

A Study on the Impact of Emotional Intelligence in Job Satisfaction of Employees in IT Sector

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Abstract

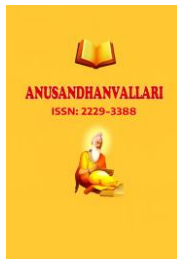
This research explores the connection between emotional intelligence and job satisfaction among IT sector employees, with a particular focus on the influence of demographic variables. The findings reveal a strong positive correlation between emotional intelligence and job satisfaction, with emotional intelligence accounting for 72.7% of the variation in job satisfaction. Key components such as self-regulation, self-motivation, self-awareness, social awareness, and social skills were found to significantly influence job satisfaction. However, demographic factors, with the exception of age, did not show any significant relationship with emotional intelligence or job satisfaction. These results indicate that emotional intelligence is a crucial factor in determining job satisfaction, largely independent of most demographic variables. The study suggests that organizations should consider implementing emotional intelligence training, promoting a positive workplace culture, and emphasizing behavioral competencies to improve employee satisfaction and performance in the IT sector.

Key Words: Emotional Intelligence, Job Satisfaction, IT Sector, Demographic Variables, Employee Performance, Human Resource Management and Workplace Environment

INTRODUCTION

In the modern era, emotional intelligence (EI) plays a pivotal role in enhancing the competencies of financial institution employees, including resilience, motivation, empathy, reasoning, stress management, conflict resolution, and communication. These skills enable a deeper understanding of diverse personnel (Cavazotte & Flavia et al., 2012). Emotional intelligence is particularly critical in bank management, as it fosters job satisfaction among employees when management acknowledges and addresses their emotions. EI serves as a tool to harness positive energy among bank employees, bridging gaps between staff members and strengthening the ethical foundation of the banking security system. It also establishes a framework for ensuring high levels of public investment safety and creating a robust "Safe Net" for welfare and development (G. Yoganandan & Sathya C., 2015). The term "emotional intelligence" was first coined in 1990 by psychologists Mayer and Salovey, who highlighted its role in enhancing the ability to perceive, process, and regulate emotional information effectively, thereby influencing thoughts and actions.

Furthermore, emotional intelligence contributes to success in the business environment by strengthening employees' mental and physical activities, improving interpersonal communication, social relationships, and decision-making skills. It also aids in developing strategies to achieve both personal and professional goals. EI plays a significant role in fostering strong relationships and promoting employee welfare and development within the banking sector. It cultivates leadership qualities at all levels, enabling even junior employees to utilize emotional intelligence to manage banking operations and advance to higher positions. Overall, emotional intelligence is a valuable tool for enhancing individual capabilities through adequate training, enabling



employees to understand their capacities, knowledge, behaviors, and thoughts, which in turn helps them build better relationships with bank clients. EI boosts employees' energy levels and engagement, making them more productive in the workplace. This approach is cost-effective for banks and standardizes operational patterns within the banking system. Consequently, banks are increasingly training their employees to operate under customized emotional intelligence frameworks.

Theoretical Perspective

Self-Awareness

Self-awareness involves recognizing and understanding one's tendencies and emotions. It depends on an individual's skills and helps them overcome weaknesses, thereby improving customer relations through well-customized services.

Self-Regulation

Self-regulation refers to the reliability and honesty of employees, enabling them to remain composed in uncertain situations. It also involves a willingness to adapt personal characteristics for the benefit of the bank and the public.

Self-Motivation

Self-motivation is a self-directed function that enhances control, commitment, and the ability to tackle challenges. It enables employees to perform banking operations more dynamically, serve customers more efficiently, and improve their attitudes and behaviors for the institution's benefit. It also fosters a perception of rewards from management.

Social Awareness

Social awareness involves understanding customer behavior and maintaining strong relationships by knowing their personal information, thereby providing better services.

Social Skills

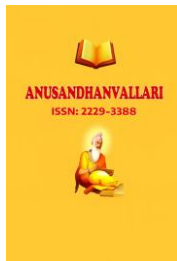
Social skills are essential for building and maintaining relationships with customers, ensuring smooth IT operations, and fostering trust in the bank's services. Emotional intelligence enhances employees' interpersonal skills, such as attitude, behavior, and communication, and encourages engagement with IT systems and processes.

Job Satisfaction

Job satisfaction reflects how individuals perceive their jobs in terms of security, salary, leave, rewards, punishments, nature of work, location, travel, promotions, work environment, and treatment by coworkers and management. It is a relatively recent concept, as historically, jobs were often predetermined by family occupation. Various factors influence job satisfaction, which is crucial in the business environment, particularly in the competitive banking industry. Ensuring job satisfaction is a challenging task for bank management, as it requires improving employees' emotional intelligence and ensuring they feel valued through benefits and rewards.

Job satisfaction is linked to practices such as job rotation, job enlargement, and job enrichment, as well as management style, culture, employee involvement, empowerment, and autonomous work groups. These practices are increasingly adopted in the IT sector to enhance performance and career development. Job satisfaction is frequently measured using rating scales and performance appraisals, which provide promotional opportunities and work responsibilities, thereby improving employee satisfaction and management

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effectiveness. It also fosters self-control, enhancing employee performance to meet institutional expectations and stimulating higher emotional intelligence standards for managerial roles.

Key factors influencing job satisfaction include working conditions, salary, and the nature of work. Salary, in particular, plays a significant role, as it provides economic independence and motivates employees to seek increments. Promotions also boost job satisfaction by increasing motivation, self-confidence, decision-making power, and salary, thereby resonating strongly with employees.

Problem Statement

Emotional intelligence encompasses self-awareness, self-regulation, self-motivation, social awareness, and social skills among IT employees. Job satisfaction in IT firms is driven by factors such as job security, competitive salaries, rewards, nature of work, leave policies, promotions, work environment, job rotation, job enlargement, and job enrichment. While banks have implemented measures to enhance employee satisfaction, IT sectors are advised to adopt similar practices. The concept of job satisfaction is gaining importance across IT organizations, and this study aims to help them develop effective policies, introduce innovative programs, and share best practices. It also seeks to foster an organizational culture that integrates work and personal life, offering practical guidelines to increase employee satisfaction and commitment. This, in turn, helps retain top talent and reduce costs. In the competitive IT industry, emotional intelligence is a decisive factor. This study highlights its importance in enhancing individual and team performance, thereby improving organizational effectiveness.

Objectives of the Study

The study aims to examine the impact of motivation on job satisfaction and emotional intelligence among employees in the IT sector.

Literature Review

Kumar (2015) conducted a study revealing that emotional intelligence is a key factor in enhancing entrepreneurial activities among management students and significantly improves gender self-efficacy between male and female students. Tung (2023) emphasized the importance of examining specific personality traits, noting that entrepreneurial intention is influenced by traits such as openness and conscientiousness. Marietta (2014) explored the relationship between intelligence, emotional intelligence, personality styles, and academic success, finding that education did not account for cognitive differences at higher intelligence levels, though lower IQ could hinder academic performance. Nasimifar (2015) concluded that significant investment is required to develop emotional intelligence for human welfare and development. A 2014 study highlighted that emotional intelligence is crucial for managerial roles, enabling competence in social, supervisory, and leadership tasks, as well as motivating individuals in a business environment.

Abhijeet Faye (2018) identified self-awareness, emotional control, self-motivation, and empathy as key domains of emotional intelligence, which are essential for managing workplace relationships. The study found that 70% of employees had low emotional intelligence, particularly in self-assessment, while married male employees exhibited higher confidence and empathy. Employees with fewer work-related stresses engaged in leisure activities and exercise, leading to higher emotional intelligence and better relationships with colleagues and superiors. Farahbod (2018) noted a positive correlation between emotional intelligence, proactivity, and creativity, suggesting that emotional intelligence can be enhanced through counseling and life skills training, thereby improving organizational welfare.

Mosammod Mahamuda Parvin (2011) found that job satisfaction is influenced by factors such as gender, remuneration, personal performance, and job tenure, which significantly impact overall employee success and

performance. The study highlighted that job satisfaction is closely tied to pay scales, promotions, working conditions, workload, stress levels, respect from coworkers, and relationships with supervisors. Murad Miah (2018) discovered a strong positive relationship between job satisfaction and organizational performance, particularly in terms of remuneration and promotions. Nur Iman (2019) examined the impact of leadership on job satisfaction, motivation, and employee performance, concluding that leadership significantly influences these factors, which in turn affect employee performance.

Raheela Maulabakhsh (2015) emphasized that job satisfaction enhances employee performance, productivity, and commitment, underscoring the importance of providing favorable working conditions to meet employee needs. Weihui Fu, Satish, and P. Deshpande (2014) studied the relationship between a caring work environment, job satisfaction, organizational commitment, and job performance among employees in a Chinese insurance company. The study revealed that a caring environment directly impacts job satisfaction, organizational commitment, and job performance, with job satisfaction mediating organizational commitment. Seyed Rahim Benrazavi (2013) identified success, recognition, nature of work, and teamwork motivation as key factors influencing employee satisfaction, recommending that organizations create a friendly work culture to enhance productivity and job satisfaction.

Materials and Methods

The study adopts an analytical approach, collecting primary data from bank employees and secondary data from government records, reference books, journals, newspapers, and online sources. The research focuses on Ernakulum district, where limited studies have been conducted on the impact of emotional intelligence on job satisfaction among IT employees. Ten IT firms in Ernakulum district were selected, with a sample of 200 employees chosen using proportionate stratified random sampling. A Likert 5-point scale was used to measure emotional intelligence and job satisfaction. Secondary data were gathered from IT firm reports, research articles, journals, surveys, dissertations, and online sources. The data were analyzed using SPSS, with statistical tools such as percentage analysis, one-way ANOVA, independent-samples t-test, chi-square test, multiple correlation, and linear regression.

Results and Discussion

Hypothesis Testing

The study investigated the relationship between emotional intelligence and job satisfaction among IT employees. The hypotheses were:

- **Null Hypothesis (Ho):** There is no association between emotional intelligence and job satisfaction among IT employees.
- **Alternative Hypothesis (Ha):** There is an association between emotional intelligence and job satisfaction among IT employees.

The correlation coefficients, p-values, and critical value at a 0.05 significance level were analyzed for various components of emotional intelligence.

Table No 1

Variables	Correlation	P-value	Critical value	Inference
Job satisfaction	.853(**)	0.000	0.05	Ho: Accept
Self regulation	.679(**)	0.000	0.05	Ho: Accept

Self motivation	.758(**)	0.000	0.05	Ho: Accept
Self awareness	.778(**)	0.000	0.05	Ho: Accept
Social awareness	.840(**)	0.000	0.05	Ho: Accept
Social skill	.844(**)	0.000	0.05	Ho: Accept

Note: (r) represents the Pearson correlation coefficient, where ($p < 0.01$) indicates a highly significant relationship.

Overall Emotional Intelligence and Job Satisfaction:

A strong positive correlation ($r = 0.853$, $p = 0.000$) indicates a significant relationship between emotional intelligence and job satisfaction. This suggests that employees with higher emotional intelligence tend to experience greater job satisfaction in the IT sector.

Components of Emotional Intelligence:

Self-Regulation: A moderate positive correlation ($r = 0.679$, $p = 0.000$) signifies that better self-regulation skills enhance job satisfaction.

Self-Motivation: A strong positive correlation ($r = 0.758$, $p = 0.000$) highlights the importance of self-driven motivation for job satisfaction.

Self-Awareness: A strong positive correlation ($r = 0.778$, $p = 0.000$) implies that employees who are more aware of their emotions report higher job satisfaction.

Social Awareness: A very strong positive correlation ($r = 0.840$, $p = 0.000$) emphasizes the impact of understanding others' emotions on job satisfaction.

Social Skills: A very strong positive correlation ($r = 0.844$, $p = 0.000$) underscores the role of effective interpersonal interactions in enhancing job satisfaction.

The results reject the null hypothesis across all variables, establishing a significant association between emotional intelligence (and its components) and job satisfaction. This implies that improving emotional intelligence skills can significantly enhance job satisfaction among IT sector employees.

- ❖ Null Hypothesis: There is no relation between emotional intelligence and job satisfaction of employees in IT sector
- ❖ Alternative Hypothesis: There is relation between emotional intelligence and job satisfaction of employees in IT sector

Regression analysis of emotional intelligence and job satisfaction of employees in IT sector

Table No 2

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate	
1	.853(a)		.727	.727	.29571	
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.700	1	84.700	968.632	.000(a)

	Residual	31.742	363	.087		
	Total	116.441	364			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.761	.140		5.420	.000
	Emon	.981	.032	.853	31.123	.000

a Dependent Variable: Job satisfaction b Predictors: (Constant), Emotional intelligence

The regression analysis investigates the relationship between emotional intelligence (independent variable) and job satisfaction (dependent variable) among employees in the IT sector. The model summary reveals a high correlation coefficient ($R = 0.853$) and a strong coefficient of determination ($R^2 = 0.727$), indicating that emotional intelligence accounts for 72.7% of the variance in job satisfaction. The adjusted R^2 value remains consistent at 0.727, confirming the model's reliability for the sample size.

The ANOVA results ($F = 968.632$, $p = 0.000$) confirm the model's statistical significance, demonstrating that emotional intelligence significantly predicts job satisfaction. The unstandardized coefficient ($B = 0.981$) indicates that a one-unit increase in emotional intelligence leads to a 0.981-unit increase in job satisfaction. The standardized coefficient ($Beta = 0.853$) highlights the strength of emotional intelligence as a predictor. Additionally, the intercept ($B = 0.761$, $p = 0.000$) represents the baseline job satisfaction when emotional intelligence is absent.

In summary, the regression analysis establishes a significant positive relationship between emotional intelligence and job satisfaction. The findings underscore the critical role of emotional intelligence in enhancing job satisfaction within the IT sector, reinforcing the need for its development through targeted HR initiatives.

CHI-SQUARE ANALYSIS OF DEMOGRAPHIC VARIABLES AND EMOTIONAL INTELLIGENCE

Table 3

Hypothesis	Chi-value	P-value	Alpha value	Inference
Gender and Emotional intelligence	286.687	0.671	0.05	Reject
Age * Emotional intelligence	660.27	0.035	0.05	Accept
Educational qualification * Emotional intelligence	958.506	0.063	0.05	Reject
Experience * Emotional intelligence	963.304	0.053	0.05	Reject
Monthly salary* Emotional intelligence	647.084	0.072	0.05	Reject
Marital status *Emotional intelligence	300.323	0.451	0.05	Reject
Cadre * Emotional intelligence	300.172	0.39	0.05	Reject

The results indicate a significant association between age and emotional intelligence ($p = 0.035 < 0.05$), rejecting the null hypothesis for this variable. This suggests that age influences emotional intelligence levels, possibly due to maturity or life experiences enhancing emotional regulation and awareness.

For all other demographic variables (gender, educational qualification, experience, monthly salary, marital status, and cadre), the p-values exceed the alpha level of 0.05, leading to the acceptance of the null hypothesis. This implies no significant relationship between these variables and emotional intelligence in the IT sector sample.

Overall, the findings highlight that while emotional intelligence is independent of most demographic factors, it is influenced by age, suggesting potential implications for targeted training and development initiatives across age groups.

Symmetric Measures: Phi Cramer's V test
Table 5

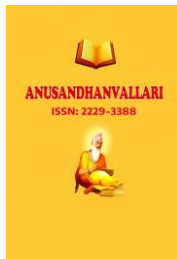
Hypothesis	Phi-Cramer's V test	Approx. Sig.
Gender and Job satisfaction	0.847	0.671
Age * Job satisfaction	1.25	0.35
Educational qualification * Job satisfaction	1.549	0.063
Experience * Job satisfaction	1.552	0.053
Monthly salary * Job satisfaction	1.272	0.72
Marital status * Job satisfaction	0.866	0.451
Cadre * Job satisfaction	0.872	0.39

The Phi-Cramer's V values across all demographic variables range from 0.847 to 1.552, suggesting a moderate to strong association. However, the approximate significance (p-values) for all variables exceed the threshold of 0.05, indicating that these associations are not statistically significant. This result implies that demographic factors such as gender, age, educational qualification, experience, monthly salary, marital status, and cadre do not have a meaningful influence on job satisfaction within this sample. Consequently, job satisfaction in the IT sector appears to be shaped more by other factors, potentially including workplace culture, managerial practices, or intrinsic motivators, rather than demographic characteristics.

Discussion

The study explored the relationship between emotional intelligence, job satisfaction, and demographic variables among employees in the IT sector. Key findings are summarized as follows:

There is a significant positive relationship between emotional intelligence and job satisfaction ($r = 0.853$, $p < 0.05$). Emotional intelligence explains 72.7% of the variance in job satisfaction, as indicated by the regression analysis ($R^2 = 0.727$, $p < 0.001$). Components of emotional intelligence, including self-regulation, self-motivation, self-awareness, social awareness, and social skills, all positively correlate with job satisfaction, reinforcing the importance of emotional intelligence in fostering employee satisfaction. Among the demographic variables tested, only age showed a significant association with emotional intelligence ($\chi^2 = 660.27$, $p = 0.035$). Other variables such as gender, educational qualification, experience, monthly salary, marital status, and cadre did not show significant associations with emotional intelligence. No significant associations were found between demographic variables (gender, age, educational qualification, experience, monthly salary, marital status, and cadre) and job satisfaction ($p > 0.05$ for all variables). Emotional intelligence emerged as a critical predictor of job satisfaction, with a standardized coefficient (Beta) of 0.853 ($p < 0.001$) in the regression model.



Enhancing emotional intelligence skills could significantly improve employee job satisfaction, highlighting its value in HR development programs.

Based on the study's findings, the following recommendations are proposed to enhance emotional intelligence and job satisfaction among IT sector employees:

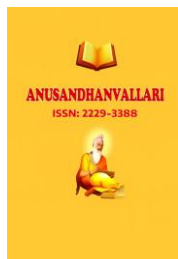
1. **Workshops and Training Programs:** Organize workshops and training sessions to develop self-awareness, self-regulation, motivation, empathy, and social skills. Incorporate role-playing exercises, scenario-based learning, and feedback mechanisms to help employees apply emotional intelligence in real-world work situations.
2. **Foster a Positive Work Culture:** Promote a culture of open communication, trust, and collaboration to improve employees' emotional well-being. Encourage team-building activities to strengthen interpersonal relationships and enhance social awareness.
3. **Age-Specific Initiatives:** Tailor emotional intelligence programs to address the unique needs of different age groups, as age significantly influences emotional intelligence levels. Create mentoring opportunities where experienced employees can share their emotional intelligence strategies with younger colleagues.
4. **Focus on Workplace Factors:** Since demographic variables have minimal impact on job satisfaction, prioritize workplace factors such as recognition, autonomy, and meaningful work. Conduct regular employee satisfaction surveys to identify and address areas of concern.
5. **Leadership Training:** Train leaders and managers to model emotional intelligence by demonstrating empathy, effective communication, and conflict resolution skills. Encourage managers to provide constructive feedback and address employees' emotional needs, fostering a supportive leadership style.
6. **Integrate Emotional Intelligence in HR Practices:** Include emotional intelligence assessments in the hiring process to identify candidates with high emotional intelligence potential. Incorporate emotional intelligence metrics into performance reviews to encourage employees to develop and apply these skills.
7. **Accessible Learning Resources:** Offer online learning modules, certifications, or mobile apps focused on emotional intelligence development to make learning accessible and continuous. Encourage employees to set personal development goals related to emotional intelligence and provide resources to support their growth.
8. **Supportive Policies:** Develop policies that promote flexible work hours, wellness programs, and mental health support to reduce stress and enhance emotional well-being. Recognize that emotionally balanced employees are more likely to experience higher job satisfaction.

By implementing these recommendations, organizations can enhance employees' emotional intelligence, leading to increased job satisfaction, improved workplace dynamics, and better overall performance in the IT sector.

Conclusion

This study investigated the relationship between emotional intelligence and job satisfaction among IT sector employees, with a focus on the role of demographic variables. The findings highlight the significant impact of emotional intelligence on job satisfaction, revealing a strong positive correlation and substantial predictive power. Key components of emotional intelligence, such as self-awareness, self-regulation, and social skills, were found to play crucial roles in fostering job satisfaction. Interestingly, demographic factors, except for age, showed no significant association with emotional intelligence or job satisfaction, emphasizing the importance of psychological and behavioral competencies over static characteristics. These results underscore the need for organizations to prioritize emotional intelligence development through targeted training programs and the creation of a supportive work environment.

In conclusion, emotional intelligence is a critical driver of job satisfaction in the IT sector, and its enhancement can significantly improve employee well-being, motivation, and performance. Organizations should integrate



emotional intelligence into their human resource management practices to cultivate a more engaged, productive, and satisfied workforce.

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