

An Empirical Study on Impact of the Emotional Intelligence Levels of Employees on Their Job Satisfaction in Cement Industry

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Abstract:

An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humour to build rapport in tense situations. These employees also have empathy, remain optimistic even in the face of adversity, and are gifted at educating and persuading in a sales situation and resolving customer complaints in a customer service role. Many companies have focused their selection criteria and training programs on hard skills (e.g., technical expertise, industry knowledge, education) and the assessment of personality traits. Topics including competencies like stress management, assertiveness skills, empathy, and political/social acumen were never measured in the selection process or focused on in training and development programs. In reality, these are critical success factors that should not be dismissed and have a direct impact on the bottom line. The research was conducted in private cement industry in Hyderabad, Telangana District. The sample size was 92 and the primary data used for this study is questionnaires using likert scale.

Key words: Emotional intelligence, Employees satisfaction, Organization, Cement industry

Introduction:

Emotional intelligence quotient, or EQ, is a term that is being used more and more within human resources departments and that is making its way into executive board rooms. This article will help shed some light on what EQ is, how it is different from personality, and how it has proven to impact the bottom line in the workplace. Emotional Intelligence is one of the most important concepts introduced to psychology and management in the last decade. The purposes of this study were to determine the effect of labour's emotional intelligence on job satisfaction.

EQ is defined as a set of competencies demonstrating the ability one has to recognize his or her behaviours, moods, and impulses, and to manage them best according to the situation. Typically, "emotional intelligence" is considered to involve emotional empathy; attention to, and discrimination of one's emotions; accurate recognition of one's own and others' moods; mood management or control over emotions; response with appropriate (adaptive) emotions and behaviours in various life situations (especially to stress and difficult situations); and balancing of honest expression of emotions against courtesy, consideration, and respect (i.e., possession of good social skills and communication skills).

Additional, though less often mentioned qualities include selection of work that is emotionally rewarding to avoid procrastination, self-doubt, and low achievement (i.e., good self-motivation and goal management) and a balance between work, home, and recreational life. In essence, EQ is the pattern of how people's biases in their thinking leads them to think one thing or choice is better than another, as well as their clarity in differentiating within those biases to exercise clear and sound judgment.

The concept of emotional intelligence is an umbrella term that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills. Most of the authors on the topic note that in order to be a well adjusted, fully functioning member of society (or family member, spouse, employee, etc.), one must possess both traditional intelligence (IQ) and emotional intelligence (dubbed EQ).

Emotional intelligence involves being aware of emotions and how they can affect and interact with traditional intelligence (e.g., impair or enhance judgement, etc.). This view fits well with the commonly held notion that it takes more than just brains to succeed in life - one must also be able to develop and maintain healthy interpersonal relationships. Taken from this perspective, emotional intelligence is nothing new.

Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be one-dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

Review of Literature:

According to Mayer and Salovey (1993) stated that Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems. Emotional Intelligence probably overlaps to some extent with general intelligence. The emotionally intelligent person is skilled in four areas: Identifying emotions, using emotions, understanding emotions and regulating emotions.

According to Goleman (1995) takes a somewhat broader position in describing emotional intelligence. In his writings, emotional intelligence consists of five factors: Knowing one's emotions, managing emotions, motivating one, recognizing emotions in others, and handling relationships. In Working with Emotional Intelligence, Goleman applies the emotional intelligence concept to the workplace setting. In this analysis, he argues that the emotionally intelligent worker is skilled in two key areas he presents in his emotional competence framework. These are "personal competence" - how we manage ourselves, and "social competence" - how we manage relationships. Each broad area consists of number specific competencies, as outlined in the table below. Examples and the complete model (including sub-competencies) are available in Goleman's book or at the web-site for the Emotional Intelligence Research Consortium, founded by Goleman. Is emotional intelligence as important as claimed? Can the concept be successfully applied to human resource management issues? Many popular press articles juxtapose emotional intelligence with traditional intelligence by making claims -- usually attributed to Goleman or others-such as the following. "...success at work is 80% dependent on emotional intelligence and only 20% dependent on IQ," HR magazine, November 1997. This claim, which is not unique in the popular press on EI, is somewhat of an overstatement of the potential power of emotional intelligence. This reflects, perhaps, a desire on the part of HR practitioners to find a construct other than intelligence that can be used to further understand and predict performance at work. As shown in the quotes below from Goleman (1995, p. 34) and Mayer and Salovey, there is still much research to be done to determine the meaning of the Emotional Intelligence and to find ways to apply the concept in human resource management. "At best IQ contributes about 20% to the factors that determine life success, which leaves 80% to other forces...No one can yet say exactly how much of the variability from person to person in life's course it accounts for. But what data exist suggest it can be as powerful, and at times more powerful than IQ". In the promotional materials for their own emotional intelligence test, the originators of the concept, Mayer and Salovey, provide the following clarification regarding the role of emotional intelligence."In some ways, interest in Emotional Intelligence has been due in part to a backlash against claims that general intelligence - IQ - is the key to success. We know that IQ does predict academic achievement and occupational status, but it still only predicts about 20% of personal variation in these areas. Psychologists have yet to understand what predicts the other 80% of success in these areas of life. In his 1995 book Goleman states that there may never be a valid or reliable measure of EI. To validate such an instrument would be a very difficult task given that emotional intelligence is more or less an umbrella concept. However, Goleman, in partnership with the Hay Group consultancy, is in the process of developing a 360 feedback tool to assess the components of EI that apply to the workplace, based on the emotional competencies outlined above. This tool is intended primarily for use in career and personal development, rather than in employee selection. Several other instruments have appeared claiming to provide a measure of EI (the Bar-On EQ-i, Mayer and Salovey's Emotional IQ test, Essi Systems EQ-Map),and claiming to be appropriate for employee selection. The jury is still out on these tools and others. It is important to note that, there is little validation research available for these instruments. Therefore, claims of utility in the organizational context (from staffing to counselling to downsizing applications) should be viewed with some caution. There is, however, an opportunity and need for research evaluating these instruments with respect to their applicability to the public sector context. It is encouraging that the Emotional Intelligence Consortium, lead by Goleman, is taking steps to address some of the more fundamental research questions surrounding emotional intelligence. The concept may well prove useful in helping to further understand and identify the personal, non-cognitive qualities that will be required of public sector leaders in the future.

Additionally, it is also possible that Emotional Intelligence, once better understood, will show a relationship to more generally accepted measures of personality. Indeed, EI may turn out to be a subset of personality that can be assessed by instruments that have already been well validated.

Need for the study

This study considers the employees job satisfaction of their work. The study is performed based on the sample size taken from Sri Chakra Cements limited upon job satisfaction. The study measures about the impact of emotional intelligence on job satisfaction level of an employee. Hence the study conducted is helpful to the organization to conduct the research on job satisfaction and to take ultimate decision, and to sort out the factors which improves the job satisfaction level of employees.

Objectives of the Study

The objectives of the study are as follows:

- To know the Emotional Intelligence level of an employee of the organization.
- To access the Impact of Emotional Intelligence on Job Satisfaction.
- To know the Job Satisfaction level of an employee of the organization.
- To study the levels of Emotional Intelligence and Job Satisfaction on gender basis at Sri Chakra cements limited.
- To know the Emotional Intelligence and Job Satisfaction level of an employee at Sri Chakra cements limited based on their qualification.

Research methodology

Research methodology is the systematic way to solve the research problem. It gives an idea about various steps adopted by the researcher in a systematic manner with an objective to determine various manners.

Hypothesis

- Ho1: Emotional Intelligence has no significant effect on Job Satisfaction.
- Ho2: Emotional intelligence and gender has no significant effect on job satisfaction.

Research design

A research is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data. The research design may be exploratory, descriptive and experimental for the present study. The descriptive research design is adopted for this project.

Research Approach

The research worker contacted the respondents personally with well-prepared sequentially arranged questions. The questionnaire is prepared on the basis of the objectives of the study. Direct contrast is used from survey i.e, contacting employees directly in order to collect data.

Sample size

The study sample constitutes 92 respondents constituting in the research area. The population of the organization is 300 persons, among 92 were consider or taken as sample size.

Sampling Area

The study is conducted with the employees at Sri Chakra cements limited.

Collection of data

Most of the data is collected by the researchers through questionnaire and face –to-face interview.

Research Instrument

The researcher has used a structured questionnaire as a research instrument tool which consists of open ended question, multiple choice and dichotomous questions in order to get data. Thus, questionnaire is the data collection instrument used in the study. All the questions in the questionnaire are organised in such a way that elicit all the relevant information that is needed for the study.

Statistical tools

The statistical tools used for analysing the data collected are percentage method and two-way ANOVA.

Scope of the Study

To identify the employees job satisfaction level in the organization. It is useful to identify the impact of emotional intelligence on job satisfaction of an employee in an organization. To identify the employees job dissatisfaction level in the organization. This study is helpful to the organization for conducting further research. This study helps to make a managerial to the company. This study helps in increasing job satisfaction level of an employee in the organization.

Limitation of the study

- The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured.
- The researches was carried out in a short span of time, where in the researcher could not widen the study.

Hypothesis Testing:

Reliability Test:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.889	.887	30

Table: 1 Reliability Test

Inference: The acceptance value for alpha is between 0 – 1. It shows that the value is near to .9, which indicates the questionnaire is highly reliable.

Ho1: Emotional Intelligence has no significant effect on Job Satisfaction.

Tests of Between-Subjects Effects					
Dependent Variable: mjs					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
EI	15.379	24	.641	4.924	.000
a. R Squared = .635 (Adjusted R Squared = .506)					

Table: Ho1

Inference: Univariate ANOVAs is applied for testing hypothesis. The results are interpreted in the above table. Therefore P=0.000 which is less than 0.005 (0.000<0.005) at 95% confidence level. The null hypothesis is rejected and the alternative hypothesis is accepted.

From above, it clearly states that Emotional Intelligence has significant effect on Job Satisfaction.

Ho2: Emotional Intelligence and gender has no significant effect on job satisfaction.

Tests of Between-Subjects Effects					
Dependent Variable: mjs					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
EI	11.044	24	.460	4.625	.000
Gender	.038	1	.038	.378	.541
EI * Gender	2.677	5	.535	5.380	.000
a. R Squared = .745 (Adjusted R Squared = .622)					

Table: Ho2

Description: Univariate ANOVAs is applied for testing hypothesis. The results are interpreted in the above table. Therefore $P=0.000$ which is less than 0.005 ($0.000 < 0.005$) at 95% confidence level. The null hypothesis is rejected and the alternative hypothesis is accepted.

It is clearly known that Emotional Intelligence and gender has significant effect on job satisfaction.

Findings

- **Social Awareness:** Most of the employees of the organization are in situation in knowing their emotions and effects, strengths and limits and some of them are knowing their emotions and effects, strengths and limits based on the circumstances and few of them are not knowing their emotions and effects, strengths and limits.
- **Self Regulation:** Most of the employees of the organization are honesty, integrity, treating with courtesy the other employees in the organization some of them are honesty , integrity ,treating with courtesy based on the circumstances and few of them are not honesty , integrity ,treating with courtesy.
- **Motivation:** Most of the employees of the organization are satisfied with their job and improve or meet a standard of excellence, pursuing goals despite obstacles and setbacks. some of them are improve or meet a standard of excellence, pursuing goals despite obstacles and setbacks based on the circumstances and few of them are not
- **Empathy:** Most of the employees of the organization are Awareness of others feelings needs and concerns and some of them are Awareness of others feelings needs and concerns based on the circumstances and few of them are Awareness of others’ feelings needs and concerns.
- **Social Skills:** Most of the employees of the organization are adeptness at inducing desirable responses in others and some of them are adeptness at inducing desirable responses in others based on the circumstances and few of them are not.
- **Job Satisfaction:** Most of the employees of the organization are satisfied with their job and some of them are getting satisfied based on the circumstances and few of them are not satisfied with their job.
- **Hypothesis:** It is determined that Emotional Intelligence has significant effect on Job Satisfaction and Emotional Intelligence and gender has significant effect on job satisfaction.

Suggestions

- The company can improve emotional intelligence level among the employees, which increases performance of an employee.
- There does not exist proper communication or self interaction among the employees.
- Effective steps need to be taken to increase employee willingness. Moreover employee should treat organization or colleague problem as their own.
- More interaction program should be conducted to the employees to increase the emotional intelligence level among the employees.
- The impact of emotional intelligence does not have an effect on job satisfaction.
- There does not exist a significant difference in gender related to Emotional Intelligence and job satisfaction.

- The organizations go for training program regarding emotional Intelligence like Interpersonal skill training , cognitive coaching, Assertive training, Stress management, proactive training which can increase Emotional Intelligence level of an employee.
- To overcome the gender bias the organization go for Hiring and promote gender neutrally, Educate employee, Diversity of training, transparent, focus to be on success.

Conclusions

In present study, variable emotional intelligence has been operational zed with the help of five parameters. These parameters include: self awareness, self regulation, motivation, empathy and social skills. Emotional intelligence helps the employees on job satisfaction, by having clear role of emotional intelligence employees. Most of the respondents of this study agree with this argument that they are getting help from their emotional competences, and also concluded that emotionally intelligent employees utilizes participation in problem solving ,motivation and developing skills. The employee of the company feels that the cordial working atmosphere is as considerable rate. Satisfied and motivated employees are the source of achieving the organizational goals and objectives.

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