



# Emotional Intelligence(EI) And Employee Job Satisfaction With Concerning To Primary Health Care – A Study

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## ARTICLE INFO

## ABSTRACT

**Purpose:** The purpose of study is to look at the link among emotional intelligence and employee work satisfaction, as well as the effect of emotional intelligence (EI) on an employee job satisfaction at a primary health care facility.

**Approach/Design/Methodology:** The study adopted the quantitative research approach for the examination of employee Emotional Intelligence (EI) Impact on the job satisfaction of Primary health care centers. The sample respondents were considered Nurses, who are working in primary health care centers in Hyderabad region of Telangana state. The study adopted the purposive sampling, which is non-probability sampling method. The study focused to know the Nurses emotional intelligence role impact on job satisfaction. All employed primary health care practitioners comprised the population, and 120 responses chosen using the purposive sampling method. The study applied the bi-variate correlation and regression method for the examination of framed objectives.

**Originality/Validity:** Employee job satisfaction found strongly correlated with self-awareness and interpersonal sensitivity. Job satisfaction moderately related to conscientiousness and emotional resilience in employees. Self-awareness, one of the Emotional intelligence parameters thought to have a strong influence on job satisfaction. It is also obvious that improving interpersonal sensitivity, influence level, and conscientiousness will increase primary health center, employee job satisfaction. However, emotional resilience and intuitiveness take a negative impact on employee job satisfaction.

**Practical Implications:** Emotional intelligence is a crucial aspect of basic care. It enables nurses to arrange their emotions in contacts with others, which is vital in their social life and, more importantly, in their professional performance. Employee work satisfaction in the health system seems to be impacted by emotional intelligence and is a significant aspect in promoting the health system's aims.

**Keywords:** Conscientiousness, Emotional Intelligence, Job satisfaction, Primary Health Care, and Self-Awareness

## INTRODUCTION

The term "emotional intelligence" did not exist even four decades ago. It will be based on psychological theory, research, and implementation. In the pursuit of efficiency, human capital separates one organization from another. Companies in the service industry are now searching for individualized attention, intellectual stimulation, empathy, and commensurate incentives from top management. Emotional intelligence is precious in the service industry. Employees in service organizations must have a high level of morale and emotional intelligence. In today's competitive world, evident that most businesses, as they have in the past, are working in a cutthroat environment. As a result, to remain competitive, businesses, whether high or low performers, must implement new technology, products, or services.

"Emotional intelligence (EI) is a capacity to detect one's individual feelings and their impact on one's behavior toward others, as well as the ability to cope with and regulate those feelings effectively". Emotional expressions such as joy, anger, fear, surprise, and others are common in everyday life. The study imagines lives without such emotionally charged encounters. Emotions have a great deal of power over us. Sentiment translates to

"movement." Emotions drive us on the inside. Emotion, whether positive or negative, may sustain behavior that sustains or enhances the organism. In its broadest sense, sentiment refers to a "state of consciousness involving the arousal of emotions." Emotions show a crucial role in the healthcare sector. "Physicians treat them-self" means that doctors should take their own medicine and follow their advice to remain well.

The workplace is the single most stressful element in most people's lives. Stress impacts people's results, the number of errors they make, and whether they show up for work or stay at their jobs. Focus helps people to understand a broader range of emotions and their reactions to them in the context of their everyday work. Our daily spirits – thoughts and moods – play an essential role in how we function, whether good, harmful, or neutral. "Physicians must cope with emotionally charged events such as birth, illness, and death regularly" in the healthcare setting. As a result, the job climate becomes stressful for doctors, who will be pressuring to perform to the best of their abilities. Patients must accept a great deal of responsibility because failure to do so will result in deaths failure to do so will result in death. As a result, the organization's focus has shifted to recognizing and changing employee behavior to contribute to the company's success. The emotional intelligence intervention responds to some of the emerging problems that Health care employees face.

As the largest group of professionals, nursing staff directly affects healthcare quality and cost. Job satisfaction and organizational engagement significantly impact their job performance, which has a considerable effect on the organization's success. Hospital nursing workers operate in a unique environment where they must make critical decisions daily when coping with high-stress conditions and ethical quandaries. The physical and emotional work these Nursing Staff will be expected to do is growing due to changing business and organizational demands, insufficient resources, and an increase in the number of acutely ill patients. It is a complex task to treat patients. To achieve this, it needs both physical and mental tools.

"One of the high considered an employee attitude in organization research primarily due to the intuitive nature of the construct's importance - Job satisfaction is (Bai et al., 2006)".

They must be knowledgeable and tenacious to endure varying degrees of strain in daily nursing. Nursing staff who work under increased stress can experience burnout as a result. Nursing is a stressful profession compounded in developing countries by low salaries, labor shortages, heavy workloads, and unhealthy working conditions induced by inadequate public health facilities. Nurses need positive, mental, and physical balance, determined behavior, and a working spirit to balance the hectic requirements with the working atmosphere. The terms of "emotional intelligence (EI) and employees job satisfaction to assess the working profile and job satisfaction" of nurses were employed in the research that was conducted.

## STATEMENT OF THE PROBLEM

One interesting statement in the study on emotional intelligence is that individuals with high level of emotional intelligence (EI) are more valuable as people than people with low level emotional intelligence (EI). "This claim has gotten a lot of researchers interested, and they want to find out if it's true. Since then, many researchers have tried to back up this argument with real data by establishing a link between EI and important job attitudes and behaviors that are important in the context. But it said that this argument hasn't been looked into enough (Carmeli, 2003). In fact, the goal of the current research is toward measuring the link between "EI and job satisfaction". Emotional intelligence's ability to predict other outcomes and actions at work is something that needs to be looked into more. Because of the pandemic, there are a lot of people going to urban primary health care facilities. This has caused a lot of problems, and the UPHCs have been through a lot of changes. "EI and nurse job satisfaction in urban primary health care centers at Hyderabad" is the topic of this paper. A lot of research on emotional intelligence (EI), but not much, if any, on whether it has anything to do with job satisfaction.

## REVIEW OF LITERATURE

The evolutionary olden times of emotional intelligence (EI) may be outlined backbone to the inception of human civilization. (Chiva & Alegre, n.d., 2008): The primary objective of the study was to observe the role of organisational capacity as a mediator in the association between cognitive abilities related to EI and the level of work satisfaction practiced by employees. Based on the research results, it is essential to consider the extent to which an organization has the capacity for learning when examining the correlation between emotional intelligence and work satisfaction. Based on the study results, OLC mediates the relationship among employee engagement and work satisfaction. The mediation model is able to account for a sizeable percentage of the observed variance in levels of job satisfaction. The study came to the conclusion that "emotional intelligence" (EI) is rapidly becoming a key individual capability for organizations. Also, the study connected to both organization's success and individual characteristics.

(Nwankwo et al.) Within the field of health care, this study examines connection among emotional intelligence and levels of job satisfaction experienced by professionals. The individuals were given an emotional intelligence measure, a Minnesota satisfaction questionnaire, and a "Maslach Burnout Index." The results of this investigation were interpreted using regression analysis, which is a type of statistical test. The study's results suggest a noteworthy positive correlation between emotional intelligence (EI) and work satisfaction among healthcare

professionals. This observation demonstrates a positive(+ve) correlation among an individual's emotional intelligence and job happiness.

(Care, 2015) The purpose of study was to limit the amount to which "emotional intelligence training" has an impact on the level of job satisfaction experienced by nurses. A questionnaire was used to collect data on the demographic features of nurses and their level of satisfaction with their jobs. When comparing the pre-test and post-test values for job satisfaction, there was a considerable gap between the two sets of results for the experimental community nurses. Emotional intelligence (EI) training can indirectly make nurses happier with their jobs by improving their mental health, ability to make decisions, communication, social and empathy skills. These are all parts of job satisfaction's psychosocial, relationship domains, and organizational culture. Emotional intelligence training can also improve nurses' optimism, flexibility, self-esteem, and self-respect. Emotional intelligence training can also directly improve job satisfaction for nurses by enhancing their self-respect and self-respect (all of which are components of the facility domain of job satisfaction). The development of EI and overall work satisfaction among nurses could benefit from the implementation of in-service training courses.

Pachore, Vivek (2015): In today's diverse business environments, organizations face challenges not only in increasing efficiency but also in managing productive and effective human resources (HR) activities such as recruiting, creating, and retaining skilled workers. To sustain an organization's performance, successful HR policies are becoming mandatory, and management of these organizations is looking for new ways to incorporate effective and dynamic HR policies to address these challenges. The results support the existence of a link between these variables. variables demonstrating the importance of previous research in achieving positive results.

(Sharma & Jyoti, 2013,2015): This research was conducted with the intention of determining "the link among emotional intelligence (EI) and job satisfaction among middle-level managers in banking sector of Madhya Pradesh". The sample for the training was obtained from the banks of Madhya Pradesh through the utilization of a multi-stage convenience sampling approach. According to the research, job satisfaction experienced by middle-level managers increases in correlation with their level of emotional intelligence. Here, for the purpose of conceptualizing framework for this research, the researcher went through the prevailing literature on "emotional intelligence and its impact on job satisfaction." The results of the study lent credence to the idea that emotional intelligence plays a significant role in determining how fulfilled one feels in one's work.

(Vahidi et al., 2016) The purpose of the study was "to examine whether there was a link between nurses' emotional intelligence and their assessments of their job performance." utilizing stratified random sampling in conjunction with a descriptive methodology predicated on correlations. According to the findings, "No significant association among nurses' emotional intelligence and their judgements of occupational success." Only the intrapersonal component of emotional intelligence (EI) exhibited a strong link with job success," but none of the other components did. It appears that nurses are performing duties that are repetitive and are refusing to interact directly with patients in order to escape the physical and psychological implications of the challenging work in the wards.

(Tagoe & Quarshie, 2017) The main focus of research was to investigate the relationship among emotional intelligence (EI) and the level of job satisfaction experienced by Ghanaian registered nurses. In order to measure emotional intelligence and employee job satisfaction, the Schutte Self-Report Emotional Intelligence Scale and the Job Satisfaction Survey were utilized. According to the findings, a nurse's level of emotional intelligence was found to have a significant positive correlation with the degree to which they enjoyed their employment. On the other hand, there were no statistically significant gender differences in emotional intelligence or work satisfaction found.

(Miao et al., 2017) In this study analyses whether work resources, as well as potential moderators like gender, age, tenure, and job level, operate as a mediator in the association between emotional intelligence (EI) and job satisfaction. Potential moderators include gender, age, tenure, and job level. In order to investigate these links, the author utilized a meta-analysis. This topic has a variety of applications in the real world. It suggests that hiring and selecting emotionally intelligent individuals is something that firms should do in order to have a happier staff.

(Mohammed & Fekry, 2018) This study was to investigate the possible connection between emotional intelligence among head nurses and job satisfaction among staff nurses. The descriptive correlational design was chosen for this study so that the desired outcome could be obtained. The findings suggest that head nurses have a high level of emotional intelligence additionally a satisfactory level of job satisfaction in their work positions. The findings indicated that there was a favorable connection between the emotional intelligence of the head nurses and the level of job satisfaction experienced by the staff nurses.

Anupama (2018): According to, research is to know how "emotional intelligence(EI)" affects job satisfaction and "organizational citizenship among physicians". The quantitative analysis method was determined to be the best fit for our sample. It is concerned with determining the study's objectives through statistical analysis of data collected through questionnaires, surveys, or by using statistical techniques to control pre-existing analytical data. According to the study's findings, emotional intelligence improves efficiency, particularly in the workplace.

(Rakhshani et al., 2018): This research aimed to determine whether or not there was a correlation between emotional intelligence and the stress level experienced by nurses working in Shiraz. One kind of research

known as a "cross-sectional study" was conducted on nurses working at hospitals in Shiraz. The respondents were selected via cluster sampling, which consisted of many phases. In addition, the multiple linear regression analysis findings demonstrated that the participants' self-awareness, social awareness, and income could accurately predict the amount of work stress they experienced during their employment. Because there is a significant inverse relationship between emotional intelligence and the amount of stress nurses experience on the job, they must participate in workshops focusing on emotional intelligence as part of their on-the-job training. (Malik et al., 2019): In this study the purpose was to evaluate the emotional intelligence (EI) of healthcare workers in Pakistan's twin cities, as well as to investigate the relationship into perceived emotional intelligence (EI) and work-life balance and work satisfaction. The researchers referred to their investigation as a "descriptive cross-sectional study." As a pre-validated resource, the influence of work-life balance parameters on both the job satisfaction questionnaire and the NHS emotional intelligence scale (EIS) was made available to the public. The findings of this investigation indicate that emotional intelligence, work-life balance, and job satisfaction or work satisfaction all have a significant connection to one another. Employees in the healthcare industry who possessed high emotional intelligence reported higher job satisfaction and a more favorable balance between their professional and personal lives.

Surabhi Krishnan T (2019): This study aims to look at the connection among emotional intelligence, work satisfaction, and organizational commitment, as well as the function of job satisfaction in mediating the connection into emotional intelligence and organizational commitment. The newly discovered in terms of emotional intelligence self-awareness, nurses recognize feelings to a limited extent and are more aware of situations that cause them to think negatively about their patients. In order to make the best decisions in a difficult and challenging situation, nurses must have emotional intelligence. Higher emotional intelligence allows them to remain calm and composed in the face of difficult situations and achieve job satisfaction.

(Puri & Mehta, 2020): This study intends to put a greater emphasis on educating workers about emotional intelligence, which can affect job performance. Employees given training to help them understand how to be successful at their workstations when interacting with others, which improves their job performance and, as a result, overall organizational efficiency. The findings show "that there is a strong and positive relationship between the dependent and independent variables studied". It has been observed that high-emotion healthcare professionals are able to control their own and others' emotions, resulting in high job efficiency. Emotional intelligence is essential for healthcare professionals who work in hospitals because they must meet their patients' emotional and spiritual needs.

(Atif Bilal Reference Paper, n.d.2020): The study's major purpose was to look at the connection into emotional intelligence and work performance, as well as the role of job performance as a moderator". Employees in the healthcare business provided the information. A questionnaire is an instrument for survey that is used to gather information from respondents. Employees that are emotionally knowledgeable are more content with their employment and perform better, according to the research. Job happiness has been identified "as a mediator between emotional intelligence and job performance".

**Table – 1:** Review of Literature

Author	Year	Objectives	Findings	Contribution of the study
<b>Ricardo Chiva, Joaquín Alegre</b>	2008	To assess the "effects of emotional intelligence on job satisfaction & with the mediation of Organizational learning capacity"	"OLC acts as an intermediary between EI and job satisfaction & significantly improved job satisfaction"	The study concludes that "Emotional intelligence (EI) is rapidly becoming one of the very important individual competencies for organizations"
<b>Barnabas E. Nwankwo</b>	2013	"To investigate the link among emotional intelligence and job satisfaction in health care personnel".	"There is a strong positive association between emotional intelligence and job satisfaction among health care personnel".	The study result states that Emotional intelligence improves, so does job satisfaction
<b>Ellnaz Yazdan Parast</b>	2015	To study the emotional intelligence training influences various aspects of nurses' job satisfaction	Observed that the "Emotional intelligence training may indirectly improve nurses' job happiness by enhancing their psychological health decision-making abilities".	The study concludes that implementing in-service training programmes can boost nurses' emotional intelligence and work happiness in the healthcare industry
<b>Pachore, Vivek</b>	2015	To know the Organization challenges in improving the efficiency and managing productive. To know the effective human resources (HR) activities	Existence of a link between the selected variables such as "Emotional Intelligence, Organizational Commitment", Work satisfaction	"The research bridged the gap between Emotional Intelligence and Organizational Commitment, Work satisfaction"
<b>Jyoti, jain</b>	2015	"To investigate the relationship between emotional intelligence and work satisfaction among middle-level bank managers".	As middle-level managers' Emotional Intelligence improves, so does their job satisfaction	The research discovered the predictive nature of emotional intelligence in boosting work happiness.

<b>Maryam Vahidi</b>	2016	To investigate the emotional intelligence of nurses and their opinions of work performance.	The intrapersonal subscale of "emotional intelligence was shown to be strongly related to work performance".	According to the findings, nurses seem to be doing repetitious duties and avoiding to interact directly with patients in order to escape the physical and psychological implications of demanding ward labor.
<b>Theophilus Tagoe</b>	2016	To look at "the relationship between emotional intelligence and job satisfaction" among Ghanaian nurses.	"Emotional intelligence and work satisfaction among nurses have a strong positive association".	"There were no significant gender differences in emotional intelligence or work satisfaction revealed in the research".
<b>Miao, C</b>	2017	"To examine the mediation effect of demographic factors in relationship between emotional intelligence (EI) and job satisfaction"	"Meta-analysis" to look into these connections	In order to have a happier workforce, businesses should hire and select emotionally intelligent employees, so that with satisfaction they will deliver the job
<b>Maha M. Mohammed</b>	2018	To assess the association between the emotional intelligence of head nurses and the work satisfaction of staff nurses.	Head nurses have excellent emotional intelligence and a modest degree of work satisfaction.	Head nurses' emotional intelligence and work satisfaction were shown to have a favorable association.
<b>Anupama</b>	2018	"Investigate the impact of emotional intelligence on physician job satisfaction and organizational citizenship".	Emotional intelligence improves efficiency, particularly in the workplace.	Quantitative analysis method determined the result that EI significantly improves the efficiency in work place.
<b>Tayebeh Rakhshan</b>	2018	"To investigate the relationship between emotional intelligence and occupational stress among Shiraz nurses".	A correlation test found that emotional intelligence and job stress had an adverse connection.	Emotional intelligence workshops should be incorporated into in-service training programmes for nurses
<b>Madeeha Malik</b>	2019	"The study focused Healthcare professionals' perceived emotional intelligence relationship with work-life balance and job satisfaction".	"The investigation centered on the association between healthcare workers' perceived emotional intelligence and work-life balance and job satisfaction"	Health-care workers who are emotionally intelligent were more satisfied with their jobs and had a better work-life balance
<b>Surabhi Krishnan T</b>	2019	The research investigates the function of work satisfaction in moderating the connection between emotional intelligence and organizational commitment.	To make the best decisions in a difficult and challenging situation, nurses must have emotional intelligence	The study stated that the Higher emotional intelligence allows them to remain calm, composed to face the difficult situations, and achieve job satisfaction.
<b>Kaya Puri, Megha Mehta</b>	2020	To emphasis on educating workers about emotional intelligence. To know the EI effect on job performance	The dependent and independent variables analyzed have a strong and positive connection.	The author concludes that High-emotion healthcare professionals are able to control their own and others' emotions, resulting in high job efficiency
<b>Atif Bilal</b>	2020	The research investigated the effect of EI on job performance. The research also looked at the "role of work satisfaction in mediating the association between emotional intelligence and job performance".	Employees that are emotionally knowledgeable are more content with their employment and perform better.	"Job satisfaction was revealed to be a mediator between emotional intelligence & job performance, according to the study's findings".

Source: Compiled by the Researcher

## RESEARCH GAP

Numerous studies have been conducted on emotional intelligence (EI) and employee-related characteristics. According to the current wide literature, there is a Luke warm study that took place in the health sector, where emotions play an important part in treating patients. Few studies have focused on the following topics:

- How emotional intelligence training influenced various aspects of nurses' job satisfaction.
- How EI affects job satisfaction and organizational citizenship among physicians.
- Relationship among head nurses' emotional intelligence (EI) and staff nurses' job satisfaction.
- The role of job satisfaction in mediating the relationship among emotional intelligence (EI) and organizational commitment.

The above-mentioned reviews indicated that no research attempted to know "the impact of emotional intelligence on the employee job satisfaction" in primary health care center. Thus, the paper attempted to fill the research gap with the proposed title of "Emotional Intelligence on Employee Job Satisfaction with reference to Primary Health Care". The research focused on the Nurses emotional intelligence (EI) of the primary health care center impact on their job satisfaction level.

## “RESEARCH QUESTIONS AND HYPOTHESES”

Centered on gap of the study, following research questions framed along with hypothesis. The study has framed two research questions.

There were studies, which have focused on the employee of educational and health care sector emotional intelligence sector and their job satisfaction. (Mohammed & Fekry, 2018).

**Research Question:** Does Emotional Intelligence will have any relationship with the Employee Job Satisfaction, With the above-mentioned research question, the study framed the following hypothesis

**H1:** There is a significant relationship of Emotional Intelligence (EI) with the Employee Job Satisfaction.

The study also identified the gap that emotional intelligence (EI) factors influence on the Nursing job satisfaction has not been attempted (Chiva & Alegre, 2008). Therefore, the study framed the following research question and hypothesis.

**Research Question:** Does the Emotional Intelligence of Nurses effect their Job Satisfaction level.

The study has constructed the hypothesis for the identification of EI factors influence on the job satisfaction.

**Ho:** There is no significant Impact of Emotional Intelligence (EI) on the Employee Job Satisfaction

**H1:** There is a significant Impact of Emotional Intelligence (EI) on the Employee Job Satisfaction

## OBJECTIVES

1. To measure the relationship of Emotional Intelligence (EI) with the Employee Job Satisfaction
2. To examine the impact of Emotional Intelligence (EI) on Employee Job Satisfaction.

## RESEARCH METHODOLOGY

The present study has focused on the emotional intelligence (EI) of Nurses who are working in primary health care centers. Therefore, the study has adopted the **quantitative research approach** by applying the descriptive statistical method.

### Scope of the Study

The current study confined to know the emotional intelligence (EI) of primary health care center nurses' impact on their job satisfaction. The study has considered the Emotional intelligence parameters and measured the relationship with the job satisfaction. The study mainly collected the data from the Hyderabad region primary health care centers during the Covid -19 situation, where the nurses are experiencing the tremendous pressure from the patients for testing and treatment purpose visiting. The study has considered the emotional parameters based on the review of literature support.

**Source of Data:** The main data was evaluated in the research for the analysis of suggested goals. The researcher developed questionnaire instrument and was used to gather the data.

**Sampling method:** The Purposive Sampling method was used for collection of the study's first-hand information. A non-probability sampling method called "purposeful sampling" uses the first primary data source that can be reached without considering other study criteria. Put another way, this sampling method involves finding people wherever they are, which is usually the most accessible place. In convenience sampling, no guidelines exist for who is included before the subjects are gathered. People from all fields are welcome to get involved.

**Sample Units:** The Urban primary health center is a critical component of health care, with its major concepts being equality, health promotion and disease prevention, community engagement, appropriate health technology, and a multi-sectoral approach. Under the **GHMC** more than 400 **UPHCs** are providing the services apart from **Basthi Dawakana** centers sponsored by the state government. The study has considered the 120 UPHCs was used for the primary data collection.

**Size of Sample:** The surveys were delivered to 140 people, with 15 of them receiving partly or completely completed questionnaires. As a result, the research took into account the 125 fully completed surveys.

**Parameters Support:** The existing study has deliberated the Emotional Intelligence parameters in the aspect of health services. There were many studies have focused on the emotional intelligence role in the employee job satisfaction (Atif Bilal, 2020 n.d.). The present study has framed the EI parameters based on the Atif Bilal, which plays the vital role in any service sector. The study has considered the following EI related parameters. "Conscientiousness, Interpersonal sensitivity, Intuitiveness, Emotional resilience, Self-awareness and Influence".

**Questionnaire:** The questionnaire for the research was designed with two goals in mind. The answers were gathered using a Likert scale with a 1-to-5-point scale.

**Data Reliability:** For the main data dependability of the questions, the research used “Cronbach's alpha”. The estimated value was 0.946, which was more than the base value of 0.7.

### Statistical Tools

SPSS Statistics software was used to create the statistical tools for the investigation. For the assessment of framed goals, the research used the following statistical methods:

**Bivariate Correlation:** The study used bivariate correlation to measure the significant relationship between the independent variables (i.e., "Emotional Intelligence Six Parameters") and the dependent variable (i.e., "Employee Job Satisfaction").

**Regression:** Research looked at how the parameters of nurses' emotional intelligence affected how happy they were with their jobs. The Atif Bilal, 2020-based EI parameters were used as independent variables in the study, and employee job satisfaction was used as a dependent variable.

## TABULATION OF DATA ANALYSIS

### Objective – 1: To measure the relationship of emotional Intelligence (EI) with the Employee Job Satisfaction

The present study attempts to quantify the emotional intelligence with the employee Job Satisfaction in Primary Health center. The study has considered the six EI parameters and applied the “Bi-variate correlation with the employee Job Satisfaction”. The study has framed the following hypothesis to test the framed objective.

**Ho: There is no relationship between the emotional intelligence(EI) parameters and employee job satisfaction**

**Ha: There is relationship between the emotional intelligence (EI) parameters and employee job satisfaction**

**Table – “Relationship of Emotional Intelligence (EI) with Job Satisfaction”**

Correlations								
		Job satisfaction	Self awareness	Emotional resilience	Interpersonal sensitivity	Influence	Intuitiveness	Conscientiousness
Job satisfaction	“Pearson Correlation”	1						
	“Sig. (2-tailed)”							
	“N”	24						
Self awareness	“Pearson Correlation”	.715**	1					
	“Sig. (2-tailed)”	.000						
	“N”	24	24					
Emotional resilience	“Pearson Correlation”	.398	.631**	1				
	“Sig. (2-tailed)”	.054	.001					
	“N”	24	24	24				
Interpersonal sensitivity	“Pearson Correlation”	.645**	.693**	.555**	1			
	“Sig. (2-tailed)”	.001	.000	.005				
	“N”	24	24	24	24			
Influence	“Pearson Correlation”	.533**	.622**	.761**	.737**	1		
	“Sig. (2-tailed)”	.007	.001	.000	.000			
	N	24	24	24	24	24		
Intuitiveness	“Pearson Correlation”	.515*	.620**	.458*	.559**	.756**	1	
	“Sig. (2-tailed)”	.010	.001	.025	.005	.000		
	“N”	24	24	24	24	24	24	
Conscientiousness	“Pearson Correlation”	.332	.396	.406*	.264	.320	.267	1
	“Sig. (2-tailed)”	.113	.055	.049	.213	.127	.206	
	“N”	24	24	24	24	24	24	24

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

Source: Primary Data

Above table represents “the correlation among emotional intelligence parameters and employee’s job satisfaction”. The qualities Self Awareness and Inter personal sensitivity has the strong relationship with 0.715 and 0.645 correlation value respectively. Whereas, Conscientiousness and Emotional Resilience is observed to have moderate relationship with correlation value 0.332 and 0.398. The study shows correlation value of Influence and Intuitiveness also observed to have moderate relationship with job satisfaction. Therefore, the study concludes that respondents strongly believe that self-awareness and interpersonal sensitivity are the major factors having strong relationship with job satisfaction. **Hence, “Reject null hypothesis and accept alternate**

**hypothesis as there is a strong followed by moderate relationship between the emotional intelligence parameters and employee job satisfaction”.**

**Objective –2: To examine the impact of Emotional Intelligence on Employee Job Satisfaction.**

The objective tried “to examine the emotional Intelligence parameters on the Employee Job Satisfaction”. The study applied the regression method to measure the “impact of independent variables on dependent variable i.e., Employee Job Satisfaction”. “The study has framed the following hypothesis to test the objective”.

**Ho: There is no significant Impact of emotional intelligence parameters on employee job satisfaction**

**Ha: There is a significant Impact of emotional intelligence parameters on employee job satisfaction**

**Table -3: Model Summary**

“Model”	“R”	“R Square”	“Adjusted R Square”	“Std. Error of the Estimate”
1	.763 <sup>a</sup>	.582	.435	1.32702

a. Predictors: “(Constant), Conscientiousness, Interpersonal sensitivity, Intuitiveness, Emotional resilience, Self-awareness, Influence”

Source: Primary Data

The table represents the model fitness of emotional intelligence parameters with respect to employee job satisfaction. The study observed to have R square value of 0.582, which is near to 0.6, which considered the satisfy model fitness parameter. Therefore, the model observed moderately fit.

**Table -4: “ANOVA”**

“Model”		“Sum of Squares”	“Df”	“Mean Square”	“F”	“Sig.”
1	“Regression”	41.688	6	6.948	3.946	.012 <sup>b</sup>
	“Residual”	29.937	17	1.761		
	Total	71.625	23			

a. “Dependent Variable”: “Job satisfaction”  
b. “Predictors”: “(Constant)”, Conscientiousness, “Interpersonal sensitivity, Intuitiveness, Emotional resilience, Self-awareness, Influence”

Source: Primary Data

The above table depicts the “influence of change between emotional intelligence parameters and employee job satisfaction”. It is evident that F statistic value is observed to be less than the table value meaning the model is normally distributed and also observed to be significant having p value 0.012 respectively.

**Table – 5: “Impact of Emotional Intelligence on Job Satisfaction”**

Coefficients					
“Model”		“Unstandardized Coefficients”		“Standardized Coefficients”	
		“B”	“Std. Error”	Beta	“Sig.”
1	“(Constant)”	6.528	1.713		.001
	Self-Awareness	.477	.227	.576	.051
	Emotional resilience	-.167	.177	-.276	.036
	Interpersonal sensitivity	.153	.169	.245	.037
	Influence	.120	.259	.190	.017
	Intuitiveness	-.017	.218	-.023	.027
	Conscientiousness	.060	.110	.096	.052

a. “Dependent Variable”: “Job satisfaction”

Source: Primary Data

The above table illustrates the “influence of emotional intelligence parameters on employee job satisfaction”. The study indicates all the parameters of emotional intelligence have “p value less than 0.05, which indicates model is significant except the attribute conscientiousness”. The table explains that among all the emotional intelligence parameters self-awareness is observed to have highest influence on Job satisfaction with standard coefficient beta value of 0.576 and also observed to be significant with P value 0.051. It is evident that beta value of Interpersonal sensitivity, Influence and conscientiousness observed to have positive standard coefficients beta values. Whereas, emotional resilience and Intuitiveness shows negative beta values of -0.276 and -0.023 respectively. Thus, “The alternative hypothesis was accepted instead of the null hypothesis. So, the study comes to the conclusion that emotional intelligence (EI) parameters don't have much of an effect on employee job satisfaction”.

## FINDINGS

1. Research found that the Self-Awareness (0.715) and Inter personal sensitivity (0.645) found strongly correlated with Employee Job or work satisfaction. While Conscientiousness (0.332) and Emotional Resilience (0.398) is moderately correlated with Employee job satisfaction.
2. According to the results of the research, the measures of emotional intelligence have a considerable and favorable impact on the level of work satisfaction experienced by employees. This study indicates that effectiveness in emotional intelligence in individuals will increase the employee job satisfaction level at primary healthcare centers.
3. The study results estimated that, among the Emotional intelligence parameter, self-awareness is found to be highly influence on Job satisfaction with standard coefficient beta value of 0.576
4. It evident that increase in Interpersonal sensitivity, Influence level and conscientiousness will rise the employee job satisfaction of primary health center by 0.153, 0.120 and 0.060 units. Whereas, Emotional resilience and Intuitiveness are “negatively impact on employee job or work satisfaction”.

## CONCLUSION

An essential component of an effective management of human resources in businesses is ensuring that employees produce high-quality work. According to this fundamental aspect, one of the investor managers with value is the role that human resources play in the company. While economic calculations can always anticipate labour productivity, Emotional Intelligence involves a multitude of other characteristics that originate from the requirements of the social component of human supremacy, self-direction. These factors include: As a direct consequence of this, the main focus of the study is on "the impact of emotional intelligence (EI) on employee job satisfaction at a primary health care facility." There are six aspects of EI that are taken into consideration, and they are as follows: Self-Awareness, Emotional Resilience, Interpersonal Sensitivity, Influence Level, Intuitiveness, and Conscientiousness. It was found that self-awareness as well as interpersonal sensitivity had a substantial correlation with the level of job satisfaction an employee experienced. Job or work satisfaction was found to have a moderate correlation with both conscientiousness and emotional resilience in workers. It was estimated that self-awareness, which is one of the characteristics that make up emotional intelligence, had a substantial influence on job satisfaction. It is also obvious that an improvement in interpersonal sensitivity, level of influence, and conscientiousness would lead to an increase in job satisfaction for employees working in primary health centers. Emotional fortitude and intuitiveness, on the other hand, have a detrimental effect on the level of job satisfaction experienced by workers. Based on the finding that emotional intelligence has a significant influence in the experience of working in a workplace, the study came to the conclusion that "those who have acquired emotional intelligence and are able to establish group tasks together will be excellent fellows." On the other hand, it seems to be capable of coordinating its efforts with those of other people onboard.

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