
Title: Emotional Intelligence and job satisfaction: An Impact study

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Abstract

Emotional intelligence is the capacity for recognizing our own and others feelings, motivating ourselves, and managing emotions in ourselves and in our relationships. It is a very important trait which greatly affects all other abilities, either facilitating or interfering with them. In the present scenario, cut throat competition, stretched goals, cultural differences among the diverse workforce and unbalanced work life have lead to increased level of stress in employees. This further leads to decrease in job dissatisfaction. This dissatisfaction adversely affects the performance of the employees and becomes a major problem for the organization. Previous researchers have shown that an emotionally intelligent person is more adaptive to the environment and more productive for the organization. The process and outcomes of Emotional Intelligence development also contains many elements known to reduce stress for individuals and organizations by decreasing conflicts, improving relationships, understanding, increasing stability, continuity and harmony which leads to the job satisfaction. In this paper, results of an empirical study conducted in an automobile dealership are presented and analyzed. A strong correlation is found emotional intelligence and job satisfaction. Suggestions for enhancing job satisfaction by focusing on emotional intelligence are given.

Keywords: Emotional intelligence, Financial and non financial benefits, Job satisfaction, unbalanced work life.

1. Introduction

Emotional intelligence is the capability of recognizing own and others feelings, self-motivation, and managing emotions well, in self and in one's relationships. Emotional Intelligence is a quality which profoundly affects all other abilities, either facilitating or interfering with them. It encompasses the abilities of; self-awareness, knowing one's emotions, recognizing feelings as they occur, and discriminating between them. Mood management, self-motivation, empathy, managing relationships, handling interpersonal interaction, conflict resolution and negotiation are some of the aspects of emotional intelligence.

Emotions are omnipresent in an organization. They can either be positive or negative. Both these types of emotions will have an effect on the behavior of employees and this in turn will affect the total organizational culture. Positive emotions in the workplace are those which help to achieve organizational goals. They can lead to high morale, improved performance, and better job satisfaction in the employees. Employees who have positive emotions think better and do their work more effectively. Negative emotions at work place cause organizational problems such as absenteeism, high employee turnover, decreased productivity etc. Some of the indicators for the existence of negative emotions at the workplace include poor working conditions, lack of job security, lack of team effort, poor career prospects, employees who are not suited for the job, very high or low levels of stress, lack of job security, constant fear of change in the organization.

A number of researchers have worked on the different aspects of emotional intelligence. David [1] in his study highlights the results among the highly stressed, intense but confused participants in particular because they have average emotional intelligence. Cooper [2] says that employers should seriously look at tackling the consequences of job dissatisfaction and related health problems with innovative policies. This would be a wise investment given the potential substantial economic and psychological costs of unhappy or dissatisfied workers. Ayden [3] examined the relations among emotional intelligence, job satisfaction and organizational commitment of nurses and the mediating effect of job satisfaction between emotional intelligence and organizational commitment. Timson [4] in his observations says that emotional intelligence

is purely up to an individual to define and identify for self. For workplace leaders, this knowledge can be very useful in maintaining high levels of employee satisfaction. James [5] recently renewed interest in emotions in the field of organizational behavior, as demonstrated in his recent research that focused on emotion in the workplace, emotional intelligence, and the emotional aspects of transformational leadership. Matthews [6] proposes that emotional intelligence and effective leadership may identify new sets of emotion-based skills, which could be used in leadership training and development programs to enhance leadership effectiveness. Emotional intelligence is most essential in times of stress and challenge; training in this area is a life ring, not an investment (Fariselli [7]). Davidson [8] found that emotional intelligence and adjustment dimensions showed significantly higher correlations; while cultural adjustment is not correlated with any emotional intelligence dimensions, interaction fit correlates with all the emotional intelligence dimensions except for stress management; adjustment at the work place was only correlated with intrapersonal emotional component.

From the review of literature it is found that less amount of research has been done in India in this field especially in the automobile sector. The present work proposes to bridge this gap.

2. Research Methodology

The objectives of the present study are:

- To determine the elements of emotional intelligence.
- To study the correlation between Job satisfaction and Emotional intelligence.
- To find out the satisfaction level of employees in their organization.
- To suggest measures to improve the elements of Emotional intelligence

Target Population for the study consisted of employees in Goyal Hyundai Automotives, Gulzar Automobiles, and Sandhu Motors at the functional level. The Sample Size consisted of 100 male & female

employees of these companies. Random sampling technique was used to identify the respondents. A questionnaire was administered to the respondents to elicit their response regarding the topic under study.

The following hypothesis was formulated:

H₀- there is no correlation between emotional intelligence and job satisfaction

H_a- there is a correlation between emotional intelligence and job satisfaction.

3. Results and Discussion

The hypothesis is accepted and there is a strong correlation between Emotional Intelligence and Job Satisfaction. The value of correlation comes to be 0.85. It is also found that Employees are satisfied to greater extent with the intrinsic benefits provided by the company like salary, benefits, amount and frequency of bonuses. Employees are dissatisfied with the extrinsic benefits expected like lack of participative management, less flexibility of working hours, less career advancement opportunities which are very essential for growth of the employees. The major reason for dissatisfaction is lack of job security in the organizations due to changing norms like reduced retiring age of an employee from 60 to 58 with only one month's notice, opening of new departments and retrenchment of old employees. Employees are highly dissatisfied due to lack of opportunity to work on interesting projects and because of job monotony, which is affecting both their efficiency and effectiveness. Most of the employees are unhappy with their job and job profile. Employees are also dissatisfied with the training and development programs organized by the company.

4. Conclusion

Based on the results obtained in the study and their analysis it can be concluded that there is a strong correlation between Emotional Intelligence and Job Satisfaction in the automotive service sector. Due to the strong correlation it becomes imperative for the company to give proper training to the employees for enhancing the emotional quotient and developing their Emotional Intelligence traits. This in turn shall

lead to increased productivity and improved bottom line. Emotional competence is the single most important personal quality that must be developed in the employees for the betterment of work place culture. It is likely that the company's shall experience enhanced results from such trainings with a modest investment of time and money. As there is positive correlation between the Emotional Intelligence and Job Satisfaction so at the time of selection and hiring of the employees, their Emotional Intelligence should be measured through tests which will help in reducing the dissatisfaction among the employees and will help in enhancing their satisfaction with the job and their overall satisfaction with the company.

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