A Study on the Relationship between Emotional Intelligence and Job Satisfaction among IT Millennial Employees with Reference To Bangalore

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ABSTRACT:*IT organizations are adopting flatter structures, need agility to manage change due to rapidly changing technologies and technological disruptions, and work in teams. This can be demanding on the employees engaged with IT firms. EI has emerged as an essential factor in coping with pressure, building relationships, handling conflict, dealing with changes and has become a prerequisite for IT professionals who could be prone to, thereby indicating that EI plays a more important role than cognitive intelligence. Employees exhibit positive outcomes that are associated with high EI such as personal success, performance and job satisfaction.*
Keywords:*Emotional Intelligence, Job Satisfaction*

I. INTRODUCTION

From the early 1990s till 2019 – Indian IT sector has seen a phenomenal growth and it is the largest provider for IT services, globally. Over the years, global business environment is getting plagued with uncertainty due to rapid changes in technology which is disrupting the existing models of business and way of working. All this is causing a significant shift in the expectations from IT professionals in terms of skills and adaptability, due to organizations restructuring to flatter structure, team- based and relational organizing models. Businesses demand IT professionals learn and upgrade to new technologies, stretch beyond office hours, adapt to the global time zones, and cope with pressures from various stakeholders for success at work, and life.

EI can be a prerequisite to deal with the demands and stress that employees are subjected to. Emotional intelligence is the ability to recognize emotions in oneself and others and to use this knowledge for improved self-management and relationships with others (Berman & West, 2008). EI in the workplace has been widely researched and is associated with positive outcomes like productivity, success and job satisfaction.

Research in Korean hospitality industry on EI and Job satisfaction state that employees who can use and regulate emotions experience Job satisfaction (Hyo Sun Jung &Hye, 2016). In India the IT sector recruits millennials which incidentally is a huge population of their workforce. Research regarding EI and Job Satisfaction of Millennials were not found even though research among nurses, elementary teachers and public employees but no research was found among IT millennials. This forms the objectives of this study which are as follows:s
1. To understand EI among IT millennial employee
2. To understand Job Satisfaction among IT millennial employees
3. To analyse EI impactingJob satisfaction among IT millennial.

II. LITERATURE REVIEW

1.1 Emotional Intelligence: EI is made up of intelligence and emotion. Information provided by their emotions can enable people to alter their own behavior, which results in better decision making, influence the behavior of others and become a catalyst for change(Goleman, 1995). Leaders are recognizing interpersonal skills as the new benchmark when measuring a leader's effectiveness. One aspect of the interpersonal skills is emotional intelligence (EI). EI is the ability to sense, understand, manage, and apply information toward leadership, motivation, and influence (Burgan & Burgan, 2012).

Social and emotional intelligence equip managers with skills to turn challenges of generational differences into positives. These skills assist managers attend to individual employee needs irrespective of their generation (Njoroge & Yazdanifard, 2014).Emotional and Social intelligence are the antecedents to leadership behavior(Riggio & Reichard, 2008; Emmerling & Boyatzis, 2012). The studyof employees in the

Telecommunication sector on EI, reveals a positive and significant impact of well-being, self-control and emotionality on Job satisfaction. (Haleem, 2018).

Job satisfaction:Job Satisfaction defined by Edwin Locke states Job satisfaction as**,** "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" (Locke, 1976). Prior researches indicate that computer professionals have greater development needs as compared to non- computer professionals. Job satisfaction is positively associated with feelings of autonomy and influence on the job and with coworkers, job satisfaction decreases with an increase in the number of hours the worker is directly using the computer (Danziger & Dunkle, 2005).

EI and Job satisfaction: People with higher EI tend to develop better relationships, build trust and are sensitive and exhibit empathy. Employees with high EI can manage their emotions against situations that may result in decreased job satisfaction; so high EI is positively related to job satisfaction. (R Chiva & J Allegre, 2008). Studies on EI state the positive outcomes of EI are Job satisfaction and good work performance, which also result in good human relations (Lee, Chan, & M, 2017)

III. RESEARCH METHODOLOGY

Sampling technique–The data was collected using Judgmental sampling.

Sample size - The population for the study was IT employees working in IT services organizations in Bangalore. The data was collected by distributing the questionnaire to 225 employees out of which 204 response was collected. 4 responses were incomplete. A total of 200 responses were used for the data analysis.

Data collection: Primary data was collected from 200 IT employees of IT services companies of Bangalore

Instrument: A Bar –On scale was used for the construction of the questionnaire which was designed on a 5-point Likert Scale (1- Never, 5 – Consistently) and a Job satisfaction scale was used.

Tests: ANOVA and Correlation.

Duration: Respondents were contacted multiple times and it took 2 months to collect the data from the respondents.

IV. RESULTS: DATA ANALYSIS AND INTERPRETATION
Table 1: Demographic profile of the respondents

Work Experience	Frequency	Percent
6- 8yrs	124	63
8+-10yrs	35	16
10+-12 yrs	20	10
12+yrs	21	11
Total	**200**	**100**

Qualifications	Frequency	Percent
Graduate	90	45.5
Postgraduate	92	46.5
Professional degree	18	10.1
Total	**200**	**100**

Gender	Frequency	Percent
Female	74	37
Male	126	63
Total	**200**	**100**

Age	Frequency	Percent
<30 yrs.	79	40
31-35 yrs.	78	39.4
35+-40 yrs.	22	11.1
40+ yrs.	21	10.6
Total	**200**	**100**

Marital Status	Frequency	Percent
Married	55	26.8
Unmarried	145	73.2
Total	**200**	**100**

Table 1 shows that most of the respondents haveWorkExperience of 6 – 8 years and the majority of the respondents are Postgraduateas their Educational Qualification at 46.%. Majority of the employee, (40%) are < 30 years of Age followed by 39.4%, employeesbetween31 – 35 years,so we can conclude that majority of the respondents (79.4%) in this study have Age < than 35 years who are the Millennials.

Majority(63%)of the respondentsare Males in the Gender category.

Majority of the respondents have their Marital status as Unmarried.

Table No. 2: ANOVA EI with Age

		Sum of Squares	Df	Mean Square	F	Sig.
Intrapersonal	Between Groups	17.239	4	4.310	5.272	.000
	Within Groups	156.974	192	.818		
	Total	174.213	196			
Interpersonal	Between Groups	3.748	4	.937	1.473	.212
	Within Groups	122.140	192	.636		
	Total	125.888	196			
Stress management	Between Groups	1.748	4	.437	.583	.675
	Within Groups	143.896	192	.749		
	Total	145.645	196			
Adaptability	Between Groups	13.608	4	3.402	6.065	.000
	Within Groups	107.691	192	.561		
	Total	121.299	196			
Developing Others	Between Groups	3.618	4	.905	2.036	.091
	Within Groups	85.285	192	.444		
	Total	88.904	196			
Inspirational Leader	Between Groups	8.484	4	2.121	3.753	.006
	Within Groups	108.511	192	.565		
	Total	116.995	196			
Influence	Between Groups	10.261	4	2.565	3.929	.004
	Within Groups	125.353	192	.653		
	Total	135.614	196			
Conflict Management	Between Groups	17.646	4	4.411	8.264	.000
	Within Groups	102.499	192	.534		
	Total	120.145	196			
Change Catalyst	Between Groups	3.660	4	.915	1.794	.132
	Within Groups	97.901	192	.510		
	Total	101.561	196			
General Mood	Between Groups	22.377	4	5.594	5.852	.000
	Within Groups	183.558	192	.956		
	Total	205.935	196			

EI factors of Intrapersonal, Adaptability, Developing Others, Inspirational Leadership, Influence, Conflict Management and General Moods show a significant relationship with Age as it is <.05.
There is no significant relationship of EI factors Interpersonal, Stress Management and Change Catalyst with Age as it is >.05

Table no. 3: ANOVA - Work experience with Job satisfaction

		Sum of Squares	Df	Mean Square	F	Sig.
Variety in Job Responsibilities	Between Groups	21.187	4	5.297	14.066	.000
	Within Groups	73.433	195	.377		
	Total	94.620	199			
My Job Role gives me independence	Between Groups	31.092	4	7.773	21.414	.000
	Within Groups	70.783	195	.363		
	Total	101.875	199			
The opportunity to exhibit my efficiency is adequate	Between Groups	35.007	4	8.752	17.712	.000
	Within Groups	96.348	195	.494		
	Total	131.355	199			
Recognition for duties performed and work accomplished-	Between Groups	16.297	4	4.074	8.313	.000
	Within Groups	95.578	195	.490		
	Total	111.875	199			
Opportunity to utilize my skill and talent is high	Between Groups	2.640	4	.660	.874	.481
	Within Groups	147.315	195	.755		
	Total	149.955	199			
Support of additional training and education	Between Groups	8.668	4	2.167	2.993	.020
	Within Groups	141.207	195	.724		
	Total	149.875	199			

From the above table we can conclude that "Variety in job", "Independence", "Opportunity to exhibit efficiency", "Recognition for duties and Support of additional training" is<. 05 which shows there is a significant relationship between Job satisfaction and Work experience. "Opportunity to utilize my skill and talent" is .481 which is > .05 hence there is no significant relationship with Work Experience.

Table No. 4: ANOVA Job Satisfaction with Qualification

		Sum of Squares	Df	Mean Square	F	Sig.
Job Condition	Between Groups	25.643	4	6.411	11.968	.000
	Within Groups	102.848	192	.536		
	Total	128.492	196			
Workplace relationship	Between Groups	7.263	4	1.816	3.533	.008
	Within Groups	98.691	192	.514		
	Total	105.954	196			
Use of skills & abilities	Between Groups	9.732	4	2.433	6.916	.000
	Within Groups	67.546	192	.352		
	Total	77.278	196			
Culture	Between Groups	26.801	4	6.700	15.370	.000
	Within Groups	83.699	192	.436		
	Total	110.501	196			
Promotion	Between Groups	19.459	4	4.865	10.078	.000
	Within Groups	92.674	192	.483		
	Total	112.133	196			

The above table shows that there is a significant relationship between Job satisfaction and employee Qualification. The data indicates that Post Graduate employees are satisfied with their jobs.

Table no. 5: Correlations

		Total Emotional Intelligence	Total Job Satisfaction
Total Emotional Intelligence	Pearson Correlation	1	.346**
	Sig. (2-tailed)		.000
	N	200	200
Total Job Satisfaction	Pearson Correlation	.346**	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 5 shows a significant relationship between EI and Job satisfaction.

V.   FINDINGS& CONCLUSION

Thestudy reveals that there is are relationshipbetween Emotional Intelligence & Job Satisfaction. From the above data we can conclude that majority of the respondentsare Millennials as their age is < 35 years.Results show Millennials are self-aware,prefer collaboration, are adaptable and, caninfluence, to develop self and others. They also areoptimistic. Millennialsthat there is a challenge for them to maintain Interpersonal relationship and Stresseven though they can collaborate with teams.From the study we can concludeMillennial employee are efficient, want variety and independence in their jobs, are open to learning.

As Emotional Intelligence plays a pivotal role in performance and job satisfaction, IT Organizations could focus on Interpersonal Training, Stress Management through wellness programs and enable employees for transition during any Change. Millennial employees could be given better opportunities to utilize their skills leading to better job satisfaction based on talent and not only on qualification.

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