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# The Influence of Work Environment and Emotional Intelligence on Employee Job Satisfaction in PT Waskita Toll Road

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**Abstract---***This research aimed to determine the influence of the work environment and emotional intelligence on employee job satisfaction at PT Waskita Toll Road. The population and sample in this research are all employees at PT Waskita Toll Road in Jakarta in 2023, with as many as 136 employees using the census method to determine the sample. The results of multiple linear regression analysis show that the work environment and emotional intelligence positively and significantly affect employee job satisfaction. In the work environment, it is hoped that improvements will be made to the condition of the windows and air ventilation in the workspace, which needs to be evaluated in terms of arrangement and function. Each workspace should be provided with a window that can be used properly. Emotional intelligence, with the characteristics of employees who are not open about their feelings. It makes employees vulnerable to stress and burnout.*

**Keywords---***emotional intelligence, job satisfaction, work environment.*

#### Introduction

PT Waskita Toll Road (“WTR”) is a subsidiary of PT Waskita Karya (Persero) Tbk, which has the vision of becoming Indonesia's leading company in toll road investment. Founded on June 19, 2014, WTR actively acquired several toll roads in Indonesia. Within 5 years of its founding, WTR succeeded in making the highest achievement as a toll road developer, where WTR has shared ownership in 18 toll roads spread across the islands of Java and Sumatra. With a total length of 1,033km on 18 toll roads, WTR has succeeded in becoming a BUMN subsidiary that supports the development of toll road infrastructure in Indonesia. As a toll road developer, WTR also focuses on carrying out a number of corporate actions to release shares on several toll roads. With a toll road portfolio contributing to regional economic development, WTR has successfully carried out nine corporate actions to release shares from 2019 to 2022. In the future, WTR will focus on achieving the target of operating existing toll roads with a focus on completing toll sections that are under construction. As well as carrying out business development and other corporate actions to record sustainable performance (Rezvani et al., 2016; Liu et al., 2021; Poggi, 2010; Warwick & Nettelbeck, 2004).

In 2022, WTR will conduct work environment testing. This work environment testing includes the physical environment and non-physical work environment. Light intensity, hot work climate, and microbiology measure the physical work environment. Then, in measuring the non-physical work environment, work psychology measurements are carried out. This work environment testing was carried out to comply with Manpower Regulation Number 5 of 2018. Work environment testing was carried out in September 2022.

The light intensity test results show that 60% of the test points do not meet the standards—the hot work and climate test results show that the heat stress monitor is in mild conditions. Then, the results of microbial colony testing in the WTR office environment showed that it met biological factor standards. The results of the physical work environment test can be seen in Table 1 below:

Table 1  
Physical work environment test results in 2022

No.	Indicator	Result
1.	Light intensity	60% of the light-intensity test points do not meet the standards
2.	Hot Working Climate	The heat stress monitor is in the mild category.
3.	Microbial colonies	Meets biological factor standards

Source: PT Waskita Toll Road, 2023

Non-physical work environment testing is conducted by conducting work psychology tests given to representative employees in each work unit as a questionnaire. Work psychology tests look at 3 things, namely stress levels, resistance to stress, and fatigue levels. The results of the work psychology test can be seen in Table 2 as follows:

Table 2  
Work psychology test results in 2022

No.	Indicator	Result
1.	Stress level	20% of employees have high-stress levels, and 5% have very high stress
	ing to Stress	30% of employees have a level of resistance to stress in the low category, and 5% of employees have a level of resistance to stress in the very low category.
2.	Fatigue Level	40% of employees have a high level of fatigue, and 10% of employees have a very high level of fatigue

Source: PT Waskita Toll Road, 2023

From Table 2, it can be seen that 20% of employees have high-stress levels, and 5% of employees have very high stress levels. As many as 30% of WTR employees were assessed as having a level of resistance to stress in the low category and 5% had a level of resistance to stress in the very low category. The results of the fatigue level test show that 40% of employees have a high level of fatigue and 10% of employees have very high fatigue.

PT Waskita Toll Road conducts an Employee Engagement Index (ESS) using an all-engagement matrix: Engaged Employee, Uncommitted Employee, Unsatisfied Employee, and Disengaged Employee. The ESS results can be seen in Table 3, where it can be seen that 12.1% of employees are unsatisfied with their work.

Table 3  
Employee engagement index results for 2022

No	Engagement Matrix All	Percentage
1.	Engaged	86,8%
2.	Uncommitted	0,0%
3.	Unsatisfied	12,1%
4.	Disengaged	1,1%

Sumber: PT Waskita Toll Road, 2023

Based on the two factors explained above, namely the work environment and emotional intelligence, it is thought to significantly influence employee job satisfaction at PT Waskita Toll Road, a company engaged in the toll road investment sector that provides a working environment and whether employees have emotional intelligence. Provide satisfaction to employees. This is done because the role of the existing work environment and employee emotional intelligence in providing a sense of employee satisfaction or not are very mutually influential. So, in this research, researchers will examine further the factors that influence employee job satisfaction at PT Waskita Toll Road through the work environment and emotional intelligence employees feel (Austin, 2005; Connolly & Viswesvaran, 2000; Pant & Yadav, 2016; Wiguna & Yadyana, 2019).

## Research Methods

The population in this research is all employees at PT Waskita Toll Road in Jakarta. In 2023, there are 136 employees. The author determined the sample size in this research using the census method (saturated sampling), a sample determination technique where all population members are used as samples. The sampling method used in this research is the saturated sample method. The saturated sampling method is a sample determination technique in which all members of the population are used as respondents. In this study, the respondents were employees at PT Waskita Toll Road in the city of Jakarta in 2023, as many as 136 employees, and all of them constituted the number of respondents in this study.

## Result and Discussion

The  $t_{\text{calculated}}$  value of the work environment variable (X1) is 5.750 and the significance value is 0.000, so the  $t_{\text{calculated}}$  value  $> t_{\text{table}}$  is (5.750  $>$  1.977) or the value (Sig.) 0.000  $<$  0.05. This means that the work environment significantly affects job satisfaction at PT Waskita Toll Road. This proves that the first hypothesis that the work environment has a positive and significant influence can be accepted.

The  $t_{\text{calculated}}$  value of the emotional intelligence variable (X2) is 8.071, and the significance value is 0.000, so the  $t_{\text{calculated}}$  value  $> t_{\text{table}}$  is (8.071  $>$  1.977) or the value (Sig.) 0.000  $<$  0.05. This means that emotional intelligence significantly affects job satisfaction at PT Waskita Toll Road. This proves that the second hypothesis that emotional intelligence has a positive and significant effect can be accepted.

### *The Influence of the work environment on job satisfaction at Waskita Toll Road*

The analysis results obtained in this research show that the work environment has a positive and significant effect on job satisfaction, so the first hypothesis can be accepted. The results of this research are in line with the results of research from (Bhan, 2023; Mokaya, 2023; Khan & Safdar, 2023; Çekmecelioğlu, 2022; Agbozo, 2022; Sukirno, 2021; Miah & Kamaruzzaman, 2020; Díaz-Carrión, 2020; Raziq & Maulabakhsh, 2015; Akinwale, 2020; Anasi, 2020; Kinzl et al., 2020; Zahara, 2020; Ullly, 2019; Hidayati et al., 2019), which shows that the work environment has a positive and significant effect on job satisfaction.

Based on respondents' responses to the air circulation indicator in the workplace, I have fresh air quality so that I feel comfortable working, which shows the lowest value. It is suspected that the air circulation in the workspace is still considered poor, caused by factors that cause the workplace to have less comfortable air. Based on direct interviews with several respondents who are employees of PT Waskita Toll Road, they felt that circulation in the workspace still needed to be improved, especially in the windows and existing air ventilation. This is because the workspace uses full air conditioning/AC, which causes the room to feel stuffy and relies only on air conditioning. The lack of fresh air entering the room makes employees really want changes to the layout and the provision of windows that can be opened. Several windows in the workspace are closed to use the air conditioner/AC to work optimally and cool the room.

The lighting indicators in my workplace are sufficient, so it does not prevent me from working to show the highest score. This shows that the lighting in the workplace is good enough to support employees in carrying out their work. Lighting in the workspace that is adequate to support employee work. Based on direct interviews with several respondents, they said that the workspace had quite good lighting, where the lighting was supported by the quality of the lights used that met room standards and were of good quality. This also produces good quality lighting for employees. When employees use laptops to support their work, the lighting quality is good for eye health (Adnan & Khalid, 2018; Astuti et al., 2022; Kusumadewi, 2020; Wahyuni & Frendika, 2022).

### *The Influence of emotional intelligence on job satisfaction at Waskita Toll Road*

The analysis results obtained in this study show that emotional intelligence has a positive and significant effect on job satisfaction, so the second hypothesis can be accepted. The results of this research are in line with the results of research from (Kafetsios, 2023; Chiva & Alege, 2023; Khan & Safdar, 2023; Çekmecelioglu, 2022; Sener & Demirel, 2022; Jorfi & Yacco, 2022; George, 2022; Pandey & Sharma, 2022; Alsughayir, 2021; Sony & Mekoth, 2021; Long & Yaacob, 2021; Bambale & Jafaru, 2021; Sukirno, 2021; Zahara, 2020; Ashraf & Shaikh, 2019; Djukic & Kovner, 2019; Tumulty, 2019; Røssberg, 2019; Uilly, 2019), shows the results that emotional intelligence has a positive and significant effect on job satisfaction. Based on the respondents' responses to the indicator, I am able to express the feelings I am feeling to other people, showing the lowest value. It is suspected that PT Waskita Toll Road employees have been unable to express their feelings to others, especially colleagues openly. This shows that the character of PT Waskita Toll Road employees is not easy to be open, especially regarding expressing feelings. This shows that employees can carry out their work professionally without involving the feelings that employees are experiencing.

In the indicator, I try to understand what is happening around me by showing the highest value. This shows that PT Waskita Toll Road employees will try to understand the conditions around them. A form of sympathy and empathy that PT Waskita Toll Road employees have in understanding the existing conditions. One of them is that if there is a dispute between employees, then other employees do not need to muddy the waters. Other employees can be more neutral to reduce the existing conditions. Employees can also work professionally even if the team has a bad relationship (Wibiseno & Dewi, 2018; Sy et al., 2006; Sony & Mekoth, 2016; Ignat & Clipa, 2012).

### **Conclusion**

Based on the results of the research and discussion, it can be concluded that:

- a) The work environment positively and significantly affects job satisfaction at PT Waskita Toll Road.
- b) Emotional intelligence positively and significantly affects job satisfaction at PT Waskita Toll Road.

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