IMPACT OF EMOTIONAL INTELLIGENCE ON JOB SATISFACTION AT TATA CONSULTANCY SERVICES, CHENNAI, TAMILNADU STATE A CASE STUDY

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ABSTRACT

In the current scenario, the business environment is very relatively competitive, organizations face various challenges. The employees play a vital role in the sense of people at work hard for the organization. Most of the organizations believe that the employees are work as a team and an effective approach, it will not only solve employee motivation but also organization productivity of goals that may overcome. The employees expected to produce results but the performance will be hindered if the team members are not working well together. Hence it should know that the organizations have to know that the components of employee emotional intelligence at work. The purpose of conducting the research work is to explore the independent variables of emotional intelligence at Tata Consultancy Services. The study of the data collection forms a structured questionnaire via a convenient sampling method.

Key words: Emotional Intelligence, Dimensions of emotional intelligence, job satisfaction

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1. INTRODUCTION

In the current business environment, it is relatively competitive for organizations to face various challenges. The employees play an important role as the behind that strive and work hard for the organization. Most organizations believe that teamwork is an effective approach to improve

the productivity of organization goals. When the employees are in the team they are expected to produce results but the performance of the employee will be hindered by the employees not working well together. Hence employee's works in the origination as a team is the key point to increase the performance.

Emotional Intelligence: Emotional Intelligence is two phrases that are emotions and intelligence. Emotional intelligence can be defined as the ability to accurately perceive understand emotions and to use them to enhance thought. Emotional intelligence is the competence of an individual to recognize, apply, comprehend and understand emotional behavior in an optimistic manner. Emotional intelligence would be the aptitude to understand emotions and to augment the thinking process. It includes the capabilities to precisely identify emotions to generate emotions, to identify emotions, to identify emotional awareness to control emotions. Emotional intelligence consists of four dimensions that are self-awareness, self-management, social awareness, and social management. The study was constructed to Self-Emotional Appraisal, Others emotional Appraisal, Use of Emotions and Regulation of Emotions.

1.1 Job Satisfaction

Job satisfaction has been extensively about the organizations as well as employee's immense competition due to globalization, a lot of importance is being given to job satisfaction. A multi-tasking approach of an individual towards the job is referred to as job satisfaction. It is an emotional state when a person gets the appraisal for his job and is to facilitate for the achievement in the job. The perception of an individual workplace towards his job is referred to as job satisfaction. A person with a high level of job satisfaction holds a positive attitude towards the job, the dissatisfaction referred to a negative attitude towards job satisfaction.

1.2 Self-Emotional Appraisal

The research work is providing the problem of job satisfaction by examining the relationship of job satisfaction with emotional intelligence.

- Other Emotional Appraisal
- Job Satisfaction
- Use of Emotional
- Control of Emotions

Figure 1 Emotional Intelligence and Job Satisfaction

2. REVIEW OF LITERATURE

Tabatabaei and Farazmehr(2015) in their study, it was found that gender has insignificantly influenced job satisfaction, emotional intelligence significantly influences job satisfaction, emotional intelligence and gender interact to influence job satisfaction.

Kurien(2013) study was conducted among 150 employees of a famous retail store in India. The service quality of a retail store would be enhanced the employees of the store practiced emotional intelligence skills.

Jorfietal(2012) was found that women have higher emotional intelligence than men.

Syed, Rohany, Mohamad, Mohamed, and Muhammad (2012) found a significant positive relationship between EI and Job satisfaction and no effect of gender on EI and job satisfaction.

Ealias and George (2012) found that there a significant difference between emotional intelligence and married and unmarried respondents.

Khouly, Ghoneim, Ghadami, & Ibrahim (2011) in his study he found that gender has insignificantly influenced job satisfaction, significantly emotional intelligence and job satisfaction, gender influenced job satisfaction.

Pande(2010) studied the emotional intelligence of teachers and the study shows that teachers have a higher level of emotional intelligence than unmarried ones. There is a significant difference between teacher and student on emotional intelligence.

Radhakrishnan and Udaysuriyan (2010) found that the executives have some qualities of concern for others, stress tolerance and optimal emotional intelligence.

(Radhakrishnan and UdayaSurian, 2010). They found that those executives have some qualities like, concern for others, stress tolerance which helped them in having optimal emotional intelligence.

Yao et.al (2009) conducted a study on emotional intelligence on job performance effects on leadership. The study explains that the managers and their employees the emotional intelligence have significant and positive correlations with job performance.

Khokharet (2009) explained the performance of executives on a different level of emotional intelligence and effective work performance. The study revealed that executives having higher emotional intelligence shows a better quality of work performance.

Hayward (2005) the research investigated the relationship between employee performance, leadership and emotional intelligence with linear regression analysis. the study shows that there is a significant relationship between employee performance and emotional intelligence, and there no significant relationship between employee performance and emotionally intelligent. The correlation shows a weak relationship between emotional intelligence and leadership.

Kerbach and Schutte (2005) Higher level of emotional intelligence of the service provider to higher customer satisfaction.

Nel H (2004) studied on emotional intelligence the study shows that there is a significant relationship between emotional intelligence and job performance in a call center environment. There is a high level of job performance in the respective call centers to be associated with the high level of emotional intelligence.

Goleman (2000) presents a set of the theoretical framework of emotional intelligence that reflects how an individual mastering the skills of Self Awareness, Self-Management, Social Awareness and Relationship Management on job success. The theory focusing on performance, workplace performance and factors that distinguish the best individuals.

3. NEED FOR THE STUDY

Emotional Intelligence helps the employees to increase their emotional self-awareness, emotional expression, creativity, trust and integrity, improves relations within the organization and increases the performance of each employee. Emotional intelligence is one of the few key characteristics that rise to strategic leaders in the organization. Emotional intelligence plays a vital significant role in the organization and for the judgment of effective employees, improvement of productivity and trust in the organization.

4. OBJECTIVES OF THE STUDY

- To study the employee's awareness of emotional intelligence in tata Consultancy Services
- To study the determinants of emotional intelligence of employees at tata Consultancy Services.

- To analyze the association between of employees' emotional intelligence and job satisfaction at Tata Consultancy Services.

5. RESEARCH METHODOLOGY

The study is to investigate the relationship between emotional intelligence and job satisfaction among the employees in the Tata Consultancy.

The primary data was collected through the self-administered survey questionnaire to 100 respondents. The secondary data was collected from journals, books and websites. The independent variable was emotional intelligence and the dependent variable was job satisfaction. The four dimensions of emotional intelligence Self emotional appraisal, and control of emotions. The measurements for all the dimensions were inspected using 5 points Likert scale where 1=Strongly Disagree and 5= strongly Agree, where 1=Highly Dissatisfied and 5= Highly Satisfied. The data collected were analysed using SPSS version 23.0 by descriptive analysis, reliability test and correlation test performed.

6. HYPOTHESIS

- H1: There is no association between Emotional intelligence and employee job satisfaction
- H2: There is an association between Emotional intelligence and employee job satisfaction

7. DATA ANALYSIS

Table 1 Demographic Variables

GENDER	Frequency	Percent	Valid Percent	Cumulative Percent
Male	74	74.0	74.0	74.0
Female	26	26.0	26.0	100.0
Total	100	100.0	100.0	
AGE	Frequency	Percent	Valid Percent	Cumulative Percent
18-25 yrs	70	70.0	70.0	70.0
26-35 yrs	12	12.0	12.0	82.0
36-45 yrs	11	11.0	11.0	93.0
Above 45 yrs	7	7.0	7.0	100.0
Total	100	100.0	100.0	
EDUCATION QUALIFICATION	Frequency	Percent	Valid Percent	Cumulative Percent
Intermediate	2	2.0	2.0	2.0
Degree	21	21.0	21.0	23.0
PG	68	68.0	68.0	91.0
Others	9	9.0	9.0	100.0
Total	100	100.0	100.0	
OCUPATION	Frequency	Percent	Valid Percent	Cumulative Percent
Associate	49	49.0	49.0	49.0
Associate Executives	27	27.0	27.0	76.0
Manager	20	20.0	20.0	96.0
Others	4	4.0	4.0	100.0
Total	100	100.0	100.0	
INCOME LEVEL	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5000	26	26.0	26.0	26.0
5001-10000	20	20.0	20.0	46.0
10001-20000	29	29.0	29.0	75.0
20001-30000	16	16.0	16.0	91.0
30001-45000	9	9.0	9.0	100.0
Total	100	100.0	100.0	

Source: Primary Data

The above table presents the frequency distribution of participants the gender 74% were male and 26% were female, the Age group 18-25 respondents were 70% participants, education qualification of respondents were P.G level 68% participants and the income levels of participants were 29%.

Table 2 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
GENDER	100	1	2	1.26	.441	1.111	.241
AGE	100	1	4	1.55	.947	1.529	.241
EDUCATION QUALIFICATION	100	2	5	3.84	.598	-.509	.241
OCUPATION	100	1	4	1.79	.902	.768	.241
INCOME LEVEL	100	1	5	2.62	1.277	.246	.241
Valid N (listwise)	100						

Source: Primary Data

Table 2 presents the basic descriptive statistics of participants on the variables and intercorrelations among them. The table shows that the combined mean age of 1.26 with a standard deviation of 0.441. 75% of the participants were male and 26% were females. The mean age of participants was 1.55, a standard deviation of 0.947. The mean education qualification of participants was 3.84, a standard deviation of 0.598. The mean occupation levels of participants 1.79, the standard deviation was 0.902 and mean Income level of participants was 2.62, the standard deviation was 1.227.

Table 3 Reliability Statistics

Cronbach's Alpha	N of Items
.826	23

The research data was analyzed by using SPSS version 23.0. The above table shows the Cronbach Alpha value of 23 variables. As per Reliability analysis the Cronbach Alpha value for good fit was 0.7 to 0.9. The above table -3 shows combined variables can Cronbach Alfa value is 0.826, hence the sample can accept for analysis.

7.1 Correlation Analysis

- Ho: there is no relationship between Emotional Intelligence and Job Satisfaction
- Ha: Ho: there is a relationship between Emotional Intelligence, and Job Satisfaction

Table 4 Correlation Analysis

		Emotional recognition	Job Satisfaction	emotional regulation
Emotional intelligence and recognition	Pearson Correlation	1	.634**	.606**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Job Satisfaction	Pearson Correlation	.634**	1	.438**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Emotional intelligence and Regulation	Pearson Correlation	.606**	.438**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

The Person's correlation coefficient is a statistical tool to determine the relationship between variables; hence it was used to find the relationship among all the studied variables. The above table-4 shows the correlation value of emotional intelligence and job satisfaction correlation $r = 0.634$, which gives us that the two variables were moderately related to each other and the p-value is 0.000 states that the relationship is significant.

7.2 Regression Analysis

The regression analysis was carried out to show the intensity between independent and dependent variables to measure the impact that an independent variable has on the dependent variable.

- Ho: There is no association between Emotional Intelligence and Job Satisfaction
- Ha: There is an association between Emotional Intelligence and Job Satisfaction

Table 5 Regression Analysis (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.634 ^a	.402	.396	.34825	.402	65.878	1	98	.000
a. Predictors: (Constant), Job Satisfaction									
ANOVA ^a									
Model		Sum of Squares		df	Mean Square		F	Sig.	
1	Regression		7.990		1	7.990		65.878	.000 ^b
	Residual		11.885		98	.121			
	Total		19.875		99				
a. Dependent Variable: Emotional Intelligence Recognition									
b. Predictors: (Constant), Job Satisfaction									
Coefficients ^a									
Model			Unstandardized Coefficients		Standardized Coefficients		t	Sig.	
			B	Std. Error	Beta				
1	(Constant)		1.347	.255			5.274	.000	
	Job Satisfaction		.535	.066	.634		8.117	.000	
a. Dependent Variable: Emotional Intelligence Recognition									

7.2.1 Dependent Variable: Emotional Intelligence

Form the above regression table-5 reveals that as R represents the correlation between the dependent variable and independent variable, it can be identified that the correlation r-value is 0.634 which is greater than 0.05 significant level. The coefficient of determination is 0.634 about 63.4% of the variation in job satisfaction. Form the above regression equation can be made as

$$\text{Job Satisfaction} = 1.347 + (0.535) * \text{Emotional intelligence}$$

The above coefficients state that the job performance in increases by 0.535 of increase in emotional intelligence. And t value 5.274 identified the relationship between emotional intelligence recognition and job satisfaction. The significant value is 0.000 is less than 0.05. Hence it concludes that there is a significant difference between emotional intelligence and job satisfaction.

From the ANOVA table states that F value is 5.274, the significant value is 0.000 is less the 0.05. Hence we can reject the null hypothesis. It is evident that the model is a good fit for the data and will apply to the sample population.

- Ho: There is no significant difference between Demographic Characteristics and Job Satisfaction
- Ha: There is a significant difference between Demographic Characteristics and Job Satisfaction

Table 6 Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.438 ^a	.192	.184	.50154	.192	23.272	1	98	.000
a. Predictors: (Constant), Job Satisfaction									
ANOVA ^a									
Model		Sum of Squares		df	Mean Square		F	Sig.	
1	Regression		5.854		1	5.854		23.272	.000 ^b
	Residual		24.651		98	.252			
	Total		30.505		99				
a. Dependent Variable: Emotional Intelligence Regulation									
b. Predictors: (Constant), Job Satisfaction									
Coefficients ^a									
Model			Unstandardized Coefficients		Standardized Coefficients		t	Sig.	
			B	Std. Error	Beta				
1	(Constant)		2.178		.368		5.923		.000
	ES		.458		.095		.438		.000
a. Dependent Variable: Emotional Intelligence Regulation									

Form the above regression table-6 reveals that as R represents the correlation between the dependent variable and independent variable, it can be identified that the correlation r value is 0.438 which is less than 0.05 significant levels. The coefficient of determination is 0.438 about 43.8% of the variation in the job satisfaction. Form the above regression equation can be made as

$$\text{Job Performance} = 2.178 + (0.458) * \text{Emotional intelligence Recognition}$$

The above coefficients states that the job performance in increases by 0.458 of increase in emotional intelligence. And t value 5.923 identified the relationship between emotional intelligence recognition and job satisfaction. The significant value is 0.000 is less than 0.05. Hence it concludes that there is a significant difference between emotional intelligence regulation and job satisfaction.

From the ANOVA table states that F value is 23.272, the significant value is 0.000 is less than 0.05. Hence we can reject the null hypothesis. It is evident that the model is a good fit for the data and will apply to the sample population.

- Ho: There is no significant difference between Demographic and Job Satisfaction
- Ha: There is a significant difference between Demographic and Job Satisfaction

Table 7 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	26.661	19	1.403	1.808	.036
	Within Groups	62.089	80	.776		
	Total	88.750	99			
Education Qualification	Between Groups	9.314	19	.490	1.501	.108
	Within Groups	26.126	80	.327		
	Total	35.440	99			
Occupation	Between Groups	25.265	19	1.330	1.923	.023

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	Within Groups	55.325	80	.692		
	Total	80.590	99			
Income Level	Between Groups	56.317	19	2.964	2.253	.006
	Within Groups	105.243	80	1.316		
	Total	161.560	99			
Gender	Between Groups	7.759	19	.408	2.846	.001
	Within Groups	11.481	80	.144		
	Total	19.240	99			

The ANOVA analysis in the table shows that the result of age and job satisfaction F value is 1.808, the significance value is 0.036. Education qualification and Job satisfaction F value is 1.501, significance value is 0.108. Occupation and Job satisfaction F value is 1.923, significance value is 0.023, Income level and Job satisfaction F value is 2.253, significance value is 0.006. Gender and Job satisfaction F value is 2.846, significance value is 0.001. Hence it concludes that education qualification and job satisfaction there is no significance the value at 0.108 is greater than the 0.05.

- Ho: There is no significant difference between Demographic and emotional recognition
- Ha: There is a significant difference between Demographic and emotional recognition

Table 8 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
AGE	Between Groups	27.977	8	3.497	5.237	.000
	Within Groups	60.773	91	.668		
	Total	88.750	99			
EDUCATION QUALIFICATION	Between Groups	5.442	8	.680	2.064	.048
	Within Groups	29.998	91	.330		
	Total	35.440	99			
OCCUPATION	Between Groups	16.807	8	2.101	2.997	.005
	Within Groups	63.783	91	.701		
	Total	80.590	99			
INCOME LEVEL	Between Groups	20.939	8	2.617	1.694	.110
	Within Groups	140.621	91	1.545		
	Total	161.560	99			
GENDER	Between Groups	5.359	8	.670	4.392	.000
	Within Groups	13.881	91	.153		
	Total	19.240	99			

The ANOVA analysis in the table shows that the result of age and emotional recognition F value is 5.237, significance value is 0.000. Education qualification and emotional recognition F value is 2.604, significance value is 0.048. Occupation and emotional recognition F value is 2.997, significance value is 0.005, Income level and emotional recognition F value is 1.694, significance value is 0.110. Gender and Job satisfaction F value is 4.392, significance value is 0.000. Hence it concludes that income and emotional recognition there is no significance the value at 0.110 is greater than the 0.05.

- Ho: There is no significant difference between Demographic and emotional regulation
- Ha: There is a significant difference between Demographic and emotional regulation

Table 9 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	48.694	14	3.478	7.381	.000
	Within Groups	40.056	85	.471		
	Total	88.750	99			
Education Qualification	Between Groups	12.434	14	.888	3.282	.000
	Within Groups	23.006	85	.271		
	Total	35.440	99			
Occupation	Between Groups	37.473	14	2.677	5.277	.000
	Within Groups	43.117	85	.507		
	Total	80.590	99			
Income Level	Between Groups	54.991	14	3.928	3.133	.001
	Within Groups	106.569	85	1.254		
	Total	161.560	99			
Gender	Between Groups	8.473	14	.605	4.778	.000
	Within Groups	10.767	85	.127		
	Total	19.240	99			

The ANOVA analysis in the table shows that the result of age and emotional regulation F value is 7.381, the significance value is 0.000. Education qualification and emotional regulation F value is 3.282, significance value is 0.000. Occupation and emotional regulation F value is 5.277, significance value is 0.000, Income level and emotional regulation F value is 3.133, significance value is 0.001. Gender and Job satisfaction F value is 4.778, significance value is 0.000. Hence it concludes that age, educational qualification, occupation, income level gender and emotional regulation there is a significance the value at 0.00 is greater than the 0.05.

8. FINDINGS

The participants of the gender 74% were male and 26% were female, the Age group 18-25 respondents were 70% participants, education qualification of respondents were P.G level 68% participants and the income levels of participants were 29%.

A correlation value of emotional intelligence and job satisfaction correlation $r = 0.634$, which gives us that the two variables were moderately related to each other and the p-value is 0.000 states that the relationship is significant. Emotional intelligence and job satisfaction correlation $r=0.438$, which gives us that the two variables were less moderately related to each other and the p-value is 0.000 states that the relationship is not significant.

The regression analysis shows that there is a significant difference between emotional intelligence and job satisfaction.

The analysis variance shows that there is a significant difference between emotional intelligence and job satisfaction.

9. CONCLUSION

The impact of the individual activities over some time is regarded as performance. Organizational productivity and success of the organization depend on directly related to the management of employee performance. Emotional intelligence is now being identified as a good predictor of employees' work performance. The organization should require individual interpersonal interactions with the goals of organization. Emotional intelligence is playing a vital role in the workplace. Employees can handle their emotions accurately and behaviors in the workplace to make better decisions. In the workplace, employees depend on working with a group of people with different ideas, suggestions and opinions. The high Emotional intelligence individual and the group can better perceive emotions. The organization should

consider EI as a part of recruitment, selection, training and development as a part of individual job performance, which leads to the growth of the organization.

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