



Research Article

A STUDY OF EFFECT OF EMOTIONAL INTELLIGENCE ON JOB SATISFACTION WITH RESPECT TO HEALTHCARE SECTOR OF VIDARBHA REGION

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ABSTRACT

Emotional intelligence links a leader's cognitive abilities with their emotional state. The capability for a leader to recognize the effect of their own emotions on their decision making is vital if that leader is to make sound decisions based on the best interests of the organization. Moreover, a leader must be able to read emotions in their peers and employees in order to be as effective as possible.

The aim of this study was to decide whether emotional intelligence played an important role in job satisfaction. This study efforts to determine whether the two concepts, emotional intelligence and job satisfaction, were positively correlated, for the purpose of providing further information on employee retention.

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INTRODUCTION

Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Since 1990, Peter Salovey and John D. Mayer have been the leading researchers on emotional intelligence. In their influential article "Emotional Intelligence," they defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (1990). (Source: <http://psychology.about.com>)

LITERATURE REVIEW

A Study on Emotional Intelligence and Job Satisfaction among School Teachers by Pavithra Narasimhan, published in The International Journal of Indian Psychology ISSN 2348-5396 (e) | ISSN: 2349-3429 (p) Volume 6, Issue 2.

This study attempts to find the relationship between Emotional Intelligence and Job satisfaction by analysing factors of years of Experience, Educational level, Family Income and Structure. The purpose of the current study was to determine whether emotional intelligence played a significant role in teacher job satisfaction.

This study sought to discover whether the two constructs, emotional intelligence and job satisfaction in school teachers, were positively correlated, for the purpose of providing further information on teacher retention.

Emotional Intelligence and Job Satisfaction by Simin Hosseinian, Seyedeh-Monavar Yazdi, Shaghayegh Zahraie and Ali Fathi-Ashtiani published in Journal of Applied Sciences Volume 8 (5): 903-906, 2008.

This study aims to investigate the effect of training some aspects of Emotional Intelligence (EI) on job satisfaction and productivity of employees. The results can help organizations to realize human capabilities and the way to improve them by paying more attention to psychological issues. We used a quasi-experimental method using a pre-test and a post-test designed with control group and a four-month follow-up. Study population consists of employees of Marine Installations and Construction Company. Considering variables like age, education and job rank, we selected 28 employees who earned the lowest score for EI. This study showed training some components of EI does not affect managers' evaluation of employees. Jordan et al. (2002) and Luskin et al. (2005) showed the improvement of productivity as a result of training EI components but they measured productivity from employees' point of view. Maybe managers did not notice employees' improvement. Slaski and Cartwright (2003) collected data 6 months later and showed that managers noticed employees' improved quality of work, but not amount of work. That is what we found in this study. The results of this study show 4 months after the last training session, there is a meaningful difference between managers' evaluation of the experimental and that of the control group.

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Emotional intelligence and job satisfaction: A study among employees of automotive industries in India by C. Swarnalatha and G. Sureshkrishna published in International Business Management 7(1):46-49 · January 2013

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.

Abi Ealias, MBA, Probationary Officer, The South Indian Bank Ltd, Jijo George, MBA, Ph.D Scholar, Department of Management Studies, Pondicherry University, Puducherry, India, Emotional Intelligence and Job Satisfaction: A Correlational study

Emotional intelligence and Job satisfaction are two concepts of great concerns in the modern work environment. They aid as a viable edge in personal and organizational lifecycle. Though, there are only rare studies that determine the issues which disturb the two concepts. The major objective of this study is to scrutinize the association between emotional intelligence and job satisfaction. It also goes to examine how description, capability and marital status of an employee affect his/her emotional intelligence and job satisfaction.

The Effect of Emotional Intelligence on Job Satisfaction: Applied Study in the Jordanian Telecommunication Sector by Abdul Azez Badir Alnidawy published in International Journal of Business Administration

This study aims to measure the impact of the emotional intelligence of managers and employees on their job satisfaction. A questionnaire was designed to gathering data and it's included questions. The sample of the study are (300) employees. After the data collected the proper statistical analysis was applied. The result showed that the emotional intelligence had big impact on the job satisfaction in organization. This study also, recommended a set of conclusions and recommendations that achieve the purpose of this study.

Universe of the study

Vidarbha region consists of Nagpur, Amravati, Wardha, Akola, Chandrapur, Bhandara, Gondia, Gadchiroli & Yavatmal districts and also consists of HR Staff, Middle level and first level employees of Healthcare industry.

Healthcare company - Comprises of providers of diagnostic, preventive, remedial, and therapeutic services such as doctors, nurses, hospitals and other private, public, and voluntary organizations. It also includes medical equipment and pharmaceutical manufacturers and health insurance firms.

(<http://www.businessdictionary.com/definition/health-care-industry.html>)

Sample element: HR Staff, Middle level and first level employees

- **HR Staff:** Admin staff
- **Middle level employees:** General Managers, Branch managers, and Department managers.
- **First level employees:** Supervisors, team leaders, line managers, and project managers

(Source:<https://courses.lumenlearning.com/boundless-management/chapter/management-levels-and-types/>)

*Note: These are the general definitions of HR Staff, Middle level and first level employees, designation may vary according to the size of organization or industry.

Sample frame: Industries having HR Staff and having more than 100 middle and first level employees.

Sample size: 5 Companies from each sectors, 5 HR Staff from each company each sector, 50 middle level and 60 first level employees from each company.

Sector	HR Staff	Employees	
		Middle level	First level
Healthcare	5	50	60

Test of Hypothesis

H1: Emotional intelligence is positively associated with job satisfaction

In this hypothesis Emotional intelligence is considered as independent variable and Job Satisfaction is considered as dependent variable.

Independent variable Job Satisfaction can be measured from the responses gathered on the following statements on 5 point Likert scale (Strongly disagree, disagree, neutral, agree, and strongly agree)

The independent variable job satisfaction is further divided into two sub-variables: Intrinsic job satisfaction and Extrinsic job satisfaction, which are described with the help of following variables

Intrinsic job satisfaction: Being able to keep busy all the time, The chance to work alone on the job, The chance to do different things from time to time, The chance to be somebody in the time to time, Being able to do things that don't go against my conscience, The way my job provides for steady employment, The chance to do things for other people, The chance to tell people what to do, The chance to do something that makes use of my abilities, The freedom to use my own judgment, The chance to try my own methods of doing the job, The feeling of accomplishment I get from the job

Extrinsic job satisfaction: The way my boss handles his/her workers, The competence of my supervisor in making decision, The way company policies are put into practice, My pay and the amount of work I do, The chances for advancement on this job, The praise I get for doing a good job, The working conditions, The way my co-workers get along with each other

Dependent variable Emotional intelligence can be measured from the responses gathered on the following statements on 5 point Likert scale (Strongly disagree, disagree, neutral, agree, and strongly agree)

Emotional intelligence is divided into three sub-variables: Appraise emotion and expression of emotion, Regulation of emotions and Utilization of emotions which are further divided as follows:

Appraise emotion and expression of emotion: I know when to speak about my personal problems to others, When I am faced with obstacles, I remember times I faced similar obstacles and overcame them, I expect that I will do well on most things I try, Other people find it easy to confide in me, I find it hard to understand the nonverbal messages of other people, When my mood changes, I see new possibilities, Emotions are some of the things that make my life worth living, I am aware of my emotions as I experience them, I expect good things to happen, I like to share my emotions with others, When I experience a positive emotion, I know how to make it last, When I experience a positive emotion, I know how to make it last, I arrange events others enjoy

Regulation of emotions: I seek out activities that make me happy, I am aware of the nonverbal messages I send to others, I present myself in a way that makes a good impression on others, When I am in a positive mood, solving problems is easy for me, By looking at their facial expressions, I recognize the emotions people are experiencing, I know why my emotions change, When I am in a positive mood, I am able to come up with new ideas, I have control over my emotions, I easily recognize my emotions as I experience them, I motivate myself by imagining a good outcome to tasks I take on

Utilization of emotions: I compliment others when they have done something well, I am aware of the nonverbal messages other people send, When another person tells me about an important event in his or her life, I almost feel as though I have experienced this event myself, When I feel a change in emotions, I tend to come up with new ideas, When I am faced with a challenge, I give up because I believe I will fail, I know what other people are feeling just by looking at them, I help other people feel better when they are down, I use good moods to help myself keep trying in the face of obstacles, I can tell how people are feeling by listening to the tone of their voice, It is difficult for me to understand why people feel the way they do

This hypothesis is tested using ANOVA and Cronbach's alpha test

ANOVA- The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between the means of three or more independent (unrelated) groups. This guide will provide a brief introduction to the one-way ANOVA, including the assumptions of the test and when you should use this test.

Cronbach's alpha- It is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable.

ANOVA Test

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Intrinsic job satisfaction	Appraise emotion and expression of emotion	299	3.22	2.915	.169	2.89	3.55	1	12
	Regulation of emotions	360	4.74	3.789	.200	4.35	5.13	1	12
	Utilization of emotions	41	2.22	2.092	.327	1.56	2.88	1	12
	Total	700	3.94	3.460	.131	3.69	4.20	1	12
Extrinsic job satisfaction	Appraise emotion and expression of emotion	299	2.73	1.727	.100	2.54	2.93	1	8
	Regulation of emotions	360	2.84	1.911	.101	2.64	3.04	1	8
	Utilization of emotions	41	2.95	2.345	.366	2.21	3.69	1	8
	Total	700	2.80	1.861	.070	2.66	2.94	1	8

The descriptives table (above) provides some very useful descriptive statistics, including the mean, standard deviation and 95% confidence intervals for the dependent variable (Firms strategic performance) for each separate group, as well as when all groups are combined (Total). These figures are useful when we need to describe our data.

ANOVA Table

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Intrinsic job satisfaction	Between Groups	507.396	2	253.698	22.493	.000
	Within Groups	7861.431	697	11.279		
	Total	8368.827	699			
Extrinsic job satisfaction	Between Groups	2.847	2	1.423	.410	.664
	Within Groups	2419.153	697	3.471		
	Total	2422.000	699			

This is the table that shows the output of the ANOVA analysis and whether there is a statistically significant difference between our group means. We can see that the significance value is 0.000 (i.e., $p = .000$), which is below 0.05. And, therefore, there is a statistically significant difference in the mean of Emotional intelligence in case of intrinsic job satisfaction but in case of extrinsic job satisfaction we can see that the significance value is 0.664 (i.e., $p = .664$), which is above 0.05 Hence we can accept the alternate hypothesis H1: Emotional intelligence is positively associated with intrinsic job satisfaction and not extrinsic job satisfaction, on the basis of ANOVA analysis.

Cronbach's alpha (Emotional Intelligence)

Reliability Statistics table that provides the actual value for Cronbach's alpha, as shown below:

Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In other words, the reliability of any given measurement refers to the extent to which it is a consistent measure of a concept, and Cronbach's alpha is one way of measuring the strength of that consistency.

Cronbach's alpha is computed by correlating the score for each scale item with the total score for each observation (usually individual survey respondents or test takers), and then comparing that to the variance for all individual item scores. In this case Cronbach's alpha is calculated by using SPSS software and the value comes to be as follows:

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.842	.840	3

A rule of thumb for interpreting alpha for Likert scale questions is:

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

(Source: <http://www.statisticshowto.com/cronbachs-alpha-spss/>)

In general, a score of more than 0.7 is considered acceptable although some authors suggest higher values of 0.90-0.95 should be the norm.

In the above case the value of Cronbach's alpha is 0.842 which indicates a good level of internal consistency for our scale with this specific sample.

Cronbach's alpha (Job Satisfaction)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.741	.742	7

In the above case the value of Cronbach's alpha is 0.741 which indicates an acceptable level of internal consistency for our scale with this specific sample.

From the above calculations we can reject null hypothesis H_{01} : *There is no association between Emotional intelligence and job satisfaction* and accept alternate hypothesis H_{2A} : Emotional intelligence is positively associated with job satisfaction, as per Reliability analysis.

CONCLUSION

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors.

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