

# IMPACT OF EMOTIONAL INTELLIGENCE ON JOB SATISFACTION: AN EMPIRICAL STUDY ON HEALTHCARE EMPLOYEES

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## ABSTRACT

The purpose of this study was to check the impact of emotional intelligence (EI) on job satisfaction. This study takes into consideration EI as multidimensional framework and analyses the various variables related to emotional intelligence. Data was collected from 147 health care employees and helped to understand the inter relationship between various variables. The findings state that EI leads to job satisfaction among employees and concluded that employees with high emotional stability had greater level of job satisfaction rather than employees who were not emotionally intelligent.

*Keywords:* Emotional Intelligence, Job Satisfaction, Emotional Quotient

## INTRODUCTION

Intelligence (EI) is thought to play a key impact in the workplace (Kafetsios and Zampetakis, 2008). Emotional intelligence refers to the capability to pay attention to one's own and others' feelings and emotions, to distinguish between them, and to utilize that information to guide one's thinking and actions (Huy, 1999). According to extant literature (Mayer and Salovey, 1995), emotional intelligence is made up of a person's ability to perceive and regulate emotions (emotion recognition and regulation) (Reus and Liu, 2004: 255). Researchers believe that a skill like this can predict work-related outcomes like job satisfaction and performance (Sy et al., 2006). Emotion awareness and regulation mechanisms connected with EI are emotion so that one can function better interpersonally.

As a result, organizational emotion theories (such as the Affective Events Theory) argue that affective states at work are important carriers for personality and organizational influences on job satisfaction. There is mounting evidence that EI has an impact on job satisfaction (e.g., Sy et al., 2006)

Because health care employees are social by nature and rely on direct engagement with patients, emotional intelligence and job happiness are especially important. However, there is a paucity of empirical evidence in general and in health care employees' businesses specifically (Gardner, 2003). As a result, the goal of this study is to check how EI affects health care employees.

## LITERATURE REVIEW

### *Emotional Intelligence*

Firm competencies, according to the resource-based perspective, include not just knowledge, skills, beliefs, and routines, but also emotions (Akgun et al., 2007). Love, hatred, courage, fear, joy, sadness, pleasure, and disgust are all examples of emotions, as are non-verbal communications and inner states associated to feelings, such as love, hate, courage, fear, joy, sorrow, pleasure, and disgust (Perlovsky, 2006). Emotions are sometimes referred to as Miners, 2006). As a result, there is a widespread inclination to blend emotion with intelligence (e.g., Mayer and Salovey, 1995; Huy, 1999). Emotional intelligence is defined as the ability to recognize and integrate emotions in order to enable facilitating thought, understanding emotions, and emotion regulation.

Self-awareness, self-management, social awareness, and social management are all included. Other typologies and categorizations of emotional intelligence exist in addition to this widely acknowledged four-dimensional model. Reus and Liu (2004), for example, describe two fundamental components of emotional intelligence: emotional recognition and emotional management. And causes and repercussions that could occur (Reus and Liu, 2004). Emotional regulation, on the other hand, is an individual's ability to control emotional processes.

Emotional intelligence constructs appear to be narrowly defined variants of previous intelligence conceptions.

## **Job Satisfaction**

Job satisfaction is the study's second variable. Job satisfaction is best understood as a subjective assessment of working conditions (work, supervision) or job-related outcomes (compensation, security). It is the filtered and forwarded impression of internal responses (i.e., feelings). Snyder and Snyder (1975:31). Employees supply those things that are seen as significant, which leads to job satisfaction.

According to Waldersee and Luthans (1994), there are five job dimensions that constitute the most essential aspects of a job that people have affective reactions to.

1. The job itself—the amount to which the employment offers the individual exciting duties, learning possibilities, and the opportunity to take on responsibility.
2. Pay- the quantity of monetary compensation received and the degree to which it is seen as equitable in comparison to others in the organization.
3. Promotional opportunities—the odds of moving up the corporate ladder.
4. Coworkers- the degree to which coworkers are technically competent and socially supportive of one another.
5. Supervision- the superior's ability to provide technical aid as well as behavioral support.

## **Internal External Satisfaction**

Internal and external aspects are commonly used to categorize job satisfaction. Internal job satisfaction is an internal drive to complete a specific task; people engage in certain activities because they are enjoyable, and it builds a sense of accomplishment.

Intrinsic motivation refers to doing something for the sake of doing it and for the joy and fulfilment that comes with it (Vallerand, 2004: 428).

External factors were described as the facility or organization's external benefits to the professional. External influences that are unrelated to the task that the individual is executing. Money, good grades, and other benefits are examples. Individuals that are externally motivated do not engage in activities for the pleasure of it, but rather for the benefit of external incentives.

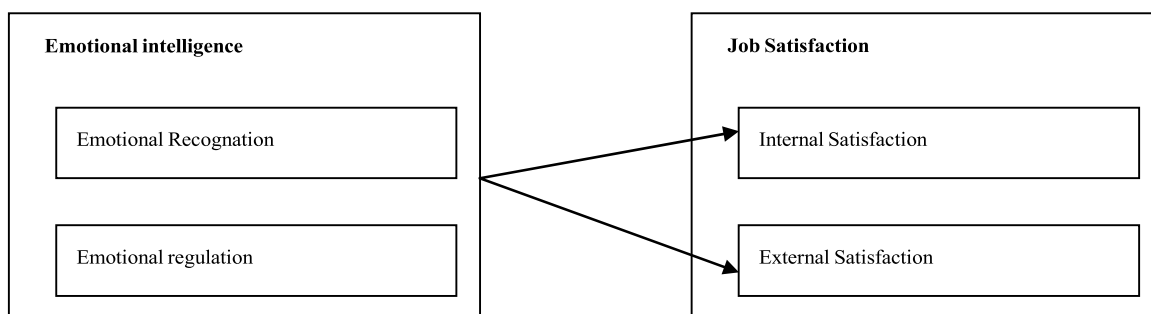
## **OBJECTIVES**

1. To study the relationship between emotional intelligence and job satisfaction of employees.
2. To study how emotional intelligence benefits at workplace.

## **HYPOTHESES**

Hypothesis 1: Emotional intelligence is positively associated with their internal job satisfaction.

Hypothesis 2: Emotional intelligence is positively associated with their external job satisfaction.



## **METHODOLOGY**

The goal of this research is to explain and examine the mutual links between emotional intelligence and job satisfaction. Employees of a health care centers were surveyed in order to scientifically investigate the concept. Data is gathered through methods such as google form and face-to-face interviews. A total of 147 out of 250 questionnaires have been returned. All constructs were measured using scales that were already in use. All items were rated on a 7-point Likert scale, with 1 indicating strong disagreement and 7 indicating strong agreement. SPSS is used to run regression, correlation, and factor analyses on the data.

The participants' average age was 21.17 (s.d.=3.58), and the majority of them were male.

The average age of the participants was 21.17 (s.d.=3.58), with 75.5% of women and 37.5% of married people. 59,2 percent of the participants had a university education, whereas 6,1 percent had a master's degree.

**Emotional recognition:** The emotional intelligence scale measures the two elements of emotional intelligence, a-) emotional recognition and b-) emotional control.

The emotional intelligence scale, is used to measure the two dimensions of **Job satisfaction:** internal and external. Scale of Job Satisfaction.

**DATA ANALYSIS**

Since the scales were employed with a new sample, exploratory analysis was performed on 11 independent factors and 8 dependent variables. Four elements should be kept, according to a principal component analysis and scree plot (eigenvalues above1.0). A principal factor analysis with varimax rotation was used to get the best fit for the data.

**Table 1.** Factor Analyses for independent variables

	Factor1	Factor2
<b>Emotional recognition</b>		
Most of the time, I can tell why I'm feeling a specific way.	,732	
My personal emotions are well-understood by me.	,869	
I am sensitive to other people's sentiments and emotions.	,809	
I have a solid grasp on the feelings of others around me.	,778	
<b>Emotional regulation</b>		
I make it a point to create objectives for myself and then work hard to attain them.		,796
I am a self-driven individual.		,787
I can manage my temper and deal with problems rationally. I can always calm down fast when I'm upset. I have good emotional control.		,809
I have the ability to consider and think from the perspective of others.		,731
When acting and conversing with others, I am able to conceal my true feelings.		,847
I make it a point to create objectives for myself and then work hard to attain them.		,817
I am a self-driven individual.		,749

Table 2. Factor Analyses for dependent variable emotional intelligence

	Factor3	Factor4
<b>Internal satisfaction</b>		
My superior/management manager's style is satisfactory to me.	.718	
I am pleased with my superior's/decision-making manager's abilities.	.516	
I am pleased to have the opportunity to work here.	.629	
<b>External Satisfaction</b>		
I am pleased with how the work-related decisions are implemented.		.630
I am delighted with the money		.527
I make as a result of working here, as well as the prospects for advancement.		.614
I'm content with having the freedom to pursue my goals.		.560
I'm happy with the autonomy I have over my tasks.		.650

The independent variables are grouped into two factors, and the dependent variables are grouped into two, according to the results of factor analysis. Factor 1 has an internal consistency reliability value (Alpha) of 0.88 for emotional recognition items. Factor 2 has seven emotional regulation items with a 0.94 internal consistency reliability coefficient (Alpha). Internal satisfaction is measured by three items with an internal consistency reliability coefficient (Alpha) of 0.87. Factor 4 consists of five external satisfaction items with an internal consistency reliability coefficient (Alpha) of 0.91. The factor loadings of emotional recognition and regulation are shown in Table 1, and the factor loadings of internal and outward satisfaction are shown in Table 2.

Table 3. Correlations, mean values and standard deviations

	Mean Value	Standard Deviation	1.	2.	3.	4.
Emotional recognition	3,8248	,89364	(0,879)			
Emotional regulation	4,1133	,85016	,702(**)	(0,944)		
Internal satisfaction	2,9397	1,16467	,366(**)	,168(**)	(0,874)	
External satisfaction	2,6291	1,17610	,054	0,008	,520(**)	(0,913)

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Means, standard deviations and inter-correlations are summarized in Table 3. Cronbach`s Alpha values are shown using parentheses on the cross of the table. According to the correlation results all variables have direct relationship between each other on a bivariate level.

Table 4. Regression results for emotional recognition, emotional regulation and internal satisfaction

Independent variables	$\beta$	Sig
Emotional recognition	,539**	,000
Emotional regulation	-,214	,055
<b>Dependent variable:</b> Internal satisfaction, $R^2= 0,161$ , $F= 14,210$		

\*\* :  $p < 0,01$ , \* :  $p < 0,05$

We looked at the effects of emotional recognition and emotional regulation on internal satisfaction in the first regression analysis. The regression model as a whole is significant ( $F=14,210$ ;  $p < 0,01$ ), explaining 16 percent of the change in internal satisfaction. As indicated in H1a, the findings show that emotional recognition has favourable and significant benefits on intelligence. Evidence in support of the relationships between emotional regulation and internal satisfaction. So, our hypothesis H1a is supported while H1b is not.

Table 5. Regression results for emotional recognition, emotional regulation and external satisfaction

Independent variables	$\beta$	Sig
Emotional recognition	,195	,108
Emotional regulation	-,146	,228
<b>Dependent variable:</b> External satisfaction, $R^2= 0,019$ , $F= 1,313$		

\*\* :  $p < 0,01$ , \* :  $p < 0,05$

We looked at the effects of emotional recognition and emotional regulation on external satisfaction in the second regression analysis. Because the regression model is not significant ( $F=1,313$ ), the findings of this regression analysis do not support the links between emotional recognition, emotional regulation, and internal contentment. As a result, neither H2a nor H2b are supported.

## CONCLUSION

The importance of emotional recognition, the first component of emotional intelligence, on internal pleasure was scientifically proven in this study. Internal happiness was positively and strongly associated to emotional recognition, according to our findings. Internal emotional control, the second measure of emotional intelligence, had no obvious statistical correlation.

But this finding does not imply that emotional regulation has no impact on internal pleasure; rather, given the substantial association between the two, emotional regulation is likely to influence internal contentment via emotional awareness. The findings of this study, in terms of job satisfaction, are comparable to those of Wong and Law (2002) and Sy et al (2006). Employees with a high EI score are better at recognizing and controlling their emotions, according to the study. Employees with high EI may be more aware of the aspects that contribute to their experience of good and negative emotions, resulting in increased internal satisfaction.

These findings show that there is no scientific evidence for a link between emotional intelligence and success.

This suggests that emotional intelligence and emotions play no influence in the exterior dimension of job happiness, which includes monetary awards and promotions, remuneration, and regulations.

Because of various limitations to the study results, the findings from this cannot be taken as conclusive proof. First, the data shown here are from a single location; outcomes may vary for employees working in different places with varying cultural, environmental, and political variables. Second, because our sample was drawn from a health care center, the results represent the characteristics of health care employees. The outcomes may vary depending on the industry. Despite these limitations, this research has major theoretical and practical consequences. First, this study demonstrates the importance of emotional intelligence.

Furthermore, the findings show that the emotional recognition feature of emotional intelligence is more significant than emotional management for internal pleasure.

From a managerial standpoint, the findings suggest that, in order to improve job happiness, management should place a premium on employees' emotions and emotional intelligence.

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