



**Ain Shams University
Faculty of commerce
Business Administration
Department**

"The Impact of Emotional Intelligence on Managerial Employees Job Satisfaction"

"An Empirical Study On Ain Shams University "

" تأثير الذكاء العاطفي على الرضا الوظيفي للإداريين "

" دراسته ميدانيه على جامعة عين شمس "

**A Thesis Submitted in Partial Fulfillment Of The Requirements For
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Abstract

The main purpose of this study is that Emotional Intelligence (EI) turns out to be an important element in an organisation's success and one of its must-have skills that are needed by managers and employees in the workplace to confront the environmental changes and achieve job satisfaction (JS). The aim of this study is to empirically assess the effect of emotional intelligence (EI) on job satisfaction (JS). This research considers emotional intelligence as a multidimensional variable and investigates the impact of these dimensions on job satisfaction and its dimensions.

The study took place in Ain Shams state University, data were collected through questionnaires distributed on managerial employees, with a total sample of 373 employee ready for the statistical analysis. Correlation coefficients were calculated and regression analysis was conducted.

The results of this study showed that there is a partial influence of the independent variable (EI) and its dimensions on the dependent variable (JS) and its dimensions. As the findings of the first four sub-hypotheses rejected their null hypotheses and proved that there was a significant effect between the independent and dependent variables while the findings of the fifth sub-hypothesis accepted its null hypothesis and proved that there was no significant effect between the independent and dependent variable.

Keywords: Emotional Intelligence, Job Satisfaction.

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Chapter one

The framework of the research

1.1: Introduction.

1.2: Research problem.

1.3: Research significance.

1.4: Research objectives.

1.5: Research variables.

1.6: Research framework.

1.7: Research Hypotheses.

1.8: Research Methodology.

1.9: Research limitations.

1.10: Research structure.

1.1: Introduction:

Nowadays, human element is believed to be the most important resource in any community according to the thinking of the developed organizations (Monfared & Amani, 2015). As many institutions are suffering from scarcity of qualified talents which in turn results in poor outcome.

So, in order to achieve the organizational goals, necessary conditions must be taken into consideration, so that employees will perform their assigned duties in an appropriate environment with pleasure and satisfaction and have the needed efficiency that enables them to achieve these goals (Mousavi et al., 2012).

Hidden problems that appear gradually in terms of workload, working longer hours under stress besides, the fear of budget reductions affect their satisfaction, which caused high rates of absenteeism, turnover, low levels of production, inferior judgment, defensive attitude, hatred and lack of creativity (Mandip et al., 2012).

So, in order to deal with such types of problems, some competencies such as emotional intelligence, should be acquired by the managers, which can be defined as the ability to understand one's own emotions and those of other people around (Jamaluddin et al., 2015).

Emotional Intelligence is considered as one of the most important factors that contribute to the organizational success and one of the skills that must be owned by leaders and followers in the workplace. It has been mentioned that, organizations with higher levels of emotional intelligence, can produce a better reaction to environmental demands and that employees who acquire emotional intelligence, can clearly define or regulate their emotions in any situation and understand others' emotions and show empathy (Al-Hamami et al., 2015). Emotional intelligence was developed, so as to respond to the question "Why are some people more able to succeed in life than others?" (Kerr, 2009).

Previous studies have found that, managers' emotional intelligence has great influence on the outcome of work. In other words, employees who feel high emotional intelligence from their managers, can easily face stress in their workplace. While employees who feel low emotional intelligence, express less self-awareness (Sy et al.,

2006) which resulted in not being able to cope with their feelings and feel too much stress in harsh conditions which in turn, has a negative effect on their job satisfaction.

So, working on improving employees' job satisfaction, will have positive effects on both personal and organizational level. Satisfaction can be accomplished, if an individual loves his job and at the same time is supplied with helpful community, career stability and obvious achievable goals (Yahya, 2014).

Finally, studies have proved that, emotional intelligence and job satisfaction became two concepts of high interest specially, in the modern work environment. They serve as a competitive advantage in personal and organizational life. Therefore, in this study the researcher proposes a framework of emotional intelligence as a skill of modern management and how it can be applied to enhance the leadership effectiveness and know its impact on the job satisfaction of the managerial employees of Ain Shams University.

1.2: Research problem:

Due to miscommunication and poor understanding of employees' emotions and feelings that is happening between supervisors and subordinates, some employees feel unsafe and that they may be laid off at any time, besides working longer hours under stress and having lots of duties and responsibilities in terms of workload. This can be due to the recessive economic and financial situation in Egypt, which obliged organizations to find qualified employees, exploit them in all ways, with the least cost possible. This affects the employees' job satisfaction's level and their performance as well.

1.3: Research significance:

- ✧ The significance of this research comes from the ability of emotional intelligence to become a source of competitive advantage due to its intangible nature that makes it not easy for other competitors to imitate.
- ✧ This research helps in understanding the huge impact of emotional intelligence on job satisfaction when applied on the managerial employees of Ain Shams University.

- ✧ It also stems from the importance of emotional intelligence in improving peoples' social relationships as being aware of one's own emotions can lead to control stress and negative feelings so that one can achieve better at work and feel satisfied all the way through.
- ✧ Developing emotional intelligence in the work place is considered a way of improving performance, enhancing productivity, increasing the efficiency and effectiveness of the employees besides raising their awareness with the least effort and cost needed.

1.4: Research objectives:

- ✧ To identify the dimensions of emotional intelligence needed in Ain Shams University.
- ✧ To measure the level of employees job satisfaction in the workplace.
- ✧ To assess the impact of emotional intelligence and its dimensions on the job satisfaction of the managerial employees of Ain Shams University.
- ✧ To provide recommendations that could help top management in Ain Shams University in supporting the concept of emotional intelligence to help improve the job satisfaction of the managerial employees.

1.5: Research variables:

1.5.1: Independent variable: (Emotional Intelligence):

Emotional intelligence can be defined as the capability of precisely understanding, evaluating and showing one's emotions, the capability of revealing or expressing one's feelings, besides how to be able to control one's own emotions to develop emotional and mental growth (Rey et al., 2011).

On a similar note, emotional intelligence can also be defined as the capability of observing the feelings of the person's own and other people's feelings, to be able to differentiate between them, so that this information can be used in directing a person's thoughts and behaviors (Aghdasi et al., 2011). While (Elesawey, 2011) defined emotional intelligence as an umbrella expression that possesses a wide collection of individual skills and behaviors. But if we defined it according to the point of view of