



CORRELATION STUDY BETWEEN EMOTIONAL INTELLIGENCE AND JOB SATISFACTION

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ABSTRACT

Emotional Intelligence and job satisfaction are always an important topic to be discussed in the modern work environment. But there are a few studies are available which try to establish the importance of emotional intelligence and job satisfaction. This study tries to investigate the relation between emotional intelligence and job satisfaction. This study also put light on the fact that designation and experience also had its impact on the emotional intelligence and job satisfaction .

KEYWORDS: *Emotional Intelligence; Job Satisfaction.*

INTRODUCTION

Emotional intelligence is an important determinant in the determination of employee's performance in the organisation. Emotional intelligence is referring to the ability to perceive, control and evaluate emotion. A number of testing instruments have been developed to measure emotional intelligence, although the content and approach of each test varies. If a worker has high emotional intelligence, he or she is more likely to be able to express his or her emotions in a healthy way, and understand the emotions of those he or she works with, thus enhancing work relationships and performance. Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Emotional Intelligence probably overlaps to some extent with general intelligence.

The term Emotional Intelligence came to exist way back in the 1990s by Salayo and Mayer (1990) but it started gaining the current attention it has when it was republished by Goleman (1996) where he defined it as an individual's recognize and deal with their own feelings which is of great importance in later enabling us relate well with others by being in better position to handle others feelings. In reality, emotions control our actions and can therefore impact or redirect our behaviours for good or worse thus the need to handle our emotions and those of others carefully more especially when faced with very challenging situations (Jonas, 2013).

EI is the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively. Thus Emotional intelligence is the instrument we can use to know our own feelings and its

impacts on both our self and others and so as to enable effective interactions (Travis and Jean, 2009).

Employee achievements can be so much boosted by improving on EI (Kahtani, 2013). For so long IQ had been the only way of determining suitable persons for hire regardless of the shortcomings they presented afterwards until the when EI become public in 1995 and sparked interest of researchers, it solved the issue of finding the right persons for jobs due to its ability to test general personality traits (Goleman, 2002). As a result, IQ has since been discredited not only as the only source for success but rather EI as a more superior alternative most important aspect that can differentiate the best performers from other employees because it has been believed that EI is a determining factor behind top performers globally (Jonas, 2013). EI affects our daily lives more so how we behave and relate to others, and make individual and group decisions to arrive at desired results (Goleman, 2002).

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 fulfil important job values, provided these values are compatible with one's needs.

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 co-workers morale.

METHOD

This study uses a descriptive method where in data is collected to test the hypothesis.

Procedure

The study was conducted among the employees of Indian Railway of kamakhya railway station. Data was collected from 50 employees 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 EI 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 EI based on experience.

HYPOTHESIS TESTING

Hypothesis 1:

There is no significant relationship between emotional intelligence and job satisfaction of employees.

Variable	N	r
Job satisfaction	50	
Emotional intelligence	50	.53985

Interpretation:

The table depicts the r value as .53985 and it can be interpreted as positive very high correlation between the variables.

Hence we can conclude that there is a significant relationship between Job Satisfaction and Emotion Intelligence among the employees. So the null hypothesis is rejected.

Emotional Quotient Tool

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 behaviour. 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.

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.

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

Sl no	Designation	variable	N	AM	SD
1	Tech. Gr. 1 Fitter (Mechanical)	JOB SATISFACTION	13	61.61	14.08
2	Tech. Gr. 2 Fitter (Mechanical)		12	59.75	15.55
3	Tech.Gr.1 Fitter (S and T)		13	66.46	8.23
4	Tech. Gr.2 Fitter (S and T)		12	58	12.68

For the significance of difference between mean of various level of Job Satisfaction based on different designation, F

value is calculated. It shows whether a significant difference exists between means of these groups.

Source of variation	df	Mean square variance	F VALUE
Between groups	3	508.75	1.0229
Within groups	46	7629.25	

The table shows the result of F test. The F value calculated 1.0229. The table value of F for degrees of freedom (3, 49) is 2.76 at 0.05 level and 4.13 at 0.01 levels.

The calculated F value is lesser than the table value at 0.05 levels and at 0.01 levels. 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:

SL NO	DESIGNATION	VARIABLE	N	AM	SD
1	Tech. Gr. 1 Fitter (Mechanical)	EMOTIONAL INTELLIGENCE	13	63.07	14.26
2	Tech. Gr. 2 Fitter (Mechanical)		12	62.90	15.21
3	Tech.Gr.1 Fitter (S and T)		13	65.84	9.59
4	Tech. Gr.2 Fitter (S and T)		12	59.58	13.70

For the significance of difference between mean of various level Emotional Intelligence based on different designation,

F- VALUE is calculated. It shoes whether a significant difference exists between means of these groups.

Source of variation	df	Sum square variance	F VALUE
Between groups	3	254.43	.484363
Within groups	46	8054.449	

The table shows the result of F - TEST. The F value calculated is .484363. The table value of F for degrees of freedom (3, 46) is 2.76 at 0.05 level and 4.13 at .01 level. The calculated F value is lesser than the table value at 0.05 and 0.01 levels

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

Sl no	experience	variable	N	AM	SD
1	2-3 Yrs	Job satisfaction	25	63.4	13.18
2	4-5 yrs		25	60.28	12.36

For the significance of difference between mean of various levels of Job Satisfaction based on experience F value is

calculated. It shows whether a significant difference exists between means of these groups.

Sources of variation	df	Sum of square	F value
between groups	1	95.22	.5828
Within groups	48	7842	

The table shows the result of The F value calculated is .5828. The table value of F for degrees of freedom. 1,48 4.08 at 0.05 level and 7.08 at .01 level. The calculated F value is less than the table value at 0.05 and .01 levels. So there is no

significant difference between mean Job Satisfaction scores based on different groups based on experience.

Hence we can conclude that there is no significant difference in the mean scores of Job satisfaction based on experience. So the null hypothesis is accepted.

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 :

Sl no	experience	variable	N	AM	SD
1	2-3 Yrs	Emotional intelligence	25	63.4	13.18
2	4-5 yrs		25	60.28	12.36

For the significance of difference between mean and standard deviation various level of Emotional intelligence

based on experience ANOVA is calculated. It shows whether a significant difference exists between means of these groups.

Sources of variation	df	Sum of square	F value
between groups	1	18	.10422
Within groups	48	8290.88	

The table shows the result of ANOVA The F value calculated is .10422. The table value of F for degrees of freedom. 1 and 48 is 4.08 at 0.05 level and 7.08 at .01 level. The calculated F value is less than the table value at 0.05 and 0.01 levels. So there is no significant difference between mean emotional intelligence scores based on different groups based on experience.

Hence we can conclude that there is significant no significant difference in the mean scores of Emotional intelligence based on experience. So the null hypothesis is accepted.

FINDINGS

The study reveals that there is a very high positive relationship between Emotional Intelligence and Job Satisfaction. It also shows that designation and experience of the employee doesn't affect job satisfaction and emotional intelligence.

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 50 employees of NFR . so the results may not be generalisable 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.

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 behaviour. 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 behaviours such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours. 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 non work 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.

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