

Emotional Intelligence and Job Satisfaction: -A Case Study of Selected Industrial Units of Southern Rajasthan

Dr. Pallavi Mehta

Associate Professor, Faculty of Management, Pacific University, Udaipur

drpmehta2008@gmail.com

9414808190

Enock Mochama Maina

MBA Student, Pacific University, Udaipur

enoch_maina@yahoo.com

Abstract

Emotional intelligence and Job satisfaction are two concepts of high interest in the modern work environment. They serve as a competitive edge in personal and organizational life. However, there are only few studies that explore the factors which affect the two concepts. The primary aim of this study is to examine the relationship between emotional intelligence and job satisfaction. It also tries to analyze how designation and experience of an employee affect his/her emotional intelligence and job satisfaction.

Data was collected from 208 respondents of selected industrial units of Southern Rajasthan using self administered questionnaires. Findings were made with the help of standard statistical tools such as Karl Pearson coefficient of correlation, ANOVA, t- test and so on.

The study reveals that there is a very high positive relationship between Emotional Intelligence and Job Satisfaction. It also shows that designation of the employee doesn't affect his job satisfaction and emotional intelligence. However, experience has significant effects on the two concepts.

Keywords: *Emotion; Intelligence; Emotional; Quotient; Job Satisfaction.*

Introduction

In this era of globalization where there is high cultural, scientific, economic and social exchange, the success of a person depends on many personal factors. This includes attitude, parental support, good education, social network, financial support and so on. Even with all of these, there can be failure in success. When the root causes for this was searched, it points towards Emotional Intelligence (EI). It is the ability to manage emotions intelligently. Emotional intelligence is a set of acquired skills and competencies that predict positive outcomes at home with one's family, in school, and at work. People who possess these are healthier, less depressed, more productive at work, and have better relationships

The present world demands higher level of inter-relationships, mutual understanding and greater productivity at work place. A good knowledge about others emotions and an ability to manage them can help a person to gain success and satisfaction in his work. Though, Intelligence Quotient (IQ) is an important factor which can determine the success of a person, studies shows that beyond a level it is emotional quotient that matters more than IQ; when it comes in to a work environment.

Job satisfaction is an integral component of organizational climate and an important element in management employee relationship. It is the positive emotional state that occurs when a person's job seems to fulfill important job values provided; these values are compatible with ones needs .

The investigator feels that it would be interesting to study if there is any relationship between job satisfaction and EI of the employees. This research also proposes to study about jobs satisfaction and EI based on the designation of employees. An attempt is also made to study about job satisfaction and EI based on work experience and marital status.

Literature Review

Emotional Intelligence

Emotional Intelligence (EI) describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived grand ability to identify, assesses, manage and control the emotions of one's self, of others, and of groups. Emotional intelligence is considered to play a crucial role in the modern work life. Its principles help in evaluating employee behavior, management styles, attitudes, interpersonal skills and potentials and is considered to have great relevance in areas like job profiling, planning, recruitment and selection. Another major advantage of emotional intelligence is that it allows people to better understand and manage emotions. It also helps in understanding one's own conduct as well as relationship with others. Psychological studies have shown that understanding and controlling emotions play significant role in gratifying one's life and work environment.

Job Satisfaction

Job satisfaction is a topic which has got wide appreciation in academics as well as industry. It refers to an employee's affective reaction to his job in terms of how much it satisfies his desired outcome. It actually refers to the extent to which one person likes his/her job or it may be considered as the emotional attachment one has with his/her job.

Research studies by various researchers have identified the association of some major HR concepts with job satisfaction. A work done by Melanie K. Jones in 2004 revealed that training is positively associated with job satisfaction. Kosteas V.D found Promotion as a tool to raise job satisfaction. According to Kamal, Y , Job satisfaction is an attitude of an employee over a period of his job so the factors of satisfaction and dissatisfaction changes over the period. Also, research studies shows that Job satisfaction has a negative impact on employee turnover Iverson, R.D and an increase in wages can positively affect job satisfaction Grund, C.

Emotional Intelligence and Job satisfaction

It is generally considered that employees with higher emotional intelligence will have higher job satisfaction. This is because the employees with higher emotional intelligence are able to develop strategies to overcome the possible consequences which may arise out of stress whereas those with less emotional intelligence won't be in a position to overcome the stress situations. In addition, in a group setting employees with higher EI will be able to influence the emotions of others in such a manner that, they will be able to boost their own as well as their coworkers morale.

Method

This study uses a descriptive method where in “data is collected to test the hypothesis or to answer questions concerning the current status of the study” (Gray, 1990). A survey method was selected for the present study.

Procedure

The study was conducted among the employees of an international electronic firm operating in India. Data was collected from 208 employees of the firm from different locations in the country using self administered questionnaires.

Development of Hypotheses

Based on the objectives of the research,, the following hypotheses have been formulated

- *H1: There is no significant relationship between Job satisfaction and Emotional Intelligence of the employees considered for this study.*
- *H2: There is no significant difference in the mean scores of job satisfaction based on designation.*
- *H3: There is no significant difference in the mean scores of Emotional Intelligence based on designation.*
- *H4: There is no significant difference in the mean scores of Job Satisfaction based on experience.*
- *H5: There is no significant difference in the mean scores of Emotional Intelligence based on experience.*

Measures

Emotional Quotient Tool

The Researcher used *Working with Emotional Intelligence*, Bantam Books, New York as the source for Emotional Quotient test.

Daniel Goleman identified a set of competencies that differentiate individuals with Emotional Intelligence. The competencies fall into four clusters:

Cluster 1: Self-Awareness or the capacity of an individual in understanding one’s emotions, strengths, and weakness. The major components of this cluster consist of Emotional Awareness, Self-Assessment and self-Confidence.

Cluster 2: Self-Management or Capacity for effectively and efficiently managing his/her own motive and behavior. This consists of Self-Control, Achievement, Orientation Initiative, Conscientiousness, Trustworthiness and Adaptability.

Cluster 3: Social Awareness or the ability to understand the feelings, views and motive behind the actions of others. This includes Empathy, Organizational Awareness and service Orientation.

Cluster 4: Social Skills or one’s ability to achieve desired results from others and attain one’s own personal goal. Subset includes leadership, Influence, Communication, Conflict Management, Team works, Building Bonds and Collaboration.

The competencies mentioned in the first three clusters are considered to be the necessary requirement for an individual to be successful in the fourth cluster.

Job Satisfaction Test

Job satisfaction is an area of complex research and theory. Herzberg proposes that job satisfaction is composed of 2 elements, "*hygiene factors*" and "*motivation*" factors. Hygiene factors are the necessary condition, but not the sufficient one for high job satisfaction in the

organization. Hygiene factors are related to administrative factors such as work environment, pay and other benefits or facilities associated with the job.

Motivation factors are more related to factors like degree of autonomy and decision making capacity associated with a job. It also includes factors that make jobs more intrinsically rewarding which includes interesting content, conducive team environment, importance of the work, relationships, good leadership and so on.

Profile of Respondents

It is found that about 69% of the respondents have spent 3 and more than 3 years at the firm. The sample also has about 30% of the employees with limited exposure in the companies. It can be observed that 65 % of the respondents have experience of 4 and more than 4 years. Again it can be observed that 38.46 % of the employees are executives, 32.69% are senior executives, 21.16% are Asst. Managers and 7.69% are Engineers. Also, 96 respondents are from sales department, 80 are from HR department and 32 respondents are from IT department. In general, it can be concluded that the responses are fairly balanced.

Hypothesis Testing

Hypothesis 1

There is no significant relationship between Job satisfaction and Emotional Intelligence of the Employees

Table 1; Data and results of coefficient of Correlation between Job Satisfaction and Emotional Intelligence and t- Test for Significance

Variables	N	R	t-value	Level of significance
Job Satisfaction	208	0.966	53.62	P<0.01
Emotional Intelligence	208			

The table depicts the “r” value as 0.966 and it can be interpreted as positive very high correlation between the variables. The t-value calculated is 53.62, which is significant at 0.01 levels. Hence we can conclude that there is a significant relationship between Job Satisfaction and Emotion Intelligence among the employees of the firm. So the null hypothesis is rejected.

Hypothesis 2

There will be no significant difference in the mean scores of Job satisfaction based on designation.

Comparison of various level of Job Satisfaction based on different Designation

The number belonging to each group, their mean and standard deviation of each group is given in the following table.

Table 2; Mean and Standard Deviation

S.No	Designation	Variable	N	AM	SD
1	Executives		80	39.76	9.969
2	Senior		68	36.72	9.477

	Executives	Job Satisfaction			
3	Engineers		16	39.75	8.645
4	Asst. Managers		44	40.11	7.497

For the significance of difference between mean of various level of Job Satisfaction based on different designation, ANOVA is calculated. It shows whether a significant difference exists between means of these groups.

Table 3; Significance of difference

Source of variation	df	Sum of squares	Mean square Variance	F-value
Between Groups	3	458.154	152.718	1.770
Within Groups	204	17603.610	86.297	

The table shows the result of ANOVA. The 'F' value calculated is 1.770. The table value of 'F' for degrees of freedom. 3, 204 is 2.65 at 0.05 level and 3.88 at .01 level.

The calculated 'F' value is lesser than the table value at 0.05 levels. So there is no significant difference between mean 35 scores based on different designation at 0.06 level. Hence we can conclude that there is no significant difference in the mean scores of Job satisfaction based on designation.

Hypothesis 3

There is no significant difference in the mean scores of Emotional Intelligence based on designation.

Comparison of Various Level of Emotional Intelligence based on different designation.

The number belonging to each group, their mean and standard deviation of each group is given in the following table.

Table 4; Mean and Standard Deviation

S.No	Designation	Variable	N	AM	SD
1	Executives	Emotional Intelligence	80	46.04	9.001
2	Senior Executives		68	36.90	9.293
3	Engineers		16	39.94	7.971

4	Asst. Managers		44	39.57	7.971
---	-------------------	--	----	-------	-------

For the significance of difference between mean of various level Emotional Intelligence based on different designation, ANOVA is calculated. It shoes whether a significant difference exists between means of these groups.

Table 5; Significance of difference

Source of variation	df	Sum of squares	Mean square Variance	F-value
Between Groups	3	413.177	137.726	1.779
Within Groups	204	15796.900	77.436	

The table shows the result of ANOVA. The 'F' value calculated is 1.779. The table value of 'F' for degrees of freedom. 3.204 is 2.65 at 0.05 level and 3.88 at .01 level. The calculated 'F' value is lesser than the table value at 0.01 levels. So there is no significant difference between mean Emotional Intelligence scores based on different designation groups. Hence we can conclude that there is no significant difference in the mean scores of Emotional intelligence based on designation.

Hypothesis 4

There will be no significant difference in the mean scores of Job Satisfaction based on experience.

Comparison of Various level of Job Satisfaction based on Experience

The number belonging to each group, their mean ad standard deviation of each group is given in the following table.

Table 6; Mean and Standard Deviation

S.No	Experience	Variable	N	AM	SD
1	2-3 years	Job Satisfaction	71	40.73	9.237
2	4-5 years		121	37.34	9.610
3	6-7 years		16	41.81	4.764

For the significance of difference between mean of various levels of Job Satisfaction based on experience, ANOVA is calculated. It shows whether a significant difference exists between means of these groups.

Table 7; Significance of difference

Source of variation	df	Sum of squares	Mean square Variance	F-value
---------------------	----	----------------	----------------------	---------

Between Groups	2	668.304	334.152	3.938
Within Groups	205	17393.460	84.846	

The table shows the result of ANOVA. The 'F' value calculated is 3.938. The table value of 'F' for degrees of freedom. 2,205 is 3.04 at 0.05 level and 4.71 at .01 level. The calculated 'F' value is greater than the table value at 0.05 levels. So there is significant difference between mean Job Satisfaction scores based on different groups based on experience. Hence we can conclude that there is significant difference in the mean scores of Job satisfaction based on experience. So the null hypothesis is rejected.

Hypothesis 5

There will be no significant difference in the mean scores of Emotional Intelligence based on experience.

Comparison of Various Level of Emotional Intelligence based on experience

The number belonging to each group, their mean and standard deviation of each group is given in the following table.

Table 8; Mean and Standard Deviation

S.No	Experience	Variable	N	AM	SD
1	2-3 years	Emotional Intelligence	71	41.15	7.958
2	4-5 years		121	37.25	9.425
3	6-7 years		16	41.44	4.633

For the significance of difference between mean o various level of Emotional intelligence based on experience. ANOVA is calculated. It shows whether a significant difference exists between means of these groups.

Table 9; Significance of difference

Source of variation	df	Sum of squares	Mean square Variance	F-value
Between Groups	2	749.282	397.141	5.281
Within Groups	205	15415.795	75.199	

The table shows the result of ANOVA. The 'F' value calculated is 5.281. The table value of 'F' for degrees of freedom. 2,205 is 3.04 at 0.05 level and 4.71 at .01 level. The calculated 'F' value is greater than the table value at 0.05 levels. So there is significant difference between mean Job Satisfaction scores based on different groups based on experience. Hence we can conclude that there is significant difference in the mean scores of Emotional intelligence based on experience. So the null hypothesis is rejected.

Other findings from the study

- 73% of the respondents are having high EQ

- 70% of the respondents are having high Job satisfaction
- 67% of the respondents whose work experience in between 2-4 years is having high EQ
- 77% of the respondents whose work experience in between 5-7 years is having high EQ
- 75% of the respondents whose work experience in between 8-10 years is having high EQ
- 42% of the employees are having high EQ and high job satisfaction.
- 31% of the employees are having high EQ but low job satisfaction.
- 27% of the employees are having low EQ but high job satisfaction

Suggestions

In business, Emotional Quotient programs should be used to build organizational capacity for bringing out the best in people and forming powerful workplace relationships. This helps to increase engagement, trust and integrity to build more effective teams, retain great employees, provide exceptional customer care, and effectively manage change. Development of skills like communication skills, logical skills, comprehension skills, creative skills, and management skills must get priority. Emotional intelligence test should be used in workplace for giving promotions, staff reviews, Recruitment etc.

Limitations of the Study

The scope of the study was limited to a single firm so the results may not be generalizable to the whole industry. Administrating the structured questionnaire personally would have been advantageous than the same filled in by the employees but cost was the limitation.

It is well known that no two individuals perceive things alike. To this extent, the finding of the survey might suffer from the bias in the respondents.

Survey opinion gets distorted by extreme views. It may be difficult to spot such cases and eliminate them. As a result, the conclusions may not reflect really in some issues.

Conclusion

The basic idea underlying the concept of Emotional Intelligence is that effective action requires more than purely rational thought. Emotion is critical for energizing and directing behavior. Also, to be happy and successful in life, one needs more than just cognitive ability as measured by Intelligence Quotient tests. Research consistently shows that IQ scores and academic intelligence do not predict important life outcomes very well. Job satisfaction is an integral component of organizational climate and an important element in management employee relationship. There should be firm and concrete steps taken for the purpose to improve job satisfaction.

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors.

One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as nonwork satisfaction and core self-evaluations are taken into

account. A major finding for organizations is that job satisfaction has a rather feeble correlation to productivity on the job. In short, the relationship of satisfaction to productivity is not necessarily straightforward and can be influenced by a number of other work-related constructs, and the notion that "a happy worker is a productive worker" should not be the foundation of organizational decision-making

References

- www.eq-test.com/Reports/eiq16_sample_report.pdf
- www.myskillsprofile.com/tests/eiq16
- Anju Mehrotra, *Leadership Styles of Principals*, 1st ed. New Delhi: Mittal Publication, 2005.
- J. M. George, "Emotions and leadership: The role of emotional intelligence," *Human Relations*, vol.53, pp.1027–1055, 2000.
- D. Goleman, R. Boyatzis & A. McKee, *Primal leadership: Realizing the power of emotional intelligence*, Boston, MA: Harvard Business School Press, 2002.
- K.S. Law, C.Wong, & L.J. Song, "The construct and criterion validity of emotional intelligence and its potential utility for management studies," *Journal of Applied Psychology*, vol.89, pp.483–496, 2004.
- T. Sy, & S. Cote, Emotional Intelligence: A key ability to succeed in the matrix organization. *Journal of Management Development*, vol.23, pp. 437–455, 2004.
- Olivier Serrat, "Understanding and Developing Emotional Intelligence," *Knowledge Solutions*, pp. 49-58, June 2009.
- P. Salovey, & J. Mayer, "Emotional intelligence," *Imagination, Cognition, and Personality*, vol.9, pp.185–211, 1990.
- D. Goleman, "Emotional intelligence: Why it can matter more than IQ for character health and lifelong achievement," Bantman press, New York, NY (1995).
- J.D. Mayer, P. Salovey *The intelligence of emotional Intelligence*, vol. 17, pp. 433–442, 1993.
- E.M. Oriole & R.K. Cooper, "EQ-Map: Interpretation Guide", *An integrated EQ assessment and individual profile*, Essi System, Inc, San Francisco, CA (1997)
- Hassan Jorfi and Saeid Jorfi, "Strategic Operations Management: Investigating the Factors Impacting Communication Effectiveness and Job Satisfaction," in *Procedia - Social and Behavioral Sciences*, Kulalampur, 2011, pp. 1596–1605.
- P.E. Spector, S. Fox, P.T. Van Katwyk, "The role of negative affectivity in employee reactions to jobs: Nuisance effect or substantive effect?" *Journal of Occupational and Organizational Psychology*, 72, pp.205–218, 1999.
- R.P. Tett, J.P. Meyer, "Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings," *Personnel Psychology*, 46, pp. 259–293, 1993.
- R.K. Cooper, A. Sawaf, *Executive EQ: Emotional intelligence in leaders and organizations* Grosset/Putnam, NY, 1997.
- A. Shimazu, M. Shimazu, T. Odahara, "Job control and social support as coping resources in job satisfaction," *Psychological Reports*, 94 (2), pp. 449–456, 2004.