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## A Study On The Impact Of Emotional Intelligence On Job Satisfaction In Select IT Organisations

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**Abstract:** This study explores the impact of Emotional Intelligence (EI) on Job Satisfaction (JS) among professionals in select IT organizations. Recognizing the growing importance of non-technical competencies in workplace performance, the research investigates the relationship between EI and JS, examines the predictive influence of EI on satisfaction levels, and identifies specific EI dimensions that significantly contribute to job satisfaction. A descriptive and analytical methodology was employed, with data collected from 100 IT professionals using standardized instruments—the Wong and Law Emotional Intelligence Scale and Spector's Job Satisfaction Survey. Statistical analysis using SPSS revealed a moderate to high prevalence of EI and JS among respondents. Regression results confirmed a significant positive impact of EI on JS, with EI explaining 34% of the variance. Further dimensional analysis highlighted Regulation of Emotion and Use of Emotion as the strongest predictors of job satisfaction. The findings underscore the strategic value of emotional intelligence in enhancing employee well-being and organizational effectiveness, recommending its integration into HR and leadership development initiatives within the IT sector.

**Index Terms**—Emotional Intelligence, Job Satisfaction, Work environment, IT organizations.

### I. INTRODUCTION

Employee plays an important role in the organization development, wherein he has to perform well for the success of the organization. In turn his emotional balance and Emotional intelligence impacts plays very important role on his performance. He need to have control on his emotions as well he has to understand others emotion and act according to that in a working environment. He needs to be aware of his Emotional intelligence, to easily handle the situation, to improve work efficiently, to solve conflict, to improve his communication skills. Emotional Intelligence (EI) is a person's ability to identify, evaluate, control, and express emotions. It helps people understand and use feelings to work through challenges, communicate with others, and make decisions. Emotions are involved in everything we do: every action, decision, and judgment. Emotionally Intelligent people recognize this and use their thinking to manage their emotions rather than being managed by them. Thus, EI will lead to sustainable behavior change with a better management of us and better relationships with others.

Emotional intelligence is the ability of individuals to recognize their own and others' emotions, to discern between different feelings and to label them correctly, using emotional information to guide thinking and behavior, and to manage and adjust emotions to adapt to the environment or to achieve their own goals.

II. REVIEW OF LITERATURE:

*Charlin & Imran (2023)* study found a moderate positive correlation between emotional intelligence and job satisfaction among 160 Indian professionals across various sectors. Using the Wong and Law EI Scale and Spector’s Job Satisfaction Survey, the authors demonstrated EI as a significant predictor of both performance and satisfaction. Regression analysis confirmed that higher EI levels enhance workplace outcomes. *Rao & Reddy (2018)* focused on IT firms in Hyderabad, this case study revealed a strong positive relationship between EI and job satisfaction. Interestingly, employee designation had no significant effect, but experience and marital status influenced both EI and satisfaction levels. The study emphasized EI as a strategic asset for organizational well-being. *IJRAR Study (2023)* explored EI, burnout, and job satisfaction among IT professionals, highlighting gender-based differences in emotional intelligence and stress levels. Findings showed that higher EI corresponded with lower burnout and greater job satisfaction. The study advocates EI training to mitigate emotional exhaustion in tech environments. *Sharma & Singh (2020)* surveyed of IT employees in Bengaluru, the authors found that self-awareness and empathy were the strongest EI dimensions linked to job satisfaction. The study used stratified sampling and regression models to validate the predictive power of EI. It recommended integrating EI modules into corporate training programs. *Joshi & Mehta (2019)* examined EI’s role in shaping job attitudes among software engineers. Results indicated that emotional regulation and social skills significantly influenced satisfaction with leadership and team dynamics. The authors proposed EI-based hiring and appraisal frameworks for IT organizations.

III. OBJECTIVES OF THE STUDY:

- The following are the objectives of the study:
- 1. To investigate the relationship between emotional intelligence and job satisfaction in the IT sector
  - 2. To examine the impact of emotional intelligence on job satisfaction among IT professionals
  - 3. To identify the dimensions of emotional intelligence that significantly influences job satisfaction

IV. RESEARCH METHODOLOGY:

For this study on the impact of emotional intelligence on job satisfaction in select IT organizations, a descriptive and analytical research methodology is adopted to capture both the prevalence and influence of emotional intelligence traits among professionals. A sample of 100 respondents is selected using stratified random sampling to ensure balanced representation across departments, roles, and experience levels within the IT sector. Data is collected through a structured questionnaire comprising three sections: demographic details, emotional intelligence assessment using the Wong and Law Emotional Intelligence Scale, and job satisfaction measurement via Spector’s Job Satisfaction Survey. Both instruments employ a 5-point Likert scale and have demonstrated high reliability in prior studies. The collected data is analyzed using SPSS, applying descriptive statistics, Pearson’s correlation, simple and multiple regression analyses to explore relationships and predictive strength, and ANOVA where necessary to assess group differences. This methodology ensures a robust, evidence-based approach to understanding how emotional intelligence dimensions shape job satisfaction outcomes in IT workplaces.

V. ANALYSIS:

Relationship between EI and JS in the IT Sector:

Descriptive Statistics

Variable	Mean	SD
EI Score	3.82	0.46
JS Score	3.67	0.52

Respondents generally reported moderate to high levels of EI and JS.

### Impact of Emotional Intelligence on Job Satisfaction:

To examine the impact of emotional intelligence on job satisfaction among IT professionals, a simple linear regression analysis was conducted using data from 100 respondents across various roles and departments. Emotional intelligence was measured using the Wong and Law Emotional Intelligence Scale, while job satisfaction was assessed through Spector's Job Satisfaction Survey. The reliability of both instruments was confirmed with Cronbach's alpha values exceeding 0.85, indicating strong internal consistency. Descriptive statistics revealed moderate to high levels of emotional intelligence and job satisfaction among participants. The regression analysis demonstrated a statistically significant positive relationship, with emotional intelligence accounting for approximately 34% of the variance in job satisfaction ( $R^2 = 0.34$ ,  $p < 0.001$ ). The regression coefficient ( $\beta = 0.60$ ) indicated that for every unit increase in emotional intelligence, job satisfaction increased by 0.60 units. These findings affirm that emotional intelligence is a meaningful predictor of job satisfaction in the IT sector, underscoring its relevance in shaping employee well-being and organizational outcomes.

### Dimensions of EI that significantly influences JS:

To identify which dimensions of emotional intelligence significantly influence job satisfaction among IT professionals, a multiple linear regression analysis was conducted using data from 100 respondents. Emotional intelligence was assessed across four key dimensions—Self-Emotion Appraisal, Others' Emotion Appraisal, Use of Emotion, and Regulation of Emotion—based on the Wong and Law Emotional Intelligence Scale. Job satisfaction was measured using Spector's Job Satisfaction Survey. The regression model revealed that Regulation of Emotion and Use of Emotion were the most significant predictors of job satisfaction, with standardized beta coefficients of 0.41 and 0.36 respectively ( $p < 0.01$ ). Self-Emotion Appraisal showed a moderate influence, while Others' Emotion Appraisal was not statistically significant in this sample. The overall model was robust ( $R^2 = 0.47$ ), indicating that these EI dimensions collectively explain 47% of the variance in job satisfaction. These findings suggest that the ability to manage and apply emotions constructively plays a critical role in enhancing workplace satisfaction, offering valuable direction for HR training and emotional competency development in IT organizations.

## VI. OBSERVATIONS/FINDINGS

- The study finds a significant positive correlation between emotional intelligence and job satisfaction among IT professionals
- The authors observe that IT professionals with higher emotional intelligence tend to have higher job satisfaction levels
- The study reveals that specific dimensions of emotional intelligence, such as self-awareness and social skills, are strongly associated with job satisfaction
- The findings suggest that emotional intelligence is a crucial factor in determining job satisfaction among IT professionals
- The authors conclude that organizations can benefit from promoting emotional intelligence among employees to enhance job satisfaction and performance

## VII. CONCLUSION:

The findings of this study clearly establish emotional intelligence as a significant contributor to job satisfaction among professionals in the IT sector. Descriptive statistics revealed that employees generally exhibit moderate to high levels of both emotional intelligence and job satisfaction, suggesting a healthy baseline for further analysis. The regression results confirmed a strong and statistically significant impact of emotional intelligence on job satisfaction, with EI accounting for 34% of the variance. More importantly, the dimensional analysis highlighted that *Regulation of Emotion* and *Use of Emotion* are the most influential components, underscoring the importance of emotional management and application in enhancing workplace satisfaction. These insights affirm that emotional intelligence is not merely a soft skill but a strategic lever for improving employee well-being, retention, and organizational performance. Consequently, IT organizations should consider integrating emotional intelligence training into their HR and leadership development programs to foster a more resilient and satisfied workforce.

## VIII. IMPLICATIONS

- The study's findings have implications for HR practices, suggesting that emotional intelligence training can be beneficial for IT professionals
- The authors recommend that organizations prioritize emotional intelligence in their hiring and training processes to improve employee job satisfaction and performance
- The study contributes to the existing literature on emotional intelligence and job satisfaction, providing insights for future research and practice

By exploring the relationship between emotional intelligence and job satisfaction in the IT sector, the authors provide valuable insights for organizations seeking to improve employee outcomes.

## IX. REFERENCES:

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