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**Emotional Intelligence and its Impact on Job Satisfaction:
an Empirical Study on Bank Employees in Salem District**

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Abstract

The present study aims to test the influence of emotional intelligence on employees' job satisfaction. Since both variables are multidimensional constructs, it is needed to compare the dimensions of emotional intelligence and dimensions of job satisfaction. . Exploratory Factor analysis was used to develop the dimensions involved in emotional intelligence and job satisfaction. Structural equation modeling was adopted to find out the relationship between and dimensions of emotional intelligence and job satisfaction, test the hypothesis. The study revealed that emotional intelligence has a significant positive impact on job satisfaction. It shows that employee with high emotional intelligence is more likely to have high job satisfaction.

Keywords: Emotional Intelligence, Job satisfaction and Bank Employees

I. INTRODUCTION

Emotional Intelligence (EI) is the skill of managing emotions intelligently. It is a collection of needed abilities and proficiencies that leads constructive outcomes in working place. Employee who has the power to control his emotions, and he has better relationships at the working place followed by better performance. The competitive working place requires higher level of emotional intelligence to empower the organizations to retain the competitive advantage. EI refers the ability of control employee's own and other employee's feelings and emotions, to differentiate among them and use that interpretation to control their thinking and actions.

Mayer and Salovey (1995) stated that EI is treated as a one's composed ability to recognize and regulate his/her emotions. The psychologists propose that such ability can make the employees to predict work related outcomes like job satisfaction and job performance. Hence emotional intelligence and job satisfaction are co related and they are very important to the banking sector which deals with money and human beings. As such the present study is aimed to examine the effect of emotional intelligence on job satisfaction of bank employees.

Review of literature

Job satisfaction is an attitude which says how employees like or dislike their jobs (Spector, 1985). Job Satisfaction described as the positive attitude and emotion towards jobs and its environment. Job satisfaction has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1978). Employees' job satisfaction is classified into two components like internal job satisfaction and external job satisfaction. Internal job satisfaction is a desire which comes from one's inside to accomplish a particular task; employees perform certain works because of pleasure it gives. Internal job satisfaction refers to motivation refers to engaging in an activity for itself and for the pleasure and satisfaction derived from participation (Vallerand, 2004).

The competencies for the employees are entailing not only with their knowledge, skill, belief and behavior, but also their emotions (Akgun et al., 2007). The term emotion demonstrates both expressive communications and to inner states related to feelings, as love, hate, courage, fear, joy, sadness, pleasure and disgust (Perlovsky, 2006). It is a sign of intelligence, and the ability to grasp and reason correctly with concepts (Cote and Miners, 2006). Accordingly there is a common tendency to combine emotion with intelligence (Mayer and Salovey, 1995; Huy, 1999). Emotional intelligence is basically identified as the ability to perceive emotion, integrate emotion to facilitate. It enables to watch the thoughts, understand emotions and to control the emotions. Kafetsios and Zampetakis (2008) stated that it is an extent to which a person attends to, processes, and acts upon information of an emotional nature intra-personally and inter-personally.

The literature defined four dimensions of emotional intelligence which covered self-awareness, self-management, social awareness and social management.

The correlation between emotional intelligence and job satisfaction has been established by the previous literature in different working contexts. Employees with high emotional intelligence are able to identify the negative feelings like frustration and stress, so that by controlling those emotions will help them to reduce stress (Cooper and Sawaf, 1997).

One who has high (EI) is more resilient, because he/she is able to find the causes and behavior behind the stress, so that they can adopt suitable strategies to overcome the negative consequences of stress. On the other hand employees with low EI are likely to be less cautious of their emotions and facing difficulties in their work places.

Objectives of the study

1. To examine emotional intelligence on job satisfaction in public and private sector banks.
2. To impact on emotional intelligence on job satisfaction in public and private sector banks.

Hypothesis of the study

1. Association between demographic factor and emotional intelligence on job satisfaction
2. Association between demographic factor and various dimension of emotional intelligence

Research Methodology

Research Design

The research design refers to the overall strategy used by the researcher to pursue the research study to integrate the different components of the study in a coherent and logical way, thereby, ensuring effective exposure of the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. This study uses Descriptive research design. The descriptive research attempts to describe, explain and interpret conditions of the present i.e. The purpose of a descriptive research is to examine a phenomenon that is occurring at a specific place(s) and time. A descriptive research is concerned with conditions, practices, structures, differences or relationships that exist, opinions held processes that are going on or trends that are evident. The purpose of this research design is to give an accurate picture of some aspect of the organization, employee and work environment, in other words, descriptive designs describe phenomena establishing the association between factors.

Though it is frequently used for conclusive, preliminary and exploratory studies, the hypothesis framed will be tentative and speculative.

Method of Data Collection

Primary and Secondary data collection methods have been used in research study. Primary data is collected by researchers, especially to answer research question-for instance, when you observe certain production and managerial operations and measure their cost, or when mind writer surveys its complete care towards its employees to see what changes would improve job satisfaction. Secondary data is collected from journals, magazines and websites. As mentioned the objective of this research based on to prove or disprove the effect of career planning and development practices which is considered as one of the strategies to influence performance and productivity in the banking sectors in India.

Area of the Study

The research study is performed in Salem district of the Tamil Nadu state. The sample is restricted to employees of selected private sector banks.

Data and Sample

For the present study, 150 employees were chosen with the help of convenience sampling method from banking industry representing public and private sector banks in Salem District. The employees were selected from different public and private banks having a Salem District. For the purpose of the study, the bank managers were approached personally, with prior appointment, to brief them about the objectives and scope of the study. After explaining and answering queries, if any, the permission for data collection from their banks was sought.

Limitations of the Study

The study is covered only in public and private sector banks in Kanchipuram district, the other districts are not considered because of their limited occurrence in the study area.

Demographic Profile of the Respondents

Emotional intelligence on employee's workplace behavior
The demographic characteristics of the respondents are summarized in table-1 which helps to emotional intelligence on employee's workplace behavior in public and private sector banks. Percentage analysis was used to understand the on employee's in this study as well for analyzing the public and private sector bank.

Table – 1 Demographic Profile of the Respondents

	Profile	Frequency	Percentage
Gender	Male	80	53
	Female	70	47
Age	Below 25 years	55	37
	26 - 35 years	47	31
	36 – 45 years	29	19
	Above 45 years	19	13
Education	Graduation	28	19
	Post-Graduation	65	43
	Professional	48	32
	Others	9	6.0
Family	Nuclear family	110	73
	Joint family	40	27
Annual Income	Less than 2,00,000	50	33
	2,00,000 to 5,00,000	50	33
	5,00,000 to 8,00,000	27	18
	8,00,000 and above	23	15
Total		150	100.0

The demographic characteristics of the respondents show that majority of respondents (53%) were Male. It is further revealed that most of the respondents (37%) belonged to the age group of less than 20 years, with 31 % of the respondents falling in the age group of 26-35 year. Post- Graduation comprise of a maximum portion of (43%), followed by professionals with (32%).This revealed that education level also plays an emotional intelligence on employee’s workplace behavior.Among them most of the respondent 73% belongs to nuclear family. 33% of the respondents fall under the income group of less than Rs.2, 00,000.

Table - 2 Test of Emotional Intelligence on Job Satisfaction Based on their Gender

Satisfaction level	Gender		Total
	Male	Female	
Highly Satisfied	47	33	80
Highly Dissatisfied	42	28	70
Total	89	61	150

H_0 = There is no significance difference between emotional intelligence on job satisfaction and gender.

H_1 = There is significance difference between emotional intelligence on job satisfaction and gender.

Chi-Square – Emotional Intelligence on Job Satisfaction on their Gender

Chi-square	Value	Degrees of freedom	Significance
Pearson Chi-Square	1.663 ^a	1	0.197 (NS)

Source: Output generated from SPSS NS – Not Significant

In the above obtained result, since the significance value is more than 0.05 the **null hypothesis is accepted and alternate hypothesis is rejected** and it is concluded that there is no significance difference between emotional intelligence on job satisfaction and gender.

Table - 3 Test Emotional Intelligence on Job Satisfaction based on their Age

Satisfaction level	Age				Total
	Below 25 years	26 -35 Years	36 -45 years	Above 46 years	
Highly Satisfied	26	23	14	10	73
Highly Dissatisfied	29	24	15	9	77
Total	55	47	29	19	150

H_0 = There is no significance difference between emotional intelligence on job satisfaction and age.

H_1 = There is significance difference between emotional intelligence on job satisfaction and age.

Chi-Square – Emotional Intelligence on Job Satisfaction on their Age

Chi-square	Value	Degrees of freedom	Significance
Pearson Chi-Square	1.663 ^a	1	0.197

Source: Output generated from SPSS NS – Not Significant

In the above obtained result, since the significance value is more than 0.05 the **null hypothesis is accepted and alternate hypothesis is rejected** and it is concluded that there is no significance difference between emotional intelligence on job satisfaction and age.

Table-4 Reliability statistics for emotional intelligence on job satisfaction

Reliability Statistics	
Cronbach's Alpha	No. of items
0.955	22

The above table suggested that an acceptable level of reliability for psychometric test starts from .65 in this analysis most of the reliability value is above .65. The dimension wise result of Cronbach's alpha values for the study is .955 (95.5%)

Table – 5 KMO and bartlett's test for emotional intelligence on job satisfaction

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.929
Bartlett's Test of Sphericity	Approx. Chi-Square	3650.467
	Df	496
	Sig.	.000

The Kaiser-Meyer-Olkin Measure of sampling adequacy is a statistics that indicates the proportion of variance which is caused by underlying factors. If the value is closer to 1.0 then that indicates, the data are more adequate and if it is less than 0.50, then the result of factor analysis is inadequate. In this study, the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy is 0.929(92.5%) which is more adequate.

Emotional Intelligence and Its Impact on Job Satisfaction

The emotional intelligence and job satisfaction has been established by the previous literature in different working contexts. Employees with high emotional intelligence are able to identify the negative feelings like frustration and stress, so that by controlling those emotions will help them to reduce stress one of the most powerful tools for public and private sector employees. The key factors that General Job Satisfaction, Present Job satisfaction, Pay Satisfaction, Supervision Satisfaction, Co-workers Satisfaction. The above attributes are gathered with previous studies. Ranking the ancillary services of helps to identify the attribute which influencing more in the mind-set of employees.

Table –6 Emotional Intelligence and Its Impact on Job Satisfaction

Perception	WAM	Rank
General Job Satisfaction	4.53	2
Present Job satisfaction	3.28	6
Pay Satisfaction	4.83	1
Supervision Satisfaction	4.21	3
Co-workers Satisfaction	3.47	5
Others	3.55	4

The most important positive attribute of an preferred to public and private sector banks is being Pay Satisfaction(4.83), while the second most popular reason for General Job Satisfaction(4.53), it is been followed by Supervision Satisfaction(4.21), Others (3.55), Loan amount is given in a Co-workers Satisfaction(3.47), Present Job satisfaction(3.34,) are most important employees perception which are considered while spreading marketing messages and negative Perception of employees about Emotional Intelligence and Its Impact on Job Satisfaction.

Findings

- The above obtained result, since the significance value is more than 0.05 the **null hypothesis is accepted and alternate hypothesis is rejected** and it is concluded that there is no significance difference between emotional intelligence on job satisfaction and Gender.
- The result obtained since the significance value is more than 0.05 the **null hypothesis is accepted and alternate hypothesis is rejected** and it is concluded that there is no significance difference between emotional intelligence on job satisfaction and age.
- The Reliability statistics for emotional intelligence on job satisfaction the table suggested that an acceptable level of reliability for psychometric test starts from .65 in this analysis most of the reliability value is above .65. The dimension wise result of Cronbach's alpha values for the study is .955 (95.5%)
- Attributes which influencing Employee's perception which is considered while spreading marketing messages and negative Perception of employees about Emotional Intelligence and Its Impact on Job Satisfaction.

II. Discussion and Conclusion

The results of the study emotional intelligence and its impact on job satisfaction. This research study revealed that job satisfaction. The results of the present study show that there is a significant relationship between emotional intelligence and employee's in public and private sector banks in Kanchipuram District. This research study is very helpful for top management in making decisions regarding inquiry of various dimensions which is emotional intelligence on employee's and The key factors that General Job Satisfaction, Present Job satisfaction, Pay Satisfaction, Supervision Satisfaction, Co-workers Satisfaction. The above attributes are gathered with previous studies. Ranking the ancillary services of helps to identify the attribute which influencing more in the mind-set of employees in public and private sector banks in Kanchipuram District. Better employees can be accomplished through identifying the factors which can create trouble in normal schedule of psychological working. In order to maintain and generate enthusiasm and excitement, they must be able to be knowledgeable and appraise about how to persuade these emotions. Employees must be able to predict how to respond in different situations, changes, events and effectively handle these reactions. Top management must positively resolve the conflicts and maintain and generate a sense of trust and cooperation. Positive attitude and thinking can lead to the ideas generation to resolve disagreements, ensure trust and cooperation throughout an organization.

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