

AM I A VICTIM? DOES EMOTIONAL INTELLIGENCE REGULATES ORGANIZATIONAL JUSTICE AND JOB INSECURITY LEADING TO JOB SATISFACTION?

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Abstract

The research has understood the relationship between emotional intelligence and job satisfaction with organizational justice and job insecurity as the mediating variables in the telecommunication sector of Pakistan. The findings suggest that individuals with a higher degree of job emotional intelligence tend to have higher level of job satisfaction. This is especially important keep in mind the mediating variables. The results suggest that individuals with a higher appraisal of emotions tend to have positive perception of organizational justice, which leads to decrease in, job insecurity and increase in job satisfaction. The study has used quantitative method of study to infer the results and draw conclusions. Based on the results it is strongly suggested that organizations in Pakistan specially the HR department needs to have programs and policies designed keeping in mind the emotional quotient of employees since it has a direct impact on their overall job satisfaction. Factors such as perception of organizational justice and job insecurity can also be handled in an amicable and positive manner by employees who have higher level of emotional intelligence. Therefore, EI can have a major role in the overall wellbeing of an organization.

Keywords: Emotional Intelligence, Job Satisfaction, Job Insecurity, Telecommunication Sector

INTRODUCTION

While the previous century belonged to the domination of IQ, the new century especially after (Goleman, 1995) book on Emotional Intelligence has seen a drastic paradigm shift from more focus on EI than IQ. EI is considered to be ability and skill that plays a significant role towards expressing and appraising emotion in others as well as one's own self. This ability to monitor and regulate one's own emotions and understand others allows individuals to plan, motivate and achieve (Salovey & Mayer, 1990). Individuals who are able to use EI as a skill and have developed it overtime are better able to control and express their respective emotions and they also have this ability to have a emotional connect with others (Mayer et al., 1990).

When it comes to employees, emotional intelligence over the years has been found to be a major element connected to their overall satisfaction (Kafetsios, 2007). To take this concept further ahead the researchers have further concluded that emotional intelligence has a very stark connection with elements pertaining to an individual working in any organization which primarily include satisfaction levels towards their job and their respective performance (Arshad et al., 2023).

Problem Statement

It has been stated that a large number of issues or problems that arise in a workplace is due to lack of emotional intelligence within workers. Furthermore, research scholars such as Brunetto et al. (2014) highlighted the fact that poor levels of emotional intelligence within employee's results in reducing job satisfaction levels significantly. People who are unable to fathom they are of understanding and managing their own emotions are the ones who don't understand this art in others and therefore make others feel bad

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and seen as oafish and cloddish and are ultimately disliked. This research particularly focuses on analyzing EI and its contact with job satisfaction while organizational justice and job insecurity play the role of mediators in the research. This is a considerable gap in understanding the impact of emotional intelligence on employee's job satisfaction in the Pakistani context.

Significance of Study

Numerous studies have been carried out by various scholars on the impact of emotional intelligence on employee job satisfaction and performance systematic review of literature revealed that there hasn't been anything particular related to its study in the telecommunication industry in Pakistan; which is the most thriving sector in the country. The results of the research will be significant since it will help HR leaders and individual department managers to understand how emotional intelligence related to factors like perceived organizational justice, job insecurity and Job satisfaction. By studying the results carefully, they will be able to device HR policies accordingly and address employee concerns with respect to job satisfaction keeping the emotional intelligence perspective in mind.

LITERATURE REVIEW

Emotional intelligence began gaining attention from the 1960s when researchers started identifying it as an important construct in the study of human behavior (Beldoch, 1964). However, it wasn't until the year 1995 when the term emotional intelligence came into limelight when Daniel Goleman published his famous book "Emotional Intelligence: Why it can't matter more than IQ". Since that time onwards, EI has been a key area of interest for researchers and several fields have put EI to the test vis a variety of variables which include academic and professional achievement, social support, physical, mental and cognitive health and overall wellbeing of particular individual (Mayer et al., 2008).

Emotional intelligence has been described by various scholars in different ways. However, it can be expressed as ability or a skill that is assumed to play a significant role in helping to identify one's own emotions and in others. And the use of these emotions helps individuals to succeed in their lives (Salovey & Mayer, 1990). Extensive research on EI has revealed its wide spectrum of implications in our daily life. It was found that EI has significant impact on our relationships (Fitness, 2001), academic achievement, managerial effectiveness (Srivastava & Nair, 2010). Moreover, there have been other studies which have endeavored to understand the connection between worker outcomes and emotional intelligence (O'Boyle et al., 2010). Its multi-dimensional aspects have made it the one preferred field of study for social scientists.

Numerous discussions have taken place on whether Emotional Intelligence can be regarded as a skill, which can be enhanced and nurtured over a period, or a person is born with certain level of EI. Prior researches have revealed that such skills, emotional awareness can be developed and taught to employees (Brackett et al., 2012). While many other studies have proved that providing employees with trainings such that of EI can significantly enhance EI levels (Meisler, 2013).

Di Fabio and Kenney (2011) stated that knowledge about understanding about one's feelings and emotions can be improved over a period of time. Furthermore, as the ability and application skills of emotional intelligence improved in a worker, this heightens the employee's perception towards organizational justice and further improves it in organizational management. This promotes a positive and effective working environment for employees as well as reinforces personal wellbeing.

Job satisfaction is usually described as the degree to which an employee is pleased with the remuneration and rewards, he or she is receiving for the job they are doing, specifically focusing on the

levels of intrinsic motivation as suggested by Statt (2004). Another researcher defined job satisfaction as a feeling or attitude that a worker has towards his work, cheerful and positive feelings are associated with higher job satisfaction levels amongst employees and vice versa (Armstrong, 2006). A mixture of beliefs and feelings workers have about their current jobs is also referred to as job satisfaction. These feelings basically range from being highly dissatisfied to highly satisfy or the other way around. Furthermore, employee's attitudes are not reserved just about their own jobs; they also have various beliefs about their supervisors, coworkers, subordinates and their respective remuneration (George et al., 2008).

Keating and Cook (2023) stated that emotional recognition has a positive as well as a strong relationship with internal satisfaction. Due to a considerably elevated level of connection between emotional intelligence and internal satisfaction, emotional recognition acts as a regulator that influences internal satisfaction. Thus, those employees with elevated levels of EI are generally regarded as having increased internal satisfaction. Moreover, they find themselves more flexible within their organization and are able to monitor their emotions (Ulutas et al., 2012).

Prior researches conducted by Brunetto et al. (2014) have stated that Emotional intelligence results in wellbeing of employees and ultimately leads to increased job satisfaction. Furthermore, those employees who are unable to decipher their own emotions as well as others, there is a high chance that they will try to avoid and control their negative emotions to certain situations. If employees are unable to manipulate, monitor their own reactions, this causes a direct impact upon job satisfaction levels within employees and affects their performance (Brunetto et al., 2014).

Pattnaik and Tripathy (2023) described various type of organizational justice and also highlighted the fact that EI has a strong role to play in manipulating organizational justice. Furthermore, distributive justice is one dimension of organizational justice, which can refer to as how just an organization is in allocating rewards to its respective employees (e.g., promotions, wages) according to their performance. On the other hand, procedural justice deals with how fair an organization is when it comes to its procedures and policies through which rewards are provided to employees. Interpersonal justice is concerned with impartiality and courtesy that is adopted by managers, supervisors and shown to employees. Lastly, informational justice can be described as the accuracy of information provided to employees by their respective managers and supervisors. This information maybe regarding policies about how rewards are to be distributed. Pattnaik and Tripathy (2023) also concluded the fact that emotional intelligence has a insignificant or minimum role to play where organizational justice dimensions are concerned, specifically distributive and procedural justice with respect to the outcomes. However, a significant role was played in explaining the dimensions of organizational justice with respect to how individual employees are treated. Amongst one of the major contributors to employees' work stress, job insecurity is believed to be the one of the highest significances. As explained by Greenhalgh and Rosenblatt (1984), job security can be one of those major drivers of stress related to job security at the time of recession or an individual's financial crisis.

There have been some major contributions by different researchers, amongst them a very prominent phenomenon was introduced by Cheung et al. (2016), which brings a job insecurity altering model name; Moderation model. This model explains how any individual can battle job insecurity by making sure that all of his resources are not compromised and consumed at once. It rather suggests how psychological stress, one of the many faces of job insecurity or the uncertainty related to ones' job can easily be tackled by working on ones' own Emotional Intelligence. This allows individuals to allocate their resources effectively to different tasks and also to make sure that all of the available resources are not consumed while carrying out a particular job.

On the other hand, the active agency hypothesis states that people use Emotional intelligence as a resource to minimize the threats associated with job insecurity and this inevitably reduces psychological strain. Furthermore, EI acts as a buffer, where employees who master the ability to manage their emotions are better able to save themselves from the negative effects of job insecurity and negative emotions (Bandura, 2012). Cherniss (2000) states that workplace is a platform where one can control, reform and improve his or her emotional intelligence or better known as EI. Emotions are a necessary part of our life and that emotional intelligence-based competencies are a requirement at the workplace, some of these qualities includes showing flexibility during problems, interpersonal skills to get along with your colleagues and bosses and of course time management skills. This inevitably means that people who contain a significant amount of emotional intelligence are considered as valuable and irreplaceable assets within the organization. This study conducted analyzed the direct as well as indirect impact of EI on job satisfaction, occupational stress and organizational commitment. 234 employees in an Iranian organization were provided with a questionnaire to fill using a stratified sampling method (Aghdasi et al., 2011).

Previous studies have suggested that an employee who has a increased level of emotional intelligence is regarded as a blessing for an organization. And that EI is considered as an essential factor that creates a decent working environment and is a definite contributor to job performance as well as employees' performance as well (Patra, 2004). Furthermore, research scholars have also stated that a person who possesses a high level of EI is able to show more flexibility in changing working conditions and is easily able to adapt than a person with low EI (Pong, & Leung, 2023). A research was conducted by Ali and Hamza (2018) where they analyzed the effects of interceding perceived organizational support between emotional intelligence and job satisfaction. To facilitate this research further, data was collected from 300 respondents, who were picked out from varying districts of Punjab, Pakistan. Their results suggested that perceived organizational support definitely causes influence between the relationship job satisfaction and EI.

A research suggested that the biggest threat to employees' health in an organization is basically work place stress and that stress is maximized when factors such as job insecurity comes into play. Job insecurity as defined by Greenhalgh and Rosenblatt (1984) can be defined as the lack of certainty in a person's current job or the prevailing uncertainty in one's job. There are a number of stressors that have been researched upon; one of them is job insecurity which is known to create negative emotions within employees and inevitable have a direct impact on psychological wellbeing of employees. It has been highlighted in this study that EI is influenced heavily by job insecurity and therefore EI acts as a buffer to cause psychological strain which impacts employees work performance and their satisfaction with their respective jobs. This means that employees with a higher level of EI thus are able to understand, monitor and manage their negative emotion that is caused by job uncertainty or job insecurity. A quantitative research was where 232 real estate agents filled in a survey to analyze the connection between EI, psychological strain, and job insecurity. The results showed that job insecurity played the role of mediator between EI and psychological strain. And that there was a positive co-relation between psychological strain and job insecurity and that this relationship grew stronger when EI's level was increased (Cheung et al., 2016).

Similar study was carried out Hong and lee (2016) where the hospital sector was targeted to analyze the co-relation between job insecurity, job stress and employee burnout and whether EI acts as mediator in this relationship. Quantitative research style was adopted for this research in question. 236 nurses filled out the questionnaire provided on which statistical software was run in order to generate

results. The results basically highlighted the fact that the stress about job being insecure and the uncertainty prevailing has a direct impact on employee's turnover intentions and also causes employee burnout. Furthermore, results also supported the earlier researches stating that Emotional intelligence does not directly cause an impact upon turnover intentions. However, it has an impact on creating negative emotions due to job insecurity and job stress amongst employees which ultimately lead to job burnout or exhaustion. The study suggested that if EI levels were to be maximized, it will reduce burnout and turnover intentions within employees.

Am I a victim?
Does Emotional intelligence regulate organizational justice and feelings of insecurity leading to job satisfaction

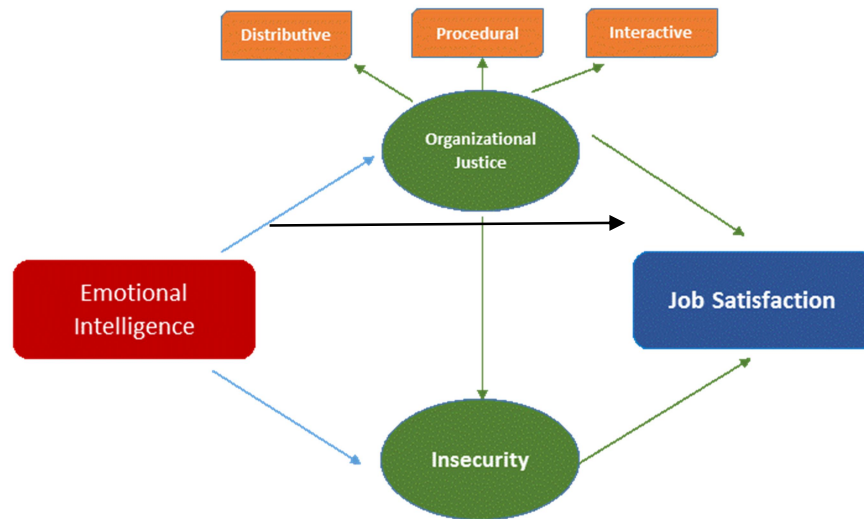


Figure 1: Conceptual Framework

Hypotheses

Emotional Intelligence and Job Satisfaction: This relationship has been understood through Affective events theory

H₁: EI has a positive effect on Job satisfaction.

Emotional Intelligence and Organizational Justice: This relationship has been understood through equity theory

H₂: EI has a positive effect on perception of organizational justice.

Emotional Intelligence and Job Insecurity: This relationship has been understood through theory of cognitive processes

H₃: EI has a positive effect on feelings of insecurity in employees

Organizational Justice and Job Satisfaction: This relationship has been understood through social exchange theory

H₄: Perceived Organizational Justice leads to increase in job satisfaction

Job Insecurity and Job Satisfaction: This relationship has been understood through social exchange theory

H₅: Job Insecurity leads to decrease in job satisfaction

METHODOLOGY

Research Paradigm

Research paradigm can be defined as the mutual agreement between scholars, researchers or scientists about how a particular problem, issue or perspective has to be addressed or solved (Kuhn, 1962). The research paradigm, which is being followed, is Positivism. This means there is no universal truth for the research in question but it can be tested through various mathematical and statistical tests.

Research Design

Quantitative research method is being used for the study in question.

Sample size and respondents

Population age is from 18 to 60 since this is the legal age of employment in Pakistan (Sindh Wages Act, 2010). Total sample size will be 150-200. The research follows convenience sampling because of accessibility and proximity to the respondents.

Data Analysis

The data from the questionnaire has been analyzed to study the Descriptive Statistics, Normality, and Reliability, Construct validity, Correlation and Regression.

Research Instrument

The research instrument is a questionnaire developed on Likert scale addressing all the dependent, independent and mediating variables based over previous studies.

DATA ANALYSIS

Table 1

Respondent Profile

Demographic Items	Frequency	Percentile
Gender		
Male	110	59.14%
Female	76	40.86%
Marital Status		
Single	90	48.39%
Married	96	51.61%
Age		
Below 25	19	10.22%
25-30	50	26.88%
31-35	40	21.51%
36-40	35	18.82%
41-45	42	22.58%
Education		
Matriculation	0	0%
Intermediate	4	2.15%

Graduate	110	59.14%
Post Graduate	61	32.80%
Other	11	5.91%
Work experience		
Less than 1 year	31	16.67%
1-3 years	50	26.88%
4-6 years	45	24.19%
7-9 years	35	18.82%
More than 10 years	25	13.44%
Salary range		
Less than 25000	31	16.67%
25000-45000	55	29.57%
45001-55000	25	13.44%
55001-75000	25	13.44%
More than 75000	50	26.88%

The above table summarizes the demographic profiles of the data collected. A questionnaire was used to collect data from various corporations in Pakistan. The data collected shows that the total number of responses submitted were a total of 186 of which Males were 110 and females were 76. Most them were married (96) and were between the ages of 25-45. Moreover, job experience was the highest of more than 10 years and salary ranges lied in more than 75,000 (21).

Table 2
Descriptive Analysis

Variable	Mean	Std. Deviation	Skewness	Kurtosis
EI	19.88	2.755	.469	-.207
OJ	19.73	4.096	-.416	.239
JJ	12.49	2.873	.253	-.472
JS	18.91	2.006	-.524	-.052

The above table provides a summary of the descriptive statistics of the variables being studied. The highest skewed value is of emotional intelligence with a positive .469 (Means, 19.88). While on the flip side, the highest negative value is of job satisfaction which is negatively skewed with a negative value of -.524. Similarly, the highest kurtosis value is of organizational justice which is a positive .239. Overall, all value range around ± 3.5 which means that the data is normally distributed as stated by Hair et al. (2010).

Table 3
Data Reliability

Variables	No. of items	Chronbach's alpha
EI	2	.578
JJ	3	.709

OJ	6	.696
JS	4	.612

Data reliability test is an extremely essential test to conduct when carrying out a quantitative research. This test basically analyzes how reliable or consistent the data is. Cronbach’s Alpha is one of the most renowned ways of measuring reliability of data. Researchers such as Hair et al. (1998) and Nunnally (1978) have stated the importance of data reliability. Therefore, reliability of data was conducted for this research in question where value ranged from .578 to .709 after eliminating some items from the instrument. The data collected is reliable as it matches the benchmark of 0.60. This means it can be analyzed further.

Table 4
Pearson Correlation

Measures		EI	OJ	JI	JS
EI	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	67			
OJ	Pearson Correlation	-.127	1		
	Sig. (2-tailed)	.306			
	N	67	67		
JI	Pearson Correlation	.436**	-.056	1	
	Sig. (2-tailed)	.000	.652		
	N	67	67	67	
JS	Pearson Correlation	-.332**	.419**	-.420**	1
	Sig. (2-tailed)	.006	.000	.000	
	N	67	67	67	67

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

Pearson Correlation is a method through which quantitative variable are analyzed and investigated. It basically is conducted to check the strength of the relationship amongst two variables (Bryman & Bell, 2007). According to the table above EI has a linear relationship with all three variables which include Organizational justice, Job insecurity and Job satisfaction. Organizational justice and Job satisfaction have a negative linear relationship with job insecurity.

Hypothesis 1: EI has a positive effect on Job satisfaction.

Table 5 (a)
Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.844	1.033		15.341	.000
	EI	-.467	.165	-.332	2.842	.006

a. Dependent Variable: JS, R square: .111, Adjusted R square: .097

The above table basically summarizes the results of regression results. According to the first hypothesis EI has a significant impact on job satisfaction. The significance shows .006 which is highly significant. Secondly, the Beta value depicts the strength of independent variable onto the variable being studied. The value of -.332 shows a strong relationship between EI and job satisfaction. According to the adjusted R square 9.7% of EI explains changes in Job satisfaction.

Hypothesis 2: Job insecurity moderates the relationship with EI thus resulting in a negative impact on job satisfaction.

Table 5 (b)
Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.227	.620		24.571	.000
	Moderator 1	-.039	.010	-.448	-4.039	.000

a. Dependent Variable: JS, R square: .201, Adjusted R square: .188

The second hypothesis stated that job insecurity plays a mediating role affecting EI and inevitable job satisfaction. According to the regression results, there is a significant relationship between EI and Job insecurity and that the beta value is -.448 which means that an increase in the value of predictor will reduce job satisfaction levels. An increase in job insecurity will change emotional levels and reduce job satisfaction levels.

Hypothesis 3: Organizational justice moderates the relationship with EI which indirectly causes an effect on job satisfaction.

Table 5 (c)
Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.336	.971		13.737	.000
	Moderator 1	-.002	.008	-.038	-.305	.762

a. Dependent Variable: JS, R square: .199, Adjusted R square: .178

According to the regression results, 0.762 of significance level exists between OJ and EI towards job satisfaction. However, according to the hypothesis, OJ has lower mediating impact than job insecurity and that job insecurity is playing a more significant role in moderating emotional intelligence and inevitable affecting job satisfaction levels.

CONCLUSION

The basic aim of this research was to analyze the relationship between emotional intelligence and job satisfaction, wherein job insecurity and organizational justice acted as mediators. The data was scrutinized using a statistical software known as SPSS where various tests were carried out which include descriptive statistics, Pearson correlation and regression etc. According to the results retrieved, it was evident that EI has significant relationship with job satisfaction within Pakistani employees and this result

corresponds to previous researches done by Reisel et al. (2010) and Wagenaar et al. (2012).

Furthermore, it has been stated that emotional intelligence moderated emotions, this means those people with higher EI are able to manage job stress in a better way and will be able to adopt mechanisms to minimize work fatigue (Brotheridge, & Gandey, 2002). The next half of the model stated that job insecurity and organizational justice mediates the relationship between EI and job satisfaction. The results highlighted job insecurity indirectly impacts job satisfaction levels in Pakistani employees; this may be due to the fact of the conditions of the economy and high levels of job uncertainty prevailing in the market. Moreover, prior studies suggest that job insecurity is negatively associated with job satisfaction (Qureshi & Khan, 2016).

Khan and Qureshi also stated the reasons associated with high job insecurity prevailing in Pakistan is due to poor HR practices, lack of professionalism in organization and poor leadership and high inflation/ employment rates in the country as stated in the research done by Qureshi and Khan (2016). Job insecurity then creates negative feelings amongst employees which inevitable cause job stress and results in job dissatisfaction. This hinders an employee's growth and productivity of the organization. This elevates levels to leave the organization.

Recommendations

This research provides insights to all HR managers, employers about how essential job satisfaction is in the 21st century and that employees' happiness very much depends on higher EI levels and providing them with trainings on how to balance their emotions is key to having a successful organization with productive employees. Furthermore, it was also suggested by Ouyang et al. (2014) that employers need to invest in training and counseling their respective employees about how they can manage job stress. Apart from that, fair policies and procedures should be created and open communication channels need to be promoted to eliminate all levels of job insecurity prevailing within the organization. Feedback needs to be encouraged and reinforced as well (Qureshi & Khan, 2016). Worker participation needs to be cultivated and promoted by employers within organizations and efforts should be put in to devise a just remuneration system for employees in order to reduce hostile feelings against the organization unfair treatment and policies.

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