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**IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE JOB
SATISFACTION: AN EMPIRICAL STUDY OF WORKPLACE BEHAVIOUR
AND ORGANIZATIONAL WELL-BEING**

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ABSTRACT

Emotional intelligence has emerged as an important factor influencing employee behaviour, job satisfaction, interpersonal relationships, and organizational well-being. In contemporary workplaces, employees are required not only to possess technical and professional skills but also to understand and manage their emotions effectively while responding to the emotions of others. The present study examines the impact of emotional intelligence on employee job satisfaction, with particular emphasis on workplace behaviour and organizational well-being. The study focuses on key dimensions of emotional intelligence, including self-awareness, self-regulation, motivation, empathy, and social skills. A quantitative research approach is proposed to examine the relationship between emotional intelligence and employee job satisfaction. Primary data may be collected through a structured questionnaire using a five-point Likert scale, and appropriate statistical techniques such as descriptive statistics, correlation analysis, and regression analysis may be applied. The study is expected to establish that employees with higher emotional intelligence are better able to manage workplace stress, maintain positive interpersonal relationships, resolve conflicts, and demonstrate constructive workplace behaviour. Such capabilities may contribute to greater job satisfaction and improved organizational well-being. The study highlights the importance of

developing emotional intelligence through employee training, supportive leadership, effective communication, and workplace well-being initiatives. The findings may be useful to human resource managers, organizational leaders, and researchers seeking to improve employee satisfaction and create healthier and more productive work environments.

Keywords: Emotional Intelligence, Employee Job Satisfaction, Workplace Behaviour, Organizational Well-Being, Self-Awareness, Self-Regulation, Empathy, Social Skills.

1. INTRODUCTION

Emotional intelligence (EI) has become an important concept in contemporary organizational behaviour because employees are increasingly required to manage complex interpersonal relationships, workplace stress, changing responsibilities, and organizational expectations. While technical knowledge and professional skills remain essential for successful job performance, the ability to understand and regulate emotions is also important for maintaining effective workplace behaviour. Emotional intelligence broadly refers to the ability to recognize, understand, regulate, and appropriately use emotions in oneself and in interactions with others.

In organizational environments, employees frequently encounter emotionally demanding situations such as workload pressure, deadlines, disagreements with colleagues, criticism from supervisors, customer complaints, organizational changes, and uncertainty regarding career development. The manner in which employees understand and respond to such situations can influence their workplace behaviour and psychological well-being. Employees with stronger emotional intelligence may be better able to regulate negative emotions, communicate effectively, demonstrate empathy, and resolve conflicts constructively.

Job satisfaction refers to the extent to which employees have positive feelings and attitudes toward their jobs. It is influenced by several factors, including salary, promotion opportunities, supervision, recognition, working conditions, job security, interpersonal relationships, organizational policies, and the nature of work. Employee job satisfaction is important because satisfied employees may demonstrate greater commitment, positive workplace behaviour, and willingness to contribute to organizational objectives.

Emotional intelligence may influence job satisfaction through several mechanisms. Self-awareness enables employees to understand their emotional states and recognize how emotions affect their workplace decisions and behaviour. Self-regulation helps employees control negative emotional reactions and respond appropriately to stressful situations. Motivation can encourage employees to remain committed to organizational goals, while empathy can help them understand colleagues' feelings and perspectives. Social skills facilitate communication, cooperation, teamwork, and conflict resolution.

Organizational well-being is also closely connected with employee emotional experiences. A workplace characterized by positive interpersonal relationships, effective communication, emotional support, and constructive conflict management can contribute to employees' overall sense of well-being. Emotional intelligence may therefore function as an individual resource that helps employees adapt to workplace demands while maintaining positive attitudes toward their employment.

The present study examines the impact of emotional intelligence on employee job satisfaction, with particular emphasis on workplace behaviour and organizational well-being. The study seeks to understand whether employees possessing higher levels of emotional intelligence demonstrate greater job satisfaction and whether different dimensions of emotional intelligence contribute to positive organizational experiences.

2. REVIEW OF LITERATURE

Salovey and Mayer introduced the concept of emotional intelligence as an ability involving the perception, understanding, regulation, and utilization of emotions. Their work established an important theoretical foundation for examining emotional processes and their influence on individual behaviour.

Goleman expanded the concept of emotional intelligence within professional and organizational contexts. His framework emphasized self-awareness, self-regulation, motivation, empathy, and social skills as important competencies. These competencies may enable employees to respond effectively to workplace challenges and maintain productive interpersonal relationships.

Mayer, Salovey, and Caruso further developed the ability-based model of emotional intelligence.

Their approach suggests that individuals differ in their ability to process emotional information and use it in adaptive ways. This perspective provides theoretical support for examining emotional intelligence as an important psychological capability in organizational environments.

Wong and Law examined emotional intelligence within workplace settings and developed a measure for assessing employees' emotional abilities. Their research contributed to the understanding of how emotional intelligence may be associated with employee attitudes and organizational outcomes.

Job satisfaction has also been widely examined in organizational behaviour research. Locke described job satisfaction as a positive emotional state resulting from the appraisal of one's job or job experiences. This perspective highlights the importance of employees' emotional and cognitive evaluations of their working environment.

Judge, Heller, and Mount examined factors associated with job satisfaction and demonstrated that individual characteristics can contribute to differences in employees' attitudes toward their work. This supports the argument that employee satisfaction cannot be understood solely through organizational factors such as salary and working conditions.

Previous organizational research has associated emotional intelligence with several positive employee outcomes, including interpersonal effectiveness, leadership effectiveness, stress management, organizational commitment, employee engagement, and workplace performance. Emotionally intelligent employees may be more capable of managing interpersonal difficulties and maintaining constructive relationships.

The relationship between emotional intelligence and job satisfaction can be explained through workplace behaviour. Employees who effectively manage emotions may experience fewer interpersonal conflicts, communicate more effectively, and adapt more successfully to workplace pressures. Positive workplace interactions can contribute to greater satisfaction and organizational well-being.

However, the relationship between emotional intelligence and job satisfaction may vary according to occupational environment, organizational culture, leadership style, employee characteristics, and work conditions. Therefore, empirical research is necessary to determine the extent to which

emotional intelligence influences employee job satisfaction and organizational well-being.

3. OBJECTIVES AND RESEARCH METHODOLOGY

Objectives of the Study

The study has the following objectives:

1. To examine the level of emotional intelligence among employees.
2. To assess the level of employee job satisfaction.
3. To examine the relationship between emotional intelligence and employee job satisfaction.
4. To determine the influence of self-awareness on employee job satisfaction.
5. To examine the influence of self-regulation on employee job satisfaction.
6. To assess the role of empathy in employee workplace behaviour.
7. To examine the influence of social skills on organizational well-being.
8. To determine whether emotional intelligence significantly predicts employee job satisfaction.

Research Hypotheses

H01: There is no significant relationship between emotional intelligence and employee job satisfaction.

H02: Self-awareness has no significant relationship with employee job satisfaction.

H03: Self-regulation has no significant relationship with employee job satisfaction.

H04: Empathy has no significant relationship with employee job satisfaction.

H05: Social skills have no significant relationship with employee job satisfaction.

Research Design

The study may employ a **quantitative descriptive and correlational research design**. The design is appropriate because the study aims to measure emotional intelligence, workplace behaviour, job satisfaction, and organizational well-being and examine relationships among these variables.

Population and Sample

The population may consist of employees working in selected public and private organizations. For an empirical investigation, approximately **200 employees** may be selected from different departments and occupational positions.

Sampling Technique

A convenience or purposive sampling technique may be adopted according to accessibility and organizational permission. Where feasible, employees from different departments and levels of responsibility should be included to improve sample diversity.

Data Collection Instrument

Primary data may be collected through a structured questionnaire divided into three sections.

Section A: Demographic Information

- Age
- Gender
- Educational qualification
- Work experience
- Occupational position
- Department

- Type of organization

Section B: Emotional Intelligence

The questionnaire may measure:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

Section C: Job Satisfaction and Organizational Well-Being

The questionnaire may assess:

- Satisfaction with the nature of work
- Satisfaction with salary and benefits
- Promotion opportunities
- Supervisory support
- Co-worker relationships
- Working conditions
- Recognition
- Job security
- Workplace well-being

- Overall job satisfaction

A five-point Likert scale may be used:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

DATA ANALYSIS

The collected data may be analyzed using descriptive and inferential statistical techniques. Frequency, percentage, mean, and standard deviation may be used to describe the data. Cronbach's alpha may be used to determine the reliability of the research instrument. Pearson's correlation may be used to examine the relationship between emotional intelligence and job satisfaction. Multiple regression analysis may be used to determine whether emotional intelligence significantly predicts job satisfaction.

The hypotheses may be tested at the **5% level of significance ($p < 0.05$)**.

4. ANALYSIS, FINDINGS AND DISCUSSION

The empirical analysis should determine whether emotional intelligence has a significant impact on employee job satisfaction. Descriptive statistics can first be used to determine the general levels of emotional intelligence and job satisfaction among respondents.

Table 1: Descriptive Statistics

Variables	N	Mean	Standard Deviation
Emotional Intelligence	200	—	—
Self-Awareness	200	—	—
Self-Regulation	200	—	—
Motivation	200	—	—
Empathy	200	—	—
Social Skills	200	—	—

Variables	N	Mean	Standard Deviation
Job Satisfaction	200	—	—
Organizational Well-Being	200	—	—

The descriptive results would provide an overview of employees' emotional intelligence, job satisfaction, and organizational well-being. Higher scores would indicate stronger emotional competencies and more favourable workplace perceptions.

Table 2: Correlation Analysis

Variables	Job Satisfaction
Emotional Intelligence	—
Self-Awareness	—
Self-Regulation	—
Motivation	—
Empathy	—
Social Skills	—
Organizational Well-Being	—

Pearson's correlation coefficient can be used to determine the direction and strength of relationships between emotional intelligence and job satisfaction. A positive correlation would indicate that higher emotional intelligence is associated with greater job satisfaction.

Self-awareness may positively influence job satisfaction because employees who understand their emotions may be better able to identify sources of workplace stress and respond appropriately. Self-regulation may reduce negative reactions and interpersonal conflicts, thereby contributing to a more positive work experience.

Motivation may strengthen employees' commitment to their responsibilities and encourage them to pursue organizational goals. Employees who experience greater internal motivation may also perceive their work as more meaningful and satisfying.

Empathy may improve relationships with colleagues and supervisors. By understanding the feelings and perspectives of others, employees may communicate more effectively and resolve disagreements constructively. Positive interpersonal relationships can contribute to organizational well-being and job satisfaction.

Social skills may also play a significant role in workplace behaviour. Employees with effective social skills may be better able to collaborate, communicate, negotiate, and manage conflicts. Such behaviours may promote teamwork and a supportive organizational climate.

Table 3: Regression Analysis

Predictor Variable	Beta	t-value	p-value
Self-Awareness	—	—	—
Self-Regulation	—	—	—
Motivation	—	—	—
Empathy	—	—	—
Social Skills	—	—	—

Regression analysis can determine which dimensions of emotional intelligence significantly predict job satisfaction. If the overall regression model is statistically significant, it would indicate that emotional intelligence provides meaningful explanatory power for employee job satisfaction.

The expected findings are that emotional intelligence will have a positive association with employee job satisfaction. Employees possessing stronger emotional competencies are likely to manage workplace stress more effectively, maintain healthier interpersonal relationships, and demonstrate more constructive workplace behaviour.

Emotional intelligence may also contribute to organizational well-being by reducing unnecessary interpersonal conflict and improving communication. Employees who feel capable of managing their emotional responses may experience greater psychological comfort and satisfaction in their work environment.

However, actual statistical findings must be based on collected primary data. The numerical values in the proposed tables should not be fabricated. Once real questionnaire responses are collected, the tables can be completed using appropriate statistical analysis.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

Emotional intelligence is an important psychological competency that may significantly influence employees' attitudes, workplace behaviour, interpersonal relationships, and overall job satisfaction. In modern organizations, employees face continuous emotional and interpersonal demands, making the ability to understand and manage emotions increasingly important.

The present study examines the impact of emotional intelligence on employee job satisfaction with particular attention to workplace behaviour and organizational well-being. The theoretical framework suggests that self-awareness, self-regulation, motivation, empathy, and social skills can contribute to positive workplace experiences.

Employees with strong self-awareness may understand their emotional reactions more effectively. Self-regulation can help them manage negative emotions and workplace pressure. Motivation can encourage commitment and persistence, while empathy and social skills can strengthen interpersonal relationships and teamwork.

Higher emotional intelligence may therefore contribute to job satisfaction by helping employees manage workplace challenges constructively. It may also support organizational well-being by encouraging respectful communication, cooperation, conflict resolution, and positive workplace relationships.

The study highlights the importance of considering psychological and emotional factors alongside traditional organizational factors such as salary, promotion, working conditions, and job security. Emotional intelligence development can potentially become an important component of human resource management and employee development.

Recommendations

1. Organizations should introduce **emotional intelligence training programmes** focusing on self-awareness, self-regulation, empathy, and communication.
2. Managers should promote **supportive leadership and open communication** to improve employee satisfaction.
3. Organizations should develop effective **workplace stress-management and employee well-being programmes**.
4. Emotional intelligence competencies should be incorporated into **leadership development and managerial training**.
5. Organizations should encourage teamwork, constructive feedback, and **healthy interpersonal relationships**.
6. Employee job satisfaction should be assessed periodically to identify workplace problems and improve organizational policies.
7. Future researchers should examine the relationship of emotional intelligence with **employee engagement, organizational commitment, work stress, productivity, and employee retention**.

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