

# Moderation by Job Satisfaction on the Relationship between Emotional Intelligence and Workplace Advice Network Coreness

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**Abstract.** The current study deliberated to figure out the effect of job satisfaction as moderator between emotional intelligence and coreness of advice network of employees of organization. The results show enhancing effect of job satisfaction on relationship between emotional intelligence and coreness of advice network. It is concluded that as job satisfaction of employee increases the emotional intelligence also increases which increases the coreness of employee in advice network.

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## 1 Introduction

### 1.1 Background of study

Human resource management is a vital part of management process of organization. The organizations which are well managed value their employees more than capital investment and consider their employees as root cause of their success (Tella et al., 2007). In order to understand human resource management, studies of elements which affect the efficiency of their job performance of employees is necessary.

Emotional intelligence and job satisfaction are those variables which have been studied for long time. Emotional intelligence and job satisfaction have been studied with many different variables. The study of effect of job satisfaction as moderator on relationship between emotional intelligence is relatively less explored. Emotional intelligence is considered as the aptitude in which one can have power over and be aware of his or her emotions and feelings and can distinguish among them (Salovey and Mayer, 1990). Emotional intelligent employees are more satisfied with their job. Emotional intelligence is a significant variable which recognizes the job satisfaction of employee of any organization (Daus and Ashkanasy, 2005). The theory of emotional intelligence asserts that any emotional intelligent person has superior communication and relation within the organization which results in increase of job satisfaction (Wong and Law, 2002).

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Emotional intelligence, job satisfaction and advice network are of concern in the field of human resource management. And modern studies investigated these variables with different variables, but this study is of new sort because it illustrates the new relation of these variables.

## 1.2 Significance

Its the less explored type of analysis of job satisfaction and emotional intelligence in the field of organization behavior and human resource management. This study has created the new connection in the emotional intelligence and coreness of advice network. The main objective of this research is to analyze the effect of job satisfaction as moderator between relationship of emotional intelligence and coreness of advice network.

## 2 Literature Review

### 2.1 Emotional Intelligence

Emotional intelligence is defined as the power to comprehend and elucidate the emotion and to improve the emotional thought (Mayer and Caruso, 2002). Emotions are mostly refers to feeling like fear happiness, sadness, stress, etc., which give the information about the relations, whereas intelligence is capability to do reasoning, identify different patterns and evaluate and diverge (Mayer and Caruso, 2002). It is also the ability of controlling and understanding his / her feelings and differentiating among them (Salovey and Mayer, 1990).

### 2.2 Different Concept of Emotional Intelligence

According to theory of emotional intelligence, the emotionally intelligent person is one who can comprehend his own feelings and can control all negative emotions (Kafetsios and Zampetakis, 2008). Emotionally intelligent person can control his all emotions which can affect his job and job satisfaction; many researchers claim that emotional intelligence is considered as important competency for any job (Cherniss, 2000). Whereas many believe that emotional intelligence is not science (Matthews et al., 2004), and considered it as trait (Schulze and Roberts, 2005). Emotional intelligence is considered in many organization as more important than IQ for job satisfaction (Goleman, 1998), but some researchers believe that emotional intelligence trait and emotional intelligence ability are different because of their way of measurement (Schulze and Roberts, 2005). Many organizations consider employee with high emotional intelligence as valuable asset of organization (Carmeli, 2003), and provide such workplace environment which is best for advancement of this trait (Cherniss, 2000).

### 2.3 Emotional Intelligence Association with Other Concepts

Emotional intelligence is one of those variables which has been researched for many years and has been studied with relation to many different variables. Aghdasi et al. (2011) studied emotional intelligence effects on occupational stress and job satisfaction. Mathieu and Zajac (1990) analyzed that EI has positive relation with employees motivation, job performance and satisfaction, whereas negative relation with turnover, absenteeism and stress. Abraham (2000)

and [Güteryüz et al. \(2008\)](#) analyzed the relation of EI with organizational commitment. Emotional intelligence has always been interrelated to job satisfaction, directly or indirectly, which illustrates that emotional intelligence and job satisfaction have immense effect on each other.

## 2.4 Job Satisfaction

[Beer \(1964\)](#) defined job satisfaction as a positive feeling or way of thinking of employees with respect to their organization, colleagues and other physiological factors that are related to their jobs. Whereas [Locke et al. \(1976\)](#) believe that job satisfaction is a gratifying or optimistic emotional state consequential from the judgment of ones job experiences. It can be the emotional state when employee or ones expectations are fulfilled with respect to their job ([Jorfi and Jorfi, 2011](#)). Thus job satisfaction is an emotional intelligence characteristic which refers to the degree to which one being fond of his /her work ([Spector, 1997](#)) or may be an emotional affection toward ones own job ([Tett and Meyer, 1993](#)). If one is an emotionally intelligent person then he/she is more satisfied than the other employees of organization.

## 2.5 Job Satisfaction Association with Other Concepts

Job satisfaction has been associated to many different concepts. Job satisfaction is more often researched variable in organizational behavior ([Spector, 1997](#)). [Jones et al. \(2009\)](#) discovered a positive association between training and job satisfaction. [Kosteas \(2011\)](#) identified that job satisfaction increases with promotion. [Köse \(1985\)](#) established a significant relationship among age and job satisfaction. Older people are more satisfied with their jobs than younger ones ([Davis, 1988](#)) and thus are more emotionally intelligent than their younger counterparts.

Job satisfaction also has relation with professional status the higher the professional status the higher the job satisfaction ([Tella et al., 2007](#)). From these studies we can conclude that as the age increases the promotion chances also increases and as a result professional status and salary also increases which increases job satisfaction.

## 2.6 Emotional Intelligence and Job Satisfaction

Job satisfaction and emotional intelligence are two important concepts of job atmosphere ([Ealias and George, 2012](#)). EI is an important variable which interprets the job satisfaction of employee of any organization ([Daus and Ashkanasy, 2005](#)). The theory of emotional intelligence states that any emotionally intelligent person has better communication and relation within the organization, which results in increased job satisfaction ([Wong and Law, 2002](#)). [Kafetsios and Zampetakis \(2008\)](#)s result demonstrated that job satisfaction is directly affected by emotional intelligence. [Güteryüz et al. \(2008\)](#) found that among EI and organizational commitment, job satisfaction is playing the role of mediator. Therefore, most of the studies identified that job satisfaction is positively and strongly affected by emotional intelligence.

## 2.7 Advice Network

Every organization has a network structure which is created on basis of their knowledge sharing and resource sharing of different unit of any organization ([Galbraith and Galbraith, 1977](#); [Gresov and Stephens, 1993](#)) and this network structure of knowledge sharing is known as advice network. Social network is of vast degree because it creates new knowledge within

organization (Kogut and Zander, 1992; Tsai, 2000) and any learning organization can be characterized by motivational units which are properly interconnected through network which symbolizes the distribution of knowledge and resources and replace old hierarchical structure of organization (Huber, 1991), therefore proper structure of advice network is very important for any developing and developed organization. Network position is also important in any advice network because it is critical for developing new ideas and products; it not only develops new things but also improves the already existing ideas and products, etc. (Tsai, 2001). Different units of an organization have different functions and knowledge which are interlinked with each other due to nature of work and when proper network structure are created then access to each other for share of knowledge can become easier, which may increase the cost efficiency of any organization (Tsai, 2001). Different unit of organizations have different capabilities to create and replicate knowledge from internal and external sources (Cohen and Levinthal, 1990), therefore performance of any unit of organization advice network is critical because it determines the position in coreness of advice network (Tsai, 2001).

When intra organizational network centrality is created in units it can create new market opportunity for organizations (Tsai, 2001). To utilize the external knowledge to achieve critical competencies organization must invest in R&D unit (Cohen and Levinthal, 1990). If there is no proper structure of network then it can create problem rather than facilities (Hansen, 1999).

## 2.8 Research Hypotheses

While reviewing the literature for this thesis research, some hypotheses were created which are as follows

*H<sub>1</sub>: There is positive relationship between emotional intelligence and job satisfaction H<sub>2</sub>: Job satisfaction has a positive relationship between emotional intelligence and coreness of advice network*

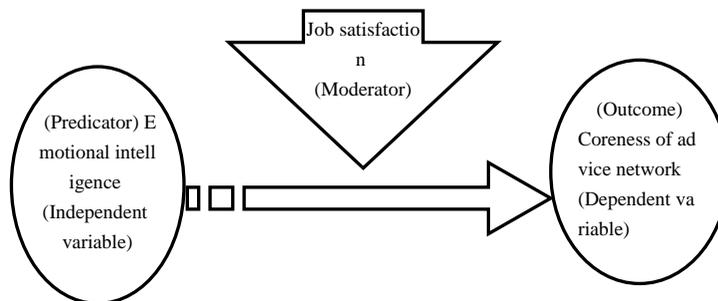


Figure 1: Figure of Moderation Framework of variables of research.

## 3 Methodology

### 3.1 Type of Study

The type of this research study is quantitative because Exploratory research tends to tackle new problems on which little or no previous research has been done (Brown and Brown, 2006)

(p.43). Whereas it assists in shaping the study plan, method of sampling and method of collection of research (Singh, 2007).

## 3.2 Sample and Population

The population of this research is different organizations of Quetta city. The data were collected from 17 different types of organizations, like banks, schools, universities, hospitals, etc. The sample size was 328 to get significant result. Because data collected were set on likert scale and for significant result the sample size should be 300 or greater than that. The participants were selected randomly and were volunteers, and employees of the selected organizations.

## 3.3 Instrument

As the study type is quantitative and its variables are ordinal therefore the instrument used in this research was questionnaire. It consisted of 7 sections (A-G) each section consisted of one major variable and related question were asked in that section the first section-A was of demographic information and consisted of 9 questions. Section-B is of advice network and closeness, coreness was calculated in UCINET software and then used in spss software. Section-C is of emotional intelligence question and had 16 questions. Section-D job satisfaction and had 5 questions. Section- E is of big five personality model and had 10 questions. Section-F perceived leadership style consisted of 18 questions. And the last section was section-G positive psychological capital which consisted of 12 questions. Measurement scale set for all these sections was from 1-7.

## 3.4 Data collection Method

Researcher travelled to different organizations of Quetta city and distributed the instrument to employees of organization after the approval of senior management. Questionnaire was filled according to the instructions given and returned.

## 3.5 Data Analysis

In SPSS 22 software the moderation test was applied to the collected data to analyze the data. To analyze the questions of research moderation test was applied to assess if Job satisfaction moderated the relationship between Emotional intelligence and Coreness of advice network. To asses for moderation, a regression was conducted that considered independent variable (Emotional Intelligence), the moderator (Job Satisfaction), and the interaction between independent variable and the moderator, predicting the dependent variable. Moderation is supported if the interaction term of the regression is significant (Baron and Kenny, 1986).

## 4 Results

To test the moderation analysis, it has to be checked and tested using the regular linear regression menu item in SPSS. We used the process of Andrew F. Hayes which does the centering and interaction terms automatically. In the first step we have to create uncentered interaction term to get the variance accounted by the predictor with and without interaction. At this step

we only check the significance value of models 1 and 2 of table 5.1 and the results of regression were significant as outline in table 1.,  $R^2 = .556$ ,  $F(2, 325) = 203.445$ ,  $p = .000$ . Since the model was significant, the interaction term was examined.

Table 4.1:

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	370.241	2	185.121	203.445	.000
1	Residual	295.727	325	.910		
	Total	665.968	327			
	Regression	394.907	3	131.636	157.344	.000
2	Residual	271.062	324	.837		
	Total	665.968	327			

The result of the interaction term also showed significance  $\Delta R^2 = .037$ ,  $\Delta F(1, 324) = 29.48$ ,  $p = .000$ ,  $t(326) = 50.817$ ,  $p = .000$ . Since the interaction term of moderation analysis was significant the moderation is supported. Now to analyze the effect of moderation we have to run the regression process of Andrew F. Hayes on the centered terms, and output will open which is shown in appendices B.

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.746 <sup>a</sup>	.556	.553	.9539017	.556	203.445	2	325	.000	
2	.770 <sup>b</sup>	.593	.589	.9146637	.037	29.482	1	324	.000	1.124

The interaction plot of following graph illustrates that, there is enhancing effect that is increasing the job satisfaction would increase the effect of the emotional intelligence on the coreness of advice network Graph.1

## 5 Discussion

This study mainly focused to analyze the effect of job satisfaction as moderator on the relation of emotional intelligence and coreness of advice network. When employee is emotionally intelligent then he is more satisfied with his or her job thus when emotional intelligence increases

job satisfaction also increases. EI is an important variable which interprets the job satisfaction of employee of any organization (Daus and Ashkanasy, 2005).

This study analyzes the relation of emotional intelligence and coreness of advice network. Coreness of advice network is where there is concentrated exchange of knowledge and advices. This study results illustrated the positive relation of emotional intelligence and coreness of advice network. Emotional intelligence directly affects coreness of advice network, as emotional intelligence trait increases, coreness of advice network also increases because emotionally intelligent person acquires a central position because everyone seeks information from that person, they have better communication and more confidence than other. The theory of emotional intelligence also states that emotionally intelligent people have better communication and relation within the organization, which results in increased job satisfaction (Wong and Law, 2002).

The main objective of this study was to find moderator effect of job satisfaction on relationship between emotional intelligence and advice network. And it has been postulated through study results that job satisfaction as a moderator has significant effect on the emotional intelligence and coreness of advice network. When job satisfaction increases the emotional intelligence effect on coreness of advice network also increases. Therefore, the one who is more satisfied with job and more emotionally intelligent acquires more central position.

## 6 Conclusion

The objective of this study was to illustrate the effect of job satisfaction on the relation of emotional intelligence and coreness of advice network. The hypothesis of the study was to analyze that is there any relation in emotional intelligence and coreness of advice network. The second hypothesis was the illustration of relation of job satisfaction and emotional intelligence. The variables of this study were three, emotional intelligence, job satisfaction and coreness of advice network. Job satisfaction was playing role of moderator, predictor is emotional intelligence which was independent variable and outcome was coreness of advice network which was dependent variable.

The data were collected from different organizations of Quetta city of Baluchistan. The instrument used was questionnaire, which had different questions related to variables of study. The sample size of study was 328.

The results that were obtained in this study were significant. Job satisfaction has significant effect on the relation of emotional intelligence and coreness of advice network. When job satisfaction increases, the effect of emotional intelligence on coreness of advice network also increases. Emotionally intelligent person has more satisfaction of his or her job than other and acquires more central position in the advice network of the organization. The person who is emotionally intelligent and is satisfied with his or her job shares more effective employee of organization, they have good communication skills to transfer advice in network.

### 6.1 Limitations and Future Directions

Advice network was only limited to the coreness. Different variables of advice network such as betweenness and closeness can be studied. Questionnaire was short which didnt have all the variables of emotional intelligence and job satisfaction.

This study can also analyze the mediation relation of these variables because these are interrelated to each. All these three variables affect each other. The sample was only restricted to

organization of Quetta city. It can be tested in many different places. This work will help the practitioner to apply this information to give better performance, and achieve a better position in their organization.

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