

## Emotional Intelligence and its Effect On Job Satisfaction



### Management

**KEYWORDS :** Emotional Intelligence, Job Satisfaction, Demographic Segmentation

**Dr. B. N Sivakumar**

Professor, Adhiyamaan Engg. College, Hosur, Tamil Nadu

**Chitra. A**

Research scholar, Bharathiyar University, Coimbatore, Tamil Nadu

### Introduction

Today is the era of digital gadgets and electronic equipment's. Our lives have become highly dependent on various electronic devices and so our life style has changed a lot from how our forefathers lived their lives. This has also significantly started to impact on how our thought process and our brains function at a particular situation. It would not be completely wrong to say that our capability to react to a particular situation has changed from how our ancestors reacted to a similar situation. Research shows the fact that our intelligence is slowly becoming dependent on the gadgets and devices as many of the decision making capabilities have been made possible through several software's and applications. Does it mean it has impacted the emotional intelligence of us?

The ability to think, respond and react to a particular situation comes from the emotional intelligence of a person. Researches show that emotional intelligence contributes to the major percent of the success of a person. To understand this concept, let us first understand what Emotional Intelligence is. For that we need to understand what does the word 'Emotion' means. According to Merriam-Webster the word 'Emotion' means "*A conscious mental reaction (as anger or fear) subjectively experienced as strong feeling usually directed toward a specific object and typically accompanied by physiological and behavioral changes in the body*"

And the meaning of the word 'Intelligence' as per Merriam-Webster is "*The ability to learn or understand things or to deal with new or difficult situations*"

Thus from this, we can say that Emotional Intelligence means, "The Mental reaction that is experienced as strong feeling, and the ability to deal with difficult situations"

Now, from this we can infer that to deal with difficult situations, it is important to have higher Emotional Intelligence. However, the question is Can Emotional Intelligence be learnt or measured or taught? According to Daniel Goleman in his book "Working with Emotional Intelligence" has clearly mentioned that Emotional Intelligence is nothing but a set of skills that can certainly be acquired. Yes of course with certain discipline, determination and dedication.

### Background

A study was conducted amongst the employees of various firms in a specific geographical location to see if there are any relationships between job satisfaction and Emotional Intelligence (EI). 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. It's a known factor that

for an organization to function successfully, it's important that the employees or the internal stakeholders of the organization are satisfied with their job. Job satisfaction can be termed as the extent to which the employees of the organization like their respective jobs. Earlier it was believed that employees feel satisfied if they are paid more

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

In the study, data were collected using a questionnaire consisting of three parts:

Demographic information including the age, sex, education, occupation, marital status, employment history, previous job status, physical-psychological health, economic status, housing status.

Job satisfaction questionnaire consisted 50 multiple choice questions. The validity of this questionnaire was verified by professionals. In this regard, 40 questionnaires were distributed among the study subjects.

Emotional Intelligence questionnaire had 50 multiple choice questions and was validated questionnaire to assess emotional intelligence by experts and professionals.

### Methods & Materials Used

This was a cross-sectional study carried out on the employees of 5 different local organizations (Names are withheld to maintain the confidentiality) during the time June'2016 – August 2016. The sample size was 50 employees (10 from each organization) were chosen on a random basis (Stratified Random Sampling) for this study. Questionnaire was used to collect the data about emotional intelligence and job satisfaction.

### Objectives

The current study was aimed to evaluate the degree of emotional intelligence and job satisfaction in the employees of 5 different organizations.

### Limitations of the Study

Mistakes made by the respondents while filling the questionnaire might influence the research results

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

### Scope of the study

The study was conducted among the employees of five different companies in order to generalize the result to the total industry. The respondent (employees) includes managers, supervisor and workers of these companies.

### Hypothesis

*H1: There is significant relationship between Job satisfaction and Emotional Intelligence of the employees considered for this study.*

*H0: There is significant relationship between Job satisfaction and Emotional Intelligence of the employees considered for this study*

### Emotional intelligence test

Emotional intelligence has five components which are: self-awareness, managing emotions, motivating one self, empathy and social skills.

The *first component* of emotional intelligence is **self awareness** which means, "having a deep understanding to one's emotions, strengths, weaknesses, needs and drives" (Goleman, 1995). People who possess this quality avoid the extremes of being overly crucial and unrealistically hopeful. Furthermore, these people know how their feelings affect them, others and their job performance (Goleman. 1995).

The *second component* of emotional intelligence is **managing emotions**. This is an ongoing conversation people have with themselves, which frees them being prisoners of their feelings (Goleman, 1995). People who have high degree of managing emotions have much capability of facing the ambiguities of an advancing industry than those who has low degree of managing emotions. People with high level of managing emotions do not make bad decisions through impulsive behaviors. Self-regulation will help individuals to make thoughtful decisions, which stay in control of their feelings.

The *third component* of emotional intelligence is **motivating oneself**, which extends to the deep inner desire to achieve for the sake of achievement. Motivated individuals want to achieve beyond their and everyone else's expectations. Motivation makes people restless; therefore they continuously explore new horizons to find better ways of doing their jobs. Highly motivated people remain optimistic even though they have experienced failure or a setback. Motivated person is committed to succeed in its goals and objectives.

The *fourth component* of emotional intelligence is **empathy** which means to be considerate and aware of other's feelings. Empathic individuals are also effective in retaining talent because they are able to develop personal rapport with others.

The *last component* of emotional intelligence is **social skills**. Individuals use their friendliness in order to have people do what they want. Social individual is an effective persuader

### 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.

Rating scale was used to measure the job satisfaction in this study

### Results:

The 74% of employees had moderate emotional intelligence, while 92% of them had job satisfaction. In this study, there were no significant relations between emotional intelligence and variables such as sex, education, and marital and job status, but significant relations were found between the age and emotional intelligence. Furthermore, there was no significant relation between job satisfaction and demographic variables.

VARIABLES	N	CORRELATION
Emotional intelligence and Job satisfaction	50	0.897328

The following table explains the relationship between emotional intelligence and job satisfaction

The table depicts the „r“ value as 0.897328 and it can be interpreted as positive high correlation between the variables

**However, significant relation was found between the emotional intelligence and 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.

Emotional intelligence test should be used in workplace for giving promotions, staff reviews, Recruitment etc.

### Conclusions:

As there was significant relationship between job satisfaction and emotional intelligence for the employees, it is concluded that job satisfaction has a direct relationship with the emotional intelligence. Hence, it is also recommended that organizations need to develop measures to improve emotional intelligence in order to prevent attrition, dissatisfaction in the job and improve the job satisfaction amongst the employees which can directly improve the productivity. It is also believed that higher rate of emotional intelligence can lead to a congenial atmosphere for the employees at their work place, thus increasing in the job satisfaction.

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