



A STUDY ON THE IMPACT OF THE EMOTIONAL INTELLIGENCE ON JOB SATISFACTION WITH REFERENCE TO THE EMPLOYEES OF BANKING INDUSTRIES IN CHENNAI

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Abstract

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. Emotional and job satisfaction are well researched topics in the behavioral sciences including management and psychology. But few studies are observed which study the interrelationship between them. This paper identifies the impact of Emotional Intelligence on Job satisfaction with special reference to the employees of banking sector in Chennai. It is evident that social awareness and social skill are the two factors that have positive impact on job satisfaction.

Keywords- Job Satisfaction, Emotional Intelligence.

I. 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[1]. People who possess these are healthier, less depressed, more productive at work, and have better relationships[2].

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 one's needs[3].

II. Literature Review

A. 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, assess, 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 [4, 5, 6, and 7]. 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 [8]. Another major advantage of emotional intelligence is that it allows people to better understand and manage emotions [9]. It also helps in understanding one's own conduct as well as relationship with others [10, 11]. Psychological studies have shown that understanding and controlling emotions play significant role in gratifying one's life and work environment [12].

B. 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 [13]. It actually refers to the extent to which one person likes his/her job [14] or it may be considered as the emotional attachment one has with his/her job [15]. Research studies by various researchers have identified the association of some major HR concepts with job satisfaction. A work done by Melanie K. Jones [16] in 2004 revealed that training is positively associated with job satisfaction. Kosteas V.D [17] found Promotion as a tool to raise job satisfaction. According to Kamal, Y [18], 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 [19] and an increase in wages can positively affect job satisfaction Grund, C. [20].



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 [20]. 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. Sayed et al [21] observed that teachers' emotional intelligence was correlated significantly and positively with their job satisfaction. Fatemeh et al [22] identified the no significant relation was found between the emotional intelligence and job satisfaction in the employees of hospital. Abdul [23] identified that there is positive effect of the elements of emotional intelligence on the job satisfaction in the sector of the Jordanian telecommunication companies.

III. Need for the Study and Objectives

A. Need for the Study

There is evidence that emotional intelligence affects job satisfaction of employees. Awareness of interpersonal emotions can help the regulation of negative feelings and emotions and thus the individual will have a better performance in their job; better performance will in turn set the foundations for job satisfaction. It seems that employees with high emotional intelligence will be more satisfied with their jobs, for they will identify the sense of despair and stress more easily and will reduce it.

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 to be there to study about job satisfaction and EI based on work experience and marital status.

B. Objectives of the Study

The primary aim of this study is to examine the relationship between emotional intelligence and job satisfaction.

IV. Research Design

A. Method of Study

Analytical method is used for the current study. It is a quantitative method which determines the relationship between one thing [an independent variable] and another [a dependent or outcome variable]. The analytical method involves the application of various tools and techniques for the analysis of the data already available which is the secondary data in nature, and drawing conclusions based on the analysis.

B. Sample Size

Data is to be collected from 450 respondents from banking and software industries in Chennai city using self administered questionnaires.

C. Sampling Method

Stratified random sampling is to be used. A method of sampling that involves the division of a population into smaller groups known as strata. In stratified random sampling, the strata are formed based on members' shared attributes or characteristics. A random sample from each stratum is taken in a number proportional to the stratum's size when compared to the population. These subsets of the strata are then pooled to form a random sample.

D. Data Analysis

Findings are to be made with the help of statistical tools such as Factor analysis and Multiple regression analysis.

E. 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.

V. Data Analysis

A. Factor Analysis of Emotional Intelligence

The number of factors can be obtained by Kaiser's criterion which recommends retaining all factors with Eigen values greater than 1(see table I). In this study KMO value is 0.812 which is more than the general rule (0.5). Bartlett's test of sphericity is to find out the relationship between the variables. A p- value is < 0.05 indicates that it makes sense to continue with the factor analysis, therefore it is concluded that there are relationships between the variables. After careful examination, it is decided to

obtain five factors as they produced the most meaningful solution. Here varimax rotation is used where the major objective is to get a factor structure in which each variable observed loaded highly on one and only one factor. The decision to include a variable in a factor was based on the values of the factor loadings. The higher the value of a factor loading between the variable and the individual factor, the higher is the probability that the factor represents this variable. Such factor structure will result in each factor representing distinct factors of emotional intelligence. Following suggestions from previous literature that only factor loadings greater than 0.6 should be interpreted, factor loadings less than 0.6 are not presented in the matrix, which made interpretation noticeably easier. The results of the rotated factor matrix are interpreted paying attention to which variables had greater loadings in individual factors. The seven factors extracted together account for 74.06 per cent of total variance. The results are presented in the table no 5.30.

The most important emotional intelligence factor is the ‘Self awareness’. It consists of seven variables with the reliability co-efficient of 0.866. I believe I’m full of personal strengths has the highest load of 0.822, On the whole, I have a gloomy perspective on most things is loaded as 0.817; I would describe myself as a good negotiator is loaded as 0.782, I feel that I have a number of good qualities is loaded as 0.761, I tend to change my mind frequently is loaded as 0.735, Many times, I can’t figure out what emotion I’m feeling is loaded as 0.705, I often pause and think about my feelings is loaded as 0.602 on the factor 1. The Eigen value and the per cent of variation explained by this factor are 8.17 and 28.23 per cent respectively.

The second important factor is ‘Self Regulation’ which consists of six variables with the reliability co-efficient of 0.856. I tend to “back down” even if I know I’m right has the highest load of 0.826, Expressing my emotions with words is not a problem for me is loaded as 0.802, I usually do not find it difficult to regulate my emotions is loaded as 0.779, I tend to get involved in things I later wish I could get out of is loaded as 0.641, I often find it easy to stand up for my rights is loaded as 0.636, I’m usually able to find ways to control my emotions when I want to is loaded as 0.620 on the factor 2. The Eigen value and the per cent of variation are 6.33 and 18.58 per cent respectively.

Third factor is ‘Self motivation’, which consists of seven variables with the reliability co-efficient of 0.837. On the whole, I’m a highly motivated person has the highest load of 0.839; I generally find life is enjoyable is loaded as 0.817, On the whole, I’m able to deal with stress is loaded as 0.749, I normally find it no difficult to keep myself motivated is loaded as 0.710, On the whole, I’m pleased with my life is loaded as 0.701, I generally believe that things will work out fine in my life is loaded as 0.648, Generally, I’m able to adapt to new environments is loaded as 0.645 on the factor 3. The Eigen value and the per cent of variation are 2.44 and 10.47 per cent respectively.

Fourth factor is ‘Social awareness’, which consists of five variables with the reliability co-efficient of 0.826. I’m usually able to influence the way other people feel has the highest load of 0.841, I often find it no difficult to show my affection to those close to me is loaded as 0.763, I don’t seem to have any power at all over other people’s feelings is loaded as 0.759, I often find it no difficult to see things from another person’s viewpoint is loaded as 0.640, I’m normally able to “get into someone’s shoes” and experience their emotions is loaded as 0.614 on the factor 4. The Eigen value and the per cent of variation are 1.885 and 10.436 per cent respectively.

The last factor is ‘Social skills’, which consists of five variables with the reliability co-efficient of 0.817. I find it no difficult to bond well even with those close to me has the highest load of 0.841, I often find it no difficult to show my affection to those close to me is loaded as 0.788, Others admire me for being relaxed is loaded as 0.774, I often find it no difficult to adjust my life according to the circumstances is loaded as 0.671, I can deal effectively with people is loaded as 0.663 on the factor 5. The Eigen value and the per cent of variation are 1.38 and 4.21 per cent respectively.

Hence the researcher has reduced the number of variables from 20 to 5 underlying factors which can be used for further analysis in this chapter.

Table- I, Emotional Intelligence Factors

Factors	Emotional Intelligence Variables	Factor Loading	Reliability Co-efficient	Eigen Value	Percent of Variation
Self Awareness	I believe I’m full of personal strengths	0.822	0.866	8.17	28.23
	On the whole, I have a gloomy perspective on most things	0.817			
	I would describe myself as a good negotiator	0.782			
	I feel that I have a number of good qualities	0.761			
	I tend to change my mind frequently	0.735			
	Many times, I can’t figure out what emotion I’m feeling	0.705			

	I often pause and think about my feelings	0.602			
Self Regulation	I tend to “back down” even if I know I’m right	0.826	0.856	6.33	18.58
	Expressing my emotions with words is not a problem for me	0.802			
	I usually do not find it difficult to regulate my emotions	0.779			
	I tend to get involved in things I later wish I could get out of	0.641			
	I often find it easy to stand up for my rights	0.636			
	I’m usually able to find ways to control my emotions when I want to	0.620			
Self Motivation	On the whole, I’m a highly motivated person	0.839	0.837	4.60	12.77
	I generally find life is enjoyable	0.814			
	On the whole, I’m able to deal with stress	0.749			
	I normally find it no difficult to keep myself motivated	0.710			
	On the whole, I’m pleased with my life	0.701			
	I generally believe that things will work out fine in my life	0.648			
	Generally, I’m able to adapt to new environments	0.645			
Social Awareness	I’m usually able to influence the way other people feel	0.841	0.826	2.44	10.27
	Those close to me often not complain that I don’t treat them right	0.763			
	I don’t seem to have any power at all over other people’s feelings	0.759			
	I often find it no difficult to see things from another person’s viewpoint	0.640			
	I’m normally able to “get into someone’s shoes” and experience their emotions	0.614			
Social Skills	I find it no difficult to bond well even with those close to me	0.841	0.817	1.38	4.21
	I often find it no difficult to show my affection to those close to me	0.788			
	Others admire me for being relaxed	0.774			
	I often find it no difficult to adjust my life according to the circumstances	0.671			
	I can deal effectively with people	0.663			
Total					74.06
	KMO measure of sampling adequacy: 0.812	Bartlett's Test of sphericity: Chi Square:3107.26*; df:435 * Significant at 1 per cent level			

B. Impact of Emotional Intelligence on Job Satisfaction

The emotional intelligence factors such as Self awareness, Self regulation, Self motivation, Social awareness and Social skill are used as inputs in regression analysis to identify predictors of job satisfaction.

The method used to predict the individual performance is multiple regression analysis. Multiple regression is a statistical tool used to derive the value of a criterion from several other independent, or predictor, variables. It is the simultaneous combination of multiple factors to assess how and to what extent they affect a certain outcome. The goal of multiple linear regression (MLR) is to model the relationship between the explanatory and response variables.

The model for MLR, given ‘n’ observations, is:

$$y_i = B_0 + B_1x_{i1} + B_2x_{i2} + \dots + B_px_{ip} + E_i \text{ where } i = 1, 2, \dots, n$$

Ho: There is no significant impact of emotional intelligence on Job satisfaction

H1: There is a significant impact of emotional intelligence on Job satisfaction.

In this study, Job satisfaction (Y) is dependent variable; Self awareness (X1), Self regulation (X2), Self motivation (X3), Social awareness (X4) and Social skill (X5) are predictor variables.

The results (see table-III) shows that the combination of five variables together contributed to 51.2 % effect on job satisfaction. The R² for the overall study on the above five factors suggests that there is a moderate effect of this independent variables on job satisfaction (dependent variable). However, based on the adjusted R square value of 0.386, the elements contribute 38.6% to dependent variable. The F value (8.346) is significant at 1% level which implies that the model is fit.

Table-II, Multiple Regressions for Job Satisfaction Based on Emotional Intelligence

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Statistical Inference	
	B	Std.	Beta			F value	
Constant	46.574	2.888		16.125	.000	R = 0.512 R ² = 0.398 Adjusted R ² = 0.386	8.346***
X1	.306	.180	.100	1.696	.091		
X2	-.543	.249	-.142	-2.178	.030**		
X3	-.403	.187	-.129	-2.157	.032**		
X4	1.069	.221	.265	4.829	.000***		
X5	.556	.219	.148	2.545	.011**		

*** sig at 0.01 level ** sig at 0.05 level

VI. Implications

This study not only identifies the impact of emotional intelligence on job satisfaction but also identify the impact of various emotional intelligence factors on job satisfactions. The organizations can focus improving social awareness and social skills so that the employee job satisfaction increases.

VII. Limitations of the Study

The study covers the employees in banking and software industries only. The study is limited to the employees working in Chennai city. The results of survey have short-term validity as the job satisfaction changes with the dynamic environment.. The quality of results depends on the quality of responses from the respondents. There are many other factors influencing the job satisfaction apart from Emotional Intelligence which are not considered for the study.

VIII. Conclusion

The impact of Emotional Intelligence on job satisfactions is evident from this study. Social awareness and social skills are the two factors of emotional intelligence play significant role for job satisfaction. Self regulation and Self motivation factors of emotional intelligence have negative impact on job satisfaction whereas self awareness factor of emotional intelligence have no significant impact on job satisfaction.

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