

## Job Satisfaction Prediction based on Job Motivation and Emotional Intelligence of Managers and Employees

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### Abstract

**Purpose:** The aim of this study was to predict the job satisfaction in managers and staff of the university units in District 5. **Methodology:** Among the statistical population of the study, 130 people (55 females and 75 males) were selected by cluster sampling method. Data were collected using job satisfaction, emotional intelligence of Schutt, and job motivation questionnaires. **Finding:** For data analysis, Pearson correlation coefficient and multi-variable regression analysis were used simultaneously. So, the two predictor variables are a significant predictor of the criterion variable, that is, the variable of job satisfaction. The share of job motivation variable is higher than emotional intelligence. In other words, job motivation 57% and emotional intelligence 31% explain the variable of job satisfaction variance. **Discussion:** The results showed that there is a significant correlation between job satisfaction, job motivation and emotional intelligence, and on the other hand, emotional intelligence and job motivation are a significant predictor of job satisfaction.

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## 1. introduction

Job satisfaction is one of the most important and perhaps most controversial concepts that, on the one hand, has focused on theoretical and fundamental efforts, and on the other hand, it has become very important at all levels of management and human resources of organizations. This importance, on the one hand, is due to the role that this structure plays in the development and improvement of the organization as well as the health of the staff, and on the other hand, because of that job satisfaction, in addition to numerous and sometimes complex concepts and definitions, has been the intersection and the common structure of many scientific fields such as education, psychology and management, sociology, economics and even politics (Hooman, 1381).

Motivation researchers often link between energy and motivation and even sometimes they call them synonyms and they define energy as “the energy that a person spends on his work”, or define it as “the invisible force that guides the part of energy and maintains its behavior over time and changes in conditions” (Diefendorff Chandler, 2011). Motivation affects people's decision about how and in what kinds of activities they spend (intensity) and for how long (sustainability) (Payinder, 2008). This fact itself shows why human energy has attracted so much interest from organizational researchers over the past decade. However, energy and motivation are different but equally relevant structures (Diefendorff Chandler, 2011).

## 2. literature Review

In addition to job motivation, other components also contribute to job satisfaction. The first time in 1990, a psychologist named Salovey used the term “emotional intelligence” to express the quality and comprehension of people's feelings, sympathy with other's feelings, and the ability to manage mood. According to Reuven Bar-On (2008), emotional intelligence is a set of knowledge and emotional and social capabilities that effectively impact our overall ability to respond to environmental needs (Hasan Zadeh, 1390).

Based on research, emotional intelligence has a maximum of 10% impact on performance and success (especially in the field of management), of course, Goleman's research (2003), suggests that intellectual intelligence over emotional intelligence is a better predictor of individual work and performance. But when the question arises, “Can an individual be the best or the manager of a job?” here, emotional intelligence is a better criterion. Goleman believes that not only managers and corporate executives need emotional intelligence, but anyone who works in an organization needs emotional intelligence (Dong and Fred, (2011). Emotional intelligence is not just a bonus for high intelligence and effective management skills, it is an essential quality in leading executives (Richard, 2004).

Tram & O'hara (2006). believes that job satisfaction, engagement, and job expectations are effective in employee motivation. He divides expectations into two parts: work and non-work. In his opinion, non-work expectations have a negative impact on employee incentives. He considers the indicators of mental health in the workplace, attractiveness of workplace, increase commitment, consequences, positive expectations, increasing the philosophical mind, the expansion of inner thoughts, and strengthening the individual's cultural dimension, to be effective in job motivation (Samari, Tahmasebi ,2017).

In this context, a study was conducted by the Florida Educational Development Research Council, headed by Wieyman (2009). The results of the research showed that job motivation, selected environmental factors and source of control, are related to job satisfaction of teachers. Mehmet & others (2009), in a research entitled “The impact of motivation on job satisfaction and organizational commitment of teachers”, found that motivation has a positive effect on organizational commitment and job satisfaction and high motivation leads to high job satisfaction and low motivation leads to lower job satisfaction. Also, job satisfaction affects organizational commitment and teachers with high job satisfaction show higher organizational commitment. Marlin & others (2010), in a research entitled “Impact of motivation on job satisfaction of nursing managers “, showed that there was a direct relationship between motivation and job satisfaction of managers who had a long history of executive management and cooperated with universities and nursing schools. Motivation was also an

important predictor of job satisfaction. And individual and collective aspects of job satisfaction were positively related to motivation. Schuler & others (2010), in a research entitled “The relationship between job satisfaction and work motivation”, found that motivation has a positive effect on job satisfaction.

Jennings (2000), in a research entitled “Relationship between work experience and job satisfaction”, showed that experienced employees (with more than 12 years of work experience) and low experience (less than 4 years of work experience) have high job satisfaction and employees with a background in their work between this two groups are less satisfied with their job.

Huey Ming (2002), in a research around “The impact of job motivation on job satisfaction of nurses”, found who at higher levels of nursing have a higher degree of satisfaction and motivation and people with lower nursing levels show less satisfaction and less motivation. Turner (2006) conducted a survey to assess the job satisfaction of high school executive in South Carolina. In this research the relationship between some variable as age, gender, work history, race and salary with their job satisfaction was investigated. And the result showed that the relationship between salary and age with job satisfaction and other hypotheses was not confirmed.

Montecinos. C. and Nilson. L. (2008), in their research on motivation for teacher work, concluded that of the 390 students who study for teaching job (about 73% of women and 62% of men), expressed their primary motivation for choosing the teaching job, love and interest in working with children. Lee (2010) conducted a research entitled “The relationship between emotional intelligence and burnout” and showed that emotional intelligence has an effect on burnout. Therefore, considering the importance of job satisfaction in organizations and companies, the present study aims to investigate the prediction of job satisfaction based on job motivation and emotional intelligence that “Are job motivation and emotional intelligence a meaningful predictor of job satisfaction?”.

### 3. Methodology

According to the nature of the goals and research questions, the research method was correlation or consistency research. The study population included all male and female managers and employees of the Islamic Azad University of Markazi Branch in academic year of 1394. 150 participants (55 females and 75 males) were selected by cluster sampling method among the university units. In this research, three main tools for measuring data were used as follows: Job motivation: the questionnaire was prepared by Hackman and Oldham based on a translated questionnaire from the JDS (Job Diagnostic Survey) institute to measure the motivation of employees in all occupations. There are 25 questions of 5 options. To determine the validity of the job motivation questionnaire, according to the Kardani (1386) research, using Cronbach's alpha method, the reliability coefficient of job motivation has been reported  $\alpha = 0.79$ .

Job satisfaction: the questionnaire was created in 1951 by Bryfield and Roth to measure the job satisfaction of individuals. Mokhtari reported the coefficient of validity of this test using the method of two halves, equal to 0.78 and Abdullah Zadeh and Karamrudi have reported  $\alpha = 0.93$  using Cronbach's alpha. Schutt emotional intelligence test: this test was made by Schutt et al., in 1998 based on emotional intelligence patterns of mayer and Salovey (1990), for the assessment of emotional intelligence and includes 33 self-explanatory sentences of 5 options. In Iran, Mohammadi (1385) reported correlated emotional intelligence scores with depression - 0.33, anxiety -0.25, and aleksei timiya -0.15 ( $p < 0.05$ ) (Sharifee and other, 1387).

#### 4. findings

**Table 1.** Descriptive Findings of Variables, n=130

	Mean	Median	Mode	Standard Deviation	Min	Max	Range
Emotional intelligence	107.28	108.5	90	18	67	145	78
Job motivation	96.13	98	98	15.6	47	121	74
Job satisfaction	80.16	90	90	10	45	93	48

The table above shows the mean and standard deviation of predictor and criterion variables. The main hypothesis: job satisfaction is predictable based on emotional intelligence and job motivation.

**Table 2.** K-S test results for data normalization

	Emotional intelligence	Job motivation	Job satisfaction
N	۱۳۰	۱۳۰	۱۳۰
Mean	107.۲۸	96.13	80.16
Standard Deviation	۱۸	15.6	۱۰
Z	1.۱۷	۱.16	۱.14
Sig	۰.12	0.136	0.127

The results of the table above indicate that the Z value for all variables is not significant. Therefore, the assumption of the normalization of data is accepted.

**Table 3.** Pearson correlation coefficient for variables

Variable	1	2	3
Emotional intelligence	–		
Job motivation	0.55	–	
Job satisfaction	0.63	0.74	–

The result of the above table indicate that the correlation coefficient of emotional intelligence and job satisfaction is 0.63 and job motivation and job satisfaction is 0.74 which is significant at level 1.

**Table 4.** Model summary

Multiple correlation coefficient	Coefficient of determination	Correction coefficient	Standard error of estimate
0.788	0.622	0.616	6.30

The results of the above table show that the coefficient of correlation between variables is 0.788 and the coefficient of determination is 0.622. in other words, two variables predicting emotional intelligence and job motivation explain 62% of variance of job satisfaction variable.

**Table 5.** Summary of analysis of variance analysis

Model	Sum of square	Degrees of freedom	Mean square	F	Sig
Fixed	8367.5	2	4183.76	104.30	0.001
Emotional intelligence	5094.08	127	40.11		
Job motivation	13461.6	129			

The results of the above table indicate that the value 0.01 is significant. On other words, significant of F means that the prediction model is significant and at least one of the predictor variables is a significant predictor of the criterion variable, that is the variable of job satisfaction.

**Table 6.** the results of multivariable regression analysis in a concurrent method

	Model non-standard coefficients		standard coefficients			
	Sig	B	Standard	Error	Beta	t
Fixed	25.24	3.86	-		6.52	•/••
Emotional intelligence	0.178	0.04	0.315		4.81	•/••
Job motivation	0.373	0.04	0.57		8.70	•/••

The results of the above table show that the two predictor variables are a significant predictor of the criterion variable, that is, the variable of job satisfaction. The share of job motivation variable is higher than emotional intelligence. In other words, job motivation 57% and emotional intelligence 31% explain the variable of job satisfaction variance.

## 5. Discussion

The results of this study showed that job motivation and emotional intelligence are a significant predictor of job satisfaction. The results of research of Hinami, Whelan, Wooskin, Miller, Wetter neck, 2012), Landa, López-Zafra (2008). Ignat, Clipa ,2012), Carmeli (2003), Kvist, Mantynen, Vehvilainen-Julkunen ,2013), Krogstad U, Hofoss D, Veenstra M, Hjortdahl P. (2016) Huey Ming (2002), Yong (2009), John Weyman (2009), Mehmet D. and others (2009), Marlin L. and others (2010), Julia sehuler and others (2010) and Seifi (1380), are consistent with the results of this study. Today, the world is called the world of organization, and people consider it as its custodians and this is unlike what, before two decades ago, it was thought that organizations were considered rational tools for the coordination and control of individuals in pursuit of organizational goals. The authors of behavioral and organizational behavior will look at the root of each organization's culture, which will affect the job motivation of its employees. People with high emotional intelligence are more resistant to stress because of being aware of their emotions, healthy and capable management, self-regulation of emotions, and good management of relationships and better resist stressors such as work, family and communication and resolve issues and problems better (Ashli, 2002). People with high emotional intelligence can better communicate with their colleagues, manage their time and responsibilities better, have a better performance, and with the release of positive emotions from the outside, they have a better presence in the workplace. It is one of the key motivational issues the study of motivation is an attempt to recognize and respond to the behavior of human beings. That why people have different behaviors and why a manager or employee does their job diligently and earnestly and another manager or employee to do the least work should be pressurized. The culture of organizations, through values, beliefs and norms that prevail in the organization, plays a decisive role in shaping the behavior of employees. Managers of Organizations, if well-prompted by their superiors, can provide a stimulating and motivational environment to improve the employee's performance ( Lopes, Grewal, Kadis, Gall, Salovey, 2006)).

Guleryuz, Guney, Aydın & Aşan (2008) believes that the needs of health and environmental factors are not a factor in increasing satisfaction and if they are provided, only dissatisfaction will be less and in contrast, the factor of increasing satisfaction is the provision of motivational factors. Daus, Ashkanasy (2005) said when the health needs are satisfied, merely dissatisfaction and lake of work are reduced, which does not mean satisfaction rather, by meeting the health needs, only the level of discontent as a variable is undergoing change. Hassan, Ishak, Bokhari, 2011 believe that These factors cannot motivate and improve the level of performance and fertility and growth and perfection of the individual. While it is only satisfying and supplying the motivational needs that can perfect a person in the organization and increase his abilities and ultimately lead to employee satisfaction.

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