021) explored the role of emotional intelligence (EI) on employees' perceived wellbeing and empowerment, as well as their performance, by measuring their quality of care. The baseline data for the present project was collected from 78 staff of a Victorian aged care organization in Australia. Self-administered surveys were used to assess participants' emotional intelligence, general well-being, psychological empowerment, quality of care, and demographic characteristics. The model fit was assessed using structural equation modelling

by AMOS (v 24) software. The evaluated model confirmed that emotional intelligence predicts the employees' psychological empowerment, wellbeing, and quality of care in a statistically significant way. The current research indicates that employees with higher EI will more likely deliver a better quality of patient care.

Conceptual Framework

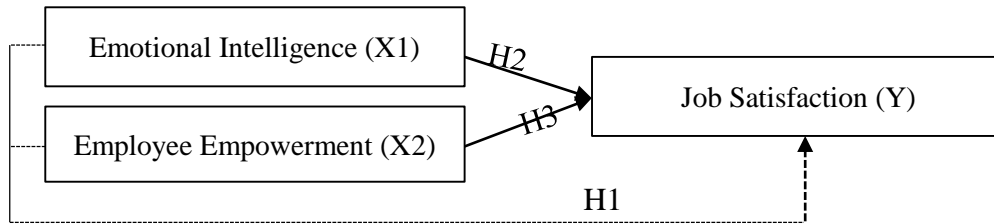


Figure 1. Conceptual Framework
 Source: Theoretical Framework, 2023

Research Hypothesis

Based on the theoretical and conceptual framework, the hypothesis of this research is:

- H1: Emotional Intelligence and Employee Empowerment allegedly influence the employee job satisfaction in the Regional Legislatives Council Office in Southeast Minahasa simultaeneously.
- H2: Emotional Intelligence allegedly influence the employee job satisfaction in the Regional Legislatives Council Office in Southeast Minahasa partially.
- H3: Employee Empowerment allegedly influence the employee job satisfaction in the Regional Legislatives Council Office in Southeast Minahasa partially.

RESEARCH METHOD

Research Approach

This research used a quantitative approach to find out the influence of emotional intelligence and employee empowerment on job satisfaction. Quantitative research is a type of research that collects numerical data and analyzes data using statistical method.

Population, Sample, and Sampling Technique

The population of this research consist of all the employees of the Regional Legislatives Council Office in Southeast Minahasa. The sample is drawn from the research population, consisting of 40 employees. The chosen sampling technique is saturation sampling, wherein all population members are included in the sample (Sugiyono, 2013). This method is particularly suitable for smaller populations or when aiming for generalizable conclusions with minimal error.

Data Collection Method

The distribution of questionnaire was used in this research to collect primary data. As outlined by Sugiyono (2013), a questionnaire serves as a research instrument to measure the variables under study, emphasizing the importance of ensuring its validity and reliability in collecting data. Additionally, the secondary data was obtained from online journals, articles, books, and relevant literature. In this research, a five-point Likert scale was used to measure the different variables.

Operational Definition of Research Variables

Table 1. Variable Definition

Variable	Definition	Indicators
Emotional Intelligence (X ₁)	The ability to perceive one's emotions, to access and generate emotions as well as to assist though to deeply understand emotions and emotional knowledge, and to reflectively regulate emotions along with to promote emotional and intellectual growth. (Mayer and Salovey, 1997)	1. Self-Awareness 2. Self-regulation 3. Motivation 4. Empathy 5. Social Skills

Employee Empowerment (X ₂)	The process of giving employees or workers the authority or power to make decisions about their own jobs. (Brown and Harvey,2006)	<ol style="list-style-type: none"> 1. Desire 2. Trust 3. Confident 4. Credibility 5. Accountability 6. Communication
Job Satisfaction (Y)	Job satisfaction is the inner fulfillment and pride emotion that comes from doing a particular job, as well as the enjoyment that an employee feels when he/she feels he/she has done a job that is significant and valued. (Friedman, 2000)	<ol style="list-style-type: none"> 1. Salary 2. Job Itself 3. Promotion Opportunity 4. Leadership (Supervision) 5. Co-workers

Data Analysis Method

Multiple Linear Regression

Since this study consists of two independent variable and one dependent variable, the data analysis method in this study is multiple linear regression. Regression analysis can also be used to predict the values of a dependent variable given the values of one or more independent variables by calculating a regression equation (Saunders, Lewis and Thornhill, 2019.) The equation is below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

The description of this equation are as follows:

Y	= Job Satisfaction
X ₁	= Emotional Intelligence
X ₂	= Employee Empowerment
α	= Constant
$\beta_1, \beta_2, \beta_3$	= The regression coefficient of each variable
e	= Error

RESULT AND DISCUSSION

Result

Validity and Reliability Test

According to Sugiyono (2013), a valid instrument refers to the accuracy and reliability of the measuring tool employed for data collection. A validity test assesses the accuracy of statements or questions in a questionnaire, utilizing the Product Moment Correlation formula in Microsoft Excel. Items are considered valid when their "r" value exceeds a specific "r-table" value. In this study, the validity test was executed using SPSS 25 software, revealing that all statement items for the variables emotional intelligence (X₁), employee empowerment (X₂), and job satisfaction (Y) are valid with an "r count" > "r table" 0.361.

The reliability test, conducted through SPSS 25 and employing the Cronbach Alpha formula, determines the consistency of the data. If the Cronbach Alpha value for each item is > 0.6, the data is considered reliable. The outcomes of this study's reliability test indicate that the variables emotional intelligence (X₁), employee empowerment (X₂), and job satisfaction (Y) have Cronbach's Alpha values above 0.6, affirming the reliability of the data.

Classical Assumption Test

Normality Test

A good regression model typically displays a normal distribution or even spread of statistical data along the diagonal axis when depicted on a normal distribution graph. To assess normality in this study, the normality test utilizes the drawing method of a normal probability plot within the SPSS software. A straight, diagonal line on the plot signifies that the data adheres to a normal distribution pattern. The figure above shows the results of the normality test in which all data are distributed normally as the points follow the diagonal line.

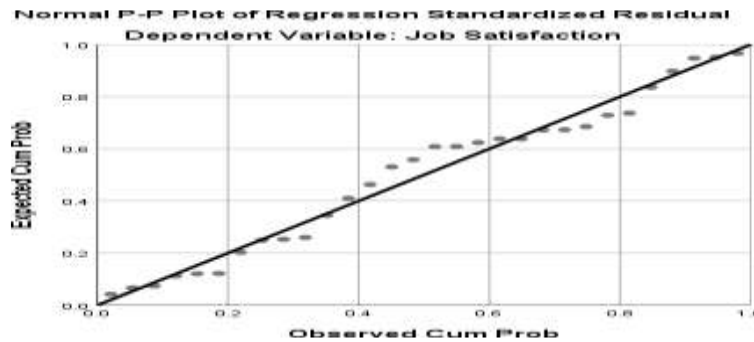


Figure 2. Normality Test
 Source: Data Processed (2023)

Heteroscedasticity Test

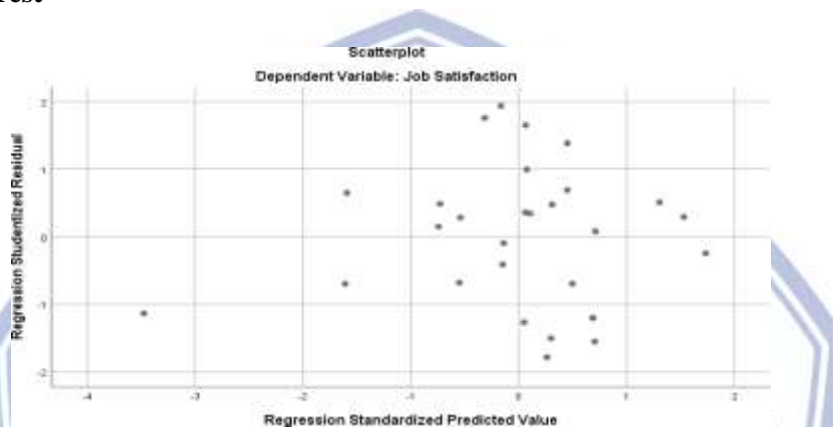


Figure 3. Heteroscedasticity Test
 Source: Data Processed (2023)

In this study, the heteroscedasticity test aimed to detect any variance inequality in the residuals (error) across different observations. Absence of heteroscedasticity within a regression model suggests its reliability. A scatterplot graph can visually exhibit a heteroscedasticity-free regression model. The test for heteroscedasticity was conducted using SPSS 25 software. The obtained results revealed a scatterplot pattern lacking any specific trend. Hence, it can be concluded that there is no occurrence of heteroscedasticity in the parameter coefficients for all independent variables in this study.

Multicollinearity Test

Table 2. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Emotional Intelligence	0.314	3.188
Employee Empowerment	0.314	3.188

Source: Data Processed (2023)

In this study, tests for multicollinearity aimed to examine potential correlations among the independent variables within the regression model. This assessment involved reviewing the VIF (Variance Inflation Factor) and Tolerance values. A regression model is considered free from multicollinearity issues if the VIF value remains below 10.00, and the tolerance exceeds 0.100. Table 4.3 below displays tolerance values for the independent variables surpassing 0.100, while the VIF values remain under 10.0. Hence, it concluded that the regression model does not encounter multicollinearity problems.

Multiple Linear Regression Analysis**Table 3. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	13.607	6.330	
Emotional Intelligence (X1)	0.025	0.159	-0.024
Employee Empowerment (X2)	0.619	0.218	0.709

Source: Data Processed (2023)

Multiple linear regression is conducted to know if the two or more independent variables affect the dependent variable. The analysis is done by SPSS 25 software shown on the table above; the results of the calculation of the independent variables can be arranged in the following model:

$$Y = 13.607 + 0.025X1 + 0.619X2 + e$$

The interpretation of the multiple linear regression equation above are as follows:

1. The positive constant value of 13.607 signifies that when both X1 (emotional intelligence) and X2 (employee empowerment) remain constant, or when X equals 0, the job satisfaction is predicted to be 13.607. Essentially, in the absence of any other supporting variables for job satisfaction, it suggests that the job satisfaction will maintain a value of 0.355.
2. The regression coefficient value for emotional intelligence (X1) is 0,025, which means that if there is a change in the emotional intelligence (X1) with the assumption that the variable X2 is constant, there will be a decrease in job satisfaction (Y) 0,025. Or vice versa, if there is a decrease in the X2 variable (employee empowerment) by 1%, then the Y variable (job satisfaction) will increase by 0,025.
3. The regression coefficient value for employee empowerment is 0.619, which means that if other independent variable (X1) is constant and employee empowerment (X2) has increased by 1%, then the value of job satisfaction will increase by 0.619.

Coefficient of Correlation and Determination

The primary purpose of conducting a correlation test is to evaluate how closely linked or connected variables are, which is quantified using the correlation coefficient (r).

Table 4. Coefficient of Correlation and Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	0.475	0.436	3.15552

Source: Data Processed (2023)

The primary purpose of conducting a correlation test is to evaluate how closely linked or connected variables are, which is quantified using the correlation coefficient (r). The table above displays a correlation coefficient (R) of 0.689, indicating a strong relationship between the independent and dependent variables. Meanwhile, the Coefficient of Determination (R²) is noted as 0.475, suggesting that the independent variable accounts for 47.5% of the variance observed in the dependent variable.

Hypothesis Test**T-Test****Table 5. Partial Test (t-test Output)**

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	14.192	5.803		2.446	0.021
	Emotional Intelligence	-0.306	0.135	-0.490	2.264	0.032
	Employee Empowerment	0.948	0.189	1.085	5.011	0.000

Source: Data Processed (2023)

The purpose of the T-test is to examine the significance of the partial regression coefficient. A significant effect in the t-test is indicated when the t-count exceeds the t-table value or when the significance value (Sig) is less than 0.05. Based on the table above, the results are described as follows:

1. The t value of emotional intelligence is 2.264, with a significance level of 0.032. The significance value is less than Alpha ($0.032 < 0.05$). Therefore, it can be concluded that emotional intelligence has a significant influence on job satisfaction in the Regional House of Representatives Office. It can be stated that H1 is accepted.
2. The t value of the employee empowerment variable (X2) is 5.011, with a significance value of 0,000. The t-count value (5.011) is greater than the t-table ($a/2; n-k-1$) = (0,05/2; 30-2-1) = (0,025; 27) = 2.052. The significance value is less than Alpha ($0,000 < 0,05$). Thus, it can be concluded that employee empowerment has a significant and positive influence on job satisfaction in the Regional House of Representatives Office. It can be stated that H2 is accepted.

F-Test

Table 6. Simultaneous Test (f-test Output)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	286.257	2	143.129	17.096	.000 ^b
	Residual	226.043	27	8.372		
	Total	512.300	29			

Source: Data Processed (2023)

Discussion

The Influence of Emotional Intelligence on Employee Job Satisfaction

Based on the results of Multiple Regression analysis and hypothesis testing, emotional intelligence has a significant and positive influence on employee job satisfaction. Daniel Goleman's indicators of emotional intelligence, including self-awareness, self-regulation, social skills, empathy, and motivation, greatly influence employee job satisfaction. When employees are aware of their emotions and can regulate them effectively, they experience less stress and are better equipped to handle challenges at work. Strong social skills and empathy foster positive relationships with colleagues, while high motivation contributes to a sense of purpose and accomplishment, collectively creating a work environment that enhances job satisfaction and overall well-being. The findings of this study is also supported by previous research that have been conducted to show the influence of emotional intelligence in an organization such as Khanzada, Naeem, and Butt (2018) who discovered a strong positive correlation between emotional intelligence and employees' job performance. Their mediation analysis showed that job satisfaction acts as a moderate mediator between employees' emotional intelligence and their job performance, enhancing their connection.

The Influence of Employee Empowerment on Job Satisfaction

The results of the tests indicates that employee empowerment has a positive and significant influence of employee job satisfaction. The findings of this study align with Ulutaş's (2018) research, which discovered a connection between empowerment and job satisfaction among employees across 19 diverse companies operating in various sectors within the Industrial Area, Konya. Hence, this study also demonstrates a positive correlation between employee empowerment and job satisfaction. This is consistent with the findings of Chinomona, Popoola, and Imuezerua (2017), indicating that employee empowerment significantly contributes to enhancing job satisfaction, highlighting its pivotal role. Empowering employees influences how much they like their jobs because it gives them the freedom, authority, and chances to make decisions and control their work. When employees feel empowered, it meets their natural needs to be in control and be good at what they do, making them feel accomplished and satisfied with their jobs. Empowerment also makes the workplace better by building trust between employees and bosses, improving communication, and creating a teamwork culture

The Influence of Emotional Intelligence and Employee Empowerment on Job Satisfaction

Based on the data that has been processed through hypothesis testing, both emotional intelligence and employee empowerment simultaneously have a positive and significant influence on the dependent variable which is job satisfaction. It means that the satisfaction of the employees with their jobs may increase if they are treated well by the organization. The correlation observed indicates that higher emotional intelligence corresponds to increased job satisfaction. The study further revealed a moderate correlation among various facets of emotional

intelligence—such as self-motivation, self-awareness, empathy, managing relationships, emotional stability, integrity, value orientation, self-development, commitment, and altruistic behavior—with job satisfaction. Combined, emotional intelligence and employee empowerment contribute to higher job satisfaction. Employees who feel empowered to make decisions and are supported by emotionally intelligent leaders experience a work environment that values their input, fosters positive relationships, and provides meaningful opportunities for growth. The synergy between emotional intelligence and employee empowerment creates a workplace where individuals are not only satisfied with their roles but also feel a sense of purpose, accomplishment, and belonging.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the analysis result and discussion in the previous chapter, the data analysis, and interpretation of the result, the conclusion can be drawn as follows:

1. The emotional intelligence significantly affects job satisfaction in the organization. Emotional intelligence, encompassing the ability to understand and manage emotions, plays a pivotal role in today's workplace dynamics.
2. The employee empowerment partially has a significant effect on job satisfaction. Fostering employee empowerment is a key responsibility of management, directly contributing to increased job satisfaction. Empowered employees yield positive outcomes for themselves, their employers, and their organizations.
3. The independent variables, emotional intelligence (X1) and employee empowerment (X2) both positively and significantly influence job satisfaction simultaneously. Therefore, the 3rd hypothesis which states that both independent variables do have a significant influence, is accepted and proven in this study.

Recommendation

1. It is essential for the Regional Legislatives Council Office to focus on managing and enhancing job satisfaction. Improved employee job satisfaction leads to positive organizational impacts. Therefore, organizations should prioritize the maintenance and enhancement of employee job satisfaction by supporting emotional intelligence and employee empowerment. Additionally, the author recommends motivating employees to aim for accomplishments to boost employee performance. This approach enables organizations to establish improved work protocols and create a conducive environment for the staff, thereby sustaining job satisfaction and empowerment.
2. It is advisable to conduct studies using performance assessment variables and employee empowerment once more. This is suggested due to the intriguing nature of the research object and variables. Furthermore, not all companies/organizations have the same work assessment systems or employee empowerment methods. Considering there are still numerous other variables that could influence job satisfaction, future studies can explore additional variables for further examination.

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