

Emotional Intelligence and Its Impact on Job Satisfaction of Employees (Case study: Qom Regional Water Company)

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Abstract

Job satisfaction is one of the fundamental and interesting subjects in modern management so that the decrease of job satisfaction in employees will cause huge costs for organizations and on the contrary its presence will develop organizations to a large extent. emotional intelligence is one of the important items which have a large impact on job satisfaction. It has recently attracted the attention of many experts so that some scientists attribute up to 80% of people's success especially leaders and managers to it. The aim of this study was to demonstrate the impact of emotional intelligence and its components on job satisfaction. In this study the effect of managers' emotional intelligence on employees' job satisfaction was evaluated. The method of the study was descriptive survey. The main hypothesis of this study indicates that there is a significant difference between managers' emotional intelligence and employees' job satisfaction. According to Daniel Goleman model emotional intelligence has five components of self awareness, self regulation, self motivation, empathy and social skills among which the component of social skills has the most relationship and self awareness has the least relationship with employees' job satisfaction. finally, the study results show a relative large correlation between managers' emotional intelligence and employees' job satisfaction.

Keywords: emotional intelligence, self awareness, job satisfaction, self regulation, self motivation.

Introduction

Many years ago, Plato said: all learning methods have an emotional foundations. in 1997 the term emotional intelligence was spread by publishing the research book of Daniel Goleman. since then a wave of public efforts was formed about emotional intelligence and various reformations were done according to theoretical and research dimensions in the field of emotional intelligence. New criteria and scales were also provided to measure emotional intelligence and more fundamental and basic studies were performed in this area.

Emotional intelligence can play a very important role in work environment. In particular, researchers believe that emotional intelligence is related to job satisfaction and job performance. In addition, theorists believe that managers' emotional intelligence can have a considerable effect on the results of work.

A lot of studies were performed about job satisfaction at national and international levels. each of them examined the causes of dissatisfaction or the factors affecting the increase of satisfaction. in recent years, some studies were performed on human relations and their effect on the increase of job satisfaction. in these studies, emotional intelligence was considered as a fundamental factor to improve relations and thus more employees' satisfaction.

According to the mentioned background, this study examines the relationship between managers' emotional intelligence and employees' job satisfaction in the statistical population of the study.

Theoretical foundations

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Job satisfaction

Job satisfaction refers to the overall attitude of individuals about their jobs. Someone who has a high degree of job satisfaction has a positive attitude toward his/her job (Robbins 1997). Job satisfaction refers to an extent of positive emotions and attitudes of people toward their jobs. (Moghimi 2001)

In another definition, job satisfaction is introduced as: the set of adaptive and maladaptive emotions in employees toward their jobs. (Davis 1991)

Emotional intelligence

It is the capacity or ability to organize the emotions of ourselves and the others' to motivate and control our emotions and use them in relations with the others. (Siaruchi 2004)

The importance of job satisfaction

The results of different studies showed that job dissatisfaction is one of the main causes of high rates in turnover, absence, delay, complaint, physical and mental problems and etc. which reduce the efficiency of organization and cause the weak performance of employees. (Daneshvar 2002)

Experts agree on attracting customer satisfaction as: the suitable employees who are supported by an appropriate management system are the main key to satisfy customers. It can be said that employees satisfaction is the cornerstone of customer satisfaction. (Shafiee Abadi 2006)

Today, the success of an organization depends on knowledge, skill, creativity, the motivation of partners and employees and values them. To value the employees means undertaking their satisfaction, welfare and development. This causes more flexibility in employees and better development of affairs and the increase of their satisfaction.

Organizations are faced with the following challenges to value the employees:

First- to show the commitment of leaders to create motivation in employees and achieve better results.

Second- acknowledgement which is beyond the payment of salaries, advantages and compensation of services.

Third- inter-organizational development

Fourth- the participation of employees in organizational knowledge (thereby employees can provide better customer service and participate in the realization of strategic goals)

Fifth- to create an environment that encourages risk-taking. (Sahfiae Abadi 2006)

The importance of emotional intelligence

Goleman believes that in the best way, emotional intelligence determines about 20% of success factors in life while about 80% remains. However, nobody exactly knows the extent of variability by emotional intelligence during life and from one person to another. (Allahverdi , Habib poor 2004)

Emotional intelligence is one of the abilities which is related to success in life. But the extent of the importance of emotional intelligence has not been determined yet. In other words, the

question arises that where is the status of emotional intelligence? (Goleman 2004)

According to some theorists, emotional intelligence has a large significance in normal life. It seems that the hypothesis “those who can deal with their emotions lack an appropriate interpersonal relations have less mental health and experience less job success” is a logical hypothesis.

For example if you cannot control your anger at your work, and cause anxiety and discomfort for your employer and colleagues you will probably lose your job. If you cannot understand the others’ feelings you will not have good relationships with them and therefore a few friends will remain for you. (Siaruchi 2004)

Many theories have addressed the subject of emotional intelligence and Goleman model was used in this study.

Goleman model

Goleman analyzed emotional intelligence in two areas:

1. Personal competence: how to manage ourselves.
2. Social competence: how to manage our communications.

Each of these two areas includes a number of special indicators that are given in table 1.

Table 1. the components of emotional intelligence according to Goleman (Kierstead, James 1999)

Personal competencies	Social competencies
Self awareness	empathy
Self regulation (self control)	Social skill
Motivation (self motivation)	

Self awareness: Self awareness is the first constituent of emotional intelligence. Self awareness means having a deep understanding of feelings, strengths, needs and motivation of ourselves. Those who have a high degree of self awareness diagnose the effect of their feelings on themselves , other\’s and their jobs and speak about their feelings and their effect on their jobs clearly and accurately. (although not in an exaggerate and extreme way)

A person who does not have self confidence is prone to make decisions which show his/her inner turmoil and destroy the hidden values.

Self aware people know their limitations and weaknesses and easily talk about them and also often show much desire toward constructive criticism.(Goleman 2004)

Self control: Self control means the ability to resist against the emotional storms made by destiny. The goal is to achieve balance not suppressing emotions. each emotion has a particular value and importance in its own place.

We should not escape from unpleasant emotions in order to feel satisfied but we should not let the destructive feelings to be replaced by all pleasant feelings and emotions without any control. (Goleman 2003)

Motivation: Almost all the effective leaders in the world have a feature which is called motivation. They are motivated to achieve beyond expectations (themselves or someone else). Here, the keyword is “to achieve success”.

The strong desire to self-working is the sign of leaders who has a high level of motivation. Such people search for creative

challenges, are enthusiastic to learn and are proud of their successful works. Those managers who attempt to identify the high levels of success motivation in their employees are looking for the last piece of this sign which is the commitment to organization.

When people love their job because of the job itself, they feel more commitment to the organization that provided this job for them. (Goleman 2004)

Empathy: Empathy is made based on self awareness. if we are more aware of our feelings , we will be more skilled to receive the feelings and emotions of others. In all relations, the origin and source of paying attention to others is emotional coordination and the ability to empathize with them. The ability of identifying the feelings of others plays a role in different areas of life, from sale and management to love and being parents and to empathize with others and political activities (Goleman 2003)

Social skills: Social skills are mostly targeted friendly relations: motivating people in their desired path whether agreement on a new marketing approach or desire to produce a new product. Those people with social skills have usually a large number of friends and have a strong feeling to find common areas with different people to create agreement and close relations. (Goleman 1998)

Research Background

In 2013, Mr. Mohsen Rahimi conducted a research entitled “ a study on the relationship between emotional intelligence and

job satisfaction” among the nurses in Al Zahra Hospital in Isfahan. The study results show that there is a significant relationship between the factors of self awareness , self regulation , empathy and social skills with job satisfaction.

Chi Lee and Fang Lee 2008 in a study entitled the effect of the influence of emotional intelligence and organizational atmosphere on job satisfaction examined the three components of risk tendency, external tendency and success tendency for organizational atmosphere and the results show that the relationship between emotional intelligence and the components of organizational atmosphere. They focused on the effect of organizational atmosphere and emotional intelligence on job satisfaction.

In another study , Mr. Hadi Ghafurian in 2013 examined the relationship between organizational culture and emotional intelligence among the experts of Farabi campus at Tehran university. The study results show that the high relationship between emotional intelligence and entrepreneurial culture and the components of self awareness and self motivation have the highest relationship with entrepreneurial culture.

Mr. Kiumars Bazvand in a study entitled the relationship between emotional intelligence , organizational commitment and job satisfaction among the employees of Department of Physical Education in Lorestan province concluded that there is positive significant relationship between emotional intelligence and organizational commitment and job satisfaction. Also there is a positive significant relationship between organizational commitment and job satisfaction.

Research hypotheses

Main hypothesis:

There is a relationship between the emotional intelligence of managers and job satisfaction of employees.

Sub- hypotheses:

There is a relationship between the self awareness of managers and job satisfaction of employees.

There is a relationship between the self management of managers and job satisfaction of employees.

There is a relationship between the self motivation of managers and job satisfaction of employees.

There is a relationship between the empathy of managers and job satisfaction of employees.

There is a relationship between the social skills of managers and job satisfaction of employees.

Research Methodology

This study is applied in terms of purpose and is descriptive (non-experimental) in terms of data collection and also is correlation among the descriptive studies. In this study the two questionnaires of job satisfaction and emotional intelligence were used. Experts’ views were used for the validity of questionnaires. To obtain the reliability of designed questionnaires, the Chronbach’s alpha of job satisfaction questionnaire is 0.911 and managers’ emotional intelligence is 0.841 which is the sign of questionnaires’ reliability. The statistical population of this study includes all the managers and employees of Qom regional water company which consists of 110 people and our statistical sample includes 86 people. The purpose of the study is to examine the effect of managers’ emotional intelligence on job satisfaction of employees. The necessary data for this study were collected by library and field studies. In this study correlation coefficient test was used.

The study of main hypothesis and sub hypotheses of the study (the relationship between the components «emotional intelligence» and «job satisfaction» :

First sub hypothesis: There is a significant relationship between the «self awareness of managers » and «job satisfaction of employees».

In all hypotheses, two hypotheses H_0 as the zero correlation coefficient of two variables in population are tested versus hypothesis H_1 as the non-zero correlation coefficient in population at 0.05 error level. For example, about the component “self awareness” we have:

$$\begin{cases} H_0 = \rho_{(job\ satisfaction\ and\ self\ awareness)} = 0 \\ H_1 = \rho_{(job\ satisfaction\ and\ self\ awareness)} \neq 0 \end{cases}$$

Table 2: The results of correlation coefficient for the variable «the emotional intelligence of managers » (and its components) and «job satisfaction of employees»

value - P	Spearman Correlation coefficient	frequency	variable
0.018	0.347	86	Self awareness
0.214	0.178	86	Self management
0.016	0.415	86	Self motivation
0.012	0.452	86	Social awareness
0.013	0.458	86	Social skills
0.004	0.574	86	Emotional intelligence

The obtained p value is less than the error level $\alpha = 0.05$. Thus, hypothesis H_0 as the non-correlation of the two variables managers’ self awareness and job satisfaction of employees is rejected at 5% level. In other words, these two variables are significantly correlated and the obtained correlation coefficient is equal to 0.347 which shows the average and direct correlation between these two variables. It can be said that there is a direct and average relationship between managers’ self awareness and

job satisfaction of employees and the first sub –hypothesis is confirmed.

Second sub hypothesis: There is a significant relationship between the self management of managers and job satisfaction of employees.

The obtained p value is more than the error level $\alpha = 0.05$. Thus, hypothesis H_0 as the non-correlation of the two variables managers’ self management and job satisfaction of employees

is accepted at 5% level. In other words, these two variables are not significantly correlated and the obtained correlation coefficient is equal to 0.347 which shows the average and direct correlation between these two variables. It can be said that there is a direct and average relationship between managers' self management and job satisfaction of employees and the second sub –hypothesis is rejected.

Third sub hypothesis: There is a significant relationship between the self motivation of managers and job satisfaction of employees.

The obtained p value is less than the error level $\alpha = 0.05$. Thus, hypothesis H_0 as the non-correlation of the two variables managers' self motivation and job satisfaction of employees is rejected at 5% level. In other words, these two variables are significantly correlated and the obtained correlation coefficient is equal to 0.415 which shows the average and direct correlation between these two variables. It can be said that there is a direct and average relationship between managers' self motivation and job satisfaction of employees and the third sub – hypothesis is confirmed.

Fourth sub hypothesis: There is a significant relationship between the social awareness of managers and job satisfaction of employees.

The obtained p value is less than the error level $\alpha = 0.05$. Thus, hypothesis H_0 as the non-correlation of the two variables managers' social awareness and job satisfaction of employees is rejected at 5% level. In other words, these two variables are significantly correlated and the obtained correlation coefficient is equal to 0.452 which shows the average and direct correlation between these two variables. It can be said that there is a direct and average relationship between managers' social awareness and job satisfaction of employees and the fourth sub –hypothesis is confirmed.

Fifth sub hypothesis: There is a significant relationship between the social skills of managers and job satisfaction of employees.

The obtained p value is less than the error level $\alpha = 0.05$. Thus, hypothesis H_0 as the non-correlation of the two variables managers' social skills and job satisfaction of employees is rejected at 5% level. In other words, these two variables are significantly correlated and the obtained correlation coefficient is equal to 0.458 which shows the average and direct correlation between these two variables. It can be said that there is a direct and average relationship between managers' social skills and job satisfaction of employees and the fifth sub –hypothesis is confirmed.

Main hypothesis: There is a significant relationship between the emotional intelligence of managers and job satisfaction of employees.

The obtained p value is less than the error level $\alpha = 0.05$. Thus, hypothesis H_0 as the non-correlation of the two variables managers' emotional intelligence and job satisfaction of employees is rejected at 5% level. In other words, these two variables are significantly correlated and the obtained

correlation coefficient is equal to 0.574 which shows the average and direct correlation between these two variables. It can be said that there is a direct and average relationship between managers' emotional intelligence and job satisfaction of employees and the main hypothesis is confirmed.

Conclusion

Surveys show that there is a significant relationship between the Self-knowledge of managers and employees' job satisfaction. That means managers must better understand their own, because this self-knowledge helps managers to reach human perfection, and know their strengths and weaknesses, and in case of need, cover their weaknesses, and benefit from their strengths.

In relation to self-knowledge, many tradition have been quoted in religious books and sources, including the Imam Ali (PBUH) says: Self-knowledge is the most useful knowledge.

Managers using self-knowledge can better communicate with others, and increase employee job satisfaction. The manager who has more self-knowledge will be more aware of his own emotional features, for example, a person who is aware of his irritability, and know how can impair his performance by behaviors when he is angry, we can say that he has taken the first step to improve his emotional intelligence.

According to the results of second hypothesis, we can say that there is no significant relationship between self-regulated and job satisfaction of the employees. But the researcher believes that whatever the manager control and manage themselves based on their knowledge and experience that they find about themselves, they can create more job satisfaction in employees because someone can't manage its own, as a manager would not be effective in creating job satisfaction of employees.

According to the results of the third hypothesis, a manager who has high motivation, will be more successful to gain the trust of employees. Therefore, managers should always be enthusiastic and full of motivation and energy. A manager who doesn't have sufficient motivation, can't nurture employees with high motivation, as well as staff with low motivation will have lower productivity. In addition, a manager who is motivated and promising, the employees will believe that he has a fixed character, and therefore will be more satisfied.

According to the results of the fourth hypothesis, more ability of managers to empathize with subordinates will lead to greater job satisfaction among employees. Empathy with others, as the results show, is very important, and will have many positive outcomes for both the organization and director. The best way to influence others is seeing things from the other side look and express your feelings to others. Dale Carnegie, in his famous book, *How to Win Friends and Influence People*, according to Henry Ford, said "if success has only one secret, it is the ability to see the world from the eyes of the other side and from his perspective. "

According to the results of the fifth hypothesis, managers who are more skilled in establishing and maintaining social relationships, their employees have higher job satisfaction, and based on this, managers must strengthen their social skills. Managers must pay attention to the following to improve their social skills:

- Listen effectively to others.

- Express their message clear and transparent.
- Learn ways to influence others.
- Promote and encourage open communications and accept bad news like good news.
- Strengthen leadership skills, such as to inspire others to pursue the vision and common mission, coaching and guidance, ..
- Support changes and change them well.
- Guide informal relationships toward a direction in which the friendly, committed atmosphere be formed.
- Participation of others in the affairs must be important for you.
- Believe in team work and team building so that leads to the synergy.

According to the main hypothesis of the research, there is a significant relationship between emotional intelligence and job satisfaction of the employees. Based on what was said, there is a significant relationship between emotional intelligence and job satisfaction. According to the primary studies of components of emotional intelligence, we concluded that, employees are not satisfied with their system of promotion and remuneration, and this is one of the reasons for their lack of job satisfaction, which is derived from the effect of some components of emotional intelligence.

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