

**Impacts of Emotional Intelligence of Leaders on Job Satisfaction and Turnover
Intentions of Followers**

Executive Summary

The main purpose of the research was to conduct a study on the impact of emotional intelligence of the leaders on the performance as well as the job satisfaction of the followers. The job satisfaction of the followers in turn ensured the employee retention within the organization. The one who has higher job satisfaction are found to work in the organization for a longer time period (Momeni, 2009). The researcher has carried out quantitative analysis that involves a survey on the employees of several banking companies including Bank of China, ICBC (Industrial and Commercial Bank of China), Agricultural Bank of China, CCBs (China Construction Bank), CMBC (China Minsheng Banking Corp.Ltd.), etc. The followers were asked several questions based on the emotional intelligence of the leaders and the job satisfaction of the followers and they had to choose from the given options. The data was arranged in the excel sheet and the SPSS software was used to carry out the multiple regression analysis in order to determine the impact of the emotional intelligence of leaders on the employee performance. The regression output stated that the emotional intelligence of leaders was related to the job satisfaction of the followers but it had no significant impact on the employee turnover intentions. Nonetheless the researcher faced several challenges during the research process and one of the main challenges was the reluctance of the respondents and the researcher needs to be having a convincing attitude towards the respondents in case when a further research is conducted.

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Chapter 1: Introduction

1.1 Background Statement

Emotional Intelligence (EI) of leaders has been recognized as a key factor in influencing the work environment within organizations (Goleman, 1998). The leaders who are aware of their emotions and thus practise the associated skills have been recognized to enhance growth and development within an organization (Goleman, 1998). In this period of globalisation, the management of human resources contributes positively to the efforts of an organization to remain competitive in difficult external environments (Momeni, 2009). For the growth of an organization, the presence of consistent and committed followers has been extremely important.

It has been observed that job satisfaction of followers is directly related to organizational commitment (Lacity, Iyer, and Rudramuniyaiah, 2008). Turnover intentions can be considered as an indicator of the commitment of the followers towards the organization and their involvement towards their job (Momeni, 2009). The extent of turnover intentions can have adverse effects on costs of operations of an organization (Tziner and Birati, 1996).

The concept of emotional intelligence was popularized by the Goleman as he described it has the ability to manage and control one's emotions and use these abilities to deal with other individuals (Anbu, 2008). Employee turnover can be measured as the ratio of the number of followers leaving their jobs to the average number of followers in a given period of time (Price, 1977). The presence of emotional intelligence in leaders benefits the followers as they can use these abilities to better understand the social relationships and thus take actions to reduce the stress and negative emotion in the work environment. The purpose of the paper is to study the impact of emotional intelligence on job satisfaction and turnover intentions of the subordinates.

1.2 Significance of the Research

The significance of the study is to measure whether emotional intelligence of the leaders has any impact on the job satisfaction and the turnover intentions of the followers. The employee turnover significantly affects the productivity of a firm (Bergiel et al., 2009). This is because it is associated with the cost of training the followers who left the organization and also the cost related to the recruitment and selection of the employees. The results of the study may lead to better understanding of the employee turnover intentions and assist the organizations to develop better strategies to reduce the turnover of followers. According to the existing literature, the incorporation of emotional intelligence in the college curriculum enhances the team performance of students in group projects and also contributes to the personality development of students (Myers and Tucker, 2004).

1.3 Aim and Objectives

The aim of this study is to identify the effects of emotional intelligence of leaders on employee's job satisfaction and turnover intention. Thus the objectives of the paper are as follows:

- a. To determine the effects of emotional intelligence of the leaders on job satisfaction of the followers.
- b. To identify the impacts of emotional intelligence of leaders on turnover intention of the followers.
- c. To identify the factors that caused to employee's turnover intention.

1.4 Structure of the Research

The first chapter in the research paper introduces the reader to the subject matter of the study as it describes the background statement of the topic of research. This section also describes

the significance of carrying out the particular analysis and how it will help the organization to improve their productivity and increase the competitive advantage. Moreover, purpose of the study and the specific objectives to be pursued during the research work has been stated in this section.

In Chapter 2, a literature review has been provided on the evolution of emotional intelligence, job satisfaction and turnover intentions. Moreover, the relation among the emotional intelligence and job satisfaction and the turnover intentions has also been studied based on the existing literature. Also, the gap in research about the impact of the emotional intelligence on the job satisfaction and intentions of employee turnover has been described. The null as well as alternative hypotheses have been formulated in this section.

In Chapter 3, the methodology followed in the paper to evaluate the impact of emotional intelligence on the job satisfaction and turnover intentions has been explained. This includes the description of the different research philosophy, research approaches and the research methods that are widely used in the field of research. This chapter also explains the benefits and limitations of the different research methods and why a particular research method is used in the paper. The quantitative research approach is taken to develop the model to measure the impact of emotional intelligence on the job satisfaction of followers and the extent to which they are ready to change the job. The first data has been collected on the influences of emotional intelligence of the leaders on employee's satisfaction and turnover intention Bank of China, ICBC (Industrial and Commercial Bank of China), Agricultural Bank of China, CCB (China Construction Bank), CMBC (China Minsheng Banking Corp.Ltd.), etc.

A set of questionnaire were designed to collect data on emotional intelligence and also data on job satisfaction from the followers in the institutions. The other questionnaires were based

on the data collected regarding the demographic variables of the followers. The data has been analysed with the help of Statistical Package for the Social Sciences (SPSS).

This section also describes the sampling technique used to choose the sampling units from the population and also the detailed analysis of the data collected from the banking institution. The reliability of the measures used to analyse the data has also been stated in this section of the paper. The section also provides the readers with the detailed timetable describing the time allotted to complete the specific parts of the research work. It also mentions the limitations associated with the conducting the research work. Thus, chapter 3 provides an overview of the research methodology, data analysis and the limitations of the study.

In Chapter 4, interpretation of the data analysis has been provided and the next chapter the findings are discussed in detail and how they can be used in to improve the overall productivity of organizations as human resources management acts as a competitive advantage to the firms in the recent times. Finally the last section of the paper, deals with the the conclusions derived from the analysis. It also describes how the finding from the evaluation of the data fulfils the objective of the study as stated in Chapter 1. This section also provides the readers with the recommendations to implement better strategies to increase job satisfaction and reduce turnover intentions in order to improve organizational productivity and make the operations of the firm cost effective. The possible areas of future research associated with the impact of emotional intelligence are mentioned at the end of chapter 6.

Chapter 2: Literature Review

2.1 Introduction

The aim of this quantitative research is to investigate the relation between emotional intelligence of leaders and the job satisfaction and turnover intentions of followers within an

organization. This specific study was conducted on banking institutions located in the United States. This chapter will provide the literature on the theoretical aspects of the emotional intelligence, job satisfaction and the turnover intentions of the followers and the relationships among the different variables. It explains the concept of emotional intelligence as a science and also in an organizational perspective. The chapter also provides information on the employee turnover intentions and also explains the relation between job satisfaction and employee turnover intentions.

2.2 Emotional Intelligence

Emotional Intelligence is considered as the ability to distinguish emotion, integrate emotion and understand and control emotion to stimulate personal growth (Mayer and Salovey, 1995; Medina, 2012). It reflects the degree to which a person reacts based on emotional information inter-personally and intra-personally (Kafetsios and Zampetakis, 2008).

Emotional intelligence is considered as a subset of social intelligence and deals with the fact of discriminating among the different emotions and use this information to manipulate the thoughts and emotions of other individuals (Huy, 1999). This definition of emotional intelligence deals with the four dimensions of the variable which comprises of the self management, self awareness, social awareness and social management. Apart from the four dimensional approach, there are other categorization of the concept of emotional intelligence. According to Reus and Liu (2004), emotional intelligence can be divided into emotional regulation and emotional recognition. They defined emotional recognition as the power of an individual to observe emotions and comprehend their possible causes and effects. Emotional regulation is defined as the ability to manage one's feelings and the emotions of other individuals.

In order to present a better understanding between the emotional intelligence and job satisfaction and turnover intentions of followers, the concept of emotional intelligence has been analyzed from a historical perspective (Smyth et al., 2009). It has been a topic of immense importance for the many years. It has been observed that researchers in the 1920s discovered a form of intelligence which they termed as social intelligence (Myers and Tucker, 2004).

Social intelligence was different from intellectual difference and it was difficult for the researchers to differentiate the functions of intellectual intelligence and the effects of emotion (Myers and Tucker, 2004). Though the concept of emotional intelligence has been recognized by researchers for many years, it gained importance among the scholars in the 1990s when the concept of emotional intelligence was popularized by Goleman as a leadership skill that is necessary to achieve the overall objectives of the organization by effectively managing the human resource of the company (Myers and Tucker, 2004).

The study of emotional intelligence progressed with the work of Phenix in 1964 who explained self-awareness and how this can be utilized to understand the emotions of others. In the recent years researchers has focused on the way persons interact with their surroundings. A study published in the Harvard Business Review, described emotional intelligence as a “mysterious blend of psychological abilities” (Goffee, 2004). It was also established in a study that an individuals must possess some degree of emotional intelligence in order to be an effective leader (Momeni, 2009).

The responsibilities of a leader as well as the nature of leadership have altered over the years. Earlier, leaders mainly focused on planning and controlling the activities and thus managing the overall functions of an organization so that it operates efficiently (Morgan, 1989). During the 1980s, leaders have realized that apart from the having the responsibility of managing the

operations of an organization, leaders must also possess interpersonal skills and the ability to inspire and motivate their subordinates to work hard towards fulfilling the overall organizational objectives. Leaders also need to build an atmosphere which promotes encourages followers by promoting a positive environment (Palmer, Walls, Burgess and Stough, 2001).

The presence of emotional intelligence in leaders is important for the being a successful leader and this concept has gained popularity with the publishing of the book “Emotional Intelligence” by Goleman (Seal, Boyatzis and Bailey, 2006). The study is concerned about the way in which individuals deal with their own emotions and the feelings of others in order to motivate and influence them in their work. However, the extent to which the concept of emotional intelligence affects the leadership within an organization is not acknowledged (Palmer et al., 2001).

More research needs to be conducted in order to provide a clear understanding of the relation between emotional intelligence and effective leadership in organizations. Emotional intelligence is considered the “newest branch of psychology” and in order to utilize the concept there is a need to develop emotional competencies (Kunnamatt, 2004). According to the study by Kunnamatt (2004), emotional part of human brain dominates the rational part of the brain and this dominance is likely to control the thoughts of the individuals. Several researchers have stated in their study that emotional intelligence may have significant effect in the workplace.

Momeni (2009) says that the emotional intelligence has four branches which affect the work performance of the followers. First it is ability of the team leaders to have an emotional attachment with the team. Secondly the emotions are linked with the thought process and thirdly to understand the emotions of the team members. (Momeni, 2009) Finally the

emotional intelligence also includes regulation of emotions of self as well as others. These four branches of emotional intelligence are linked to the psychological process that has an impact on the job satisfaction and employee turnover within the organization. The team leaders within a team are responsible to develop attachment with the team members in order to understand their requirements Momeni, 2009. The communication between the team leader and the team member is necessary in order to overcome the challenges that the company faces.

According to Kunnanatt (2004) the process also involves regulation of the emotions by the team leaders in order to control the team performance that in turn contributes to the status of the organization. Further the emotional intelligence is linked to the decision making process of the leaders of an organization because the leaders need to take rational decisions that are beneficial for the organization. Emotional intelligence is essential for the leaders in order to manage the functioning of the organization and the leaders gain the ability to bring in change within the organization. As per Kunnanatt (2004) the emotional intelligence inculcates creativity among the individuals which in turn contributes to improvement in job performance of the followers within the organization. The enhanced job performance helps the organization to gain reputation in the international market.

2.3 Job Satisfaction

Job satisfaction is conceptualized as the personalized evaluation of the conditions existing on the job such as supervision and work or the outcomes that arise as a result of being employed such as security and salary. It is the followers viewpoint about the how well their jobs provide them the things which are considered to be important to them. According to Waldersee and Luthans (1994), there are five major job dimensions to which the followers respond most effectively. These include the work which the followers need to perform which indicates the

opportunities for learning and the chance to take responsibility, the amount to financial remuneration and the promotional opportunities provided by the organization. It also includes the technical proficiency of the co-workers and the extent to which they are supportive socially (Ryan and Deci, 2000). The type of leadership also affects the job satisfaction of an individual which comprises of the ability of the leader to provide technical assistance and behavioural support.

The concept of job satisfaction can be divided into two segments that are external satisfaction and internal satisfaction. External satisfaction comes from the benefits that are provided by the organization to the individual. These factors are not related to the tasks that the followers perform in the enterprises (Ryan and Deci, 2000). When individuals are externally motivated, they do not engage in the work to derive pleasure but are influenced by the desire to get rewards and recognition (Ryan and Deci, 2000).

Internal job satisfaction is the internal desire to perform a particular job as they derive pleasure from performing the particular job as they help them to develop skills and gather some experience. Researchers have shown that positive performance feedback increases internal motivation and negative performance feedback decreases it (Ryan and Deci, 2000).

It is described as an affective or attitudinal response of an individual's work situation (Fraser, 1983; Hirschfeld, 2000; Siu, 2002). Job satisfaction is difficult to define as it is not a static phenomenon and constantly changes and can be affected by the internal and external factors in the workplace (Fraser, 1983). According to Weiss (2002), job satisfaction is defined as a positive or negative evaluation of that an individual makes about the job or the work conditions. According to Fraser (1983), job satisfaction is present when the perceived benefits of performing the work surpass the supposed costs by the level that is considered adequate for the individual.

The two-factor model of job satisfaction states that job satisfaction and dissatisfaction are not two opposite poles and must be considered as separate and different independent variables remain unobserved. According to this model motivation such as achievement, recognition, responsibility, advancement are directly linked with satisfaction and not the related to dissatisfaction (House and Wigdor, 1967; Stello, 2011).

Stamps and Piedmonte (1986) has identified five major views on the concept of job satisfaction. The first model identifies job satisfaction as the fulfilment of the personal needs of the followers. The discrepancy model of job satisfaction describes it as the difference between the actual outcome and the desired outcome of the work conditions. The multiplicative model describes job satisfaction as the product of the relative significance of various work related and personal needs (House and Wigdor, 1967; Stello, 2011). The social reference group theory states that job satisfaction must be based on the comparison of job satisfaction with members of a group. The two factor model suggests that job satisfaction is linked to motivation and job dissatisfaction is linked to hygiene factors such as supervision, working conditions, interpersonal relationships and job security (House and Wigdor, 1967; Stello, 2011).

Luthans (1994) says that job satisfaction is a combination of the positive as well as the negative psychological feelings that the workers possess related to their work. It is a linkage between the expectations of the workers with the reality and there are several factors that affect the job satisfaction of an employee. The organizational culture is an important factor that has an impact on the job satisfaction because the followers develop interest towards their job (Smyth et al., 2009). The aspect of job satisfaction within the followers is also essential for the organization because this would ensure the employee retention and reduce the job turnover. According to Luthans (1994) an employee's job satisfaction is based on the domain that the employee chooses to work. The level of job satisfaction is based on different

categories that are the promotion, pay, co-workers, supervision and the work that is assigned to the followers (Guinmaraes, 1997).

The job satisfaction level of the followers can also be enhanced as a result of the employee motivation and if the followers are motivated to perform well within the organization they would gain a higher level of job satisfaction (House and Wigdor, 1967; Stello, 2011). The leaders and the team leaders use various strategies to motivate the followers in an organization so as to improve the performance within an organization. As per Luthans (1994) the job satisfaction is acquired by the followers in case they gain promotion that in turn leads to an increment in the salary of the followers. Further the training provided by the leaders to the followers helps them to perform well and develop self confidence related to the job. The acquired self-confidence is a key factor in providing job satisfaction (House and Wigdor, 1967; Stello, 2011).

2.4 Turnover Intentions

Turnover intentions refer to an indicator of an employee's emotional dedication towards the company (Jaros, 1997; Mitchell et al., 2001). The followers who are not dedicated enough are expected to quit their jobs. The cost of turnover is considered to be very crucial at the level of an organization. Employee commitment is important factor in determining the quality of contribution that an employee makes towards achieving the overall objectives of the organization (Tziner and Birati, 1996). Job satisfaction is strongly associated with the turnover intentions which affect the productivity of organizations (Tett and Meyer, 1993).

Research indicates that the relationship between job satisfaction and actual employee turnover is controlled by intentions of the employees. In most of the studies it is found that employee turnover is preceded by the intentions to leave the job (House and Wigdor, 1967; Stello, 2011). It is defined as the intention of the employee to leave the current job and find a

job with another employer within the next year. Generally, it is stated that job satisfaction and employee intention are inversely related to each other. According to Schwepker (2001), there are positive relationships between the turnover intentions and actual leaving behaviour.

It is difficult for researchers to find data on employee turnover as it is not assessable to them and also it is not accurately or consistently collected. Thus, turnover intentions of followers acts as a proxy variable for the measuring the employee turnover as according to Lambart et al. (2001), turnover is preceded by the intentions to leave the job. Thus the terms employee turnover and turnover intentions are interchangeable. Employee turnover is defined as the rotation of followers across the labour market, that is, between the occupations, organizations and firms and between the stages of employment and unemployment. The term is often used an indicator to measure the relationships of followers in an organization as they leave regardless of the reason (House and Wigdor, 1967; Stello, 2011).

According to Mano et al. (2004), employees change their jobs due to economic reasons and these can be used to predict the employee turnover intentions. Suitable labour market conditions increases stability within the organization (Schervish, 1983). Large organizations have the ability to provide followers with better opportunities for advancement and higher wages (Idson and Feaster 1990).

Some of the causes of employee turnover are job pressures, unclear performance evaluation methods, lack of knowledge about job functions, incomplete information about work processes, high expectations of leaders and co-workers and duties which make the followers feel less engaged in the occupation (Abassi and Hollman, 2000; Ongori, 2007). Thus, people who are less committed to their work and who are less satisfied with their job gradually tend to leave their organizations. If the roles and responsibilities of an individual within the organization are not clearly clarified, the turnover of followers is intensified. The other

causes of employee turnovers comprises poor hiring practices, unfair promotions, harmful work environment, inappropriate leadership styles, lack of recognition and absence of a competitive compensation system (Abassi and Hollman, 2000; Ongori, 2007).

The employee turnover within an organization is in turn related to the job satisfaction that the followers gain within an organization. The performance of the followers depends on the training that is provided to them and the good performance encourages the followers to take up challenges (Abassi and Hollman, 2000; Ongori, 2007). Thus they gain interest to work in a challenging atmosphere and it reduces the employee turn-over. The research shows a relation between the job satisfaction and employee turn-over. If two followers have equivalent job satisfaction level but one employee works in a better position as compared to the other employee then the employee with better workplace satisfaction level would have a lower turn-over intention (Abassi and Hollman, 2000; Ongori, 2007).

Mano et al. (2004) says that the employee turn-over indirectly reflects the performance of the organization in the international market. This is because the efficiency of the followers guarantees the increase in the sales and profit of the organization and if there is large number of employee turn-over within the company. However the skills of the followers are an important factor needed to reduce the employee turn-over (Palmer, Jansen and Coetzee, 2006; Schervish, 1983). In case the followers are skilled enough to carry on their job successfully that would bring in a positive environment within the organization and the followers would be highly contented with the job allotted to them. Nonetheless Schwepker (2001) argued that an employee turnover may lead to rise in cost that the company has to incur as the company needs to train the new followers who are hired for the vacant post (Smyth et al., 2009). It also consumes a lot of time training and developing the skills among the newly recruited followers and making them efficient enough to take up difficult challenges.

2.5 Emotional Intelligence and Job Satisfaction

The success of an organization depends on the emotional intelligence of the people associated with the organization. According to Langley (2000), due to the presence of emotional intelligence, leaders are more open and responsive to the individual needs of the followers and this in turn enhances the involvement of followers in their occupation and inspires them to work passionately towards achieving organizational goals. The association between emotional intelligence and effective leadership is gaining importance according to many researchers (Palmer, et al., 2001; Watkin, 2000).

It has been observed that when a leader is emotionally intelligent, the individual is more committed towards the organization (Abraham, 2000). According to Goleman (2000), when leaders are emotionally intelligent they have the potentiality to perform well in the workplace. In support of Goleman, Millers (1999) states that emotional intelligence of leaders lead to great success of the organizations.

According to Abi & Jijo (2012), followers with high emotional intelligence are found to experience higher job satisfaction. This is due to the fact that followers with high degree of emotional intelligence are capable of developing strategies to overcome the consequences arising out of the stress situation in the workplace while the followers with low level of emotional intelligence do not succeed in overcoming the stress originating from work pressure (Smyth et al., 2009). Moreover, in teamwork, followers with high emotional intelligence are able to build a positive environment by influencing the emotions of the other team members and boost their morale to perform passionately (Cooper & Sawaf, 1997).

The emotionally intelligent leaders are able to manage the work stress and thus can appropriately respond to the emotional behaviour of their subordinates. These abilities are highly effective in increasing the job satisfaction of the followers. According to the existing

literature, emotional intelligence results in better outcomes in work groups, high degree of job satisfaction, effective leadership skills and organizational success (Muhammad, 2009).

An emotionally intelligent leader with the help of interpersonal relationships establishes trust among the subordinates and enhances teamwork. The decision of these leaders are complemented by their ability to understand and control the emotions of the followers and thus the functioning of the organizations improve when the leaders use their positive emotions in decision-making (George, 2000). As a result, the failure of the leaders to manage their own emotions will affect the quality of their work, the thinking and decision-making processes. Thus, in order to derive competitive advantage from better management of human resource, an organization must have leaders who possess the capability of managing their own emotions and also perceive and control the emotions of the subordinates in a way that contributes positively to organizational goals (Palmer et al., 2006; Ngirande and Timothy, 2014).

Langley (2000) says that the emotional intelligence within a human being involves a lot of characteristics such as the self enjoyment as well as the self motivation within the individuals that encourages the followers to work efficiently within an organization. The emotional intelligence of a person also involves the strength as well as the stabilization to work hard and the hope of not giving up during the challenging situations. According to George (2000) the emotional intelligence affects the decision making process within an organization and the fact has a direct linkage with the selling of goods and services. The person with the emotional intelligence would be able to understand the needs and the requirements of the customers and work hard in order to improve the performance of the company as well as increase the customer base (Muhammad, 2009).

In case the salesperson of the company is able to satisfy the customers then the company would gain some profit in the international market and this would provide job satisfaction to the followers. Muhammad (2009) says that the leaders often undertake some strategies in order to encourage the followers to work hard and they are rewarded for their performance within the organization. Job satisfaction motivates the followers to perform well and the organization can set new goals in order to achieve them (Muhammad, 2009). In case of the leaders, the emotional intelligence directs them to take valuable decision for the organization and the decisions often have a positive impact on the organization as a whole. The positive impact in turn provides some job satisfaction to the leaders and their decisions are highly appreciated by the management (Muhammad, 2009).

2.6 Emotional Intelligence and Turnover Intentions

Turnover of followers is defined as the number of followers that quit their job in a given period of time in relation to the total number of followers (Muhammad, 2009). The intention of followers to quit generally leads to the actual rate of quitting a job and thus employers try to eliminate the factors leading to turnover intentions. Turnover intention has significant effects on the performance of the organizations as it leads to higher cost of recruiting and hiring new followers and providing them with training and interpersonal skills (Muhammad, 2009). Research on this relationship has shown that emotional intelligence and turnover intentions are negatively associated with each other. There are many studies which examined the factors with gradually leads to turnover intentions which are a part of the research on organizational behaviour (Smyth et al., 2009).

Employee turnover has been an important part of the management of an organization. It has been observed that individuals who have a high degree of emotional intelligence experience higher job satisfaction and low turnover intentions. There are two types of turnover that are

involuntary as well as voluntary turnover (Smyth et al., 2009). However, reducing voluntary turnover is more challenging for the institution as it is affected by the work conditions and the nature of supervision the employee faces within an organization (Smyth et al., 2009). When the followers are not satisfied with their jobs and when organizations do not trust their followers, the intention of followers for turnover will be higher, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007).

Generally, emotional intelligence represents self-awareness, empathy, motivation, social skills, honesty, impulse control, reality testing, and trust (Goleman, 1998). An employee who is emotionally intelligent is an individual who is happy as well as optimistic and have the ability to manage changes within the organization and strong emotions without falling apart but by actively coping with stress. It has been identified that emotional intelligence is an important psychosomatic factor that affects behaviour and attitudes of workers. Being emotionally intelligent also helps an individual to focus on the resolution.

In a report by Ajay (2009), he has supported Goleman (1998) and through his study the researcher has stated that followers with high emotional intelligence lead to less turnover intention. In another study, Carmeli (2003) reported an inverse relationship between emotional intelligence and intention. The study of Adeyemo and Afolabi (2007) agrees to the argument. Their result showed that low-level of emotional intelligence increase the chance of quitting the job. It would therefore be plausible to say that bank followers who have high level of emotional intelligence may be less sensitive to turnover intention.

According to Jeffrey (2007) the emotional intelligence plays a key role in the employee turnover as there are cases when the followers take decisions based on the emotional facet. On the contrary Lambert et al., (2001) argued that the job satisfaction level of the followers has an impact on the emotional intelligence which in turn contributes to the decision making

process of the organization. The emotional intelligence is a psychological aspect that affects the leaders of the organization while carrying out the recruitment process in order to select the suitable candidate. As Goleman (1998) suggests that the emotional attachment comprises of the understanding as well as the regulation of the emotions while taking the valuable decision for the organizations.

The team leaders of the various teams in an organization possess the emotional intelligence which helps them in handling various teams in an organization (Lambert et al., 2001). However the research indicates that the emotional intelligence is powerful tools that can be used in order to achieve the strategic business goals within an organization. A study says that the followers with the higher emotional intelligence are likely to face frustration as well as the stress in the work process (Kopelman, Rovenpor and Millsap, 1992; Jeffrey, 2007). However these kinds of followers are able to realise the needs of the organization and work according to the betterment of the company. The emotional intelligence leads to the reduction in the employee turnover because the followers having the higher emotional intelligence are able to see the positive side of the economy and plan the strategies that would provide the organization with the best possible outcome (Jeffrey, 2007).

2.7 Job Satisfaction and Turnover Intentions

According to Lambert et al., (2001) high job satisfaction is associated by low employee turnover. It has been found that low absence of the followers is linked to high job satisfaction. The model developed by Mobley explains the process of job dissatisfaction leading to employee turnover (Lee, 1988). The foremost element of these variables is employee evaluation of the current job. He also suggested several models that may explain several causes of dissatisfaction (Lee, 1988). Dissatisfaction makes the employees quit the job which

in turn results in evaluation of the expected utility in searching for alternative jobs and also raises costs of leaving the existing job (Lee, 1988).

If the unsatisfied followers find that the alternative opportunities are acceptable and the costs of quitting the job are not prohibitive, the employee then considered other jobs. According to Lee, (1988) the probability of finding an acceptable alternative was proposed to affect the intentions to search and quit. Some of the social determinants of employee turnover intentions include transfer of spouse, centrality of values and consequences of quitting etc. According to the equity theory, dissatisfaction results when the employee compares the ratio of organizational rewards to the personal contribution to his job with another employee and finds difference in the ratios (Hom, Griffeth and Sellaro, 1984). Though job satisfaction is found to be an indicator of turnover intentions, the strength of their relation varies according to the different situations.

The association of job satisfaction and turnover intention may also be moderated by some factors such as performance, experience, stress related to work due to role overload, environment within the organization and other variables. It has also been observed that satisfaction related to promotion, leaders and salary has more impact on organizational commitment and turnover intention of less experienced followers rather than those who are more experienced (Russ and McNeilly, 1995). Researchers proposed that perceived organizational support would lead to reduction in the association between the ethical background and job satisfaction and turnover intention (Valentine et al., 2006). An unfavourable situation of the economy reduces the person's flexibility to change their job which leads to lower correlations between intent to leave and actual turnover. Again, their relationship is stronger when there is greater economic choice. Literature shows that social support has been a major component of determining the level of turnover intentions of followers (Moore, 2002).

Mahdi et al., (2012) says that some organizational hindrance would also destabilize creativity that could yield high turnover rates among followers. Among the organizational hurdles are like internal politics, rejection of new ideas, harsh internal competition and risk-avoidance (Lambert et al., 2001). Research has revealed that workload pressure such as exhaustive time pressure, impracticable productivity demand and diversion of creative work, had minimal impact on creativity, but has been identified as sources of job satisfaction and turnover rates among the followers (Lambert et al., 2001). Various researchers have found that encouraging followers to realize that their present situation is far better than their past condition may reduce the rate of employee turnover and turnover intentions (Mahdi et al., 2012).

As the study suggests that the job satisfaction reduces the turn over intensions because if the followers are assigned with the job of their domain there is a possibility that they would work efficiently and gain a higher level of satisfaction (Lambert et al., 2001). The satisfaction gained by the followers encourages them to work hard and it also reduces the intensions among the followers for a job change. Moreover the success of the organization also motivates the followers to work hard and the incentives that are provided to the followers would help to build up the culture within the organization (Lambert et al., 2001). The rewards offered to the followers reduce the possibility of the followers to shirk and their productivity rises.

Moore, 2002 argued that with higher efficiency as well as the productivity of the followers the companies would be able to gain a large market share and expand their business in the international market. Further Lambert et al., (2001) said that the promotion given to the followers includes a lot of responsibilities to be handled by the followers and the possibility of the turnover increases in case they are unsuccessful in delivering their performance on time. Often the organization faces several challenges due to the changes that affect the employee performance and creates a pressure on them and they decide for a job change. Thus

according to the researcher the challenges are the key factors that increase the employee turnover (Lambert et al., 2001).

2.8 Research Gap

Various studies have concentrated on the impact of emotional intelligence of followers on their job satisfaction and their turnover intentions but not much research is found on the impact that the emotional intelligence of leaders on the job satisfaction of their followers and their turnover intentions. Thus, the purpose of the paper is to measure the impact of emotional intelligence of leaders on the job satisfaction of followers and their turnover intentions in a banking institution.

2.9 Hypothesis Development

The first step is to measure the impact of emotional intelligence of leaders on the job satisfaction of their subordinates. Thus hypotheses for this purpose are as follows:

H_{1a}: Emotional intelligence of the leaders does not have a significant impact on the job satisfaction of the followers.

H_{1b}: Emotional intelligence of the leaders has a significant impact on the job satisfaction of the followers.

Further the research also aims at evaluating the impact of emotional intelligence of the followers on the employee's turnover intention in an organization. The hypotheses are as follows:

H_{2a}: Emotional intelligence of the leaders does not have a significant impact on the employee's turnover intention.

H_{2b}: Emotional intelligence of the leaders has a significant impact on the employee's turnover intention.

Moreover, the relationship between employee's job satisfaction and turnover intention needs to be identified. Therefore, hypotheses are as follows:

H_{3a}: Employee's job satisfaction does not have a significant impact on their turnover intention.

H_{3b}: Employee's job satisfaction has a significant impact on their turnover intention.

2.10 Summary

According to the literature review the emotional intelligence of the leaders within an organization has a significant impact on the job satisfaction of the followers as well as reduces employee turnover in an organization. The emotional intelligence of the leaders leads to motivation of the followers and the followers' finds interest in working in the organization. The employees agree to serve the organization as long as they wish and their productivity raises the output level in the economy. Emotional intelligence refers to the control of the emotions by the management in an organization in order to run the business successfully as well as the train the followers within the organization. Further the Job satisfaction of the followers is also essential for the organization because it enhances their performance within the organization.

The literature suggests that due to the presence of the emotional intelligence the leaders are able to control the work process of the followers and are able to provide better training to them. The emotional intelligence of the leaders leads to self motivation a well as ensures the retention of the followers. The intelligence of the employers helps them to understand the capabilities of the followers such that they can perform better based on their domain. An

appropriate domain provided to the followers makes them work efficiently and gain a job satisfaction. However there is a research gap that the impact of the emotional intelligence on the job satisfaction has not been evaluated much in the banking sectors. Thus hypotheses have been set in order to determine whether emotional intelligence has an impact on the job satisfaction and employee turnover in the organization.

Chapter 3: Methodology

3.1 Introduction

The research comprises of a process followed by the researcher in order to gain some knowledge about the followers working in an organization. The research is also to study about the emotional intelligence as well as the behavioural characteristics of the leaders within the organization. There are several research philosophies based on which the research is conducted where the researcher often considers a fact as reality and conducts the research process in order to test for the significance of the observed fact. In order to carry out the research process the researcher decides to follow a particular methodology. There are several approaches to be followed by the researcher such as the inductive or the deductive approach. In case of the inductive approach, the theory is studied by the researcher based on the observation. However in case of the deductive approach the conclusion is derived based on the theory that is studied by the researcher from various sources.

The deductive approach is used to test the hypothesis that is studied in the theory by the researcher (Muhammad, 2009). There are qualitative as well as quantitative research techniques so as to determine the appropriate result for the study. The quantitative research is conducted using the data collected from the market survey on the followers of a particular organization. Moreover the qualitative research is conducted based on the information gathered from the web-portals and journals regarding the characteristics of the followers.

Based on the collected data the analysis is carried out by the researcher using statistical tools and techniques. However there may be errors in the data analysis which results in faulty conclusion and hence the SPSS tool is used to check for reliability in the data. Time management is also an important aspect for the research process to be conducted within the stipulated time period in order to derive the required outcome.

3.2 Research Philosophy

Different types of research process follow various research philosophies (Carmeli, 2003). However, in this particular research process the analysis is carried out based on the observed theory that is the research is based on the theory that the emotional intelligence of the leaders in an organization significantly affects the followers' job satisfaction as well as the turnover of the followers in an organization (Muchinsky and Morrow, 1980). The research philosophy that is to be followed in this particular research process is positivism where the researcher considers the observed fact as the reality. According to the positivists the society is based on the general laws that are followed (Carmeli, 2003).

The philosophy involves the verification of the fact that has been studied by the researcher so as consider the fact as a universal truth (Mahdi, et al., 2012). However, in this particular research process positivism is considered as the appropriate philosophy because the literature review suggests that the emotional intelligence of the leaders has an impact on the performance of the followers in an organization (Moore, 2002). In case the followers are performing better they would have a job satisfaction and they would be highly motivated to serve the organization for a long period of time. Additionally in this research the researcher has considered that the theory stating the positive impact of the emotional intelligence on the job satisfaction levels of the followers to be true and further analysis is to be carried out in order to verify the fact.

3.3 Research Approach

There are two types of research approaches that can be followed by a researcher in order to carry out the research analysis successfully. One is the inductive approach in which the hypotheses have been framed based on the observation (Ajay, 2009). The hypotheses are then converted into a theory and as a result the theory is derived based on the observation. On the other hand the deductive approach begins with studying the theory and then the hypotheses are framed based on the theory (Adeyemo and Afolabi, 2007).

Further appropriate statistical tool is used in order to derive an accurate result for the research process. For this research the researcher has used the deductive approach which is based on the observation in a particular organization regarding the emotional intelligence of the leaders and its impact on the performance of the followers. The literature review suggests various theories regarding the affects of emotional intelligence of the followers in the organization. This helped the researcher to formulate the hypotheses and the hypotheses have been tested by the statistical tool in order to obtain a reliable outcome. Thus outcome is based on the theory that is studied by the researcher in the literature review. The researcher has considered the theory as the truth and has carried out the analysis based on the theory. However the outcome may or may not satisfy the theory and so the researcher needs to be careful while carrying out the research process.

3.4 Research Method

The researcher has followed quantitative method in order to determine an appropriate conclusion for the research. The quantitative analysis is based on the data that is collected from the followers working in an organization. The questions prepared for the followers cover the purpose for the research and the followers are expected to respond to the questionnaires. The researcher plans to distribute around 170 questionnaires among the

followers of a particular bank and the respondents are expected to answer to rate the facts mentioned in the questionnaires. The responses were required in the form of Likert scale that comprises of the following ratings.

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree.

The ratings of the followers are arranged in the excel sheet and SPSS software has been used to determine the outcome regarding the impact of the emotional intelligence of the leaders on the job satisfaction and the employee turnover within the financial institutions. The questionnaires would help the researcher to collect the individual opinion of the followers regarding the impact of the emotional intelligence of the leaders on their performance within the organization. Since the followers would have a variety of responses, so the researcher would have a scope to analyse the facts from the perspective of the followers within the organization. However, some may agree to the fact that the emotional intelligence would help the leaders of the organization to have a control over the work process whereas there are some other followers who do not agree to the fact. The questionnaire survey would help the researcher to collect the variety of responses and determine which of the variables has a significant impact.

The questionnaire survey would be beneficial as the researcher would be able to collect data from large number of followers and there is a possibility that the followers would have a variety of opinion regarding the research objectives (Muhammad, 2009). But there are

disadvantages associated with the questionnaire survey as the research was conducted based on the perspective of the followers. However, some respondents may have a different perspective and they would not be able to share their views. So this acts as a limitation for the research process as the research is based only on the quantitative data collected with the help of the questionnaire survey. Further, the followers often have the tendency to share incorrect information that would lead to errors in the data analysis process. However, the quantitative analysis is considered to be the most appropriate research technique as it consists of a large data set collected from the questionnaires filled by the followers.

The responses to the questionnaires are arranged in the Likert scale in order to determine the impact of the emotional intelligence on the behavioural characteristics of the followers. The responses were recorded in the excel sheet and the SPSS software has been used in order to check for the reliability of the data set as well as determine an outcome of the regression that has been carried out based on the data. Moreover, the qualitative research could be conducted based on the data collected by the researcher from the websites and the journals which would have provided more information regarding the behaviour of the followers in an organization. But the researcher has decided to use only quantitative data for determining the appropriate outcome for the research process.

3.5 Data Collection

Since the researcher has decided to use only the quantitative method for conducting the research, so the data is collected only from the followers of banks in US. The researcher is expected to choose a particular sampling technique in order to select the individuals from the large population of the followers working in the financial institutions. A group of 170 followers are chosen from the large number of followers working in banks and the questionnaires are distributed among them so that they are able to answer to the

questionnaires. However, the questionnaires are expected to be in simple language so that the respondents find it convenient to answer and the researcher needs to ensure that the respondents share relevant information based on the facts asked in the questionnaires.

The questionnaires comprise of the questions related to the various strategies that the company adopts and the impact it has on the followers. The questions are in the form of the statements where the respondents need to rate the statements according to their opinion and the ratings are then recorded in the excel sheets. The respondents are to be chosen wisely such that they agree to respond to the questionnaires and share the information according to their opinion. Further, it must be ensured by the researcher that the respondents answer to all the questions in the questionnaire and the questionnaire should not be too long. The questions should concern both dependent as well as the independent variable of the regression analysis in order to determine the relationship among the variables.

The questions should reflect the level of employee satisfaction in the organization and would also depict the impact of the emotional intelligence on the performance of the employee and their turnover intention. Data has also been collected related to the demographic variables of the followers such as the age, sex and the experience.

3.6 Questionnaire Design

As the researcher has decided to conduct a quantitative analysis, the questionnaires are to be designed such that the responses are in the form of the figures that are to be arranged in the excel sheet. The questions that are to be asked to the respondents are in the form of the statements and the respondents are required to either agree or disagree with the statement. The questions are based on the purpose for conducting the research process that is it involves the statements related to the fact that whether the emotional intelligence has a significant influence on the job satisfaction as well as the employee turnover within the organization.

The analysis is mainly conducted on a financial institutions where the employee performance is measured depending on the way they are able to satisfy the number of customers. If the bank has large customer base it implies that the bank is performing well and as a result the followers would have job satisfaction.

As the followers are considered as the assets for the organization, their satisfaction is the most crucial element for the organization's success. Reduced employee turnover also enhances the annual performance of the organization and hence the questions must reflect the impact of the strategies adopted by the leaders in order to decrease the turnover of the employees. The questions are such that they reflect the purpose for conducting the research that is the researcher has decided to carry out a regression analysis using the data.

For the regression analysis the researcher requires a dependent as well as the independent variables and in this research emotional intelligence of the leaders is considered as the dependent variable and the employee satisfaction as well as turnover intention of the employees is considered as the independent variables. The questions are framed based on these variables and the responses are in the form of rating from 1 to 5 that are arranged in the excel sheet. Further the questionnaire on the demographic variables would reflect the different responses based on the indicators. The regression analysis is conducted based on the SPSS data which would suggest whether there is any significant association among the variables.

3.7 Sampling

The researcher follows a particular sampling technique in order to select the followers from the large population of the followers working in the organization (Judge, et al., 2001). The sampling technique is known as the random sampling that is used to select the sample from the population. The individual followers are chosen by the researcher from a large lot of

followers who are convinced to respond to the questionnaires. 170 employees of different banks are selected as a sample in order to carry out the research process.

The followers are selected in order to collect the views from different followers and carry out the research process. Further, the researcher has found that there are majority of female followers working in the bank and the age as well as the experience varies among various individuals. So followers with different age groups as well as work experience would have different point of views and selecting the individuals wisely would be helpful for the researcher to conduct the analysis accurately. The random sampling tool helps the researcher to set a confidence interval for the samples with a sample mean (Muhammad, 2009). The researcher has decided to choose a sample from the population because it is easier to deal with the sample rather than carrying out the analysis over the entire population. The random selection of the followers from the population would help the researcher to derive the appropriate conclusion using the statistical tool.

3.8 Data Analysis

The data collected from the followers with different age groups as well as work experience has been recorded in the excel sheet. The data is in the form of ratings provided by the followers on various facts such as the job satisfaction as well as the employee turnover intentions. The ratings lied between 1 to 5 that is the followers either strongly agreed or disagreed to the fact. There are around 161 respondents and these respondents are made to answer the questionnaires so that the percentage of population in each sector of the pie-chart can be calculated with accuracy.

The questions have been framed such that the data is collected according to the purpose for conducting the research. The questions were on the job satisfaction of the followers as a result of the emotional intelligence of the leaders. Further, according to the literature review

the emotional intelligence has a significant impact on the followers' turnover intentions. Hence the data is collected in order to determine the actual impact of the emotional intelligence of the leaders in a bank. The data has been analysed using the SPSS software in order to determine the accurate result. The regression analysis has indicated the significant impact of the emotional intelligence on the job satisfaction of the followers. In order to carry out the regression analysis emotional intelligence has been assumed as the dependent variable and job satisfaction as well as the employee turnover intention has been considered as the independent variables. Using the SPSS tool the significance was checked based on the regression analysis.

3.9 Validity and Reliability

The validity as well as the reliability of the data source has been checked using the SPSS software in order to avoid the errors in the data analysis. There are possibilities of the inaccuracy of the data source because the followers are convinced to respond to the questionnaires but there are cases when the followers are reluctant to respond to the questionnaires and therefore share inappropriate data source. The inappropriate may lead to error in the outcome as well as the conclusion derived. However the statistical analysis comprises of some errors in the data analysis portion but the SPSS software helps to reduce the amount of errors occurring in the data analysis.

In this particular research process the regression output shows that there is 36% error that has been detected in the process which is considered to be a minor error. The selection of the followers also has an impact on the reliability and validity of the data source. The experienced followers of the bank would be able to provide accurate information regarding the organization and the customers of different age groups share their views according to their experience and knowledge gained within the organization. The validity of the data set

can also be ensured based on the convincing capability of the researcher and the data can be made reliable in case the respondents agree to share the relevant information. Moreover the SPSS software has helped to reduce the biasness within the data to some extent.

3.10 Ethical Consideration

The researcher needs to consider the ethical factors while carrying out the analysis in different banks. The questions mentioned in the questionnaires must be easily understandable by the employees. The researcher must have a convincing attitude towards the followers of the banks so that they agree to respond to the questionnaires. Moreover the responses of the followers must be preserved in order to carry out the future research. The excel sheet must be preserved for future use and the responses of the followers must be checked for reliability.

3.11 Timetable

The total time taken for the research is three months. The timetable for the research process is depicted as follows.

| | 01/06-15/06 | 16/06-30/06 | 01/07-15/07 | 16/07-31/07 | 01/08-15/08 | 16/08-31/08 | 01/09-15/09 | 16/09-30/09 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Research area identification | | | | | | | | |
| Research proposal preparation and submission | | | | | | | | |
| Research and review literature | | | | | | | | |
| Meeting with supervisor | | | | | | | | |
| Revise the literature review | | | | | | | | |
| Preparation of the questionnaires | | | | | | | | |
| Data collection | | | | | | | | |
| Doing the methodology | | | | | | | | |
| Meeting with supervisor and revise the methodology | | | | | | | | |
| Data analysis and discussion | | | | | | | | |
| Revise the finding and discussion | | | | | | | | |
| Drift report | | | | | | | | |
| Revision and final report | | | | | | | | |

3.12 Conclusion and Limitation

The research is mostly based on the positivism approach that is the researcher has considered the observed fact as the reality and set the hypotheses in order to conduct the analysis. The approach that was followed in this particular research process is the deductive approach which involves that the analyzing the theory using the hypotheses testing method. The approach began with a theory that the emotional intelligence of the leaders within an organization has a significant impact on the job satisfaction of the followers and on their intentions to turnover. The researcher has considered the quantitative approach as the most suitable approach as the data was collected from the followers regarding their job satisfaction and turnover intention. The numerical data was also easy to analyze and so the researcher decided to carry out a regression analyze using the data collected.

The data collection technique is based on the questionnaire survey that is the questions were framed based on the emotional intelligence of the leaders, job satisfaction as well as the employee turnover intentions and the questionnaires were distributed to 100 respondents. The respondents were convinced by the researcher so that the data provided by them can be analyzed in order to obtain the desired outcome. The followers are selected by using the simple random sampling technique so that they the researcher does not have to deal with the entire population. The selection of the followers is such that the data provided by them is reliable in order to avoid the errors in the analysis. However for the regression analysis there is a need for the dependent as well as the independent variables. The emotional intelligence has been considered as the dependent variable and the job satisfaction as well as employee turnover are the independent variables. The SPSS software has been utilised to test the impact of the emotional intelligence of the leaders. Moreover the researcher has conducted the research within the time period of three months that was pre-planned.

The researcher faces several issues while carrying out the research process. The quantitative analysis carried out by the researcher involves the data collection from the followers of a particular bank. The questionnaires were distributed by the researcher among the followers but the followers were reluctant to reply to the questions. Further there were cases when the followers shared irrelevant information that led to errors in the data analysis.

The researcher had problems with the time management as there were errors in the data analysis techniques. Moreover the researcher has decided to carry out an analysis on the followers of the organization but the information could also be collected from the leaders in order to gain more knowledge regarding the emotional intelligence and the strategies applied by the leaders. Further the leaders could have provided more information about the management process as well as the performance of the followers within the organization. Thus the research process could have been conducted with more accuracy but the researcher conducted the analysis only from the perspective of the followers which involves some biasness.

Chapter 4: Findings

4.1 Introduction

The sections comprises of the analysis of the data that has been collected from the followers of different banks. Questionnaires were prepared by the researchers in order to distribute them to the employees and understand their responses regarding the job satisfaction and the emotional intelligence of the managers. It comprises of a descriptive statistical analysis of the respondents based on the sex, age, level of education, work experience, current job duties and the time spent with the current banking institutions. The corresponding frequencies and the percentages have been marked in a table in order to evaluate the differences among the samples. Moreover there are other analysis that are carried out based on the data collected

such as the reliability analysis in order to check the reliability of the dataset, the correlation analysis that indicates the correlation among the variables and the regression analysis that tests the significance of the hypotheses. The regression analysis has been carried out using the SPSS tool in order to derive an appropriate outcome related to the dataset.

4.2 Descriptive analysis

Table 1: Situation of samples

| | Frequency | Percentage |
|---|-----------|------------|
| Sex: | | |
| Male | 69 | 42.86% |
| Female | 92 | 57.14% |
| Age: | | |
| 25-30 | 43 | 26.71% |
| 31-35 | 52 | 32.30% |
| 36-40 | 31 | 19.25% |
| 41-45 | 27 | 16.77% |
| Over 45 | 8 | 4.97% |
| Level of education: | | |
| High school | 11 | 6.83% |
| Bachelor's degree | 56 | 34.78% |
| Master degree | 81 | 50.31% |
| PhD | 13 | 8.07% |
| Working experience: | | |
| 1-2 | 18 | 11.18% |
| 3-5 | 37 | 22.98% |
| 6-7 | 43 | 26.71% |
| 8-10 | 27 | 16.77% |
| Over 10 | 36 | 22.36% |
| Current job duties: | | |
| Financial managers | 13 | 8.07% |
| Loan officer | 51 | 31.68% |
| HR | 25 | 15.53% |
| Financial analyst | 57 | 35.40% |
| Bank teller | 15 | 9.32% |
| Time with current banking instution (years): | | |
| Less than 1 | 17 | 10.56% |
| 1-5 | 69 | 42.86% |
| 6-10 | 41 | 25.47% |
| 11-15 | 21 | 13.04% |
| Over 15 | 13 | 8.07% |

There are total of 170 employees of different banks who have responded to the questionnaires prepared by the researcher. The research reveals that there are around 57.14% female and 42.86% male followers in the organization. Nonetheless, the followers belong to different age groups as well as work experience. 26.72% of the employees lie in the age group 25-30 years. 32.30% of the employees are in the age group 31-35 years whereas only 8 employees are above 45 years who are considered to be the senior employees. This indicates that the researcher has focused on the junior employees of the banks.

Moreover the level of education of the employees also varies that is only 6.83% of the employees have qualification up to high school and 50.31% of the employees have the educational qualification of the master's degree. 34.78% of the employees have earned the bachelor's degree. Thus there are variations in the educational qualifications of the employees. 26.71% of the employees have the work experience of 6-7 years and 22.36% of the employees have the work experience of over 10 years. As per the researcher the experienced employees are able to share appropriate information regarding the emotional intelligence of the managers and the job satisfaction they have by working in the organizations.

The employees working in the organization have different job duties such as the financial managers, loan officers, HR managers, financial analyst and bank teller. Majority of the employees in the banks are financial analyst and only 8.07% are the financial managers. The data was also collected related to the time spent in current banking institutions that is 69 employees have spent 1 to 5 years in the current banking institution and only 13 employees have spent more than 13 years in the current banking institution. This shows that the job satisfaction of the employees working in the banking institutions is very low and the employees turnover has increased as a result of the lack of emotional intelligence of the managers.

Further the experience of the followers was also considered as another factor that would have an impact on the research process. The experienced followers would be able to provide better information regarding the emotional intelligence of the leaders and the strategies that are used by them. Nonetheless there were not many followers with greater experience within the organization.

The followers were asked various questions based on the job satisfaction and their turnover intentions. The different followers had different responses to the questionnaires. For instance the excel sheet depicts the various questionnaire and the percentage of the followers responding to each of the facts mentioned in the questionnaire.

4.3 Reliability analysis

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items | N |
|------------------|--|------------|-----|
| .925 | .925 | 34 | 161 |

The table above shows the reliability of the dataset and the reliability can be checked based on the Cronbach's Alpha value. In this particular case the value of Cronbach's Alpha is .925 which is quite good. This implies that the dataset is highly reliable and there were 161 respondents who have shared reliable data related to the manager's emotional intelligence, job satisfaction as well as employee turnover in the organization. Reliability of the dataset indicates that the researcher can carry out the analysis based on the collected dataset and the output that has been derived is an appropriate outcome related to the dataset. The data is fit to carry out the correlation as well as the regression analysis so as to test the assumed

hypotheses of the related to the impact of the emotional intelligence of the managers on the job satisfaction as well as employees' turnover intentions in the organizations.

4.4 Correlation analysis

Correlations

| | | Emotional Intelligence | Job Satisfaction | Turnover Intention |
|------------------------|-----------------------------------|------------------------|------------------|--------------------|
| Emotional Intelligence | Pearson Correlation | 1 | .685** | .595** |
| | Sig. (2-tailed) | | .000 | .000 |
| | Sum of Squares and Cross-products | 160.000 | 109.634 | 95.271 |
| | Covariance | 1.000 | .685 | .595 |
| | N | 161 | 161 | 161 |
| Job Satisfaction | Pearson Correlation | .685** | 1 | .660** |
| | Sig. (2-tailed) | .000 | | .000 |
| | Sum of Squares and Cross-products | 109.634 | 160.000 | 105.609 |
| | Covariance | .685 | 1.000 | .660 |
| | N | 161 | 161 | 161 |
| Turnover Intention | Pearson Correlation | .595** | .660** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | Sum of Squares and Cross-products | 95.271 | 105.609 | 160.000 |
| | Covariance | .595 | .660 | 1.000 |
| | N | 161 | 161 | 161 |

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

The correlation analysis depends on the degree of association between the dependent as well as the independent variables. The independent variable in this case is the emotional intelligence of the managers and the dependent variables are job satisfaction and employee turnover within the organizations. The Pearson Correlation Analysis is meant to determine the degree of association between the random variables. As per the study if there is a positive correlation between two random variables, then the increase in the value of the one variable leads to an increase in value of the other variable.

The above table shows that there is positive relationship between the random variables and the rise value of the variables leads to the rise in value of the other variables. The level of significance in this case is 1% level of significance. The correlation coefficients value lies between 0 and 1 and the more closer the value moves towards 1 the high correlation it has. The correlation between emotional intelligence and job satisfaction is .685 and the correlation between emotional intelligence and employee turnover is .595 which lies in mid point between 0 and 1. The correlation between the other variables also lies near 0.5 which implies that the correlation is not that high and the increase in value of one of the variables have no significant impact on the value of the other variable. This indicates that the emotional intelligence of the managers does not affect the job satisfaction as well as the employee turn over within the organizations. Moreover the turnover of the employees does not depend on the job satisfaction and there are several other factors that may result in turn over of the employees within an organization.

4.5 Regression analysis and Hypothesis Testing

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|------------------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | .000 | .058 | | .000 | 1.000 | | |
| Emotional Intelligence | .685 | .058 | .685 | 11.863 | .000 | 1.000 | 1.000 |

a. Dependent Variable: Employee Satisfaction

The data under the emotional intelligence is considered as the data for the independent variable whereas data under the job satisfaction and employee turnover intentions is considered as the data for dependent variables. The regression analysis has been under using the entire data in order to test the hypotheses assumed on the basis of the literature review.

H1a: Emotional intelligence of the leaders does not have a significant impact on the job satisfaction of the followers.

H1b: Emotional intelligence of the leaders has a significant impact on the job satisfaction of the followers.

The correlation coefficient for the relationship between emotional intelligence and job satisfaction is 0.685. Further, the beta value and p-value in the regression output were 0.685 and 0.000, respectively, which indicates that the regression analysis has been conducted successfully. Thus the result indicates that there is a strongly relationship between the emotional intelligence of the leaders and the job satisfaction of the followers. Hence, H1a is rejected while H1b is supported. The strategies adopted by the leaders may be effective in motivating the followers but there are some followers who are not satisfied with their jobs as well as the training that the company provides to them. The result indicates that the job satisfaction among the followers can be enhanced by the leaders with their motivational strategies and training the followers to take up the challenges.

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|------------------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | .000 | .058 | | .000 | 1.000 | | |
| Emotional Intelligence | .270 | .079 | .270 | 3.408 | .001 | .530 | 1.885 |
| Turn over Intention | .475 | .079 | .475 | 6.000 | .000 | .530 | 1.885 |

a. Dependent Variable: Turnover Intention

H2a: Emotional intelligence of the leaders does not have a significant impact on the employee's turnover intention.

H2b: Emotional intelligence of the leaders has a significant impact on the employee's turnover intention.

The correlation coefficient for the relationship between emotional intelligence and the employee turn over is .475 which implies that there is not much correlation between the variables. However the significance is high that is .000 which is lower than .01 and hence there is a significant relationship between the emotional intelligent of the leaders and the employee turnover of the followers. As per the correlation coefficient the increase in value of a particular variable may not lead to rise in value of another variable but as per the regression output there is a significant impact of the independent variable on the dependent variable. This refers to the fact that the null hypotheses is rejected and the alternative hypotheses is accepted that is H2b is accepted and the emotional intelligence of the leaders has a significant impact on the employee turnover intention of the followers within the organization.

H3a: Employee's job satisfaction does not have a significant impact on their turnover intention.

H3b: Employee's job satisfaction has a significant impact on their turnover intention.

Job satisfaction may or may not have a significant impact on the employees' turn over intentions. It implies that providing the followers with the job matching their domain would create interest among them within the organization. The performance of the followers is essential for the success of the organization. The turnover intentions of the employees are due to various reasons other than the job satisfactions and hence it not always the case that the turn over of the employees takes place due to the lack of job satisfaction. The employees may fail to perform well due to health issues and several other factors and there are cases when the employees need to leave their jobs. From the dataset it can be implied that the job satisfaction

may not have a significant impact on the turnover over intentions of the employees and so the null hypotheses is accepted.

Chapter 5: Discussion

The research has been carried out using only the quantitative approach that is based on the numerical data. The emotional intelligence of the leaders ensures job satisfaction among the followers as well as reduction in the employee turnover rates. The data has been gathered from followers by distributing the questionnaires. About 170 questionnaires were distributed among the followers and they were convinced by the researcher to respond to the questionnaires. However there were several issues faced by the researcher while conducting the survey. The respondents were reluctant to respond to the questionnaires and as a result they had the tendency to fill in false information in the questionnaire.

The selection of the respondents was made carefully by the researcher in order to collect relevant data. The respondents were made to respond in the form of a Likert scale that is the facts mentioned in the questionnaire were rated among the numbers 1 to 5. The respondents either strongly agreed or disagreed to the facts. The leaders are able to understand the views of the followers and have trained them according to their domain. So majority of the followers are satisfied with the work culture and they even intend to serve the organization for a long period of time. The research was conducted on the employees of a number of banks in order to determine the emotional intelligence of the managers on the job satisfaction and employee turnover intention of the followers. The data was collected from the perspective of the followers because as per the literature review it is the dominance of the managers that has an impact on the job satisfaction of the employees.

Moreover the literature review suggests that if the employees are assigned with the job of their domain then they would be high satisfied and performs their task accurately. However,

as per the literature review the emotional intelligence of the managers depends on the social awareness that involves understanding the potentiality of the followers within the organization. There are several factors that bring in the job satisfaction such as the incentives and the benefits provided to the employees in the organization. Moreover if the employees are rewarded for their performance it develops interest among the employees to perform well within the organization.

Further the individuals with greater work experience would have greater job satisfaction as compared to the others. The researcher has focused on the individuals with different work experiences and there are majority of the individuals who have the work experience of 1 to 5 years in the current organization. Additionally the researcher has chosen the individuals with lower age group as the researcher believes that they would be able to share more information regarding the emotional intelligence of the managers. The data has been recorded in the excel sheet and arranged in order to carry out the regression analysis. The multiple regression process is to be carried out using the statistical tool that is known as the SPSS software.

As per the literature review the emotional intelligence of the leaders are linked to the job satisfaction and turn over intentions of the followers. The leaders train the employees in the bank in order to deal with the customers and the customers are satisfied with the customers relationship management carried out by them. This increases the number of customers of the organization and the employees are satisfied with their jobs. High job satisfaction in turn reduces the turnover of the employees in an organization. The dataset that is collected from the employees of several banks in order to know regarding the policies followed within the organization and the whether the employees are satisfied with the rules of the financial institutions.

In this particular context the researcher has considered the emotional intelligence as the dependent variable and job satisfaction and employee turnover as the independent variable. The research aims at determining the relationship between the dependent as well as the independent variables. The hypotheses have been considered for both the dependent as well as the independent variable. The interpretation of the regression output is based on the p-value which is the probability of rejecting a true hypothesis. The p-value for job satisfaction is less than 0.01 which indicates that there is a high significance of the emotional intelligence on the job satisfaction levels of the followers. The research also depicts that the job satisfaction of the followers is the most important issue in order to enhance the performance of the organization.

From the literature review the researcher can conclude that the job satisfaction levels of the followers motivate them to perform even better in order to contribute to the future growth of the organization. The job satisfaction levels would also reduce the turnover rates of the followers and the experienced profession within the organization would have a greater contribution as compared to the fresher (Momeni, 2009). Since the turnover of an employee can be due to various reasons so the efforts of the leaders in motivating the followers may not have an impact on them and the management process does not guarantee employee retention within the organization (Abassi and Hollman, 2000; Ongori, 2007).

The data has been collected only from the followers which is a limitation for the research process because the followers have shared their own views but the data regarding the overall performance of the organization can be determined from the leaders. Moreover there are few followers who have disagreed to the fact that emotional intelligence of the leaders does not have a positive impact on the performance of the followers as well as on their job satisfaction levels. Thus the researcher had to face a controversy regarding the impact of the emotional intelligence on the job satisfaction levels of the followers.

The greater percentage of the respondents has agreed to the fact that they have developed self-confidence as well as the interpersonal skills as a result of the training provided to the employees. The researcher has prepared the questionnaire in a way that the questions are based on the dependent as well as the independent variables that is there are questions concerning emotional intelligence of the leaders and the job satisfaction of the followers.

The research gap was to analyse the emotional intelligence of the managers on the job satisfaction as well as the employee turnover intention of the followers in the banking institutions. The literature review suggests that there is a significant impact of the behaviour of the managers on the job satisfaction of the employees but as per the data there is positive correlation among the variables but the regression output states that the turnover of the employees can be due to various reasons and so the job satisfaction is not the only reason for employee turnover.

Data has also been collected based on the turnover intentions of the followers as some of the followers have agreed to serve the organization for a long period of time whereas other followers disagree to the fact. Nonetheless the percentage of respondents answering to each of the facts has been converted in total number of respondents in each of the segments. There were total of 161 respondents to the questionnaires that were prepared by the researcher.

The questions in the questionnaires are based on the hypotheses that have been framed on the basis of the literature review. The hypotheses are whether the emotional intelligence of the managers has an impact on the job satisfaction as well as employee turnover of the organizations. The analysis has been carried out on the employees of a number of financial institutions in order to determine the varieties of responses of the employees in the organization. The effectiveness of the analysis can be measured by considering the correlation as well as the regression output that indicates a significant relationship of the

emotional intelligence of the managers on the job satisfaction and the employee turn over intentions of the followers in the organization.

The type of questionnaire that has been used in this particular analysis is known as the close-ended questions where the respondent has to choose the answer from the given options. The regression output has also depicted a positive relationship among the dependent as well as the independent variables. This refers to the fact that innovative strategies of the leaders would have a positive impact on the job satisfaction of the followers and also the turnover rates of the followers in the organization. The researcher has decided to use this type of questionnaire because it is easy to record the responses in the excel sheet and data analysis would be accurate using the quantitative data. There is possibility of the errors in the dataset as the data has been collected from the followers and they are often reluctant to respond to the questionnaire with accuracy. The researcher has also selected some of the experienced followers for responding to the questionnaires because they are expected to share relevant information in the questionnaires.

The dataset is considered to be reliable if the questionnaires are answered by well experienced professionals. Nonetheless the reliability issue has been time-consuming and the researcher had problem with the time-management. Thus the researcher proves the emotional intelligence of the managers has an impact on the job satisfaction and the employee turn over intentions and the null hypotheses is rejected by the researcher. The value of p indicates a significant relationship between the dependent and independent variable.

Chapter 6: Conclusion and Recommendations

6.1 Conclusion

The researcher has conducted the research process in order to evaluate the impact of the emotional intelligence on the job satisfaction of the followers as well as the employee

turnover intentions in different banks. As job satisfaction is necessary for the followers to perform well which in turn contributes to the reputation of the organization in the global market so the potentiality of the leaders is needed to raise the job satisfaction levels of the followers. Further the job satisfaction also reduces the turnover of the followers within the organization.

Majority of the respondents in the organization were females and there were only 42.86% male followers. Further the respondents were of different age groups as well different work experiences. The questions were based on the emotional intelligence of the leaders as well as job satisfaction and employee turnover intentions of the leaders. The data is collected in the form of Likert scale that is the followers have rated the questions between 1 to 5 which implies that the followers have either strongly agreed or disagreed to the fact.

Before the regression analysis there are several other tests that are conducted by the researcher in order to test for the hypotheses that have been assumed based on the literature review. The dataset has been checked for correlation analysis and the correlation coefficient of the variables indicates that there is positive correlation among the dependent and independent variables. This refers to the fact that the rise in value of a particular variable leads to the rise in value of another variable. Moreover the dataset is also checked for reliability and the value of Cronbach's Alpha indicates that the dataset is highly reliable. The researcher was able to carry out the research analysis successfully using the dataset and the outcome derived from the analysis is a reliable outcome based on the dataset.

The regression output depicts that there is a significant relationship between emotional intelligence as well as the job satisfaction of the followers. Additionally there is relationship between the emotional intelligence and the employees turn over within the organization. On the contrary the result of the data analysis has depicted that there is a positive correlation

among the dependent and independent variables. This implies that there is a significant relationship between the variables and job satisfaction is related to emotional intelligence. Healthy work environment, motivation as well as training provided by the leaders have enhanced the performance of the followers and the result depicts that they are satisfied with their job.

6.2 Linking to Objectives

The main objective of the research is to determine the impact of emotional intelligence of the leaders on the job satisfaction as well as the turnover intention of the followers. The literature review has suggested that both the variables have a strong relationship with emotional intelligence of the leaders. The leaders within the Banks have adopted a number of strategies such as arranging motivational training for the followers in order to enhance their performance. According to the literature review the financial institutions has been performing well due to the training provided to the followers that has improved their efficiency to handle customers.

As per the data the followers have been performing well within the organization and have been successful in raising the customer base within the organization. Based on the theory the hypotheses has been set by the researcher that is the emotional intelligence may or may not have an impact on the job satisfaction as well as the employee retention.

The hypotheses are related to the aim for conducting the research and SPSS software has been used in order to test the hypotheses. The SPSS software has ensured that the regression output has been determined with high accuracy and as a result it partially matches with the literature review that only job satisfaction has a strong relationship with the emotional intelligence of the leaders but the employee turnover does not follow such strong relationship.

The turnover intentions of the followers may be due to several reasons and therefore the role played by the leaders may not have any impact on the decisions made by the followers.

The researcher has been successful in achieving the objectives of the research in order to determine the impact of the emotional intelligence of the employees on the job satisfaction as well as the employee turnover of the organization. The dataset has been collected from the employees of different organization and different tests have been carried out by the researcher such as the reliability test, correlation as well as regression analysis so as to determine the relationship among the variables. As per the reliability test the dataset is highly reliable and the researcher could conduct the analysis using the dataset. The correlation analysis indicated that the variables are highly correlated and the change in value of a particular variable would lead to change in the value of the other variable. Moreover the regression result was interpreted based on the p-value that is the p-value was less than 0.01 for both the variables as the test was carried out at 1% level of significance and this indicated the rejection of the null hypotheses and the acceptance of the alternative hypotheses which solved the research gap related to the behaviour of the employees in the financial institutions.

6.3 Recommendations

The researcher had decided to follow a quantitative approach while conducting the research process and hence a survey was carried out on the followers of a particular bank in US. The researcher had to follow a random sampling technique so as to select the followers from the large population working in the bank. As the researcher had chosen followers of different age group there was disparity in the data collected from them. Hence it is highly recommended that the researcher should select the followers with lot of experience who can share relevant information regarding the organization. Often the followers are reluctant to respond to the

questionnaires and hence the researcher must have a convincing attitude towards the followers so that they agree to share the required information.

The questionnaires must always be prepared in a simple language and should be easily understandable by the respondents. There should not be too many questions involved in the questionnaires that make the research time consuming. The collected dataset must be checked for reliability so as to avoid the errors occurring in the research process. SPSS must always be used in the data analysis process as it is the most important technique used in the statistical analysis of the collected data.

6.4 Future Research

The research was about evaluating the impact of the emotional intelligence of the leaders on the job satisfaction and the turnover intentions of the followers. The research was in the form of a survey conducted by the researcher on the followers of different banks where the survey questionnaire comprised of questions related to the emotional intelligence of the leaders as well as the job satisfaction levels of the followers. The respondents were asked to choose from the five options that whether they agree or disagree to the facts mentioned in the questionnaire.

The data analysis stated that the job satisfaction of the followers is related to the emotional intelligence of the leaders that is the strategies undertaken by the leaders has a strongly impact on the performance of the followers. However there is an issue that the analysis has been carried out from the perspective of the followers of the organization and that is likely to provide biased results. Hence it is expected that in future the researcher would carry out the analysis based on the leaders as well so as to gather relevant information regarding the strategies that they adopt within the company.

The data has to be collected from the leaders by conducting the interviews of two or three leaders and the interview questions must be based on the potentiality of the leaders to handle challenges. The future research can also involve collection of the data from the secondary sources that would provide relevant information about the bank and the effectiveness of the training provided to the followers. The research had issues with the time management aspect and so the researcher is expected to be more careful regarding time management during future study.

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Appendix: Questionnaire

| | | | | | | |
|--|--|--|--|--------------------------------------|-------|----------------|
| 1. Sex: | Male <input type="checkbox"/> | | Female <input type="checkbox"/> | | | |
| 2. Age: | | | | | | |
| 25-30 <input type="checkbox"/> | 31-35 <input type="checkbox"/> | 36-40 <input type="checkbox"/> | 41-45 <input type="checkbox"/> | Over 45 <input type="checkbox"/> | | |
| 3. Level of education: | | | | | | |
| High school <input type="checkbox"/> | Bachelor's degree <input type="checkbox"/> | Master degree <input type="checkbox"/> | PhD <input type="checkbox"/> | | | |
| 4. Working experience (years): | | | | | | |
| 1-2 <input type="checkbox"/> | 3-5 <input type="checkbox"/> | 6-7 <input type="checkbox"/> | 8-10 <input type="checkbox"/> | Over 10 <input type="checkbox"/> | | |
| 5. Current job duties: | | | | | | |
| Financial manager <input type="checkbox"/> | Loan officer <input type="checkbox"/> | HR <input type="checkbox"/> | Financial analyst <input type="checkbox"/> | Bank teller <input type="checkbox"/> | | |
| 6. Time with current banking institution (years): | | | | | | |
| Less than 1 <input type="checkbox"/> | 1-5 <input type="checkbox"/> | 6-10 <input type="checkbox"/> | 11-15 <input type="checkbox"/> | Over 15 <input type="checkbox"/> | | |
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 7. Your leaders recognize the situations that arouse strong emotions in them | | | | | | |
| 8. Your leaders have mainly positive expectations | | | | | | |
| 9. Your leaders' initiate actions to create possibilities | | | | | | |
| 10. Your leaders anticipate obstacles to a goal | | | | | | |
| 11. Your leaders encourage others' participation in the group | | | | | | |
| 12. Your leaders give you constructive feedback | | | | | | |
| 13. You leaders adapt ideas based on new information | | | | | | |
| 14. Your leaders set measurable and challenging goals for you | | | | | | |
| 15. Your leaders take calculated risks to reach a goal | | | | | | |
| 16. Your leaders give directions or demonstrations to develop you | | | | | | |
| 17. Your leaders make work exciting | | | | | | |
| 18. Your leaders stay composed and positive, even in trying moments | | | | | | |
| 19. Your leaders inspire you | | | | | | |
| 20. Your leaders advocate change despite opposition | | | | | | |
| 21. Your leaders are aware of your feelings | | | | | | |
| 22. I am satisfied with the feeling of worthwhile accomplishment I get from doing my job | | | | | | |
| 23. I am satisfied with the amount of support and guidance I receive from my manager | | | | | | |
| 24. Generally speaking, I am very satisfied when I do this job well | | | | | | |
| 25. I feel a great sense of personal satisfaction when I do this job well | | | | | | |
| 26. I am satisfied with my current job as my colleagues and friends are impressed at it | | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| 27. I am satisfied with the opportunities in which I can help others on my job | | | | | |
| 28. I am satisfied with the amount of challenge in my job | | | | | |
| 29. I am satisfied with the opportunities to apply my own approaches on my job | | | | | |
| 30. I am generally satisfied with the kind of work I do in this job | | | | | |
| 31. I am satisfied with the degree of respect and fair treatment I receive from my job | | | | | |
| 32. I have too much at stake in my job to change jobs now | | | | | |
| 33. Open communication creates low turnover | | | | | |
| 34. If organizations do not provide leadership training internally or externally, organizations will experience high turnover | | | | | |
| 35. Leadership coaching reduces turnover | | | | | |
| 36. Fair and consistent actions reduce turnover | | | | | |
| 37. Providing an environment to advance reduces low turnover | | | | | |
| 38. Even though I had the chance, I wouldn't leave my current job within this organization | | | | | |
| 39. I wouldn't look for any new job next year | | | | | |
| 40. I never think about quitting my current job | | | | | |