



Surveying the Impact of emotional intelligence on job satisfaction

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ABSTRACT

This research intends to study on the impact which emotional intelligence may exert on job satisfaction in employees of Behnoush Company. After reviewing the literature pertaining to emotional intelligence and job satisfaction, we created two separate questionnaires in which emotional intelligence and job satisfaction were central. We aimed, by these questionnaires, at ranking job satisfaction elements. After verifying their reliability and validity they were distributed among members of statistical population. Results obtained from application of Pearson correlation as well as regression tests indicate that there is a positive, meaningful relation between emotional intelligence and job satisfaction. It was also found that the relation of social skills and self-regulation with job satisfaction was more than other relations. Also, using one-way variance analysis test, the relation between demographic features of employees and their job satisfaction was considered. The results proved no relations between the said variables.

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Introduction

The strangest thing from among many strange things over which humans have studied is the human being, itself. Despite great variety of studies which have been carried out by psychologists, sociologists and anthropologists over human being, human being remains an unknown phenomenon with great gifts which are beyond imagination. Study over human means study over two main aspects: human mind and human feeling; the two factor which when they strike a balance make a balanced creature. However, universities and schools which are devoted to flourish human logic and thought, X and Y managerial theories and/or job satisfaction and/or communication principles and organizations' leadership all stress on the reality that unseen human needs have been neglected within the organizational behavior chain. Those who take lead of such discussions failed to pay serious attention to such a critical issue. Maslow theory underlines apparently the human need to love and desires in the third level. Even in leadership theories which categorize the functions of leadership into "business centrality" and "human centrality" it originates from the fact that managers unconsciously pay attention to the former; while, they neglect the latter (Kashani, 2003).

Researches carried out by authors on human intelligence indicate that such researches have moved from the mere logical intelligence and cognitive factors of human mind toward emotional intelligence and non cognitive factors (Kashani, 2003).

Those who enjoy strong emotional intelligence take higher position toward others in terms of being conscious of their excitements and controlling them. Organizations can make use of such an advantage, if they employ them, to ensure meeting their goals in the most efficient way.

1-2- Problem statement

As human resource is considered to be the most valuable resources of organizations, managers, leaders and the authors have always sought for effective employees, to whom they

normally need both from both practical and scientific perspectives.

But sometime it seems that authors fail to establish effective communications with each other in recognizing their feelings and emotions and those of others, and consequently they fail to have a strong business performance, and they lose their innovative sense when organization run into crisis. Naturally it reduces their productivity and makes them unsatisfied from their jobs. Such a situation does not motivate other employees to do their jobs with high energy and make them unsatisfied and that they may feel better to escape from responsibility and make them far from innovation. So our central goal in this study is to answer the question:

"whether there is a direct relationship between employee's emotional intelligence and their job satisfaction?"

1-3- Necessity of the Research

In prosperous organizations, real success and movement toward prosperity begins when they come to understand the "emotional intelligence". Self-awareness, self-regulation, establishment of communications, intuition understanding and feeling are all values which cannot be denied. In such organizations, employees can increase their team work and carry out empowerment through emotional intelligence. Combination of management science and skill which can be created from emotional intelligence can drive organization toward meeting the goals which it has set before. Understanding such intelligence can not only motivate individuals to do their jobs in the most productive way but it can enable the organization to find its way toward prosperity and remarkable success (Druscott and Wolff, 2001).

In Behnoush Co.- a juice and potable producer company- it seems, from past experience and behavior of employees, that they are not satisfied with their behaviors and treatments with each other despite the high intelligence which they have. Individuals do not understand their strengths and weaknesses and they have not good performance when they are expected to

control over their feelings and when they are expected to get compatibility with organizational changes. As a consequence, they are not satisfied with their situation. It has, to great extent, affected their occupational performance. Therefore, the current research seeks to find an answer for the following question:

What impact may emotional intelligence exert over job satisfaction?

2. Literature Review

2-1 Role of emotions in human success

It can be said that feelings serve to express our thoughts and what we feel inside our hearts which is accompanied by a certain psychological and biological state. We have hundreds types of feelings with great varieties and aspects. In reality, feelings have unseen and intangible types for which we cannot even find a word to describe them (Golman, 2004)

Compared to other creatures, humans are emotional beings, and their feelings and emotions influence their believes, job satisfaction, behaviors and their inter-personal communications. In fact, emotional and feelings have deep root at their lives (Brown, 2003).

When we become aware of the important role which emotions and feelings play in our everyday lives, we ask surprisingly that “why such factors have been neglected in organizational behavior discussions?” we have two answers for this question: first one is connected with rationality. At the end of nineteenth century, when management was posed as an academic science it was tried to control human feelings. When an enterprise could exert more control over its employees and/or even could omit them, it was believe that it was doing well. Under such circumstances, nobody was motivated to study on human feelings within the realm of management. The second impediment which prevented authors from such study was the belief that said ‘feelings are destructive’. When we speak of feelings, our attention may be drawn to negative feelings such as anger, and that feelings are great impediments which block our way to success. Generally, feelings may hardly be seen as a positive factor for improvement. There is no doubt that certain feelings deteriorate personal performance, particularly when they emerge in wrong time; but it must not prevent us from neglecting the fact that we, humans, deal with our feelings all day long and that we go at work with our feelings (Robbins, 2002).

2-2 Emotional Intelligence

Daneil Golman was an author whose name reminds us of emotional intelligence. Having published his book titled ‘Emotional Intelligence’ in 1955, he posed a new challenge in personal and organizational life drawing attentions to this newly emerged phenomenon worldwide. Of course, he was not the first who had publications on this topic, but he had compiled the conclusions drawn by the authors who lived before him, and tried to tell them in very plain language until everybody can understand them. His researches drew the attention of many of the authors to this issue which still continues to be paid attention and yield valuable results.

Nowadays, it can be said that we can use the knowledge of feelings and emotions to improve organizational performance. Feelings are the very things which help us do well in choosing who to be employed, what decisions must be taken and understand such other issues as job satisfaction, leadership, interpersonal disputes and abnormal behaviors at workplace (Robbins 2002).

❖Self-awareness means that we recognize our feelings at any time and use the ones which are best when making decision

❖Self-regulation means to make the best use of our feelings to make our works plain and convenient and avoid merely satisfying ourselves.

❖Motivating oneself means to use our deepest values and interests in meeting our goals and make use of them to improve our performance and increase our persistence against problems.

❖Empathy means an ability to feel what others may feel and that we can understand their views and expand our relations with them and establish new friendly relations with others

❖Social skills means to control over feelings in different positions and conditions and to establish communication with others easily and talk to others instead of disputing when engaging in team works for the purpose of gaining the best results possible.

2-2-1- Historical Roots of Emotional Intelligence

Human mind acts in three ways: understanding, feeling and job satisfaction. The first one includes personal memory, discussion, judgment and generally the capabilities which are peculiar to human thoughts. The second one comprises of emotions, spiritual states, valuation, and any other sensual states. The third one covers personality and a sort of functionalism which can be acquired.

The first two realms (understanding and feelings) are emotional intelligence’s building blocks. That is, emotional intelligence is conscious utilization of emotions and feelings (Poon Teng Fatt, 2004).

From the Ohaio’s studies on leadership in late 1940 we can find that the most effective leadership is the one which pays attention to individuals rather than duties. Later, effective leaders were described as those who can attract trust and respect of their employees and can establish friendly relations with them. Results of such studies indicate that non- cognitive aspects of human behavior play a central role in success of leaders.

2-3- Job Satisfaction

Job satisfaction is referred to persons’ viewpoint toward his/her job. Those who have are highly satisfied with their jobs, they have certainly positive viewpoint toward their jobs, while those who are dissatisfied with their jobs, their viewpoints toward their jobs are negative (Robbins, 1995).

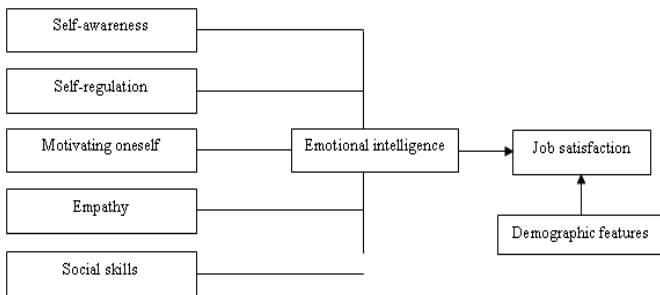
Undoubtedly organizations always seek to find ways for increasing the motivation of their labor force in order to improve their job performance and commitments. One technique can be increasing “job satisfaction” in employees. When an organization manages to increase it in its employees, it shall both attain its organizational goals and guarantee its future success (Stewart 2004).

Job satisfaction is a means through which organization can acquire certain information from its employees; for example, their viewpoints, feelings and personal preferences and expectations (Chen 2007), as well as their interest to their jobs (Lambert et al, 2007). These information enable managers to understand if their employees are satisfied with their jobs, their preferences and expectations are paid attention, the bonuses, extras, salaries and allowances payable to them are compatible with their efforts etc. (Tsai et al, 2004). When we talk about viewpoint we implicitly refer to job satisfaction; so these two terms may be used as synonyms (Berry 1998). To resolve stress and establish balanced situation, persons can change their cognitions which sometimes they may deteriorate them. From motivation point of view, therefore, stress can be a source of motivation driving persons to act, regardless of the type of such action. This action is a separate topic in organizational behavior discussion which must be dealt with elsewhere (Sa’atchi, 1991).

Job satisfaction has been a long enduring wishes and desires of managers. As when people are satisfied overall costs begin to fall in some cases. It can be manifested in that people come at work on time and carry out their duties better which leads to increased productivity and efficiency (Douglas, 2004). Various studies found that when people are not satisfied with their jobs, they are not motivated to come at work on time, work incidents start to increase and the organization's outcome shall not be satisfactory. Under such circumstances, disputes, quarrels, incompliance of laws and negligence shall increase to a maximum (Sadeghi Naeini, 1996). Job satisfaction is not the thing which can be fulfilled quickly. It takes time to be created; while it takes no time to be destroyed. It is a subtle issue: sometimes everything may be ok for job satisfaction but a mere improper behavior affects dramatically and changes everything to zero (Shafi' Abadi, 1996).

2-4- Research's conceptual model

The above model indicates the relationship between emotional intelligence and the elements which may affect job satisfaction in employees. In this model, demographic characteristics and emotional intelligence on job satisfaction are the primary hypothesis and their elements – such as self-awareness, self-regulation, motivating oneself, empathy, social skills (for emotional intelligence and age, gender, educational level, work experience (for demographic features)- are secondary hypotheses of the research.



Conceptual framework of research (Stewart, 2008; Robbins, 1997)

2-5- Hypotheses and questions posed by research

2-5-1- Hypotheses

1. There is meaningful, positive relation between emotional intelligence and job satisfaction in Behnoush Company.
- 1.1. There is meaningful, positive relation between self-awareness and job satisfaction in Behnoush Company.
- 1.2. There is meaningful, positive relation between self-regulation and job satisfaction in Behnoush Company.
- 1.3. There is meaningful, positive relation between motivation oneself and job satisfaction in Behnoush Company.
- 1.4. There is meaningful, positive relation between empathy and job satisfaction in Behnoush Company.
- 1.5. There is meaningful, positive relation between social skills and job satisfaction in Behnoush Company.

3- Research methodology

The present research has a statistical population which comprises of 597 individuals from employees and managers of Behnoush Company.

$$n = \frac{NZ^2 \cdot \frac{pq}{1 - \frac{\alpha}{2}}}{Z^2 \cdot \frac{\alpha}{2} + N\epsilon^2} \Rightarrow \frac{597 \times (1.96)^2 \times (0.05)^2}{(1.96)^2 + 597 \times (0.05)^2} \approx 234$$

The number of our statistical population was reduced to 234 individuals using sample size formula.

In this research, we used library method to gather data from literature and previous researches. After reading books, articles

and the researches carried out previously as well as searching in internet, relevant data were gathered. Our research is a descriptive one, just like other similar researches used questionnaires to test our hypotheses.

For emotional intelligence we used a questionnaire which comprised of 33 questions.

For job satisfaction we used Robbins (1997) questionnaire as a based questionnaire, which contained 28 questions. It is noteworthy that the questionnaires have the spectrum of 5 lacerate. The indices of the questionnaires as well as their number have been indicated in table 1.

Table 1: Distribution of research variables and their numbers

Emotional intelligence indices	Number of questions	Job satisfaction	Number of questions
Self-awareness	8	Nature of work	6
Self-regulation	7	Management style	6
Motivating oneself	7	Relation with colleagues	7
Empathy	6	Salaries	4
Social skills	5	Job Promotion System	5

To analyze research hypotheses we used Kolmogorov-Smirnov test, Pearson correlation test, Regression and Average tests for ranking aspects of emotional intelligence. As to prioritize emotional intelligence indices, we used AHP technique.

To increase validity and reliability, we first consulted with professors on questionnaires and we applied their comments. Then 20 questioners were distributed in each part of our statistical population. We used Cranach's alpha to evaluate reliability. For this purpose, we distributed 30 questionnaires among statistical population. Then the Cranach's alpha value was obtained for the questionnaires to be 0.79 0.82 respectively. Finally the validity of 0.7 was confirmed for the obtained values.

3-1- Analytic Hierarchical Process (AHP)

AHP is a multivariate decision making technique which is used when a decision is to be made and a choice is to be made from among different options. This method provides a proper framework for group participation and cooperation in decision making and/or problem solving (Alkhalili, 2002). That is, AHP provides best and the most effective means to create structure and to model multivariate problems which can be used broadly in management realms (Slehner et al, 2005).

4. Data analysis

4-1- Kolmogorov-Smirnov test

To survey normality of statistical sample, Kolmogorov-Smirnov test was applied. The results are shown in table 3:

Table 2: the results of applying Kolmogorov- Smirnov test

variables	Job satisfaction	Emotional intelligence	Self-awareness	Self-regulation	Motivating oneself	Empathy	Social skills
Sig	0.142	0.122	0.042	0.063	0.155	0.052	0.78

Considering table 2, value of Sig for all variables is more than 0.05. So it can be said that distribution of data is normal. As a result, we can use parametric statistics for data analysis.

4-2 Pearson correlation test

This test was used to determine the relation between variables of the research.

Table 3: the results of using Pearson test

Path	Pearson r	Sig	Results
Emotional intelligence and job satisfaction	0.719	0.000	Rejected
Self-awareness and job satisfaction	0.659	0.000	Rejected
Self-regulation and job satisfaction	0.688	0.000	Rejected
Motivating oneself and job satisfaction	0.574	0.000	Rejected
Empathy and job satisfaction	0.466	0.004	Rejected
Social skills and job satisfaction	0.473	0.019	Rejected

As can be seen from table 3, the value of Sig for all variables is less than 0.05. Therefore, the positive and meaningful relation between emotional intelligence and its various aspects with jobs satisfaction is acknowledged.

4-3- Regression test

Regression test was used to determine relation between the impact of emotional intelligence and its aspects on job satisfaction of employees.

Table 4 indicates a linear and meaningful relation between aspects of emotional intelligence and job satisfaction. This linear relation is as follows:

(Social skill) +0.58 (cooperation) +0.42 (self regulation) +0.39 (self consciousness) +0.47 +3.109 = job satisfaction.

4-4 Average test

This test is used for determining the relation of the variable which is studied.

As it can be viewed, the entire variables except motivating oneself are higher than Z-value. Therefore table 6 suggests that the 'Behnoush' company is in a favorable level from its job satisfaction, emotional intelligence and its dimensions and it is not in a desirable level from motivating oneself aspect.

4-5- One-way variance analysis test

It is used to determine the role of demographic features on job satisfaction in employees (hypothesis 3).

Considering table 6, P-Value is larger than research error (0.05) for all values and so there is no relationship between demographic features and job satisfaction.

4-6 ranking emotional intelligence using analytic hierarchical process

To rank emotional intelligence we used analytic hierarchical process.

Table 7 shows pair comparisons for emotional intelligence. The average of marks and final ranks can be seen in table 9.

The last column refers to the extent of effectiveness of each element of five elements of emotional questionnaire on job satisfaction. According to this matrix, empathy is the most important aspect of the emotional questionnaire. Then, these dimensions namely motivation, social skills, self-regulation and self-awareness are located respectively.

5. Conclusion and Recommendations

This research intends to study on the impact which emotional intelligence may exert on job satisfaction in employees. Its statistical population was composed by 64.91 male members and the remaining by female members. 12.71% were 20 to 30 years of age and 18.85 % were 31-40. 50% were 41-50 and 18.46% were more than 50 years of age. Among these individuals, only 3.94% had diploma degree, 19.29% of them had associate degree, 63.59% of them had bachelors, and 13.18 % had mastership and higher degrees. Also 24.56 % had less than 10 years of experience and 47.80% had 11 to 20 years of experience and the remaining had experience of more than 20 years.

First of all by applying Kolmogorov-Smirnov Test, normality of statistical samples was surveyed. Consequently,

through use of this test and high quantity of sig of the most of variables considering research error of 0.05, normality of distribution of findings has been proved.

According to the results obtained from Pearson and Regression's Correlation Test, there is a positive and meaningful relation between emotional questionnaire and all of its dimensions and job satisfaction of personnel where the relation between social skills and self-regulation and job satisfaction of personnel is more than other relations.

Moreover, by the use of one-way variance analysis test, the relation between demographic characteristics of personnel and their job satisfaction has been studied. According to the results obtained in this regard, there is no relation between the said variables.

Considering the results obtained from average test, from among research variables, only self-motivation of personnel is at low level and the rest of variables enjoy a desirable status.

Relying on respective results obtained, the managers of Behnoush Company were recommended that upon employment of persons, they would pay sufficient attention to the people with high emotional questionnaire. Moreover, convention of various training courses for promotion of their emotional questionnaire shall play a prominent role in degree of adaptation of persons to the work environment. These programs may include management training, empathy training, establishment of relation, training program for overcoming conflicts and how to solve such conflicts, stress management, self-management and etc so that it will help promote motivation and job satisfaction of the people.

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Table 4: the results of using Regression test

Variables	Unstandardized Coefficients	Standardized Coefficients		T value	Sig
	β	Std error	B		
Constant		2.076	5.439	10.76	0.002
Emotional intelligence	0.545	0.49	0.079	5.91	0.000
Constant		3.109	3.381	9.61	0.000
Self awareness	0.488	0.47	0.061	7.34	0.044
Self regulation	0.576	0.51	0.059	7.85	0.000
Motivating oneself	0.393	0.39	0.076	6.57	0.000
Empathy	0.447	0.42	0.045	7.11	0.008
Social skills	0.596	0.58	0.053	8.26	0.000

Table 5: results of using Average test

Dimensions	Z _{0.05}	Z value	Test result
Job satisfaction	1.645	2.76	High level ranking in application
Emotional intelligence	1.645	3.25	High level ranking in application
Self awareness	1.645	1.76	High level ranking in application
Self regulation	1.645	3.44	High level ranking in application
Motivating oneself	1.645	1.59	Low level ranking in application
Empathy	1.645	2.61	High level ranking in application
Social skills	1.645	2.96	High level ranking in application

Table 6: results of applying one-way variance analysis

Demographic variables	Dependent variable	P-Value	Sig	Results
Age	Job satisfaction	0.076	0.05	Accepted
Gender	Job satisfaction	0.059	0.05	Accepted
Educational level	Job satisfaction	1.101	0.05	Accepted
Work experience	Job satisfaction	0.831	0.05	Accepted

Table 7. Final scores of emotional intelligence indices

Indices	Self awareness	Self regulation	Motivating oneself	Empathy	Social skills
Self awareness	1.00	0.27	0.45	0.33	0.39
Self regulation	0.27	1.00	0.42	0.61	0.44
Motivating oneself	0.45	0.42	1.00	0.53	0.48
Empathy	0.33	0.61	0.53	1.00	0.55
Social skills	0.39	0.44	0.48	0.55	1.00

Table 8: final ranks of emotional intelligence dimensions

Indices	Social skills	Self awareness	Self regulation	Motivating oneself	Empathy	Social skills	Rank
Self awareness	0.41	0.1	0.16	0.11	0.14	0.184	5
Self regulation	0.11	0.36	0.14	0.20	0.15	0.192	4
Motivating oneself	0.18	0.16	0.34	0.18	0.17	0.206	2
Empathy	0.14	0.22	0.18	0.33	0.19	0.212	1
Social skills	0.16	0.16	0.16	0.18	0.35	0.202	3

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