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## The relation between emotional intelligence and job satisfaction

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### ABSTRACT

*The main purpose of this study was the relation between emotional intelligence and job satisfaction of men and women employees. For this reason, 56 people were chosen random stratified and their data were gathered by running Sibra Shiring emotional intelligence questionnaire and Bray field&Rothe job satisfaction questionnaire . After that, to analyze the data, Pearson correlation, regression analyzes and independent T was used. Results showed that there is a relation between emotional intelligence and job satisfaction. The relation between job satisfaction and each of the emotional intelligence criteria (self-awareness, self-control, and social skills) were upheld and I became clear that there was no significant difference between men and women's emotional intelligence and job satisfaction.*

**Key Words:** Emotional intelligence, Job Satisfaction, Self-awareness, Social Skills

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### INTRODUCTION

Since the arrival of emotional intelligence in psychology literature, this structure was surveyed in different areas of job and workshop. In fact, researchers have been always trying to achieve the relation of this structure with important effective causes in job success and finally job satisfaction. Victor Voorm says: job satisfaction is a mental achievement which a person has about his job and it is a doing of an organizational behavior. Therefore, satisfaction and doing the job is created with completely different causes [9,11]. Ginsberg et al. who have considered job satisfaction from different perspectives, point to two kinds of job satisfaction 1) inside satisfaction which is provided from two resources: first the joy which human gets from working and having a job. Secondly the joy which people get from watching progress or doing some social responsibilities and reaching capabilities and personal tendencies. 2) Outside satisfaction which has relation with job environment conditions and employment and every moment is changing and developing[10]. From outside satisfaction criteria for example job environment conditions, salary ranges and prizes, kind of job, the relation between employee and employer can be counted out [10]. This principle, which high intelligence guarantees human success in life, has many exceptions. Person's success in society finally is upheld by criteria separate from intelligence and talent. Other characteristics which are considered as emotional intelligence are so important in person's success. Emotional intelligence includes many characteristics like self enjoyment and self motivation, strength and stabilization in face of defeat, hope not to give up, taking out depression and hopelessness in thinking, intimacy and having hope [5]. Charles Darwin (1837) first told about emotional intelligence. He could prove that emotions are rudiments of people's compatible behavior before statistics probing and today's fast computers. Decision-makers have with these results as a basic part of emotional

intelligence (Baron-en 2000). Dr. Walter Michael-an American psychologist- did a length research in 1960 on four-year-old children. He suggested the children if they could wait till he gets back they'll get two sweets, but if they don't, they'll get one now. With emphasizing the resisting in face of postponing the results, he compared these two groups of children and reached interesting results and differences between two groups of teenagers which considering them can bold emotional intelligence in education and emotional flexibility. The ones who resisted inside manners would do better in society as teenagers, be better people, face the life problems better, be less breakable in face of emotional pressures, challenge problems instead of running, are trustable, self-dependent and highly creative. But the one out of three children who grabbed the sweet had a little of these characteristics and were problematic from psychological perspective. They ran away from social interaction as teenagers. They were pertinacious and couldn't decide what to do. Problems would lead them easily to fail. They considered themselves not valuable; they lost organization in face of emotional pressures and couldn't trust anything. They were possible for jealousy and doubt, overreact with other's miss behavior and couldn't postpone their needs even after 14 years [8].

Peter Salovi, John Meyar studied about human's quality characteristics such as intimacy, self-awareness, control excitement and emotions. They indicated most people would do it better with high emotional intelligence because they understand their excitement and show it, they when is the time and can control their mood perfectly [1].

Pool (1997) in an article proclaimed excitement emotional health is a predictable factor for job and education success. With studying on 27 students he understood that the marks average of students with higher range of emotional intelligence had a significance difference with students with lower degrees of emotional intelligence [3].

With studying 175 high school students , Gangolsi and Peterson understood that students with higher emotional intelligence in school, home and their friends relationship and work environment experience less defeats than students with lower range of emotional intelligence [4]. Chris Watkin (2000) reached below results with emotional intelligence and job progress:

Using emotional intelligence makes job decision making process to develop and improve. Emotional intelligence has a direct effect on selling goods and people with high range of emotional intelligence do quite better in technical jobs [2]. Kelly and Kaplan (1993) in a probing in bell's laboratories about being a star and successful of some engineers and scientists comparing others reached below results. These successful stars were marked with these characteristics. Cooperating their efforts effectively with team, leading and taking responsibilities in agreements, accepting others' ideas, convincing and increasing cooperation level and avoiding disagreement, organizing time and job responsibilities [5].

So, several researches done in understanding the relation between emotional intelligence and job retiree and job satisfaction make cautions about this issue. Researchers who surveyed and study emotional intelligence believe that emotional intelligence has important effects on different human activities like leadership and leading, professional or job improvement, working life, family life and spousal relationship, education, emotional health, etc. Emotional intelligence shouldn't be considered as a replacement of <ability>, <knowledge>, and <job skills>. The suggestion is that emotional intelligence can improve professional activities and job positions and make people learn job skills [11]. Many researchers (Golamn,1995, Richardson and Evans, 1997, Finegan, 1998, Cangelosi and Peterson, 1998, Quotinf from Ebi Samera 2000, Coover 2000) believe that emotional intelligence can do so much better than general intelligence in making the individual successful in education and work[3]. Cognitive approach theorists believe that cognitive is the base for excitement. If we put the cognitive process away, excitement will be gone [5]. One of the important area which emotional intelligence is involved is job choice, job environment, and job satisfaction. Recognizing emotions leads to knowing them more, and make the basics of knowing others' emotions. Using emotions make beliefs, showing a feeling or improving group cooperation. Understanding emotions lead to know about people's motives, make us know others' ideas better. Finally managing emotions let will let us accept our emotions and use the data gathered by them valuably [3]. Because of excitements in jobs, job environment counselors or people in charge of employees' election must choose and elect employees base on each job's skills and characteristics and capabilities. For example, consciousness characteristic is a good foreteller criterion for job performance. In some stressful situations, stress tolerance criteria must be on focus. Employees' intimacy and social interactions are the vital angle of so many jobs. Thus, these characteristics can be called as emotional capabilities, but these are those personal and behavior characteristics which have been examined, measures and probed for some decades [3].

The research done by Kingsbury and Daves shows that emotions management is fruitful even in job interview and Caldwell and Burger understand that there is a relation between extroversion and geniality and being qualified in a job [1]. But most of the best job performance accelerators are cognitive. Daniel Golman indicates technically excitement doesn't work alone. He says cognitive skills can lead you up to the company's door but emotional intelligence will help you even after employment [1]. In a research done by Sarnia *et al.* in the field of the relation between emotional intelligence and different job criteria on several big companies employments in United States, Oklahoma, this result has been achieved that the employees with higher level of emotional intelligence are more happy and more active and have more job satisfaction[1]. The employees with higher range of emotional intelligence are more relax in jobs with more independency and less people saying what to do and do better in these positions. **Research Method:** due to the nature of this research called the relation between emotional intelligence and job satisfaction of Sama organization employees, Qaemshahr branch, this research is considered as correlation research.

**Participants:** Participants are all employees, men and women, of Sama organization, Qaemshahr branch, which are busy with their job in the educational year 2012. **Sample Group:** 56 people, men and women, from Sama employees of Qaemshahr. This number has been achieved by Corgis and Morgan's table. **Sample Making:** Random stratified. **Research measuring tools:** Sibra Shiring emotional intelligence scale: due to the results gained by Mansoori (2001) its reliability  $p=0.001$  and  $r=0.63$  and its validity is measured 84% with Kronbach method[7]. Feeld and Rooth job satisfaction scale: test reliability is upheld by Bray Field & Rooth and 77 referees in Minnesota University. The questionnaire's items are sorted by Trestone method which talks about validity. Also, higher adults number all agreed that each sentence mirrors their job satisfaction and annoyance. About the external criteria, this scale was calculated on 91 adults including 49 men and 42 women, university students of Minnesota in 1345-46. These people's marks correlation comparing to the marks in job satisfaction scale of Hapak is very powerful and is reported 92% and its reliability index is 93%.

Table 1- data explanation

Frequency Gender	Frequency	Percentage
Female	32	57.15
Male	24	42.85
Total	56	100

There is a high correlation between social skills and job satisfaction which from the previous items social skills and job satisfaction correlation is more than the others, it means among surveyed criteria social skills emotional intelligence is more important and effective than the others . Thus, to increase job satisfaction in people teaching social skills is an important factor. It is concluded that emotional intelligence standard deviation is approximately high and should work on it.

Table 2: job satisfaction and self –motivation variants explanatory data

variant	Average	Standard deviation	Number
Job satisfaction	124.24	19.26	56
Self motivation	27.45	5.46	56
Self control	27.97	5.17	56
intimacy	26.51	5.63	56
Social skills	27.56	5.62	56
Emotional intelligence	137.27	26.53	56

Table3; correlation between emotional intelligence and job satisfaction

Job-satisfaction Criteria	Pierson-correlation
Emotional intelligence	0.925
Self motivation	0.934
Intimacy	0.926
Social skills	0.984
Emotional intelligence	0.977

**Table 4 :Regression table**

model	Non-standrd		Standardized	Significant level	
	B	Sta	Beta	T	Significant level
Reciprocal supposition	33.61	2.58		13	0.001
Self motivation	1.92	0.374	0.545	5.15	0.001
Self awarenss	-1.503	0.400	-0.404	3.75	0.001
Self control	-0.225	0.304	-0.061	0.743	0.463
Intimacy	0.007	0.419	0.002	0.017	0.987
Social skills	3.104	0.544	0.906	5.701	0100

Between job satisfaction and emotional intelligence Pearson correlation is taken which high correlation is observed, thus, as far as companies and people can increase emotional intelligence, job satisfaction goes higher too and work output is higher either.

Table 4- Regression table also shows that from different items in emotional intelligence, social skills is the priority and after that are self-motivation, self-awareness, self-control and intimacy.

**Table 5- Independent T, for comparing men and women job satisfaction**

Variance	significant level		T –test for average survey			Certainty distance			
	statisties	significance	T	Free line	singnificance	Average difference	Minimom	maximom	
Job satisfaction for Accepted variance	0.393	0.535	0.719	54	0.477	4.58	6.38	-8.36	17.53
Job satisfaction			0.717	34.60	0.478	4.58	6.38	-8.39	17.56

These two table above show that there is no significant difference between men and women job satisfaction.

**Table 6- Explanatory data between men and women emotional intelligence**

gender	number	Emotional intelligence		
		Average	Standard deviation	Standard deviation error
Female	32	140.31	26.59	6.10
Male	24	134.055	26.86	6.33

**Table 7- Independent T, for comparing men and women emotional intelligence**

	Significance variance		T –test for average survey				Certainty distance		
	statistics	significance	T	Free line	singnificance	Average difference	Average difference error	minimom	maximom
Emotional intelligence for accepted variance	0.074	0.787	0.712	54	0.481	6.26	8.78	-11.58	24.10
Emotional intelligence for non-accepted variance				34	0.481	6.26	8.79	-11.59	24.11

These two above tables show there is no significant difference between men and women emotional intelligence.

## DISCUSSION AND CONCLUSION

The first hypothesis wich is a relation between Sama employees' emotional intelligence and job satisfaction. Due to spreading marks close to natural and normal, Perason correlation coefficient parametric test was used and  $p=0.001$  and  $r=0.974$ . This equals to Dan King Van's research (2006), Ern Maski & smaraei (2008), and Simin Hoseinian Monavareye Yazdi [4].

In the second hypothesis which is a relation between job satisfaction and emotional intelligence and their criteria, Pearson correlation coefficient test was used. Between self-awareness and job satisfaction  $r=0.44$  95 percent significance, between self-control and job satisfaction  $r=0.061$  with 95 percent of significance, between intimacy and job satisfaction ( $rp=0.002$ ) with the possibility of 95 percent significance, between self-motivation and job satisfaction with 95 percent significance, there is significant correlation. In the second hypothesis which is the relation between job satisfaction and emotional intelligence are its criteria, Pierson correlation coefficient test was

used. Between job satisfaction and intimacy  $r_p=0.44$  95% significance, between intimacy and job satisfaction ( $r_p=0.002$ ) with 95 percent significance, between self-motivation and job satisfaction with 95 percent, there is a significant correlation.

For the third hypothesis which is the difference of men and women job satisfaction, due to the two groups, T test was used for independent groups. Results show that job satisfaction calculated T percentage and significance level with 95 percent the certainty zero supposition is rejected. In other words, there is no difference between men and women job satisfaction.

For the fourth hypothesis which is the difference of emotional intelligence of men and women employees, due to the two groups, T test was used for independent groups. Results  $t=0.712$  in the significance level with 95 %, zero supposition is not rejected. It means, there is no difference between men and women job satisfaction.

Also, Johan B. Krick's Researches from Pennsylvania University about the relation of managers emotional intelligence and teachers job satisfaction show the positive relation of qualifications related to emotional intelligence like managers optimism, intimacy, self-awareness, self-control and job satisfaction[5]. In fact, these basic qualifications from emotional intelligence create correlation and resonance in schools which is of managers responsibilities, because it can maintain teachers' job satisfaction even in disagreements. So, job satisfaction is one the most important criterion in job success [9]. consider job satisfaction as a mental item and call it an emotional compatibility with job and job conditions. In other words, if the job makes the joy for the individual, he/she will be satisfied with the job. In contrary, if the job doesn't give the joy to the individual, here the employee blames the job and tries to change it [9]. In Hoppock's idea, job satisfaction is a confusing and multidimensional concept and is related to emotional, physical and social criteria[9]. One item cannot make job satisfaction, but a group of different issues make the individual feel job satisfaction in a specific moment of his working and tell himself that he's satisfied with the job and enjoys it. An individual emphasizing different items including payment, job's social position, job environment, and its output in different times feels job satisfaction in different ways . Kit Divis also considers job satisfaction as employees compatible and incompatible emotions who look to their job with these emotions [9].

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