

IMPACT OF EMOTIONAL INTELLIGENCE ON JOB SATISFACTION: A STUDY AMONG SOFTWARE PROFESSIONALS IN KERALA

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Abstract

Studying different aspects of an employee's characteristics as an intellectual asset has become important for organization as it can help to find out effective and efficient employees and that contributes to the overall development of the organization. Emotional intelligence is one of the aspects which focus on employee's capacity of recognizing their own emotions, other's emotions and managing them. Studying this aspect of employees can help the organizations to select and recruit the effective employees.

Keywords: *intellectual asset, globalization, customer satisfaction, emotional intelligence, human resources, social intelligence*

Recent developments in globalization and increasing importance of information availability directed companies to seek new ways for better competition opportunities. Actually companies need employees who give more attention to customer satisfaction, can do teamwork, and can easily adapt to changing environment. Each of these competencies indicates that an emotional intelligence (EI) is based on competencies. Therefore, organizations rely more on competencies while building up their human resources (HR) applications, especially their training activities. Due to the increasing importance of computing technology in the business world, IT executives who made important contributions to the competitive advantage of current businesses and officers who derived income to the business world are examined in order to contribute HR applications based on emotional intelligence by determining the emotional competency models.

Need for the Study

Emotional Intelligence (EI) has emerged as a theme of widespread interest in psychological research in recent years. It affects the day-to-day life of everyone. EI is the ability to recognize our own potential as well manages everything as per situation. At work place, emotions are mainly based on two persecutors, namely, sociological

and psychological. Many companies have found that people with EI showed increased performance, enhanced motivation, greater leadership skills, better ability to work as a team, and high discipline (Ryot, H.W 2007)ii

Especially after globalization, the organizations are trying to increase their performance through increase in the productivity of their employees. In the case of information technology field, it is highly inevitable to increase the employees' productivity, since the competition is cut-throat. Hence, the IT companies have implemented various programmes and techniques to increase their employees' productivity. One of the programmes is related to emotional intelligence. In order to analyse the worthwhile of such programmes at the IT field, it is imperative to examine the causes and effects of emotional intelligence among the software professionals on a continuous basis.

Review of Previous Studies

Troy et al., (2008)iii identified three components of trust, namely, dependability, knowledge and expectations. These are significantly correlated with the emotional intelligence of the managers in commercial banks.

Gardner et al., (2005)iv demonstrated that the openness to experience with other attributes is an important factor in determining the emotional intelligence among the executives.

Dulewicz and Higgs (2000)v used seven dimensional trait-based model to measure the emotional intelligence. They are self-awareness, emotional resilience, motivation, interpersonal sensitivity, influence, intuitiveness, and conscientiousness.

The emotional intelligence quotient inventory (EQI) has been shown to be positively related to team work behaviour (Sue-Chan and Lathan, 2004)vi and job performance (Bachman, et al., 2000)vii, and negatively related to anxiety Summerfeldt, et al., 2006)viii and depression (Dawda and Hark, 2000)ix.

Wong et al., (2004)x concluded that there is a positive relationship between emotional and social intelligence and performance. The overall emotional and social intelligence predicted sales performance.

Gardner and Shough (2002)xi mentioned that the emotional intelligence would be an important factor in team leader effectiveness. It has been shown to be important for the success of managers and leaders.

FedEx skepticism off the picture and overhauled leadership program with one they labelled as "people-first leadership". In this, they incorporated emotional intelligence assessment and development models into a six month program for their managers. This resulted in an 8-11% increase in core leadership areas. This program also accounted for a 72% increase in decision making and a 60% increase in quality of life of their managers (Freedman 2014)xii

Emotional Intelligence (EI) does contribute to success and failure of leadership although it is not the sole contributing factor. Even though there are some variations in the conceptualization of EI there are also major commonalities, and leaders and organizations that integrate EI concepts in their leadership development programs can experience significant results (Raymond et al., 2015)xiii

“The project managers with a high emotional quotient transformational leadership and added competencies will have the added advantages of better performance and success over those tacking them” (Rashid et al., 2017)xiv. Butler and Chinowsky (2006)xv found a positive relationship between total emotional quotient (EQ) and transformational leadership and that 34 per cent of the variance in transformational leadership was explained by the total EQ.

Objectives of the Study

1. To exhibit the background of the respondents;
2. To measure the level of emotional intelligence among them
3. To evaluate the impact of EI on the Job Satisfaction.

Research Design of the Study

The research design in the present study is descriptive nature. Since the study describes the phenomena of EI among the professionals, the impact of EI on the Job satisfaction, it is descriptive in nature.

Sampling

The included population of the present study is the number of executives working in top IT companies, operating in Kerala. Convenience sampling method is used to select the samples. Sixty each male and female totaling 120 executives are selected for the study in Kerala. The pre-test was conducted among 20 IT professionals working in five different IT companies. Based on the feedback given by the experts, certain modifications, additions and deletions were carried out. The final questionnaire was framed and sent to the IT professionals to collect the relevant data required for the present research work.

Limitations of the Study

1. The scope of the study is limited to the executives (Software professionals) working in IT field at Kerala only.
2. The variables included in each concept used in the present study have been drawn from the reviews of previous studies and also the views of experts.
3. The linear relationships between the dependent and independent variables have been assumed in the present study.

Emotional Quotient Inventory (EQI)

In the present study, the scale used by Steven et al. (2008)xvi has been used. The variables related to EQI are given in Table 1.

Table 1 Variables in Emotional Quotient Inventory (EQI)

Sl.No.	Variables	Sl.No.	Variables
I.	Self-awareness and self-expression	IV.	Change management
1.	Understand one"s emotions	1.	Adapt and adjust one"s feeling
2.	Accurately perceive, understand and accept oneself	2.	Thinking of new situations
3.	Effectively and constructively express emotions	3.	Effectively solve problems Inter personal nature
4.	Free of emotional dependency on others	4.	Thinking of external validity
	Achievement of personal goals	V.	Self-motivation
II.	Social awareness and inter personal relationship	1.	To be positive
1.	Aware and understand how others feel	2.	Look at the brighter side of life
2.	Identify with one's social group	3.	To feel content with oneself
3.	Co-operate with others	4.	To feel content with life in general
4.	Establish mutually satisfying relationship	VI.	Social skills
III.	Emotional management	1.	Wielding effective tactics for permission
1.	Effective and constructive management of emotions	2.	Inspiring and guiding groups and people
2.	Effective and constructive control of emotions	3.	Creating group synergy
		4.	Nurturing instrumental relationship

The respondents are asked to rate the above said variables at five point scale according to the order of existence among them.

Emotional Intelligence (Ei) Among the Executives

The score on the six components of EI has been computed by the mean score of the variables in it. The "t" test has been applied to find out the significant difference

between the male and female executives regarding their level of various components of EI. The results are given in Table 2.

Table 2 Score on Emotional Intelligence among the executives

Sl. No.	Variables	Mean score among		t – statistics
		Male	Female	
1.	Self-awareness and self-expression	3.7208	3.0132	2.6408*
2.	Social awareness and interpersonal relationship	3.8245	3.0467	2.8791*
3.	Emotional management Change management	3.7463	3.2136	2.3028*
4.	Self-motivation	3.9463	3.1282	3.0134*
5.	Social skills	3.7663	3.3162	2.2572*
6.	Overall	3.8996	3.0596	3.4568*
		3.8369	3.1263	3.0238*

Significant at five per cent level.

The highly possessed components of EI among the male executives are social skills and change management since their mean scores are 3.9463 and 3.8996 respectively. Among the female executives, these are self-motivation and emotional management since their mean scores are 3.3612 and 3.2136 respectively. Regarding the level of emotional intelligence, the significant difference between the male and female executives has been identified in the case of all six components of EI since their respective “t” statistics are significant at five per cent level. The overall score on emotional intelligence among the male executives is higher than among the female executives.

Impact of EI on Job Satisfaction

The job satisfaction is one of the important outcomes of emotional intelligence. It is imperative to examine the impact of EI on job satisfaction among the employees. The multiple regression analysis has been administered to examine the impact. The fitted regression model is:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + e$$

Whereas

- Y - Score on job satisfaction among the executives
- X1 - Score on Self-awareness and Self-expression among the executives
- X2 - Score on Social awareness and interpersonal relationship among the executives
- X3 - Score on Emotional management among the executives

- X4 - Score on Change Management among the executives
- X5 - Score on Self-Motivation among the executives
- X6 - Score on Social skills among the executives
- b1, b2,....., b6 - regression coefficient of independent variables a- intercept and
- e - error term

The impact of EI on job satisfaction among the male, female executives and also for pooled data has been computed separately. The results are shown in Table 3.

Sl. No.	EI components	Regression coefficient among		
		Male	Female	Pooled data
1.	Self-awareness and self-expression	0.0817	0.1918*	0.1416*
2.	Social awareness and inter personal relationship	0.1669*	0.0449	0.0882
		0.2014*	0.1635*	0.1731*
3.	Emotional management	0.1047	0.0917	0.1022
4.	Change management	0.1391*	0.1209*	0.1176
5.	Self-motivation	0.0887	0.1431*	0.1034
6.	Social skills	0.8043	0.6991	0.8465
	Constant	0.7644	0.7064	0.8042
	R ²	8.3942*	7.0844*	9.4709*
	F – Statistics			

Significant at five per cent level.

Among the male executives, the significantly and positively influencing components of EI on job satisfaction are “social awareness and interpersonal relationship”, emotional management” and “self-motivation”. A unit increase in the above said components of EI results in an increase in job satisfaction by 0.1669, 0.2014 and 0.1391 units respectively. Among the female executives, a unit increase in “self- awareness and self-expression”, emotional management, change management and social skills result in an increase in job satisfaction by 0.1918, 0.1635, 0.1209 and 0.1431 units respectively. The changes in EI explain the changes in job satisfaction to a higher extent among the male executives than the female executives.

Summary of Findings

Predominant age group of the executives is less than 30 years which is commonly seen among the male and female executives.

The important nativity of the executives is urban and it is followed by semi-urban. The dominant marital status among the executives is unmarried and recently married.

The important nature of family among the executives is nuclear family. The dominant family size of the executives is 3 to 4 and less than 3 members per family.

The personal income per month of the male executives is higher than the female executives. The important family income per month among the executives is Rs 90001 to 100000. The dominant years of experience among the executives are 7 to 10 years and 11 to 14 years. The years of experience in this field among the male executives is identified as higher than the female executives. Among the male executives, the highly possessed components of emotional intelligence are social skills and change management whereas among the female executives, these are self-motivation and emotional management. In total, the level of emotional intelligence is identified as higher among the male executives than among the female executives. The changes in EI explain the changes in job satisfaction to a higher extent among the male executives than the female executives. The analysis of pooled data reveals the importance of "self-awareness" and "self-expression" and "emotional management" in the determination of job satisfaction among the executives.

Conclusion

The level of emotional intelligence is identified as higher among the male executives than among the female executives. "Self-awareness", "self-expression" and "emotional management" are the determinants of job satisfaction among the executives.

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