

The Relationship between Dimensions of Emotional Intelligence and Job Satisfaction at the Workplace

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Abstract: *The aim of this study was to empirically examine the relationship between dimensions of Emotional Intelligence and job satisfaction of managers working in public organizations. Data were collected from 150 managers using questionnaires and analyzed using Pearson's correlation and Multiple Linear Regression Analysis. The results of the study indicated a significant positive relationship between dimensions of Emotional Intelligence and Job Satisfaction of the employees. Emotional reasoning and emotional self-control were reported to have a significant effect on job satisfaction of employees whereas emotional self-awareness and emotional self-management did not have an effect on job satisfaction of employees. The study suggests incorporating emotional intelligence training for managers to ensure higher satisfaction and better workplace relationships.*

Index Terms – *Emotional Intelligence, Emotional Reasoning, Emotional Self-Awareness, Emotional Self-Management and Emotional Self-Control.*

I. INTRODUCTION

Public sector in India has contributed immensely to the growth of the economy. It has played an important role by providing the basic infrastructure and a leveled ground to the private companies, helping them to compete in the international market. Public sector's performance directly affects the ongoing trade and business and also attracts multi-national companies; thus, it is very important to have a successful public sector to ensure sustainable growth of the economy. One of the prerequisites of having an efficient public sector is satisfied workforce. There is no dearth of studies analyzing the antecedents and consequences of having a satisfied workforce. In the last two decades, Emotional Intelligence has also received a lot of attention from the research world for being an antecedent of a satisfied workforce.

This study aims to empirically understand the effect of Emotional Intelligence on Job Satisfaction. The dimensions of emotional intelligence chosen for the study are emotional self-awareness, emotional reasoning, emotional management, and emotional self-control. The study will help to understand how the dimensions of emotional intelligence help an employee to see things positively and stay satisfied by handling the situations around with ease.

II. LITERATURE REVIEW

Emotional Intelligence

Emotional Intelligence has been defined as the ability to process emotional information accurately and efficiently, including that information which is relevant to the recognition, construction, and regulation of emotion in oneself and others. (Salovey & Mayer, 1995). The concept of emotionally intelligent workforce gained importance with Goleman's bestseller, "Emotional Intelligence: Why it can matter more than IQ. Goleman (1995) argued that emotional intelligence can be improved in all of us and that emotions play a vital role in individuals thought process, decision-making, and success at work. Individuals interrelationship at workplace decide his success and not just the technical know-how of procedures.

Bariso (2016) defined Emotional Intelligence as an individual's ability to recognize emotions, to understand their powerful effect, and to use that information to guide one's thinking and behavior with an increased chance of successfully achieving goals.

Job Satisfaction:

Job satisfaction is defined as the attitude and feelings people have towards their work, where positive and favorable attitudes towards the job indicate job satisfaction and

negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is how the employee perceives his work, satisfied employees are seen as productive assets which positively contribute towards the growth of the organization whereas dissatisfied employees have been reported to be a liability to an organization and do not give their contribution in achieving organizational goals.

Developing Hypothesis

Emotional Intelligence plays an important role in predicting job satisfaction among employees and it must be improved by holding workshops for employees to prevent job burnout, depression and feeling of helplessness in the employees (Ghoreishi et al. 2014). On similar grounds, Quarshie and Tagoe (2017) empirically studied the relationship between the two variables and reported a positive correlation between emotional intelligence and job satisfaction of the nurses regardless of gender.

Employees of an international electronic firm were chosen as the population of the study by George and Ealias (2012) to collect data regarding designation, marital status, experience, emotional intelligence, and job satisfaction. They reported a significantly positive relationship between emotional intelligence and job satisfaction and also reported a significant effect of experience and marital status on emotional and job satisfaction, whereas gender had no significant relationship with either of the variables. Salim (2012) also opined that gender had no effect on the relationship between emotional intelligence and job satisfaction.

These results were similar to the findings of Thiruchelvi and Supriya (2009) who collected data from employees working in the petroleum industry. They reported a positive relationship between emotional intelligence and job satisfaction regardless of employees gender. Kassim, Bambale, and Jakada (2016) studied the effect of regulation of emotion, use of emotion, self-emotional appraisal and others emotional appraisal on job satisfaction of lecturers. They reported a positive relationship of regulation of emotion and use of emotion with job satisfaction and claimed that with improvement in these constructs of emotional intelligence one can achieve increased job satisfaction. Though they failed to find the effect of self-emotional

appraisal and others emotional appraisal on job satisfaction and reported no relationship between these variables.

Hosseinian et. al. (2008) selected 28 employees of Marine Installations and Construction Company who had scored lowest in Emotional Quotient and randomly assigned them to control and experimental groups. After 10 sessions for a period of four months, it was found that employees productivity improved and EI sessions can substantially contribute to the effectiveness of human resource. Guleryuz et. al. (2008) investigated the relationship between emotional intelligence and job satisfaction in a teaching hospital in Turkey. They reported a significantly positive relationship between job satisfaction and emotional intelligence with constructs like the use of emotion and regulation of emotion explaining 16% and 29% variance in job satisfaction of employees respectively.

Cekmecelioglu, Günsel, and Ulutas (2012) studied the impact of emotional regulation and emotional recognition on internal and external satisfaction. Emotional recognition was reported to have a positive and significant effect on internal satisfaction accounting for a variance of 16%. However, emotional regulation and internal satisfaction's relationship got no support from the data neither any relationship was found between emotional regulation, emotional recognition, and external satisfaction.

Hypothesis

Following hypothesis were framed for the study:

H1 There is a significant relationship between Emotional Self-Awareness and Job satisfaction of the employees.

H2 There is a significant relationship between Emotional Reasoning and Job satisfaction of the employees.

H3 There is a significant relationship between Emotional Self Control and Job satisfaction of the employees.

H4 There is a significant relationship between Emotional Self-Management and Job satisfaction of the employees.

III. RESEARCH METHODOLOGY

Respondents and data collection:

The study is descriptive and cross sectional by nature for which 100 managers from the public sector were chosen. The criteria for inclusion in the sample was, being on a managerial position for at least a period of twelve months.

Self-administered and structured questionnaires were mailed to the chosen employees. Out of the returned questionnaires 66 were completely answered and were used for further analysis.

Research Instruments:

1. Emotional Intelligence: Emotional self-awareness, emotional self-control, emotional management, and emotional reasoning are the constructs of Emotional Intelligence which were chosen to be studied. They were measured using the Genos Emotional Intelligence Inventory developed by Gilles E. Gignac. It is a self-administered questionnaire comprising of 18 items. The responses were taken on a five-point Likert scale where 1 represented almost never and 5 represented almost always. Scores ranged from 18 to 90.

2. Job Satisfaction: Job satisfaction was measured by using the Generic Job Satisfaction Scale developed by Macdonald and Macintyre. It's a self-administered questionnaire comprising of total 10 items. Their responses were taken on a five-point Likert scale where 1 represented strongly disagree and 5 represented strongly agree. The scores ranged from 10 to 50.

Reliability

Cronbach Alpha was determined to check the internal consistency of the questionnaire. Results are given in the following table:

Table 1. Reliability

Variable	Number of Items	Cronbach α
Emotional Intelligence	18	0.830
Job Satisfaction	10	0.908

Scales were found to be internally consistent as the Cronbach alpha was above 0.70.

Data Analysis

Data collected were analysed using SPSS 21. The correlation was run to know the relationship between the variables under study and multiple linear regression was run to understand the effect of emotional self-awareness, emotional self-

management, emotional reasoning and emotional control on job satisfaction of managers.

IV. RESULT AND DISCUSSIONS

Table 2

Dimensions of Emotional Intelligence		Job Satisfaction
Emotional Self-Awareness	Pearson Correlation	.44
	Sig. (2- tailed)	.001
	N	66
Emotional Reasoning	Pearson Correlation	.64
	Sig. (2- tailed)	.001
	N	66
Emotional Self-Control	Pearson Correlation	.58
	Sig. (2- tailed)	.001
	N	66
Emotional Self-Management	Pearson Correlation	.56
	Sig. (2- tailed)	.001
	N	66

Note: ** Significant at the 0.01 level

Table 3 represents the results of hypothesis testing.

H1 which states that there is a positive relationship between emotional self-awareness and job satisfaction was accepted, as $r = .44$, $p < .01$. It indicates a moderate positive and linear relationship. Also, we can say that emotional self-awareness accounts for 19% ($.44^2$) variation in job satisfaction.

H2 which states that emotional reasoning has a significantly positive relationship with job satisfaction was tested and accepted. Pearson's correlation shows a strong positive and linear relationship, with $r = .64$, $p > .01$. Accounting for 41% ($.64^2$) variation in job satisfaction.

H3 stated that emotional self-control has a significantly positive relationship with job satisfaction was tested and accepted. Results of correlation depicted a moderate positive linear relationship with, $r = .58$, $p > .01$. Emotional self-control accounting for 34% ($.58^2$) variance in the level of job satisfaction.

H4 stated that emotional self-management had a significantly positive relationship with job satisfaction which was tested and accepted. Results of correlation indicate

moderately positive and linear relationship, with $r = .56$, $p > .01$. Also, it accounted for 31% ($.56^2$) variance in the level of job satisfaction.

Conclusion

The study reported a strongly positive and significant relationship between emotional reasoning and job satisfaction. Employees good at emotional reasoning make decisions considering the emotions of others and self and are likely to feel less distressed and are more satisfied at work. Their ability to reason out in difficult situations and think rationally also adds to their satisfaction level at work. Emotional self-control, emotional self-management and emotional self-awareness also had a moderately positive relationship with job satisfaction, such employees are aware of their negative emotions and refrain from taking decisions impulsively, this keeps their negative emotions in check and doesn't let it overpower their positive outlook towards the organization.

Limitations

The findings of the study are bound by its limitations. Firstly, the study has been conducted in a public sector, results may differ if it is replicated in a different industry. Secondly, it's a cross-sectional descriptive analysis and results might vary with an increase in the size of the sample of the study.

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