

Emotional Intelligence and Job Satisfaction: A Study among Employees of Automotive Industries in India

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Abstract: This study aims to investigate the relationship between emotional intelligence and job satisfaction among the employees in automotive industries in India. The literature implies that employee skills and emotional intelligence play a significant role in achieving the objective and completing their goals in the workplace which leads to increase in production and employees perceive a greater level of job satisfaction. The study has been designed to explain the relationship between employee's emotional intelligence and their job satisfaction among the employees of automotive ancillary industries in India. The findings of the study showed that there was no significant relationship between employee's emotional intelligence and their job satisfaction.

Key words: Emotional intelligence, job satisfaction, turnover, job performance, automotive industries, India

INTRODUCTION

In today's technological scenario, the biggest challenge facing automotive industries is to retain the talented workforce, specifically its employees. The most important factor in achieving the goals of any organization is manpower and without any doubt, the success and progress of any organization depend on its human resources. The human resource must have to be a hard working and committed individuals which will make the working conditions more favorable. This makes the employee to deliver his talent and skills to the organization in order to achieve the objective and goals of the organization.

The understanding of emotions in the workplace is more important as it helps in determining the employee's response as well as the attitude towards the workplace. Employees working in automotive industries have lot of work pressure in terms of workload, working long hours with the machineries under stress which affects their job satisfaction level and their performance as a result. Emotional intelligence plays a vital role in this situation by managing and controlling their emotions and other individual's emotion to keep a significant performance and to increase the ability to work under psychological and physical stresses in implementing job. As a result, it may lead to higher level of job performance and job satisfaction.

Mayer and Salovey (1993) defined emotional intelligence as an individual's ability to perceive, express,

understand and regulate emotional responses both internally and others. An employee with high emotional intelligence is able to respond appropriately to workplace stress and to the emotional behavior of his coworkers. These abilities are anticipated to greatly enhance job satisfaction. At a theoretical level emotional intelligence reflects the extent to which a person attends to processes and acts upon information of an emotional nature intra-personally and inter-personally. The emotional intelligence includes the ability to pursuit and be incentive, to control the strokes, to control the emotion and to sympathy. The emotional intelligence is known as the important resource of incitement, information, personal power, innovation, creativity and influence that plays a vital role in improving the organization. Because the emotional intelligent results in persons loyalty and organization dependency, better compatibility with organization changes, technical improvements, human relations and making more logical decisions (Antonacopoulou and Gabriel, 2001). Emotional intelligence which is another type of intelligence is conceptualized as the individuals awareness of his own feelings correctly and is assessed by another type of intelligence.

Moreover, research has already shown that emotional intelligence leads to high job performance (Harrod and Scott, 2005; Staw, 2004), long-term mental health (Carmeli, 2003), better outcomes in work groups and leadership qualities (Lopes *et al.*, 2006) and organizational success.

Job satisfaction of employees is another significant variable for the success of organizations in competitive environment. Job satisfaction is the individual's negative or positive evaluative judgment about his job (Weiss, 2002). The importance of this concept refers to its main role in job design, leadership and employees quitting (Rowden, 2002). 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 ones needs. Job satisfaction is becoming an important aspect for the employees of automotive industries as dissatisfaction affects the working process and influences the other roles played by other employees. Job satisfaction is the emotional reaction a worker has towards his job after a comparison of the outputs he expects or desires with real outputs. Job satisfaction is the sense of inner fulfillment and joy achieved when performing a particular job. Job satisfaction has been defined as multidimensional psychological response to ones job having three components; cognitive, affective and behavioral (Heller *et al.*, 2002).

Literature review: Emotional intelligence is considered to play a crucial role in the modern work life (Goleman *et al.*, 2002). The fact of emotional intelligences being an indispensable part of our life was realized after proven that people who had shown high success on tests could not show the same success in their daily life (Chiva and Alegre, 2008). Emotional intelligence principle helps 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. Another major advantage of emotional intelligence is that it allows people to better understand and manage emotions (Salovey and Mayer, 1990). Emotional intelligence helps in understanding one's own conduct as well as relationship with others (Mayer and Salovey, 1993). Psychological studies have shown that understanding and controlling emotions play significant role in gratifying one's life and work environment. Emotional intelligence is proposed as an important predictor of key organizational outcomes including job satisfaction (Van Rooy and Viswesvaran, 2004). Since, emotions of employee playing a significant role in organizations life, the need to study emotional intelligence is obvious (Harrod and Scott, 2005). Goleman (1996) argued that emotional intelligence, not intelligence quotient is the true measure of human intelligence. He argued that qualities such as understanding one's emotions, recognizing and empathizing with others emotions and regulating ones

emotions are much important than IQ. A study done by Fisher (2006) on mood, emotions and job satisfaction revealed that mood and emotions accounted for unique variance of overall job satisfaction. Goleman (1998) suggested that emotional intelligence is composed of self awareness, self management, social awareness and social management. Hence, emotional intelligence allows individuals to not only recognize their own emotions in and outside of strictly intellectual situations. Zeidner *et al.* (2004) stated that emotional intelligence designates the potential to become skilled at learning certain emotional responses that can determine a person's potential for learning practical job-related emotional and social skills. Goleman (1999) explained that emotional intelligence creates passion, confidence, friendliness, motivation, pride and energy in individuals. Emotional intelligence was closely related to job satisfaction and job success (Goleman, 1998). Employee job satisfaction is critical to the success of the organization since low job satisfaction leads to high attrition rate, low productivity and high labor costs. On the other hand, high job satisfaction leads to improve work performance in terms of quality and quantity because the characteristics of the job match the expectations of the employee. A study was conducted on the relationship between demographic variables, emotional intelligence and job satisfaction in educational administrations of Iran and it was found that emotional intelligence is one of the most vital factors that help sustain communication effectiveness and job satisfaction. Another study between emotional intelligence as well as its five components and job satisfaction of physical education teachers in Zanjan province found a significant positive relationship between emotional intelligence and job satisfaction. A research was conducted to measure the effect of emotional intelligence and gender on job satisfaction in three different governmental organizations in Egypt which concluded that employees who are of high emotional intelligence are more satisfied with their work more than the employees who are of low emotional intelligence.

Objectives of the study: The objectives of the study are as follows:

- To study the relationship between emotional intelligence of perception and job satisfaction
- To study the relationship between emotional intelligence of understanding and job satisfaction
- To study the relationship between emotional intelligence of management and job satisfaction
- To study the relationship between emotional intelligence and job satisfaction

MATERIALS AND METHODS

Research framework: Research frame work on emotional intelligence and job satisfaction shown in Fig. 1.

Hypothesis and methodology: The following hypotheses are formulated to achieve the objectives of the study:

- H₁: Emotional intelligence of perception is positively related to employee job satisfaction
- H₂: Emotional intelligence of understanding is positively related to employee job satisfaction
- H₃: Emotional intelligence of management is positively related to employee job satisfaction
- H₄: Emotional intelligence is positively related to employee job satisfaction

The present study is investigated with the correlation test to examine the impact of emotional intelligence and its variables on job satisfaction among the employees of automotive industries in India. Emotional intelligence and its components are independent variables with job satisfaction as the dependent variable. In this study, employees from automotive industries of different area were provided with questionnaires. The total sample of 230 respondents was selected on a random basis from the employees of automotive industries in India. The final sample of 225 respondents was selected after randomization and elimination. In the final sample, 67.32% were males and 32.68% were females (Table 1).

Emotional intelligence was measured using the Siberia Schering’s emotional intelligence questionnaire with the Likert scale consist of 5 subscales. Mansouri used construct validity to determine the validity of the questionnaire and based on the results it can be claimed

that Siberia Schering’s emotional intelligence questionnaire is sufficiently valid. Job satisfaction was measured using the Wysocky and Kromm’s job description index. This questionnaire is the most reliable job satisfaction questionnaire based on a 5 point Likert scale. Pearson’s correlation coefficient test and stepwise regression were applied. Fisher’s exact test has been applied to determine the difference between groups in the correlation coefficient of emotional intelligence and job satisfaction.

RESULTS AND DISCUSSION

From the Table 2, the correlation between emotional intelligence and job satisfaction is significant at $p \leq 0.05$ level. Based on the findings of the research, it can be asserted with 95% confidence that there is a significant positive relationship between emotional intelligence of employees of automotive industries and their job satisfaction. The calculated value r at $p \leq 0.05$ level suggests a significant positive relationship between emotional intelligence of perception, understanding, management and job satisfaction of employees of automotive industries in India.

The results from Table 3 indicate that the variables of perception, understanding and management can enter the final regression equation as predictor variables for explaining job satisfaction of employees of automotive industries in India. Thus in the first step, emotional intelligence of management entered the equation and 0.431% of job satisfaction of employees of automotive industries was predicted by this variable. Simultaneously, the other predictor variables are entering the regression equation and their criterion variables of job satisfaction were calculated.

The findings related to the hypothesis revealed that the correlation between emotional intelligence and job satisfaction of employees of automotive industries is positive and significant. Thus, it can be revealed that the more the emotional intelligence of employees of automotive industries is, the more will be their job satisfaction. The findings of the research are directly consistent with the results of Thomas and Linda and Hasankhoyi and several other researchers. In many jobs, emotional intelligence plays an important role

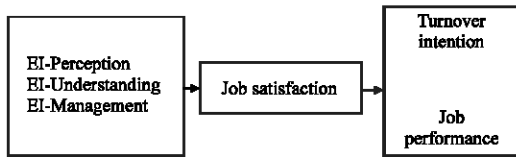


Fig. 1: Research framework on emotional intelligence and job satisfaction

Table 1: Respondent characteristics (n = 225)

Respondents characteristics	Sub-profile	Percentage
Gender	Male	67.32
	Female	32.68
Age (years)	21-25	15.61
	26-30	29.66
	30-35	20.55
	≥ 36	34.18
Job tenure (years)	0-1	15.00
	1-3	25.27
	3-5	19.25
	≥ 5	40.48

Table 2: Correlation between components of EI and job satisfaction of employees of automotive industries in India

Variables	N	r	p-values
Emotional intelligence and job satisfaction	225	0.368**	0.001
EI-Perception and job satisfaction	225	0.046	0.671
EI-Understanding and job satisfaction	225	0.038	0.629
EI-Management and job satisfaction	225	0.273**	0.001

** $p \leq 0.01$

Table 3: Regression, the relationship between the components of EI and job satisfaction of employees of automotive industries in India

Steps	Variables	Beta	t	Sig.
1	Constant	-	12.430	0.001
	EI-Management	0.431	8.251	0.001
2	Constant	-	6.115	0.001
	EI-Management	0.462	8.035	0.001
	EI-Understanding	0.217	5.701	0.001
3	Constant	-	1.052	0.174
	EI-Management	0.491	8.241	0.001
	EI-Understanding	0.361	5.004	0.001
	EI-Perception	0.201	4.719	0.001

in job opportunities, job skills and talents. Each job requires a certain level of emotional intelligence with regard to its nature. Some jobs do not need a high degree of emotional intelligence since they focus mainly on performing the duties, thus people with a high level of emotional intelligence do not succeed in such jobs. This study confirmed that emotional intelligence has positive effect on job satisfaction of employees of automotive industries in India. Further the HR policies of automotive industries have been developed and structured that EI is one of the critical process of HR functions. Employing with a high level of emotionally intelligent employee would certainly an asset to an organization. Further research can be done on comparative study of IQ and EQ of employees at work place and combined effect of it on job satisfaction.

Researchers can take other different control variables and large sample can be taken to know more about the accuracy of the result. There could be various approaches and opportunities is available for researchers to enrich the area of EI and job satisfaction and the research has been carried out on other sectors of organization to prove the worth of the result.

CONCLUSION

The study also revealed that there was a significant relationship among the variables of emotional intelligence of perception, understanding and management on job satisfaction. The result also showed a significant positive relationship between emotional intelligence and job satisfaction.

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