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**THE EFFECT OF EMOTIONAL INTELLIGENCE ON JOB SATISFACTION: A
CASE STUDY OF INDIAN BANKS**

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Abstract

This study aimed at exploring the effect of emotional intelligence of employees of Indian public sector banks on their job satisfaction. The purpose of this study was to examine up to what extent different competencies or sub scales of emotional intelligence of Indian bank employees impact their job satisfaction and whether these different competencies of emotional intelligence were the predictor of these employees' job satisfaction. The quantitative descriptive co-relational design was used and the statistical population involved was two hundred seventy one employees working in four public sector banks in India. Out of 271 bank employees, 80.1 % were male and 19.9% were female. Three instruments were used to collect the data- Emotional Intelligence Appraisal (EIA- by Dr. Bradberry, 2001) instrument was used to measure the emotional intelligence of the bank employees. It consisted of twenty eight items measuring all the four subscales of emotional intelligence – self awareness, self management, social management and relationship management. Mohrman- Cooke-Mohrman Job Satisfaction Scale (MCMJSS by Mohrman, Cooke Duncan & Zaltman, 1977) was used to measure the job satisfaction of bank employees. It consisted of eight items in which four items measured intrinsic job satisfaction and four items measured extrinsic job satisfaction and eight items together measure the overall job satisfaction of these bank staffs. Demographic questionnaire was also used to get employees' personal information. Descriptive statistics, Pearson Correlation and Regression Analysis were employed to analyze the data. The independent variables were various constructs of emotional intelligence of bank employees and the dependent variable was their job satisfaction. Findings of this study revealed that emotional intelligence of these bank employees had positive and significant impact on their job satisfaction. All the four competencies of emotional intelligence had positive correlation with employees' job satisfaction. Self- awareness competencies were the moderate significant positive predictor of employees' job satisfaction. Self-management construct of emotional intelligence had strong, significant and positive predictive relationship with their job satisfaction and its impact on bank employees' job satisfaction was maximum Social awareness competencies were positive and significant predictor of employees' job satisfaction and their influence was moderate. Relationship management competencies of employees showed weak but significant predictive relationship with the job satisfaction of employees.

Key Words. Emotional Intelligence, Job Satisfaction, Public Sector Banks, Employees, India.