

# The Effects of Emotional Intelligence on Job Satisfaction

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## Abstract

Emotional Intelligence (EI) becomes a key element in organisation's success and one of must-have skills and capabilities- among other things- needed by leaders and followers in the workplace to encounter the environment changes and do as possible as they could to gain the organisation commitments that could lead to organisation's success. It is also found that there is a strong relationship between emotional intelligence and job satisfaction and organisation commitment. Hence, the higher employees' EI scores, the more performance and commitment towards organisation. Emotional intelligence is also a key component to job satisfaction.

Therefore, this paper presents a review on Emotional Intelligence (EI) and its effects on job satisfaction. Therefore, the main purpose of this paper is to investigate the relationship between emotional intelligence job satisfactions. The findings of this paper are that in any organisation, emotional intelligence has a strong relationship with job satisfaction. It is also found that the higher employees' EI scores, the higher performance and commitment towards organisation.

**Key Words:** Emotional Intelligence, Job Satisfaction.

## 1. Introduction

With the growing expansion of globalisation of the business world, organisations must adopt a variety range of strategies and fresh regulations in all-inclusive and innovative way in order to accomplish efficient and effective work (George & Ealias, 2012). They also must try to deliver the most efficient and effective work in order to achieve a competitive advantage. The employees' effectiveness in the workplace depends on a number of factors such as financial support, educational background, job position and attitude. However, over the year, the debate has raged about these important factors. With this in mind, this research has been undertaken to find these factors and it has been found that that emotional intelligence (EI) plays a key role in making the employees successful in the workplace and hereby this success will lead to organisation's whole success (George & Ealias, 2012).

In order for an organisation to increase its effectiveness, the work must be effective and efficient to gain its necessary components to achieve a competitive advantage. Building on the streamline of this thought, the challenges in the workplace has created another novel of ideas and perspectives in organisation al life as a whole but it has been found with the arrival of new Centaury that emotional intelligence is a key component that leaders and followers can build on and make a good success. The challenges and problems that employees face on the daily basis are sometimes difficult to handle, although sometimes they could be handled and this

undoubtedly depends on to the scores of employees' EI and the abilities to employ the whole components of EI in the workplace. Yet, there is a more concern through which employees face stress in the workplace and this is definitely the core and the whole reasons behind how EI is most needed (Kazi, S et al, 2013).

As demands increase in the workplace, stress comes but this comes frequently with specific negative facets of employees' physical and psychological characters. These characters are sometimes developed with stress's tendency. Consequently, their routine work is affected by over time and is associated with job satisfaction towards organisation's objectives. With this in mind, the way employees behave and act within an organisation is an important element and affects directly on job satisfaction, organisational commitment and the whole components of job performance. It should be noted that before delving into better understanding of EI, it must be made clear that emotions and feelings of employees should be handled and controlled. Most importantly, they should be developed and trained (Jorfi, H et al, 2010).

## **2. Emotional Intelligence (EI)**

Previous studies and researches showed that emotional intelligence is the key element in achieving tasks at work and then, achieving organization's success (Sternberg, 1996). Emotional intelligence is also very extremely important than intellectual intelligence and technical skills combined in terms of accomplishing tasks at work. However, 20 percent of factors to achieve success at work can come from intellectual intelligence and technical skills of managers/leaders and 80 percent come from other forces (Goleman D. , 1996) and it has been underlined that 80 percent at achieving success at work come from EI of managers/leaders (Martinez, 1997). As technical skills are considered as one of the most important capabilities in shaping leadership within an organization but EI is the key capability of leadership as research published recently showed this kind of capability (Goleman D. , 1998 a. p.92). Hence, the companies and/ or organizations can conduct trainings and many programs to train their managers/leaders but they will not be able to have good manager/leader if they don't have EI. In other words, EI is key capability in order for companies and/or organizations have good manager/leader.

Persons can be managed by social intelligence in order to behave intelligently in human relations (Thorndike, 1920, p.228). On the other hand, Gardner (1983) mentioned that social intelligence is closely to interpersonal intelligence and intrapersonal intelligence. With that, emotional intelligence has not been cited directly in Gardner's theory of multiple intelligences. Nevertheless, his perspective of identifying and explaining of interpersonal intelligence and intrapersonal intelligence implied the concept of emotional intelligence (Gardner, 1983).

Emotional Intelligence has first been identified by Salvo and Mayer in 1990 as integral part of social intelligence that has capability to manage and understand emotions and feelings of others and one's own and to identify one another (Salovey, 1990). However, due to importance of emotional intelligence at life in general, and at work in particular, it has gained plenty of attention and interest and many scholars has defined it. One of the most influential and well-known definitions was that by Goleman who defined it as "the capability for realizing one's own feelings and feelings of others, getting ourselves motivated and how well we manage our emotions in our relationships and ourselves. Nevertheless, his model that gained rapt attention was in five characteristics as self-awareness, self-regulation, motivation, empathy and social skills (Goleman, Working with Emotional Intelligence, 1998 a, p. 317)).

Boyatzis et al. (2000) have refined the Goleman's model from five characteristics to four characteristics as self-awareness, self-management, social awareness and relationship management as they claimed that the full scope of capabilities have to be consistent in this model (Boyatzis R. E, Goleman D. and Rhee K., 2000).

The final point of EI could not have synthesized and shaped if vehemence, fanaticism continues to be the master of this life and as a result, communities would have lived in chaotic situations in which people have no access to basic demands of normal life. Irritation, uneasiness, hopelessness and loneliness would have also prevailed and life will be destroyed as a result. With fruitful efforts, a glimpse of hope has come, so emotions towards changing life to better holds potential opportunities for the future (N.Gayathri and K. Meenakshi, 2013).

## **3. Emotional Intelligence and Job Satisfaction**

Emotional Intelligence has been first identified by Salvo and Mayer in 1990 as integral part of social intelligence that has the capability to manage and understand emotions and feelings of others and one's own and to identify one another (Salovey, 1990). However, due to the importance of EI in life in general, and work in

particular, it has gained considerable attention and interest and many scholars has defined it. Later, in 1998, However, EI has been presented by Goleman as “the competence for recognizing one’s own feelings and others’, how to get ourselves motivated and how our emotions are well-managed in our relationships and others’. He has come up with five characteristics which are self-awareness, self-regulation, motivation, empathy and social skills that have received much attention by scholars and researchers since then (Goleman, Working with Emotional Intelligence, 1998).

While job satisfaction which is linked up closely to the way employees behave in the workplace (Edwards, J. E., & Fisher, B. M., 2010), it has been identified first by Locke (1976) as an enjoyable or helpful emotional state which is a result from agreeing on job or experience. Thus, it can be gleaned easily that there is emotional state connected with EI and both have strong links and can lead at the end to something enjoyable or agreeable (S. Papathanasiou & Siati.M, 2014).

Job satisfaction as it has received much attention by academics and industry, still a very hot theme to be discussed; particularly in its relationship with EI and the effects of employees who are found to have low EI scores. The more employees react to job, the more they are satisfied with the job outcomes. The same also holds true when it comes to emotional attachment employees have towards their job.

On the other hand, much research has been undertaken on the relationship between human resources models and they come up with the idea that human resources models were found to have a linkage with job satisfaction. Additionally, companies and/ or organisation must conduct training for their employees from time to time in order to equip them with skills and abilities necessary to do their tasks and duties, and more importantly, to get them satisfied with their job once training was found to have a relationship with job satisfaction (Jones. M. K et all, 2010).

#### 4. Conclusion

The study concludes that there is a strong relationship between emotional intelligence, job performance, and job satisfaction and organisation commitment. It has also found that the higher employees’ EI scores, the more performance and commitment towards organisation. Emotional intelligence is a key component to job satisfaction and organisation’s success as a whole.

The paper also concludes that Job satisfaction is still a very topical subject to be discussed; particularly its relationship with emotional intelligence and the effects employees could face in case they are found to have low EI scores. The more employees react to job, the more they are satisfied with the job outcomes. The same holds true when it comes to emotional attachment employees have towards their job. Thus, it is highly recommended that companies and/ or organisation s have to conduct training from time to time as it is a key to increase job satisfaction, job performance and more importantly, commitment to organisation. However, it is strongly recommended that more investigations and research have to be undertaken to examine the role and effects of emotional intelligence on job satisfaction and job performance at different contexts and work settings as the resistance for a change is high and the major role EI plays in the success of organisation.

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