

JOB SATISFACTION AS A MEDIATOR BETWEEN EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

Vanishree.M¹, Dr Maria Ponreka²

¹Research Scholar , Department of Management Studies, Mother Teresa Women's University & Assistant Professor , Department of BBA, Ethiraj College for Women

²Associate Professor, Department of Business Administration, Meenakshi Government College for Women

Abstract: This study aims to examine the mediation effect of job satisfaction between emotional intelligence and employee's job performance. The participants of the study were employees working in information technology sector Chennai. Three structured questionnaires were administered among the participants. SOBEL test were carried out to test the mediation effects of job satisfaction on the relationship between emotional intelligence and job performance.

Key words: job satisfaction, emotional intelligence, employee's job performance, mediation effect

I. INTRODUCTION

Emotional intelligence is an imperative factor that has an effect on job performance of the employees. Past research studies have indicated that there exist a statistically significant relationship between emotional intelligence and job performance of the employees. Jenning. Some of the past studies unfolded the fact that the association between job performance and emotional intelligence may be simple and incomplete. Brunetto. Hence , there is a lack of understanding on the relationship between emotional intelligence and job performance. Only few studies attempted to examine the mediating effect of job satisfaction on emotional intelligence and job performance. The present study focuses developed a conceptual model and tested the model through SOBEL test analysis.

II. LITERATURE REVIEW

Cherniss (et al) investigated the possibility of improving the emotional and social competence of adult workers. They developed twenty two guidelines for improving emotional intelligence in organizations based on the finest knowledge pertaining to promoting social and emotional learning. The study estimated that businesses in America lose 5.6 to 16.8 billion dollars per year by not regularly following those guidelines. Carmeli (2003) attempted to narrow the gap that was found in the past studies on the effect of managerial skills and emotional intelligence on the success of senior managers in an organization. The author empirically examined the degree to which senior managers with a high level of emotional intelligence working in public sector organizations develop optimistic attitude towards work, constructive work behavior and favorable work outcomes. The results of the study confirmed that emotional intelligence of senior managers with good managerial skills is successful.

III. OBJECTIVES OF THE STUDY

The following are the objectives of the study:

➤ To measure the level of emotional intelligence, job satisfaction and perceived job performance of the employees.

➤ To examine the mediating role of job satisfaction on the relationship between emotional intelligence and job satisfaction.

IV. RESEARCH MODEL OF THE STUDY

The model developed for the study consists of three constructs which are shown in the following figure. This conceptual framework illustrates that job satisfaction plays as a mediator between emotional intelligence and job performance. This model is partially adopted from a model developed by Yoke et al (2016). The constructs for the model are “ Emotional intelligence”, “ job satisfaction” and “ job performance”. The model identified for the present study is termed as “Mediating Model on the relationship between emotional intelligence and job performed as mediated by job satisfaction”

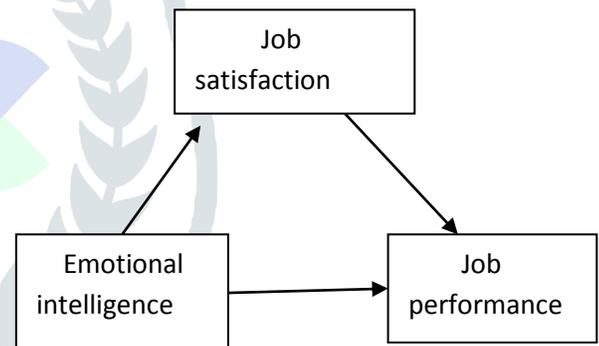


FIGURE 1: MEDIATING MODEL ON THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND JOB PERFORMED AS MEDIATED BY JOB SATISFACTION

In the above mentioned mediation model, the effect of an independent variable Emotional intelligence on a dependent variable Job performance is transmitted through a third intervening variable job satisfaction. That is, Emotional intelligence causes job satisfaction, and job satisfaction causes Job performance. This diagram represents the indirect effect of Emotional intelligence on job performance through job satisfaction and the direct effect of Emotional intelligence on Job performance controlling for job satisfaction.

V. RESEARCH METHODOLOGY

Emotional intelligence of the employees was measured by the tool developed by Cameron (WPQei), Job satisfaction level of employees was measured by Weiss(Minnesotte questionnaire short form). A structured questionnaire was developed to measure perceived job performance of the employees. About 100 questionnaires were distributed among the respondents out of which 70 questionnaires were valid questionnaires. Simple random

sampling technique was used to analyze the data collected from the respondents.

VI. DATA ANALYSIS AND INTERPRETATION

Sobel Test was carried out to test the mediation effect. This test helps in identifying whether a variable mediates between independent variable and dependent variable. Mediation effect occurs when the independent variable significantly influences the mediator variable, the independent variable significantly influences the dependent variable in the absence of the mediating variable, the mediator variable has a significant effect on the dependent variable and finally, the effect of the independent variable shrinks on the dependent variable if the mediator variable is added to the model.

To conduct a sobel test, two regression analyses should be carried out.

- To run a regression analysis with independent variable predicting mediating variable and
- Independent variable and mediating variable predicting Dependent variable.

A Regression test was carried out to determine the influential effect of Emotional intelligence and Job satisfaction

Table 1: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0.535 ^a | 0.286 | 0.275 | 0.471 |

The above table shows that, 28.6% of the variance in the dependent variable (Job satisfaction) is explained by the predictor variable (Emotional intelligence).

Table 2: Anova^a

| Model | Sum of Squares | df | Mean Square | F | Sig. | |
|-------|----------------|--------|-------------|-------|--------|--------------------|
| 1 | Regression | 6.04 | 1 | 6.04 | 27.229 | 0.000 ^b |
| | Residual | 15.085 | 68 | 0.222 | | |
| | Total | 21.125 | 69 | | | |

Anova in the regression models explains independent variables statistically, significantly predict the dependent variable, $F(1,68)=27.229$, $p<0.05$. Hence, the regression model is a good fit of the data.

Table 3: Coefficients^a

| Particulars | Unstandardized coefficients | | Standardized coefficients | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 0.658 | 0.281 | | 2.34 | 0.02 |
| Emotional Intelligence | 0.684 | 0.131 | 0.535 | 5.21 | 0.00 |

The above table shows that, Emotional intelligence with beta value of 5.21 is a good predictor of job satisfaction.

Another regression analysis was carried out to establish the relationship between independent variable and moderate variable on dependent variable.

Table 4: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.544 | 0.296 | 0.275 | 0.395 |

Model summary table reveals that R value which is positive correlation, R^2 value indicates that 29.6% of the variance in the dependent variable (job performance) is explained by the independent variable (Emotional intelligence).

Table 5: Anova

| Model | Sum of Squares | Df | Mean Square | F | Sign. | |
|-------|----------------|--------|-------------|-------|--------|------|
| 1 | Regression | 4.388 | 2 | 2.194 | 14.087 | 0.00 |
| | Residual | 10.434 | 67 | 0.156 | | |
| | Total | 14.822 | 69 | | | |

Anova table show that independent variable significantly predict the dependent variable, $F(2,67)=14.087$, $p<0.05$. Hence, the regression model is a good fit of the data.

Table 6: Coefficients

| Model | Unstandardized coefficients | | Standardized coefficients | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 0.907 | 0.244 | | 3.712 | 0.02 |
| Emotional Intelligence | -0.049 | 0.130 | -0.046 | -0.376 | 0.00 |
| Job satisfaction | 0.475 | 0.102 | 0.567 | 4.675 | |

It could be seen from the above table that when job satisfaction is included as a predictor along with emotional intelligence, it fails to predict the dependent variable. But, job satisfaction with high beta value of 0.567 acts as a good predictor of job performance.

Table 7: Sobel Test

| Input: | Test statistic: | Std. Error: | p-value: |
|---------------|--------------------------|-------------|------------|
| a: 0.684 | Sobel test: 3.47540811 | 0.09348542 | 0.00051008 |
| b: 0.475 | Aroian test: 3.44044274 | 0.09443552 | 0.00058076 |
| s_a : 0.131 | Goodman test: 3.51146169 | 0.09252557 | 0.00044565 |
| s_b : 0.102 | Reset all | Calculate | |

The results of Sobel test shown in the above table exhibits that the p value is less than 0.05 which explains the mediating effect of job satisfaction. It could be concluded that emotional intelligence has an effect on job satisfaction and job performance. Even though emotional intelligence has an effect on job performance, it may not be a long lasting effect if it does not provide job satisfaction to the employees.

VII. CONCLUSION

Emotional intelligence is a necessary soft skill in today's competitive world for an employee working at any level. The ability of an employee to manage his emotions and the emotions of others will help him to deliver better performance at workplace. Similarly, a satisfied employee is highly committed towards his job and organization contributes to the organizational development through his commendable performance. This study evinces that there is an indirect effect of emotional intelligence on job performance. Job satisfaction is a most essential factor which is imperative for the job performance but its effect plays in a constructive manner along with improved emotional intelligence skills of employees.

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