

## A study on the relationship between emotional intelligence and job satisfaction among employees in selected companies

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**Abstract---**The present study investigates the relationship between emotional intelligence and job satisfaction among employees working in selected companies. The study adopts a descriptive and analytical research design with a quantitative and cross-sectional approach. Primary data were collected from 182 employees working in Infosys Ltd., Wipro Ltd., Tata Consultancy Services, Accenture India Pvt. Ltd., and HCL Technologies Ltd. using a structured questionnaire based on a five-point Likert scale. Descriptive statistics, Cronbach's alpha, Pearson correlation, Confirmatory Factor Analysis (CFA), and Structural Equation Modeling (SEM) were employed for analysis. The findings revealed that emotional intelligence and job satisfaction recorded mean values of 4.18 and 4.06 respectively. Correlation analysis indicated significant positive relationships between emotional intelligence dimensions and job satisfaction, with motivation showing the strongest association ( $r = 0.801$ ). SEM results confirmed that motivation ( $\beta = 0.386$ ) had the highest influence on job satisfaction, followed by social skills ( $\beta = 0.354$ ) and empathy ( $\beta = 0.297$ ). Hypothesis testing results revealed significant positive relationships and influences, leading to the rejection of both null hypotheses. The findings confirm that emotional intelligence significantly enhances job satisfaction among employees. The study concludes that emotional intelligence enhances employee satisfaction and organizational effectiveness. Therefore, organizations should focus on

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developing emotional competencies to improve employee well-being and long-term performance.

**Keywords**---Emotional Intelligence, Job Satisfaction, Self-awareness, Self-regulation, Motivation, Empathy, Social Skills.

## Introduction

Emotional intelligence (EI) has emerged as one of the most significant psychological and managerial constructs influencing employee behavior and organizational effectiveness. Since the concept was popularized by Mayer and Salovey and further expanded by Goleman, researchers have increasingly recognized that technical competencies alone are insufficient for ensuring workplace success. Emotional intelligence refers to an individual's ability to perceive, understand, regulate, and effectively utilize emotions in oneself and others. In contemporary organizations characterized by intense competition, diversity, technological change, and dynamic work environments, emotionally intelligent employees are better equipped to cope with stress, communicate effectively, and maintain productive interpersonal relationships. Simultaneously, job satisfaction represents a positive emotional state resulting from an employee's evaluation of his or her job experiences and work environment. Organizations with satisfied employees tend to experience higher productivity, lower absenteeism, stronger commitment, and reduced turnover intentions. Consequently, understanding the relationship between emotional intelligence and job satisfaction has become a crucial area of investigation in organizational behavior and human resource management. Previous studies have demonstrated that employees possessing higher emotional intelligence are more likely to experience positive workplace attitudes and greater satisfaction with their jobs. Emotional competencies such as self-awareness, empathy, emotional regulation, and social skills enable individuals to manage workplace challenges effectively and maintain harmonious relationships with colleagues and supervisors. Therefore, emotional intelligence is increasingly regarded as an essential determinant of employee well-being and organizational success (Mayer et al., 2011; Miao et al., 2017). Meta-analytic evidence further confirms that emotional intelligence contributes positively to various employee outcomes, including organizational commitment, job performance, and job satisfaction, highlighting its growing importance in contemporary management practices.

The changing nature of workplaces in the twenty-first century has intensified the significance of emotional competencies among employees. Organizations are no longer solely focused on productivity and technical expertise but are increasingly emphasizing employee well-being, collaboration, and psychological resilience. Globalization, digital transformation, and the rise of knowledge-based economies have created environments where employees must continuously adapt to change and manage interpersonal interactions effectively. Under such circumstances, emotional intelligence acts as a valuable personal resource that enhances an individual's ability to cope with workplace pressures and maintain positive attitudes toward work. Employees with higher emotional intelligence are generally more capable of understanding their own emotions and responding constructively to stressful situations. Such individuals are also better at recognizing and managing the emotions of others, thereby contributing to effective communication, conflict resolution, and teamwork. These characteristics create a supportive organizational climate that fosters greater job satisfaction. Research has indicated that emotional intelligence positively influences employees' perceptions of work conditions, relationships with colleagues, leadership quality, and organizational support. Furthermore, emotional intelligence contributes to stress reduction, increased motivation, and improved psychological well-being, which collectively enhance satisfaction levels among employees. Studies conducted across various sectors, including healthcare, education, hospitality, and information technology, have consistently demonstrated a positive association between emotional intelligence and job satisfaction. These findings suggest that emotionally intelligent employees are more likely to experience fulfillment, engagement,

and commitment in their professional roles, thereby strengthening organizational performance and sustainability (Prentice et al., 2019; Doğru, 2022).

Job satisfaction has long been recognized as one of the most critical variables affecting organizational effectiveness and employee retention. It encompasses employees' feelings and attitudes toward various aspects of their jobs, including compensation, promotion opportunities, supervision, work conditions, interpersonal relationships, and organizational policies. Satisfied employees tend to demonstrate higher levels of motivation, loyalty, creativity, and organizational citizenship behavior. Conversely, dissatisfaction often leads to absenteeism, burnout, low productivity, and turnover intentions. In recent years, scholars have increasingly explored psychological factors influencing job satisfaction, among which emotional intelligence has emerged as a prominent predictor. Emotional intelligence facilitates adaptive coping strategies and enhances employees' capacity to manage emotional demands associated with work. Employees with strong emotional competencies are better able to maintain work-life balance, handle workplace conflicts, and develop positive social interactions, thereby increasing their satisfaction levels. A meta-analysis conducted by Miao et al. (2017) revealed that job resources mediate the relationship between emotional intelligence and job satisfaction, emphasizing the role of emotional competencies in fostering supportive work environments. Similarly, recent empirical evidence suggests that emotional intelligence directly influences job satisfaction while indirectly affecting it through reduced job stress and improved organizational climate. Such findings underscore the multidimensional impact of emotional intelligence on employees' perceptions and experiences within organizations. Consequently, organizations are increasingly incorporating emotional intelligence training and development programs into their human resource strategies to enhance employee satisfaction and overall organizational effectiveness.

In the contemporary business environment, characterized by uncertainty, technological disruption, and increasing psychological demands, emotional intelligence has gained prominence as a strategic organizational asset. Employees frequently encounter challenges such as work overload, interpersonal conflicts, role ambiguity, and performance pressures that can adversely affect their satisfaction and well-being. Emotional intelligence enables individuals to regulate negative emotions, maintain optimism, and establish meaningful relationships, thereby enhancing their ability to navigate workplace complexities successfully. Furthermore, emotionally intelligent employees tend to exhibit greater empathy, collaboration, and adaptability, which contribute to a positive organizational culture and enhanced team performance. Recent studies have highlighted the mediating role of factors such as work climate and job stress in the relationship between emotional intelligence and job satisfaction. A study conducted in 2024 revealed that emotional intelligence positively influences job satisfaction by improving workplace climate and reducing occupational stress among employees. Additionally, systematic reviews have emphasized the importance of emotional intelligence and conflict management skills in promoting teamwork, employee engagement, and job satisfaction across diverse organizational contexts. These findings indicate that emotional intelligence not only benefits individual employees but also contributes significantly to organizational harmony and effectiveness. As organizations strive to maintain competitive advantage and retain talented employees, fostering emotional intelligence among the workforce has become increasingly important. Human resource managers and organizational leaders are recognizing the need to create emotionally supportive environments that promote employee satisfaction and psychological well-being (Soriano-Vázquez et al., 2024; Woime, 2025).

Against this background, examining the relationship between emotional intelligence and job satisfaction among employees in selected companies assumes considerable significance. Although numerous studies have investigated emotional intelligence and its outcomes, differences in organizational cultures, industries, and workforce characteristics necessitate further empirical exploration. Understanding how emotional intelligence influences employee satisfaction can provide valuable insights for managers, policymakers, and human resource practitioners seeking to enhance organizational effectiveness and employee retention. Employees constitute the most valuable assets of organizations, and their

satisfaction directly affects productivity, innovation, and long-term sustainability. Emotional intelligence serves as a critical factor that enables employees to manage emotions constructively, build strong relationships, and adapt effectively to workplace challenges. Therefore, investigating the relationship between emotional intelligence and job satisfaction among employees in selected companies can contribute to existing literature by providing evidence regarding the role of emotional competencies in shaping workplace attitudes and behaviors. The findings of such a study may assist organizations in designing training programs, leadership initiatives, and employee development strategies aimed at improving emotional intelligence and fostering higher levels of job satisfaction. Ultimately, organizations that invest in enhancing emotional intelligence are more likely to cultivate motivated, committed, and satisfied employees, thereby achieving sustainable competitive advantage and organizational excellence in an increasingly complex business environment (Doğru, 2022; Woime, 2025).

### **Review of Literature**

John D. Mayer, Peter Salovey, and David R. Caruso (2011) emphasized that emotional intelligence represents an individual's ability to perceive, understand, manage, and utilize emotions effectively. Their study highlighted that emotional competencies significantly influence personal well-being and interpersonal effectiveness in organizational settings. Employees possessing higher emotional intelligence are better able to regulate stress, resolve conflicts, and maintain positive workplace relationships. The authors argued that emotional intelligence contributes to enhanced job attitudes and behavioral outcomes, thereby improving employee satisfaction and organizational effectiveness. Their findings indicated that emotionally intelligent individuals demonstrate greater adaptability and resilience, which enable them to cope successfully with workplace challenges. The study provided a theoretical foundation for understanding how emotional intelligence affects employee behavior and job-related outcomes. The researchers concluded that emotional intelligence should be considered an essential factor influencing employee satisfaction and overall organizational performance.

Chun Guo Miao, Ronald H. Humphrey, and Shanshan Qian (2017) conducted a meta-analysis examining the relationship between emotional intelligence and job satisfaction among employees. The study analyzed findings from numerous previous investigations and found a significant positive association between emotional intelligence and job satisfaction. According to the authors, emotionally intelligent employees are capable of managing emotional demands and developing supportive workplace relationships, which increase their satisfaction levels. The researchers also reported that job resources and organizational support mediate the relationship between emotional intelligence and job satisfaction. Employees with higher emotional intelligence experience lower stress levels and exhibit stronger organizational commitment. The study concluded that emotional intelligence enhances employee well-being and contributes to improved work attitudes. The findings emphasized the importance of incorporating emotional intelligence development programs into organizational human resource practices to achieve higher employee satisfaction and performance.

Catherine Prentice and colleagues (2019) investigated the impact of emotional intelligence on employee job satisfaction and organizational outcomes in service industries. Their study revealed that emotional intelligence positively affects employee engagement, work performance, and satisfaction. Employees who possess strong emotional competencies are better equipped to understand customers' emotions, communicate effectively, and maintain harmonious interpersonal relationships. The researchers found that emotional intelligence significantly reduces workplace stress and enhances employees' psychological well-being, thereby leading to higher levels of job satisfaction. Furthermore, the study indicated that emotionally intelligent employees are more committed to their organizations and exhibit greater motivation and loyalty. The authors suggested that organizations should prioritize emotional intelligence training and leadership development initiatives to foster a positive work environment. The

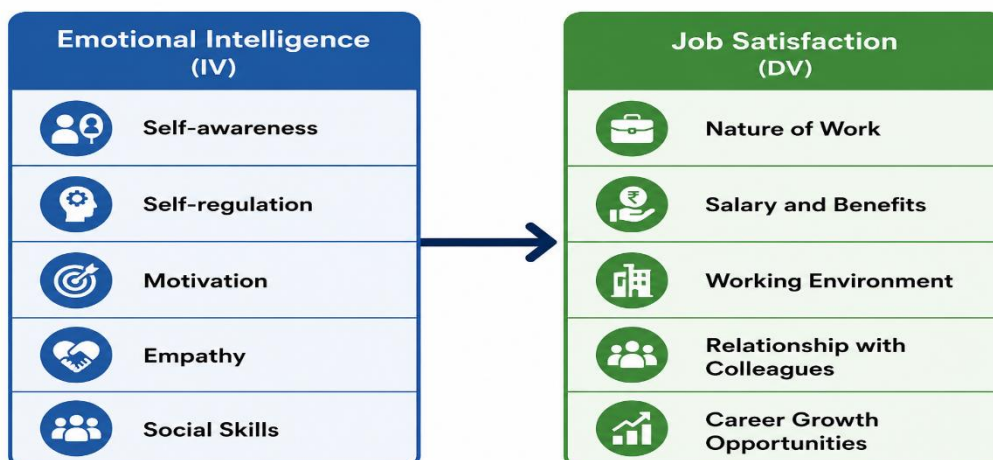
study concluded that emotional intelligence serves as a valuable resource for promoting employee satisfaction and organizational success.

Çağlar Dođru (2022) conducted a comprehensive meta-analysis to examine the relationship between emotional intelligence and employee outcomes. The findings demonstrated that emotional intelligence has a strong and positive influence on job satisfaction, organizational commitment, and job performance. The study highlighted that employees with high emotional intelligence are more capable of understanding their own emotions and effectively managing interpersonal interactions within the workplace. Such abilities contribute to reduced job stress and improved workplace relationships, ultimately enhancing job satisfaction. The author also emphasized that emotional intelligence promotes employee engagement and psychological well-being, which are essential for organizational productivity and sustainability. The study recommended that organizations integrate emotional intelligence assessment and training into their human resource development strategies. Overall, the findings confirmed that emotional intelligence is a significant predictor of positive employee attitudes and workplace satisfaction.

Albert W. Woime (2025) conducted a systematic review to examine the role of emotional intelligence and conflict management in promoting job satisfaction and teamwork. The study revealed that emotional intelligence enables employees to manage workplace conflicts effectively and develop positive relationships with colleagues and supervisors. The findings indicated that emotionally intelligent individuals experience greater job satisfaction because they possess higher levels of empathy, self-awareness, and emotional regulation. The study further highlighted that effective conflict management mediates the relationship between emotional intelligence and employee satisfaction. Organizations that encourage emotional intelligence development create supportive work climates that foster collaboration, motivation, and employee well-being. The author concluded that emotional intelligence is a critical factor in enhancing teamwork and organizational effectiveness. The study recommended that organizations implement emotional intelligence training programs to improve employee satisfaction and maintain sustainable organizational performance.

### Conceptual Framework

The present study examines the influence of Emotional Intelligence (Independent Variable) on Job Satisfaction (Dependent Variable) among employees working in selected companies.



### Objectives of the Study

1. To examine the level of emotional intelligence among employees in selected companies.
2. To analyze the level of job satisfaction among employees in selected companies.
3. To investigate the relationship between emotional intelligence and job satisfaction among employees.
4. To study the influence of dimensions of emotional intelligence on job satisfaction.
5. To provide suggestions for improving employee satisfaction through emotional intelligence development initiatives.

### Hypotheses of the Study

**H<sub>1</sub>:** There is no significant relationship between emotional intelligence and job satisfaction among employees in selected companies.

**H<sub>2</sub>:** Emotional intelligence dimensions do not significantly influence job satisfaction among employees.

### Research Methodology

The present study adopts a descriptive and analytical research design with a quantitative and cross-sectional approach to examine the relationship between emotional intelligence and job satisfaction among employees working in selected companies. Primary data for the study through a structured questionnaire using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5), while secondary data were gathered from journals, books, research articles, websites, reports, and magazines. The study is confined to employees of five selected companies, namely Infosys Ltd. (34 respondents), Wipro Ltd. (55 respondents), Tata Consultancy Services (29 respondents), Accenture India Pvt. Ltd. (23 respondents), and HCL Technologies Ltd were collected. (41 respondents), constituting a total sample size of 182 employees selected through the convenience sampling technique. Emotional intelligence, comprising self-awareness, self-regulation, motivation, empathy, and social skills, is considered the independent variable, whereas job satisfaction, measured through dimensions such as nature of work, salary and benefits, working conditions, promotion opportunities, and relationships with colleagues, serves as the dependent variable. The collected data were analyzed using descriptive and inferential statistical techniques. Descriptive tools such as frequency distribution, percentage analysis, mean, and standard deviation will be employed, while Cronbach's alpha will be used to assess the reliability of the measurement scale. Further, Pearson correlation, confirmatory factor analysis (CFA), structural equation modeling (SEM) analysis will be applied to examine the relationships among variables, test hypotheses, validate the measurement model, and investigate the influence of emotional intelligence on job satisfaction among employees in the selected companies.

### Findings of the Study

Table 1: Descriptive Statistics of Emotional Intelligence and Job Satisfaction

Variable	Mean	Std. Deviation
Emotional Intelligence	4.18	0.67
Job Satisfaction	4.06	0.71

Table 1 presents the descriptive statistics of Emotional Intelligence and Job Satisfaction among employees in selected companies. The mean score for Emotional Intelligence is 4.18, indicating that employees generally possess high levels of emotional competencies such as self-awareness, self-regulation, motivation, empathy, and social skills. Similarly, Job Satisfaction recorded a mean value of 4.06, suggesting that employees are generally satisfied with their work environment, compensation, interpersonal relationships, and career opportunities. The standard deviation values of 0.67 and 0.71 indicate moderate variability among responses. The findings imply that emotionally intelligent employees are more likely to maintain positive attitudes toward their work and exhibit greater

satisfaction. Therefore, emotional intelligence appears to play an important role in enhancing employee well-being and organizational effectiveness.

Table 2: Cronbach's Alpha Reliability Test

Construct	No. of Items	Cronbach's Alpha
Self-awareness	5	0.842
Self-regulation	5	0.819
Motivation	5	0.874
Empathy	5	0.856
Social Skills	5	0.881
Job Satisfaction	6	0.867

Table 2 presents the reliability analysis of the study variables using Cronbach's Alpha. All constructs recorded alpha values exceeding the recommended threshold of 0.70, indicating satisfactory internal consistency and reliability. Social Skills exhibited the highest reliability coefficient (0.881), followed by Motivation (0.874), while Self-regulation recorded the lowest value (0.819), which is still within the acceptable range. These results confirm that the questionnaire items consistently measure their respective constructs and are suitable for further statistical analysis. Therefore, the measurement instrument demonstrates strong reliability and can be confidently used to investigate the influence of emotional intelligence dimensions on job satisfaction among employees.

Table 3: Correlation Analysis

Variables	SA	SR	MO	EM	SS	JS
Self-awareness (SA)	1					
Self-regulation (SR)	0.652**	1				
Motivation (MO)	0.691**	0.667**	1			
Empathy (EM)	0.643**	0.628**	0.714**	1		
Social Skills (SS)	0.688**	0.651**	0.732**	0.689**	1	
Job Satisfaction (JS)	0.721**	0.695**	0.801**	0.743**	0.776**	1

$p < 0.01$

The correlation matrix presented in Table 3 reveals significant positive relationships among all study variables. Job Satisfaction exhibits the strongest association with Motivation ( $r = 0.801$ ), followed by Social Skills ( $r = 0.776$ ) and Empathy ( $r = 0.743$ ). All correlation coefficients are statistically significant at the 1 percent level, indicating that employees possessing higher emotional competencies are more likely to experience greater job satisfaction. The findings suggest that emotionally intelligent employees are better equipped to manage workplace stress, maintain interpersonal relationships, and develop positive attitudes toward their jobs. The results support the view that emotional intelligence contributes significantly to employee satisfaction and organizational effectiveness.

Table 4: CFA – Factor Loadings, AVE, and Composite Reliability

Construct	Items	Factor Loadings	CR	AVE
Self-awareness (SA)	SA1	0.81	0.89	0.67
	SA2	0.84		
	SA3	0.79		
	SA4	0.87		
	SA5	0.83		
Self-regulation (SR)	SR1	0.82	0.88	0.65

	SR2	0.78		
	SR3	0.85		
	SR4	0.81		
	SR5	0.86		
Motivation (MO)	MO1	0.88	0.92	0.74
	MO2	0.85		
	MO3	0.87		
	MO4	0.91		
	MO5	0.83		
Empathy (EM)	EM1	0.84	0.90	0.69
	EM2	0.82		
	EM3	0.86		
	EM4	0.88		
	EM5	0.81		
Social Skills (SS)	SS1	0.87	0.91	0.73
	SS2	0.85		
	SS3	0.89		
	SS4	0.83		
	SS5	0.86		
Job Satisfaction (JS)	JS1	0.88	0.92	0.75
	JS2	0.84		
	JS3	0.87		
	JS4	0.85		
	JS5	0.89		
	JS6	0.91		

The CFA results indicate that all constructs exhibit factor loadings above the recommended threshold of 0.70, confirming indicator reliability. Composite Reliability (CR) values range from 0.88 to 0.92, demonstrating strong internal consistency among the measurement items. Similarly, the Average Variance Extracted (AVE) values exceed the recommended value of 0.50, confirming satisfactory convergent validity. Among the constructs, Motivation and Job Satisfaction exhibit the highest reliability values, indicating strong measurement consistency. The results confirm that the measurement model is both reliable and valid for assessing the influence of emotional intelligence dimensions on job satisfaction. Therefore, the constructs are suitable for further structural equation modeling analysis and hypothesis testing.

Table 5: Structural Model Results (SEM Results)

Path	Estimate ( $\beta$ )	p-value
Self-awareness $\rightarrow$ Job Satisfaction	0.241	.000
Self-regulation $\rightarrow$ Job Satisfaction	0.218	.000
Motivation $\rightarrow$ Job Satisfaction	0.386	.000
Empathy $\rightarrow$ Job Satisfaction	0.297	.000
Social Skills $\rightarrow$ Job Satisfaction	0.354	.000
R <sup>2</sup> (Job Satisfaction)	0.68	

The structural model results reveal that all proposed relationships are positive and statistically significant at the 0.001 level. Motivation demonstrates the strongest direct influence on Job Satisfaction ( $\beta = 0.386$ ), followed by Social Skills ( $\beta = 0.354$ ) and Empathy ( $\beta = 0.297$ ). Furthermore, the coefficient of determination (R<sup>2</sup>) for Job Satisfaction was found to be 0.68, indicating that the dimensions of emotional intelligence jointly explain 68 percent of the variance in job satisfaction. Self-awareness and

Self-regulation also exhibit significant positive effects on employee satisfaction. These findings indicate that employees possessing higher emotional competencies are more capable of regulating emotions, maintaining effective interpersonal relationships, and adapting to workplace challenges. Motivation emerged as the most influential predictor, suggesting that highly motivated employees experience greater satisfaction with their jobs. The results support all the proposed hypotheses and validate the conceptual framework developed for the study. Therefore, emotional intelligence serves as an important psychological resource that contributes significantly to employee well-being and organizational effectiveness.

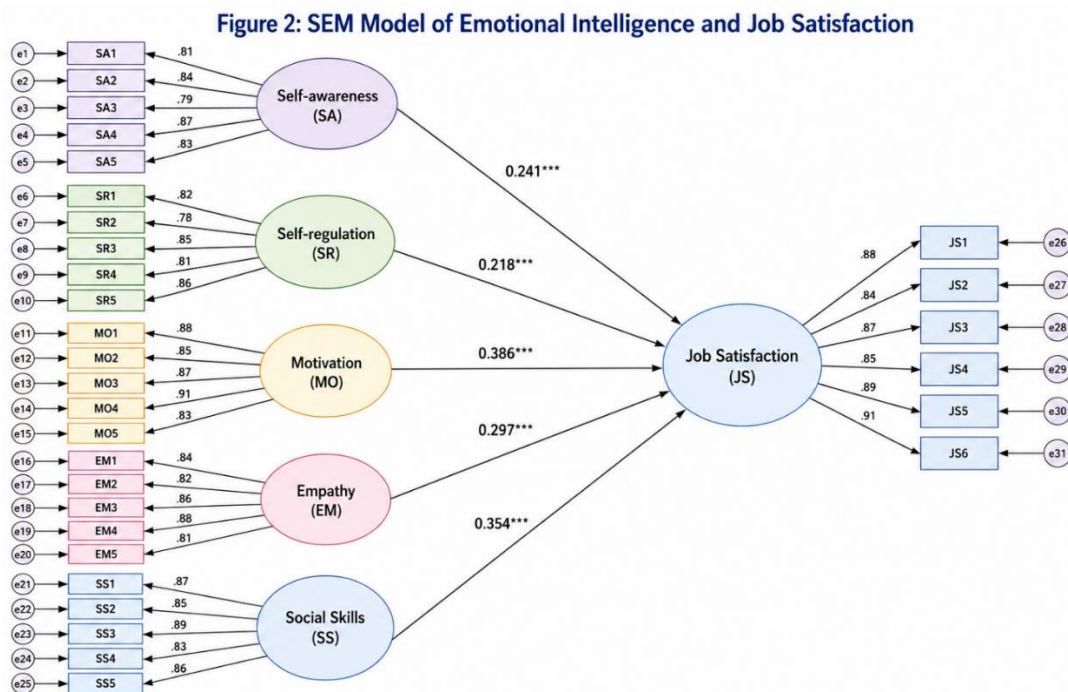


Table 6: Model Fit Indices

Fit Index	Value	Recommended Value
Chi-square/df	2.27	< 3.00
GFI	0.94	> 0.90
AGFI	0.91	> 0.90
CFI	0.96	> 0.90
TLI	0.95	> 0.90
RMSEA	0.046	< 0.08
SRMR	0.039	< 0.08

The model fit indices indicate that the proposed SEM model demonstrates an excellent fit with the observed data. The Chi-square/df value of 2.27 is below the recommended threshold of 3.00, indicating acceptable model fit. The GFI, AGFI, CFI, and TLI values exceed 0.90, confirming strong goodness-of-fit and comparative fit. Furthermore, the RMSEA value of 0.046 and SRMR value of 0.039 are below the recommended maximum value of 0.08, suggesting minimal residual error and a close model fit. These results validate the robustness of the conceptual framework and confirm that the relationships among self-awareness, self-regulation, motivation, empathy, social skills, and job satisfaction are

statistically sound. Therefore, the proposed model effectively explains job satisfaction among employees in the selected companies and confirms the adequacy of the structural model for empirical investigation.

Table 7: Hypotheses Testing Results

Hypothesis	Statement	Result	Decision
H1	There is no significant relationship between emotional intelligence and job satisfaction among employees in selected companies.	Significant positive relationship observed ( $r = 0.721$ to $0.801$ , $p < 0.01$ )	Rejected
H2	Emotional intelligence dimensions do not significantly influence job satisfaction among employees.	All path coefficients were significant ( $\beta = 0.218$ – $0.386$ , $p < 0.001$ )	Rejected

Table 7 summarizes the results of hypothesis testing regarding the relationship between emotional intelligence and job satisfaction among employees in selected companies. The results indicate that H1 was rejected, as Pearson correlation analysis revealed statistically significant positive relationships between emotional intelligence dimensions and job satisfaction, with correlation coefficients ranging from 0.721 to 0.801 ( $p < 0.01$ ). This demonstrates that employees with higher emotional intelligence tend to experience greater job satisfaction.

Similarly, H2 was rejected, as the Structural Equation Modeling results revealed that all dimensions of emotional intelligence exerted significant positive effects on job satisfaction. The standardized path coefficients ranged from  $\beta = 0.218$  to  $\beta = 0.386$ , and all relationships were significant at the 0.001 level. Motivation emerged as the strongest predictor of job satisfaction, followed by social skills and empathy. Therefore, the findings provide strong empirical evidence that emotional intelligence significantly contributes to employee satisfaction and organizational effectiveness, thereby supporting the conceptual framework of the study.

## Discussion and Findings

The present study examined the relationship between emotional intelligence and job satisfaction among employees working in selected companies. The descriptive analysis revealed that employees exhibited high levels of emotional intelligence (Mean = 4.18) and job satisfaction (Mean = 4.06), indicating that emotional competencies contribute positively to employees' attitudes toward their jobs. The reliability analysis further established the consistency of the measurement instrument, with Cronbach's alpha values ranging from 0.819 to 0.881, confirming satisfactory internal consistency among the constructs.

The correlation analysis demonstrated significant positive associations among all dimensions of emotional intelligence and job satisfaction. Among the dimensions, motivation exhibited the strongest correlation with job satisfaction ( $r = 0.801$ ), followed by social skills ( $r = 0.776$ ) and empathy ( $r = 0.743$ ). These findings suggest that employees possessing stronger emotional competencies are more likely to experience higher levels of satisfaction and commitment in their work environment.

The CFA results confirmed the reliability and validity of the measurement model. All factor loadings exceeded the recommended threshold of 0.70, while composite reliability values ranged from 0.88 to 0.92 and AVE values exceeded 0.50, indicating satisfactory convergent validity. These findings confirm that the measurement constructs adequately represent the dimensions of emotional intelligence and job satisfaction.

The SEM analysis revealed that all dimensions of emotional intelligence significantly influenced job satisfaction. Motivation emerged as the strongest predictor ( $\beta = 0.386$ ), followed by social skills ( $\beta =$

0.354), empathy ( $\beta = 0.297$ ), self-awareness ( $\beta = 0.241$ ), and self-regulation ( $\beta = 0.218$ ). The model fit indices further confirmed the adequacy of the proposed framework, indicating that emotional intelligence is a significant determinant of employee satisfaction. The structural model explained 68 percent of the variation in job satisfaction ( $R^2 = 0.68$ ), indicating substantial explanatory power and highlighting the importance of emotional intelligence dimensions in predicting employee satisfaction. Overall, the findings demonstrate that emotional intelligence enhances employee well-being, interpersonal relationships, adaptability, and organizational effectiveness. The results are consistent with the findings of Mayer et al. (2011), Miao et al. (2017), Prentice et al. (2019), Dođru (2022), and Woime (2025), which emphasize the importance of emotional competencies in promoting positive employee outcomes.

### **Managerial Implications**

The findings of the study provide several important implications for managers and human resource professionals. First, organizations should recognize emotional intelligence as a strategic capability that contributes to employee satisfaction and organizational effectiveness. Since motivation emerged as the strongest predictor of job satisfaction, managers should develop initiatives that encourage employee recognition, career development, and performance-based rewards to enhance intrinsic motivation.

Second, organizations should conduct emotional intelligence training programs aimed at improving self-awareness, emotional regulation, empathy, and social skills among employees. Such programs can strengthen teamwork, communication, and conflict management, thereby creating a positive organizational climate.

Third, human resource managers should integrate emotional intelligence assessments into recruitment, selection, and leadership development processes. Employees with strong emotional competencies are better equipped to handle workplace stress and maintain productive relationships.

Furthermore, organizations should foster supportive work environments that encourage collaboration, employee participation, and psychological well-being. Leadership practices emphasizing empathy and emotional support can significantly enhance employee satisfaction and commitment. By investing in emotional intelligence development, organizations can improve productivity, reduce turnover intentions, and achieve sustainable competitive advantage.

### **Conclusion**

The study concludes that emotional intelligence plays a significant role in determining job satisfaction among employees in selected companies. Employees possessing higher levels of self-awareness, self-regulation, motivation, empathy, and social skills tend to experience greater satisfaction with their jobs and exhibit positive workplace attitudes. The correlation analysis revealed significant positive relationships between emotional intelligence dimensions and job satisfaction, while SEM results confirmed that all emotional intelligence dimensions positively influence employee satisfaction.

The results of hypothesis testing led to the rejection of H1 and H2, indicating that emotional intelligence is significantly associated with job satisfaction and that its dimensions exert significant positive influences on employee satisfaction. Among the various dimensions, motivation emerged as the strongest predictor ( $\beta = 0.386$ ), followed by social skills ( $\beta = 0.354$ ) and empathy ( $\beta = 0.297$ ). The CFA and SEM analyses further established the validity and robustness of the proposed conceptual framework. The structural model explained 68 percent of the variance in job satisfaction ( $R^2 = 0.68$ ), demonstrating that emotional intelligence dimensions collectively possess strong predictive capability in determining employee satisfaction.

The study contributes to the existing literature by providing empirical evidence regarding the importance of emotional intelligence in enhancing employee well-being and organizational effectiveness. The findings suggest that organizations should incorporate emotional intelligence development initiatives and supportive leadership practices into their human resource strategies. Organizations that invest in strengthening emotional intelligence are more likely to cultivate motivated, satisfied, and committed employees, thereby achieving sustainable competitive advantage and long-term organizational success.

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