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EVALUATING THE IMPACT OF EMOTIONAL INTELLIGENCE: CAN EMOTIONAL INTELLIGENCE INFLUENCE JOB SATISFACTION?

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Job satisfaction impacts upon the productivity, absenteeism, retention and turnover of employees. Dissatisfied employees will look to express their dissatisfaction in a number of ways including leaving the organization, being disloyal to their employer, chronic absenteeism, lateness, neglecting work, and reduced effort or increased error rate. Intense dissatisfaction could even result in the determined sabotage of the work environment. As such job satisfaction is a valued and necessary consideration in organizations. The notion that emotional intelligence can have an impact on job satisfaction is highly feasible. However, this view is one that has not as yet been investigated. This presentation is based on a study which addressed this gap by examining the potential relationship and impact of emotional intelligence on job satisfaction. A mixed mode case study approach engaged eleven participants in semi-structured interviews, job satisfaction surveys and an assessment of emotional intelligence. The qualitative and quantitative data that was gathered was analysed to identify whether emotional intelligence had any impact on job satisfaction and if so what emotional intelligence skills, strategies and traits could influence a person’s job satisfaction. The study was conducted in an education setting but has broad applicability for organizations. The research found that those engaging in emotional intelligence practices were more likely to have high positive job satisfaction. This finding was further supported by the fact that those participants in the study who scored highly in an emotional intelligence assessment (the MSCEIT) also had greater job satisfaction. This presentation will expand on these findings providing explicit details of the impact of emotional intelligence on job satisfaction and the specific emotional intelligence skills, strategies and traits that could influence a person’s job satisfaction.

**Keywords:** job satisfaction, impact, education, emotional intelligence