



RESEARCH ARTICLE

RELATIVE DOMINANCE OF EMOTIONAL INTELLIGENCE AND JOB TENURE AS PREDICTOR OF
JOB SATISFACTION AMONG UNIVERSITY ADMINISTRATIVE STAFF

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ABSTRACT

The present study investigated emotional intelligence and job tenure as predictors of job satisfaction among university administrative staff. The sample was selected through purposive sampling and inclusion criteria were gazetted and non-gazetted administrative staff members having minimum job experience of one year. The data was collected from 153 administrative staff members (Male = 105, Female = 45) of 22 to 63 years old that having current job tenure ranged from 1 to 7 years. Emotional Intelligence Scale (Wong and Law, 2002) and Job Satisfaction Survey Scale (Spector, 1985) were administered individually to the participants in their respective offices. The results revealed that the variable of Emotional Intelligence is not significantly correlated with Job Satisfaction and Current job tenure but Job Satisfaction is significantly correlated with Current job tenure. Further Linear Regression Analysis illustrated that Current Job Tenure is a significant predictor of job satisfaction of university Administrative Staff. The findings also illustrated that there was no gender difference in the current job tenure as well as expression of Emotional Intelligence and Job Satisfaction. The current findings were also discussed in the terms of cultural and research implications for organizations.

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INTRODUCTION

Due to the multifaceted tasks taken by administrative staff (Pillay et al., 2005), the administrative staff job satisfaction plays a crucial role here in order to assess the multiple contexts of their role, (Giallo and Little, 2003; Wheatly, 2005). In the study of Schwarzer and Hallum (2008), it was discovered that the level of an individual's job satisfaction will affect one to anticipate the different contexts either in optimistic or pessimistic way which will bring effect on one's longevity in the teaching profession. They also stated that an administrative staff's job satisfaction and satisfied interpersonal and intrapersonal relationship that enables an individual to succeed in being a good administrative staff and this kind of successful experience can lead them to build job satisfaction in their profession (Caprara, Barbaranelli, Steca and Malone, 2006). The concept of emotional intelligence is derived from the psychological aspect. It has been being introduced in the field of education in the recent years and it gradually become one of the important variables in the educational research (Wong, Wong, and Peng, 2010). In the study by Iordanoglou (2007), emotional intelligence plays a crucial role in helping an

individual to perform effectively in the given tasks from different context because it enables one to adjust themselves accordingly to the different circumstances, which will guide them to experience the successful event in the different kind of aspects, such as in the academic, social, personal and profession setting (Platsidou, 2010). Moreover, he declared that the concept of emotional intelligence consists of two main components; intrapersonal and interpersonal. He also explained that these two main components will lead an individual to develop a higher level of commitment toward one's organization as well as one's profession, at the same time, they will display low tendency towards the resignation within their profession. According to the study conducted by Brackett et al. in 2010, administrative staff with high emotion regulation ability is more concerned of their own affection as well as the impact of their own affection towards the students. Therefore, they stated that majority of the administrative staff who possess the emotional regulation ability are aware that the consequences of poor emotion regulation within themselves as well as their relationship with others will be destroy forever if the administrative staff is displaying his or her negative emotion inappropriately towards them. In addition, they declared that administrative staffs that hold the emotion regulation ability can manifest a comfortable environment for

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all and establish positive interaction with others who are around them. Besides that, Iordanoglou (2007) indicated that administrative staff who possess the element of emotional intelligence is able to modify their behaviors and adapt themselves into different contexts. Hence, administrative staff may also be able to deal with their own affection and other's affection effectively such as the feeling of anger or frustration. In short, emotional intelligence enables administrative staff to manage their stress effectively and promote them to experience the satisfaction in their profession because they are less likely to lose control in their emotion aspect as the result of they are aware that the appropriateness to display their emotion enables them to establish a good relationship with others around them in the teaching profession (Brackett *et al.*, 2010). Job satisfaction has drawn great attention from organizational behavior researchers (Dormann and Zapf, 2001; Gerhart, 2005; Heller, Judge and Watson, 2002; Staw and Cohen-Charash, 2005; Robbins, 2005). Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job or job experiences. It represents how you *feel* about your job and what you *think* about your job and it is the evaluation of his/her job and work context. In fact it is the collection of attitudes about specific facets of the job. Job satisfaction has been linked both to situational factors (sociological perspective) and personal factors (psychological perspective). In addition, Platsidou (2010) revealed that an individual with the emotional intelligence enables one to handle the stressor effectively and experienced the satisfactory interaction with others as the result of an individual experienced less social anxiety when one interacts with others. The long standing of stressor from the profession will cause burnout for an individual by three components, namely emotional exhaustion, depersonalization and the reduced personal accomplishment (Brackett *et al.*, 2010). They stated that in their profession, there are a lot of circumstances that will lead administrative staff to experience the high level of stress which will decrease their personal accomplishment as well as their job satisfaction. Besides that, Caprara *et al.* (2006) stated that there is a probability that an individual's positive emotion can contribute one to develop the sense of satisfaction besides the competency feeling and this sense of satisfaction will affect one performance in the profession.

This result was in accordance with the study of Wong *et al.*, (2010), they also discovered that the administrative staff's emotional intelligence have the positive relationship with the level of administrative staff job satisfaction towards their profession. However, they stated that few studies focused on the effect of administrative staff emotional intelligence towards job satisfaction. Thus, there is a need to identify the relationship between administrative staff emotional intelligence and their job satisfaction. Job tenure in this study refers to the number of years an Administrative individual has spent in university. The assumption is that the less satisfied workers tend to resign while the more satisfied ones tend to remain in a job. Consistent with this thinking, a negative relationship between job satisfaction and turnover has been reported by several researchers (Atchinson and Lefferts, 1975; Karp *et al.*, 1973; Locke, 1976; Mobley *et al.*, 1979). In Pakistan yet not a single research is still carried out in Pakistan which depicts how EI play significant role to eliminate this

negative impact. Ronen (1978) stated that intrinsic satisfaction in a job is a major contributor to changes in the overall satisfaction of workers over time. Abraham and Medoff (1984) presented survey evidence that protection against job loss grows with employees' length of service and job satisfaction. Gray and Phillips (1994) investigated turnover, age and length of service among nurses and other staff of hospital, there is a more complex relationship between length of service and turnover and they did not correlate length of service with the level of job satisfaction of the workers. In organizational communication and organizational outcomes, a great deal of researches have been carried out on relationships between job satisfaction and situational factors, such as task attributes, pay, promotion, supervision, and working conditions but not the relationship between emotional intelligence and job satisfaction. In fact, there is very little scientific or empirical research in this area with particular to Pakistan culture. Through review of researches done in west and in Pakistan, it has been clearly shown that there is a dearth of systematic research done with University Administrative staff and with particular to the University Administrative staff. The limited work done with University Administrative staff in Pakistan only focus on situation analysis (Job Nature, Pay, Rank, Gender) level of this community, but it doesn't provide in depth information about the relationship b/w emotional intelligent and Job Satisfaction. This lack of knowledge makes it difficult to understand the psychological nature of university administrative staff. Keeping these points in mind, current research is designed to explore the relationship between Emotional Intelligence and Job Satisfaction and Job Tenure as a Moderator of this marginalized population.

MATERIALS AND METHODS

The research was carried out in a series of two phases and each phase was different from others due to its distinctive aims and objectives.

Phase I: Tryout Phase or Pilot Study

Phase II: Main Study

The phase I was concerned with the assurance of user friendliness instruments to be used in the main investigation, whereas the phase II was conducted to answer the research questions raised in this work.

Hypothesis

- **H1:** It is hypothesized that the high emotional intelligence and more job tenure will predict more Job Satisfaction in Administrative Staff of UOG, Hafiz Hayat Campus, Gujrat.
- **H2:** It is hypothesized that there will be significant relationship between Emotional Intelligence and Job Satisfaction in Administrative Staff of UOG, Hafiz Hayat Campus, Gujrat.
- **H3:** It is hypothesized that males would significantly score higher than females on Emotional Intelligence, Job Satisfaction and job tenure in Administrative Staff of UOG, Hafiz Hayat Campus, Gujrat.

Operational Definitions

Emotional Intelligence

- Emotional Intelligence is an individual's ability to recognize, express and regulate emotional responses both within (own emotional responses) and in others (Salovey and Mayer, 1990).

Job Satisfaction

- Job satisfaction is based on individuals' experience which is associated with
- Individual's needs, expectation and benefits of their jobs (Locke, 1976).

Assessment Measures

Current study used a number of assessment measures to collect information. The assessment measures included a Demographic Information, Job Satisfaction Survey (JSS) and Emotional Intelligence Scale (EIS). For considering the research validity, questionnaires are used in both English and Urdu Version. English Version was used for Gazetted Officers, and Urdu version were used for Non- Gazette Staff.

Demographic Questionnaire

A demographic information questionnaire was used to take the socio-demographic information. This self-constructed questionnaire included all the relevant demographic variables such as age, gender, education, designation, department, residential location, total time spent in organization.

Wong and Law Emotional Intelligence Scale (Wong and Law, 2002)

Emotional intelligence scale developed by Wong and Law (2002). The scale comprised sixteen items four sub scales, Appraisal and Recognition of Emotions in Others, Regulation of Emotion in Oneself and Other and Use of Emotions to facilitate performance. The items are anchored on six point Likert format where 1 corresponded to strongly disagree and 6 to strongly agree. The reliability coefficient for full scale, as reported by Wong and law (2002), was quite good ($\alpha = .94$).

Job Satisfaction Scale (Paul E. Spector, 1985)

The Job Satisfaction Survey, JSS is a 36 item, nine (9) facet scales to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". The norms provided a wide range of organization types in both private and public sector. JSS Co-efficient Alpha = .60 to .91 and Average Internal Consistency = 70.

Phase I: Pilot Study

Sample and research design: A cross sectional research designs was used to assess the omission or editing

requirements in the questionnaires if sample find. Sample comprised of 10 participants five from gazette and five from non gazetted staff. From these, eight were male and two were female administrative participants. Data for Pilot Study was collected from Registrar and A and C administrative department.

Procedure

First of all research tools were finalized. Permission was taken formally from the authors of the standardized questionnaires. Permission was taken from the authorities (VC and Registrar) of University of Gujrat, Hafiz Hayat Campus, Gujrat. The assessment procedure of Pilot Study was completed from Registrar and A and C gazette and Non-Gazetted 10 administrative staff members. It was carried out by taking inform consent and by insuring the Confidentiality. After assurance a demographic sheet and two scale of Emotional Intelligence and Job Satisfaction Scale were administered.

Results (Pilot Study)

After the completion of the Pilot study the sample clearly depicted

- It was decided to use scales of English version for Gazetted scales and Urdu version for Non-Gazetted Administrative Staff respectively.
- It was clear after taking the initial assessment that Scales have user friendly nature as every participant easily grasp the meaning which was acquired.

Phase II: Main Study

Research Design

A cross sectional research designs was used to assess the relative dominance of Emotional Intelligence and Job Tenure as Predictor of Job Satisfaction among university Administrative Staff.

Sample and sampling strategy of the study

A total number of 54 administrative staff including males (n=41) and females (n=13) were recruited for the present research. Their age ranged between 22 years to 63 years among them male and female were included. Their current job tenure range was 1-7 years. Data was collected from different administrative departments of University of Gujrat. Hafiz Hayat Campus, Gujrat, Pakistan, including, Registrar Office, Student Service Counsel, Establishment Office, HR department, Treasurer Office, Administration and Coordination Department, Planning and Development, Office of Research Innovation and Commercialization, Software Development and Examination Cell. Purposive sampling technique was used to collect data.

Selection Criteria

Inclusion Criteria: Sample was selected which were specifically involved in administrative roles

- Both male and female participants were included in the sample.
- Both gazetted and non-gazetted administrative staff was included in the sample.

Exclusion Criteria

- Administrative staff who are involved actively in teaching with administrative roles were excluded

Ethical Considerations

- Permission was sought from the authors of relevant tools for this research.
- Permission from authorities (ViceChancellor, Registrar) of University of Gujarat, Hafiz Hayat Campus was taken from where the data was to be collected.
- Informed consent from the participants was taken.
- All of the sensitive information related to Job Dis satisfaction was not disclosed to anyone.
- Anonymity of the participants was observed and all the assessment measures were filled out without participant's names.
- All sensitive information obtained from the participants was maintained in the record under the control of the researcher.

Procedure

Research tools were finalized. Their permission was sought. Data for study two was collected in the same manner as that was in study one. The researcher recruited the administrative staff from different admin departments. The participant was informed about the objectives of the research. They were told that their response will be treated confidentially and anonymously. The participant were told that the participation in the research is voluntary they have the right to withdraw any time if they feel uncomfortable. To build a rapport and to make the participants relaxed, participants were informed that the entire assessment questionnaires contain no identification such as original names and addresses. After taking the informed consent from the participant's formal assessment was carried out. All the procedures of assessment were carried out at the premises of the university from where the participants were taken. After the completion of data collection, data were analyzed and results were discussed.

RESULTS

This chapter of the current research explained the detailed results of the main study.

Correlation of Emotional Intelligence total scores, JSS total scores and Current Job Tenure

In order to establish the relationship among Emotional Intelligence total scores, JSS total scores and Current Job Tenure Pearson correlation was computed.

The correlation of all the variables is given in the following table.

Table 1. Correlation of Emotional Intelligence, Job Satisfaction Survey and Current Job Tenure of the Participants (N=150)

Variables	EITotal	JSS Total	Current Job Tenure
EI Total	—	—	—
JSS Total	-.09	—	—
Current Job Tenure	-.03	.19*	—
M	70.22	146.38	3.50
SD	7.59	10.35	1.59

df= 149; p<.05

The above table shows that Emotional Intelligence is not significantly correlated with Job Satisfaction and Current job tenure but Job Satisfaction is significantly correlated with Current job tenure. But in order to find out the predictive relationship of Job Satisfaction and Current Job Tenure independently further Linear Regression Analysis was carried out.

Table 2. Linear Regression Analysis of Current Job Tenure and Job Satisfaction (N=150)

Subscales	B	SEB	β	t	p
Job Satisfaction					
Current Job Tenure	.03	0.01	.19	2.43	.01

Using the enter method a significant model emerged F (1, 149) =5.94, p<.05. The model explains 3% variance (adjusted R²= .03). The above table of Linear Regression Analysis illustrates that Current Job Tenure in predicting job satisfaction of Administrative Staff of UOG.

Table 3. Linear Regression Analysis of Current Job Tenure and total scores of Emotional Intelligence Scale as well as Job Satisfaction Survey (N=150)

Subscales	B	SEB	β	t	p
Job Satisfaction					
Emotional Intelligence	.06	.06	.09	1.12	.26
Current Job Tenure	.03	0.01	.19	2.43	.01

Emotional Intelligence, job satisfaction, Current Job Tenure and gender

In order to explore the mean differences across gender on Emotional Intelligence total scores, JSS total scores and Current Job Tenure Independent Sample t-test was carried out where gender was taken as independent variable and scores on all three variables as dependent variable.

Table 4. Means, Standard Deviations and t-value of male (n=105) and female (n=45) on Emotional Intelligence total scores, JSS total scores and Current Job Tenure

Subscales	Gender	M	SD	t
EI Total	Male	70.44	8.09	.54
	Female	69.71	6.29	
JSS Total	Male	146.90	10.77	.93
	Female	145.17	9.26	
Current Job Tenure	Male	3.57	1.52	.83
	Female	3.33	1.74	

df= 148; p>.05

The above table showed that males and females not scored significantly different on Emotional Intelligence, Job Satisfaction and Current Job Tenure.

DISCUSSION

After analysis of data few important findings were highlighted as the Regression Analysis revealed that Job tenure is not good predictor of relevance dominance of emotional intelligence and job satisfaction. Some participants reported the possible reasons. They reported that although some administrative staff was there from last seven years but their job nature was still contractual or at daily wages. While those who were on regular basis, their service structure was not yet well defined. Most of participants reported that there are less chances of promotion and pay package was not much satisfactory, even though there is not particular structure of G.P fund and other deductions from the regular staff members pay, so all these emerged reasons were responsible for dissatisfaction in participants even after spending the long time period in the organization. Job Characteristics Theory by Hackman and Oldham presented in 1980, also highlighted the Job characteristics are aspects of the individual employee's job and tasks that shape how the individual perceives his or her particular role in the organization. Some participants reported that as job tenure increases the level of curiosity decrease and it lead towards dissatisfaction with job. Some others reported that with passage of time the level of motivation get decrease, and every employ which is working from last three months take work as easy task, and try to overburden their subordinates and easily avoid task and try to escape from challenges. This phenomenon was discussed by Berry in 1997, he reported that even an individual that having high salary package could not be satisfied because the nature of job is boring and also lacks sufficient stimulation. In fact, a low paying job can be seen as satisfying if it is adequately challenging or stimulating. There are numerous factors that must be taken into consideration when determining how satisfied an employee is with his or her job, and it is not always easy to determine which factors are most important for every employee. Job satisfaction is very circumstantial and subjective for each employee and situation being assessed according to personal experiences and perception.

The results also showed that there was significant gender difference in job tenure. Males spent long time period as compared to females on work places. A female participant reported that most of females left job due to domestic issues, and other females who continue job at admin not much satisfy with their jobs as they are forced to live within university premises where they have to pay residence charges in excess amount in form of house rent, electricity charges with lack of verification system. Some females reported that they were overburdened in their department as compared to male as they did not have written job description so due to increased level of job dissatisfaction they did not continue the job. Females reported lack of intrinsic satisfaction is the major cause of gender significance. Ronen (1978) stated that intrinsic satisfaction in a job is a major contributor to changes in the overall satisfaction of workers over time. Abraham and Medoff (1984) presented survey evidence that protection against job loss grows with employees' length of service and job satisfaction. Gray and Phillips (1994) investigated turnover, age and length of service among nurses and other staff of hospital, there is a more complex gender difference

relationship between length of service and with the level of job satisfaction of the workers. The findings of the study indicate that both emotional intelligence and job tenure are not significant predictors of job Satisfaction in Administrative Staff of UOG, Hafiz Hayat Campus, Gujrat from the perspective of quantitative analysis. It shows that there is no relative dominance of administrative staff's emotional intelligence and job tenure. Although through reviewing the literature it was obvious that there is a positive relationship between Emotional Intelligence and Job Satisfaction (Golamn, 1995; Richardson and Evans, 1997; Finegan, 1998; Cangelosi and Peterson, 1998; Quotinf, 2000; Coover 2000). However, many studies have not arrived at a significant relationship between emotional intelligence and job satisfaction. Hendee (2002), Villard (2004), Millet (2007), and Casper (2007) came to the conclusion that there is no significant relationship between emotional intelligence and job satisfaction. A possible reason for the inconsistency between the results could be attributed to the different measurement materials used for measuring emotional intelligence and job satisfaction. Another justification for the differences in the results could be that the population of other research studies was totally different. Most of the researches carried out at educational staff, and other organizational staff and even not a single systematic research is carried out at the University Administrative staff. Another reason could be that in our university culture the administrative staff is more concerned with IQ as compared to EQ, They ever indulge in making polices or became busy in performing calculative work and have no time to consider the emotions of their own or others. According to the current study findings the relationship between emotional intelligence, job tenure and job Satisfaction is not significant. The results of Livingstone (2001) showed that intrapersonal skills and stress management have no significant relationship with job satisfaction. These two components are adopted from Bar-On and the component of intrapersonal skills includes Goleman's self-awareness as well. Moreover, stress management in Bar-On's Emotional Intelligence is closely related to Goleman's self-control (Villard, 2004; Muhammad, 2005; Hosseinian *et al.*, 2008) came to the conclusion that intrapersonal skills and stress management in Bar-On's questionnaire have no significant relationship with job satisfaction. Cultural variations are playing a vital role, as most of researches were conducted in other cultures where person's moral values had more consideration but it's not significant in our Pakistani organizational culture. Level of Satisfaction with respect to emotional intelligence is also not very significant as we are living in the stressful condition so while doing the jobs, Individual have to accomplish the routine activities, which aroused dissatisfaction regarding job responsibilities (Dormann and Zapf, 2001; Gerhart, 2005; Heller, Judge and Watson, 2002; Staw and Cohen- Charash, 2005; Robbins, 2005).

Conclusion

Based on the findings of this study, it would seem that emotional intelligence and current job tenure are not determining the job satisfaction of administrative staff of University of Gujrat, Hafiz Hayat Campus. Further study, however, should be directed toward significant gender difference on current job tenure and no significant difference

was found between males and females on Emotional Intelligence and Job Satisfaction Survey total score

Limitations

- Sample was too small
- People were not open to share their true responses at Job Satisfaction and Emotional Intelligence scale might be due to fear of evaluation or social desirability.
- Appraisal of self and world is different in our population.

Recommendations

- Large Sample size
- Research could be conduct with same variables to some other administrative sample to validate the results.
- Focus of current study was very limited region, across the Pakistan research with same population would be carried out

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