

A Correlation Study of Emotional Intelligence and Job Satisfaction with Special Reference to HDFC Bank Employees

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Abstract— Dealing with the customers with a smile in most difficult situations is the prerequisite for the banking industry. Employees need to be more empathetic and understanding in nature. Emotional Intelligence helps them to keep a control of themselves when the situation is tense. It is essential for the success of banking sector that the employees are efficient and productive in the competitive work environment. Emotional Intelligence will provide a firm basis for the development of the leadership, team management, conflict management, effective communication etc. Many researchers have focused on the importance of emotional intelligence in productivity but not much has been done in analyzing job satisfaction. The purpose of the research is to study the emotional intelligence and job satisfaction of HDFC retail banking employees. Research tool used in the study is a structured questionnaire covering 3 sections: demographic, emotional intelligence and job satisfaction. It has been designed to collect the data of employees, using random sampling method from the HDFC Retail banking branches. This research paper aims to understand the association between EI and JS. This study is based on descriptive and exploratory research. The bank should undertake emotional intelligence audit at all levels in the organisation to identify EI among the employees. The bank should organize the activities to increase the interaction between employees so as to improve the relationship among them.

Index Terms— Intelligence, Job Satisfaction, HFDC Bank, Banking Sector.

I. INTRODUCTION

Emotional intelligence is a phrase which incorporates the aspects of both emotions and intelligence. These twin inseparable qualities make a great influence on the individuals. People with Emotional intelligence have an edge over others. Empathy is power of a person which helps him to recognize the feelings of other individuals and this may guide him how to act on those feelings. Social skills are desired to widen and create good working relationships. This research has been conducted to study the effect of Emotional Intelligence on Job Satisfaction of HEFC Bank Employees. Meyer et.al., (2002) identified an important association among job satisfaction and commitment. “Emotions are an important part of being human and they affect our actions and motivations for behaviour and practices” (Stanley and Burrows, 2005). The term “emotional intelligence (EI)” at

the outset appeared in two academic journal articles. This suggested the first and foremost definition of Emotional Intelligence as “the part of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to differentiate among them and to use this information to guide one’s thinking and actions” (Mayer, et al., 1990). These emotions then influence the thought process, perceptions and psychological health (Slaski and Cartwright, 2003). “Emotional Intelligence (EI) comprises of self awareness, managing emotions, motivating one-self, empathy and handling relationships”, (Mayer and Salovey, 1997:10). As per Goleman (1995), emotional intelligence is based on four competencies namely, self awareness, self-management, social awareness and relationship management. In the backdrop of the rising ‘affective revolution’ in societal and managerial psychology (Barsade and Gibson, 2007) Emotional Intelligence (EI) is projected as a significant forecaster of job satisfaction (Daus and Ashkanasy, 2005); (Van Rooy and Viswesvaran, 2004). There is substantial literature to support the fact that Emotional Intelligence abilities and qualities significantly influence job satisfaction (Carmeli et al., 2009; Sy et al., 2006).

The feelings that individuals have about their job can be defined as Job satisfaction. These feelings may be good or bad, negative or positive (Spector, 2003). Various research studies suggest that employees who are contented and satisfied in their professionally, are likely to take less leaves from the work and also lower the turnover intentions (Spector, 1997).

Banking Sector in India is typically a social occupation, well thought-out as very demanding, challenging and nerve-racking at times because it involves dealing with people and giving them the solution to their queries.
Procedure for Paper Submission

II. REVIEW OF LITERATURE

Ngozi et.al. (2014), conducted their study on the employees of Owerri Municipal and Oguta Local Government Councils, in Imo State, South East Nigeria to examine the impact of emotional intelligence and gender on job satisfaction. It was observed that emotional intelligence was significantly associated with job satisfaction. Employees who had higher emotional intelligence showed more satisfaction. This research also suggested that Gender had no significant influence on job satisfaction.

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Kaura (2011) in his study investigated the relationship between emotional intelligence and service quality. He concluded that there was a significant correlation between emotional intelligence and the dimensions of service quality.

Ghoniem, Elkhoully, Mohsen and Ibrahim (2011) administered their research on Egypt Government employees to understand the association between emotional intelligence, gender and job satisfaction. The study concluded that employees with who had high emotional intelligence were more satisfied with their job as compared to those who had low emotional intelligence. The researchers' also observed that gender did not have significant impact on job satisfaction.

Afolabi et al. (2010) in a study on Nigerian Police officers examined the effect of emotional intelligence and gender on job performance. The results of the research showed that police officers who are of high emotional intelligence are more satisfied and perform better than police officers who are of low emotional intelligence.

Khouly et al. (2010) also explored that employees with better emotional intelligence were more satisfied and contented in their work place. The research also revealed that there is no significant correlation between gender and job satisfaction.

Malik & Rahim (2010) studied the association and impact of demographic variables on emotional intelligence and performance of the employees in the organisation.

Goleman (1998), referred to as Father of Emotional Intelligence suggested that there are five key components of emotional Intelligence. They are self-awareness, self-regulation, motivation, empathy and social skills. The capabilities in an individual to recognize this own strengths and weaknesses, emotions is generally referred to as Self awareness. Self regulation is a person's skill to manage emotions, have control over them and is able to react only after proper analysis.

Mayer, Caruso, & Salovey, (2000) & Van Rooy, (2005) had studied the correlation between Age and Emotional Intelligence. The research was conducted on two groups of adolescents and adults to find out the difference in their productivities. The performance of the group which had adults performed much better than the adolescents. Though a number of studies significant association among emotional intelligence, age and job satisfaction, but in Indian Retail Banking sector, particularly HDFC Bank, it has not been studied much. So this study was undertaken.

Review of literature gave rise to the following questions which helped in forming the research objectives.

- Does emotional intelligence influence job satisfaction?
- Does gender influence job satisfaction?
- Does emotional intelligence and gender interact to influence job satisfaction among HDFC Bank employees?

OBJECTIVES

1. To analyse the relationship among Demographic factors and Emotional Intelligence.
2. To analyse the relationship among Demographic factors and Job Satisfaction.
3. To analyse the relationship among Emotional

Intelligence and Job Satisfaction.

III. RESEARCH HYPOTHESIS

Ho1: There is no significant correlation between Demographic factors and Emotional Intelligence

Ha1: There is significant correlation between Demographic factors and Emotional Intelligence

Ho2: There is no significant correlation between Demographic factors and Job Satisfaction

Ha2: There is significant correlation between Demographic factors and Job Satisfaction

Ho3: There is no significant correlation between Emotional Intelligence and Job Satisfaction

Ha3: There is significant correlation between Emotional Intelligence and Job Satisfaction

IV. RESEARCH METHODOLOGY

A. Variables:

There are two types of variables, dependent and independent.

Dependent variables: Job Satisfaction

Independent variables: Demographic factors and Emotional Intelligence

B. Research Tool Development:

A structured questionnaire based on 5 point Likert scale was used in this study. Each statement has 5 options – strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. After the validation by two subject experts and a statistician, the questionnaire was accepted with 33 items. The final research tool had 16 items for assessing emotional intelligence and 17 items for job satisfaction.

Sample Size: Sample size was determined using survey method.

The formulae is given as:

$$\text{Sample size} = \frac{Z^2 * p * (1-p)}{C^2}$$

Z=Z value is 1.96 for 95% confidence level

P=percentage (picking a choice, expressed as decimal, 0.5 is used here)

C=confidence interval expressed as decimal 0.05. Here C is the margin of error.

On calculation Sample size=384

Corrected Sample Size

$$\text{New SS} = \frac{\text{SS}}{1 + (\text{SS} - 1) / \text{population}}$$

Population=2000 employees

New sample size=322

Data Collection: A total of 368 respondents filled up the questionnaires which were used for the analysis. These

respondents were from all the district head quarter cities from the state of Rajasthan. Most of the respondents were personally contacted by the researcher so that fair and frank responses could be documented from them. After filling up of the questionnaires, tabulation was done to draw meaningful inference from them.

Reliability Test

Table 1: Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
0.899	33

Cronbach Alpha was calculated on the complete data of 368 records to check the reliability of the instrument and it was found to be 0.899 Thus, we concluded that the instruments adapted in the study is reliable.

V. DATA ANALYSIS AND INTERPRETATION

Table 2: Constructs Of Emotional Intelligence

CONSTRUCT	ITEMS
Self Awareness	I am truthful to self at all times.
	I understand my own personal strength.
	I know what motivates me.
	I am able to become role model.
Self Management	I set personal goals and take actions towards them.
	I practice positive thinking.
	I can work effectively with my intuition.
	I can understand and enter someone else's world.
	I can establish rapport with others.
Social Awareness	I recognize and understand organizational values, behaviours and beliefs.
	I help others in their decision making.
	I can establish and build long-term relationships.
	I can motivate others.
Relationship Management	I can develop and maintain openness, trust and honesty.
	I work in a team.
	I can set and achieve goals.

Construct Formation

Through Factor analysis the all the items of Emotional intelligence were explored and identified as Self Awareness, Self Management, Social Awareness, and Relationship Management. The constructs for Job satisfaction were Work Environment, Pay and Promotion, Compensation, Work Relationship, Work Life Balance and Work Itself.

Scoring of the constructs: It is observed that the seventeen items related to job satisfaction, after factor analysis was reduced to only six factors. They are Work Environment, Pay and Promotion, Compensation, Work Relationship, Work Life Balance and Work Itself.

Table 3: Constructs Of Job Satisfaction

CONSTRUCT	ITEMS
Work Environment	I am satisfied with the present working hours.
	I am satisfied with the working environment of the bank
Pay And Promotion	I am satisfied with the existing salary structure of the bank.
	I am satisfied with the performance appraisal policy of the bank.
	I am satisfied with the compensation.
Compensation	I am satisfied with the leave policy of the bank.
	I am satisfied with long term benefit and insurance policies of the organisation.
	I am happy with the recognition and rewards for my outstanding works and contributions
Work Relationship	I am satisfied with the work relationships with my co-workers.
	I am satisfied with the work relationships with my supervisor(s).
	I am satisfied with the work relationships with my subordinates(if applicable)
Work Life Balance	I am happy with job security.
	I am satisfied and able to maintain a healthy balance between work and family life.
	Fulfilling my responsibilities give me a feeling of satisfaction and personal achievement.
	I am satisfied with the training imparted by the bank.
Work Itself	Work assignments are delegated fairly.
	I am satisfied and think I have been allotted right set of duties as per my ability.

TEST OF NORMALITY

Table 4: Tests of Normality

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Self Awareness	0.190	366	0.000	0.910	366	0.000
Self Management	0.139	366	0.000	0.947	366	0.000
Social Awareness	0.195	366	0.000	0.901	366	0.000
Relationship Management	0.195	366	0.000	0.870	366	0.000
Work Environment	0.192	366	0.000	0.934	366	0.000
Pay And Promotion	0.165	366	0.000	0.944	366	0.000
Compensation	0.115	366	0.000	0.968	366	0.000
Work Relationship	0.255	366	0.000	0.901	366	0.000
Work Life Balance	0.119	366	0.000	0.968	366	0.000
Work Itself	0.145	366	0.000	0.956	366	0.000
EI_OVERALL	0.085	366	0.000	0.978	366	0.000
JS_OVERALL	0.050	366	0.030	0.991	366	0.022

The above table presents the results from the two tests of normality, namely Kolmogorov-Smirnov and Shapiro-Wilk tests. The assumption of normality was tested using Kolmogorov-Smirnov and also Shapiro-Wilk tests for each construct of Emotional Intelligence and Job Satisfaction and it was found Non-Normal for each construct.

Objective 1: To analyse the relationship among Demographic factors and Emotional Intelligence.

Ho: There is no significant correlation between Demographic factors and Emotional Intelligence.

Ha: There is significant correlation between Demographic factors and Emotional Intelligence.

Table 5: Relationship between Emotional Intelligence and Demographic factors

EI	Spearman's rho	DEMOGRAPHY		
		GENDER	AGE	SERVICE DURATION
Self Awareness	r Value	-0.007	0.097	0.137
	P value	0.895	0.065	0.009
Self Management	r Value	-0.027	0.086	0.147
	P value	0.603	0.099	0.005
Social Awareness	r Value	-0.054	0.122	0.185
	P value	0.307	0.020	0.000
Relationship Management	r Value	0.022	0.033	0.121
	P value	0.671	0.526	0.021
EI_Overall	r Value	-0.016	0.098	0.178
	P value	0.758	0.061	0.001

Data Inference and Test of Hypothesis:

Gender is not significantly co-related with any construct of Emotional Intelligence as the p value is not significant. Therefore, it can be concluded that in this study the Emotional Intelligence is not related to Gender. Hence, we may accept the null hypothesis for Gender. Age is positively significantly co-related with Social Awareness but not significantly co-related with Self Awareness, Self Management, and Relationship Management. So, we may accept the null hypothesis for Self Awareness, Self

Management, and Relationship Management and reject it for Social Awareness. Service duration was significantly positively co-related with all the constructs of Emotional Intelligence. So, we may conclude that Null Hypothesis is rejected.

Objective 2 : To analyse the relationship among Demographic factors and Job Satisfaction.

Ho: There is no significant correlation between Demographic factors and Job Satisfaction

Ha: There is significant correlation between Demographic factors and Job Satisfaction

Table 6: Relationship between Job Satisfaction and Demographic factors

JS	Spearman's rho	DEMOGRAPHY		
		GENDER	AGE	SERVICE DURATION
Work Environment	r Value	-0.017	0.012	0.160
	P value	0.746	0.814	0.002
Pay And Promotion	r Value	-0.040	0.051	0.081
	P value	0.447	0.332	0.124
Compensation	r Value	-0.031	0.004	0.104
	P value	0.551	0.932	0.048
Work Relationship	r Value	-0.103	0.088	0.000
	P value	0.048	0.091	0.999
Work Life Balance	r Value	-0.103	0.059	0.121
	P value	0.048	0.264	0.021
Work Itself	r Value	-0.036	0.073	0.129
	P value	0.488	0.161	0.013
JS_Overall	r Value	-0.062	0.056	0.140
	P value	0.237	0.284	0.008

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Data Inference and Test of Hypothesis: In the above table, constructs of Job satisfaction are compared with the demographic factors. Gender is not correlated with Work Environment, Pay and Promotion, Work Itself and JS_Overall. In this case Null Hypothesis may be accepted. It is observed that Gender is negatively significantly correlated with Work Relationship, Work Life Balance. So Null Hypothesis is rejected for Work Relationship and Work Life Balance. Age is not correlated with any of the factors of Job Satisfaction. So, Null Hypothesis may be accepted. Service Duration of the respondents is observed to be positively significantly correlated with Work Environment, Compensation, Work Life Balance, Work Itself and JS_Overall. So Null Hypothesis is rejected.

Service duration is not correlated with Pay and Promotion, Work Relationship. Hence, Null Hypothesis may be accepted.

Objective 3 : To analyse the relationship among Emotional Intelligence and Job Satisfaction.

Ho: There is no significant correlation between Emotional Intelligence and Job Satisfaction

Ha: There is significant correlation between Emotional Intelligence and Job Satisfaction

Table 7: Relationship between Emotional Intelligence and Job Satisfaction

EI	Spearman's rho	JS						
		WORK ENVIRONMENT	PAY AND PROMOTION	COMPENSATION	WORK RELATIONSHIP	WORK LIFE BALANCE	WORK ITSELF	JS_OVERALL
SELF AWARENESS	r Value	0.284	0.174	0.179	0.232	0.107	0.108	0.208
	P value	0.000	0.001	0.001	0.000	0.041	0.039	0.000
SELF MANAGEMENT	r Value	0.358	0.223	0.121	0.207	0.081	0.102	0.198
	P value	0.000	0.000	0.020	0.000	0.121	0.051	0.000
SOCIAL AWARENESS	r Value	0.299	0.222	0.240	0.198	0.116	0.112	0.243
	P value	0.000	0.000	0.000	0.000	0.026	0.032	0.000
RELATIONSHIP MANAGEMENT	r Value	0.380	0.227	0.250	0.166	0.154	0.136	0.285
	P value	0.000	0.000	0.000	0.001	0.003	0.009	0.000
EI_OVERALL	r Value	0.409	0.245	0.210	0.237	0.096	0.115	0.251
	P value	0.000	0.000	0.000	0.000	0.068	0.028	0.000

Data inference and Test of Hypothesis

It is evident from the table given above that all the Work Environment is positively significantly correlated with all the constructs of Emotional Intelligence namely, Self Awareness, Self Management, Social Awareness, Relationship Management and EI_Overall. Hence, we reject the Null Hypothesis.

Pay and Promotion is also positively significantly correlated with Self Awareness, Self Management, Social Awareness, Relationship Management and EI_Overall. Hence we reject the Null Hypothesis.

Compensation is positively significantly correlated with all the constructs of Emotional Intelligence namely, Self

Awareness, Self Management, Social Awareness, Relationship Management and EI_Overall. Hence we reject the Null Hypothesis.

Work Relationship is positively significantly correlated with all the constructs of Emotional Intelligence. Hence we reject the Null Hypothesis.

Work Life Balance is positively significantly correlated with Self Awareness, Social Awareness and Relationship Management. Hence we reject the Null Hypothesis.

Work Life balance is not correlated with Self Management and EI_Overall. Hence we may accept the Null Hypothesis.

Work Itself is positively significantly correlated with Self Awareness, Social Awareness, Relationship Management

and EI_Overall. Therefore, we reject the Null Hypothesis.

VI. CONCLUSION

In the competitive today's world, organizations need personnel which go beyond the requirement, because without this, organizations would not be able to develop the efficiency of performances. In studying the association between gender and emotional intelligence, it was observed that gender is not correlated with Emotional Intelligence. Being emotionally intelligent does not depend on the gender of the employee. Be it a male or female, both are equally emotionally intelligent. But gender has shown negative correlation with work relationship and Work Life balance.

Age of the employees is certainly related with some of the aspects of Emotional Intelligence. As the age advances the social awareness of the persons also increase. The study reflects that employees of the higher age group have better skills to motivate and help other staff members to take decisions. Individuals of higher age group have better understanding of the organisational values and goals. On the contrary, age is not the guiding factor for while accessing the job satisfaction since age has not shown any correlation with job satisfaction. The study also indicates that persons become more emotionally intelligent with job experience. More the experience, higher will be the emotional intelligence. The employees with more work experience feel positive towards the working environment of the organisation, compensation and balance between personal and professional life. Therefore, we can infer that with increase in service duration the emotional intelligence also increases which further improves his some aspects of job satisfaction. But, service duration has not shown any association with salary, promotion scheme and the relationships with peers, subordinates and seniors.

As the results show, there was meaningful relationship between emotional intelligence and job satisfaction. Personnel having higher emotional intelligence felt that the organisational environment was favourable. They also showed satisfaction towards the Pay and promotion and compensation package being paid to them. They employees who had high emotional intelligence also had effective communication with his staff members. Persons who had poor work life balance had low emotional intelligence.

VII. SUGGESTIONS

In an organization, Emotional Intelligence training programs should be organised on regular basis for the employees for bringing out the best in people and forming powerful workplace relationships and satisfactory work life balance. Emotional intelligence test should be used in workplace for giving promotions, staff reviews, Recruitment etc. It is suggested to the Bank that to improve the Work life balance for females they should provide them the facility to work from home, flexible working hours, crèche for their babies. By using these techniques, the organisation will be able to have more satisfied and efficient work force. This will enhance the engagement, trust and integrity of the employee.

Such satisfied personnel will offer excellent customer care and customer services.

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