

# Examine The Relationship Of Emotional Intelligence On Employee Productivity: A Job Satisfaction As A Mediated Framework

Mr.A. Keerthivasan<sup>1</sup>, Prof. N. Indumathi<sup>2</sup>

<sup>1</sup>Dept of MBA (Human Resources & Business Analytics)

<sup>2</sup> Senior Assistant professor & HOD , Dept of MBA

<sup>1,2</sup> IFET COLLEGE OF ENGINEERING

**Abstract-** *Understanding the psychological determinants of workforce performance has become increasingly critical in today's competitive organisational landscape. This study examines the relationship of Emotional Intelligence on Employee Productivity, incorporating Job Satisfaction as a mediating framework. A structured questionnaire was administered to 160 employees across seven functional departments. The instrument measured six dimensions of Emotional Intelligence self-awareness, self-regulation, self-motivation, empathy, social skills, and adaptability along with ten indicators of Job Satisfaction and eleven parameters of Employee Productivity, using a five-point Likert scale. Statistical tools employed include percentage analysis, Chi-Square test, and Correlation. Chi-Square test results confirmed significant associations between Emotional Intelligence and Employee Productivity ( $p = .012$ ), Emotional Intelligence and Job Satisfaction ( $p = .006$ ), and Job Satisfaction and Employee Productivity ( $p = .021$ ). Correlation revealed moderate positive relationships: Emotional Intelligence and Employee Productivity ( $r = .412$ ), Emotional Intelligence and Job Satisfaction ( $r = .387$ ), and Job Satisfaction and Employee Productivity ( $r = .356$ ). The findings confirm that emotionally competent employees tend to be more satisfied with their work and consequently more productive. Practical recommendations are drawn for organisations seeking to improve workforce performance through emotional competency development and job satisfaction enhancement.*

**Keywords:** Emotional Intelligence, Job Satisfaction, Employee Productivity, Chi-Square Test, Correlation, FMCG Sector

## I. INTRODUCTION

Modern organisations function in environments defined by rapid technological change, increasing competitive intensity, and evolving workforce expectations. Within this context, employee performance can no longer be attributed solely to technical knowledge or academic qualifications. Psychological and emotional dimensions of workplace

behaviour have gained considerable scholarly attention as important determinants of organisational effectiveness.

Emotional Intelligence refers to an individual's capacity to perceive, understand, regulate, and strategically apply emotional information both in personal interactions and professional decision-making. Employees who possess well-developed emotional competencies are generally better positioned to handle occupational stress, build constructive interpersonal relationships, communicate effectively across organisational levels, and sustain goal-directed behaviour under challenging circumstances. These attributes contribute in meaningful ways to individual and collective performance outcomes.

Employee Productivity constitutes one of the most fundamental indicators of organisational health. It reflects the degree to which employees accomplish their assigned responsibilities efficiently, meet performance expectations, and contribute toward broader organisational objectives. Productivity outcomes are shaped by a range of organisational, psychological, and interpersonal variables, among which Job Satisfaction occupies a prominent position.

Job Satisfaction captures the degree of positive affect employees experience in relation to their work roles. Satisfied employees demonstrate higher organisational commitment, lower absenteeism, reduced turnover intentions, and improved task performance. The literature increasingly suggests that Emotional Intelligence influences productivity not only directly but also through its effect on Job Satisfaction: emotionally competent employees navigate workplace demands more effectively, draw greater intrinsic meaning from their roles, and thereby sustain higher levels of satisfaction and productivity.

The present study investigates this relationship empirically, examining how Emotional Intelligence is associated with Employee Productivity, with Job Satisfaction positioned as a mediating construct, in a manufacturing organisation setting.

## II. REVIEW OF LITERATURE

Mayer and Salovey (1997) defined emotional intelligence as the capacity to perceive, use, understand, and manage emotions effectively. Their foundational model established that emotionally intelligent individuals demonstrate superior ability in navigating interpersonal situations and achieving personal and professional goals, laying the groundwork for subsequent organisational research in this domain.

Goleman (1998) extended the emotional intelligence framework to workplace settings, arguing that self-awareness, self-regulation, motivation, empathy, and social skills are more powerful predictors of occupational success than intellectual ability. The study demonstrated that emotionally intelligent employees perform more effectively under pressure and build stronger collaborative networks.

Abraham (1999) examined emotional intelligence in organisational contexts and found that employees with higher emotional competencies exhibited superior communication abilities, stronger teamwork orientations, and greater adaptability to change. The research concluded that emotional intelligence enhancement leads to measurable improvements in both Job Satisfaction and Employee Productivity.

Judge et al. (2001) conducted an extensive meta-analytic review of the job satisfaction–performance relationship and established a significant positive association between the two constructs. Their findings indicated that satisfied employees consistently outperform their less satisfied counterparts across a variety of performance dimensions.

Wong and Law (2002) developed the WLEIS scale and examined the effects of emotional intelligence on employee job performance and attitudes. The study found that employees with higher emotional intelligence scores reported greater work engagement, more positive relationships with supervisors and peers, and stronger overall performance outcomes.

Sy, Tram, and O'Hara (2006) specifically investigated the relationship between emotional intelligence and job satisfaction, finding that emotionally intelligent employees experience higher satisfaction by managing interpersonal stressors effectively and maintaining productive working relationships. Their study also confirmed a positive link between emotional intelligence and supervisor-rated performance.

Law, Wong, and Song (2004) demonstrated that emotional intelligence positively predicts organisational citizenship behaviour and task performance, highlighting its relevance beyond conventional productivity metrics. The study reinforced emotional intelligence as a critical human resource competency across diverse organisational contexts.

## III. OBJECTIVES OF THE STUDY

**Primary Objective:** To examine the relationship of Emotional Intelligence on Employee Productivity with Job Satisfaction as a mediating framework.

**Secondary Objectives:**

- To analyse the impact of Emotional Intelligence on Job Satisfaction among employees.
- To study the relationship between Job Satisfaction and Employee Productivity.
- To assess the role of Job Satisfaction as a mediating variable between Emotional Intelligence and Employee Productivity.
- To provide practical recommendations for enhancing employee productivity through Emotional Intelligence development.

## IV. RESEARCH HYPOTHESES

H01: There is no significant association between Emotional Intelligence and Employee Productivity.

H1: There is a significant association between Emotional Intelligence and Employee Productivity.

H02: There is no significant association between Emotional Intelligence and Job Satisfaction.

H2: There is a significant association between Emotional Intelligence and Job Satisfaction.

H03: There is no significant association between Job Satisfaction and Employee Productivity.

H3: There is a significant association between Job Satisfaction and Employee Productivity.

## V. RESEARCH METHODOLOGY

The study adopts a descriptive and analytical research design. Primary data were collected through a structured, pre-tested questionnaire administered to 316 employees across seven departments — Marketing, Finance, Supply Chain,

Operations, Sales, Human Resources, and Research & Development — in a manufacturing organisation. The sample represented a diverse cross-section of the workforce in terms of gender, age, educational qualification, work experience, and marital status.

The questionnaire comprised three sections. Section A measured Emotional Intelligence through fourteen items covering self-awareness, self-regulation, self-motivation, empathy, social skills, and adaptability. Section B assessed Job Satisfaction through ten items encompassing pay satisfaction, work environment, supervisor relationship, peer relationship, job security, promotion opportunities, recognition and reward, work-life balance, training and development, and overall satisfaction. Section C evaluated Employee Productivity through eleven items addressing task completion, work quality, time management, goal achievement, innovation, collaboration, problem-solving, initiative, customer focus, adaptive performance, and overall self-assessed productivity.

All items were measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The statistical tools employed for data analysis were Percentage Analysis, Chi-Square Test, and Pearson Correlation Coefficient. The level of significance adopted throughout the study was  $\alpha = 0.05$ .

**Table 1: Demographic Profile of Respondents**

Variable	Category (Majority)	Percentage (%)
Gender	Male	54.4
Age Group	26–30 Years & 36–40 Years	37.3
Qualification	PG / MBA	44.0
Department	Marketing & Finance	45.6
Work Experience	3–10 Years	46.2
Marital Status	Married	45.9

## VI. DATA ANALYSIS AND RESULTS

### 6.1 Percentage Analysis – Emotional Intelligence

The percentage analysis of Emotional Intelligence responses indicated consistently positive emotional competency levels across all six dimensions. Self-motivation emerged as the strongest dimension, with 45.6% of respondents confirming they are internally driven to improve performance without external pressure. Empathy-related responsiveness was also high, with 44.3% of respondents affirming their ability to sense and respond appropriately to a colleague's emotional state. Adaptability (41.5%), self-awareness regarding strengths and weaknesses (41.5%),

conflict management through emotional intelligence (41.1%), and effective communication across organisational levels (38.0%) were additional dimensions demonstrating positive response patterns. Overall, 38.3% of respondents agreed that their emotional intelligence positively contributes to their work performance.

### 6.2 Percentage Analysis – Job Satisfaction

Among the ten job satisfaction dimensions, work-life balance support (44.3%) and supervisor relationship quality (41.1%) registered the highest positive response rates. Peer relationship quality (40.2%), pay satisfaction (39.9%), and job security (40.8%) also recorded favourable responses from a significant proportion of respondents. Recognition and reward adequacy (35.4%) and overall job satisfaction (34.8%) represented areas with relatively moderate agreement, suggesting scope for improvement in these specific dimensions.

### 6.3 Percentage Analysis – Employee Productivity

The productivity analysis revealed that initiative-taking beyond assigned responsibilities (45.6%), time management efficiency (44.9%), and adaptive performance under changing conditions (44.0%) were the most prominent productivity strengths. Task completion within deadlines (41.5%), work quality meeting or exceeding standards (42.4%), and collaborative work orientation (42.1%) also reflected strong productivity behaviour. Problem-solving effectiveness (38.6%) and customer focus (38.3%) indicated moderate productivity levels in these specific dimensions, while overall self-assessed productivity was affirmed by 41.5% of respondents.

**Table 2: Chi-Square Test Results**

Variable Relationship	$\chi^2$ Value	df	p-value	Result
Emotional Intelligence × Employee Productivity	12.847	4	.012*	Significant
Emotional Intelligence × Job Satisfaction	14.362	4	.006*	Significant
Job Satisfaction × Employee Productivity	11.594	4	.021*	Significant

\*Significant at  $p < 0.05$

The Chi-Square results confirm statistically significant associations among all three variable pairs. The strongest association was observed between Emotional Intelligence and Job Satisfaction ( $\chi^2 = 14.362$ ,  $p = .006$ ), followed by Emotional Intelligence and Employee Productivity ( $\chi^2 = 12.847$ ,  $p = .012$ ), and Job Satisfaction and Employee Productivity ( $\chi^2 = 11.594$ ,  $p = .021$ ). Since all p-values are less than 0.05, all three null hypotheses are rejected and the corresponding alternative hypotheses are accepted.

**Table 3: Pearson Correlation Results**

Variable Relationship	r Value	Sig. (2-tailed)	Interpretation
Emotional Intelligence – Employee Productivity	.412	.001	Moderate Positive
Emotional Intelligence – Job Satisfaction	.387	.001	Moderate Positive
Job Satisfaction – Employee Productivity	.356	.001	Moderate Positive

\*Significant at  $p < 0.001$

Pearson Correlation results indicate significant positive relationships among all three variable pairs. The highest correlation was observed between Emotional Intelligence and Employee Productivity ( $r = .412$ ), indicating that improvements in emotional competency are meaningfully associated with enhanced productivity. The relationship between Emotional Intelligence and Job Satisfaction ( $r = .387$ ) confirms that emotionally competent employees tend to derive greater satisfaction from their work. The positive relationship between Job Satisfaction and Employee Productivity ( $r = .356$ ) further establishes that satisfaction with work conditions translates into higher productivity levels. All three relationships are statistically significant at  $p < 0.001$ .

## VII. KEY FINDINGS

- The majority of respondents (54.4%) are male, with the largest age cohorts in the 26–30 and 36–40 year groups (37.3%).
- Self-motivation (45.6%) and empathy (44.3%) emerged as the most well-developed Emotional Intelligence dimensions among respondents.
- Work-life balance support (44.3%) and supervisor relationship quality (41.1%) were identified as the primary drivers of Job Satisfaction.
- Initiative-taking (45.6%) and time management (44.9%) were the strongest productivity competencies demonstrated by the sample.
- Chi-Square test confirms a significant association between Emotional Intelligence and Employee Productivity ( $\chi^2 = 12.847$ ,  $p = .012$ ).
- Chi-Square test confirms a significant association between Emotional Intelligence and Job Satisfaction ( $\chi^2 = 14.362$ ,  $p = .006$ ).
- Chi-Square test confirms a significant association between Job Satisfaction and Employee Productivity ( $\chi^2 = 11.594$ ,  $p = .021$ ).
- Pearson Correlation reveals a moderate positive relationship between Emotional Intelligence and Employee Productivity ( $r = .412$ ,  $p < .001$ ).

- Pearson Correlation reveals a moderate positive relationship between Emotional Intelligence and Job Satisfaction ( $r = .387$ ,  $p < .001$ ).
- Pearson Correlation reveals a moderate positive relationship between Job Satisfaction and Employee Productivity ( $r = .356$ ,  $p < .001$ ).

## VIII. DISCUSSION

The empirical findings of this study are broadly consistent with established theoretical frameworks and prior empirical evidence in the emotional intelligence literature. The significant positive association between Emotional Intelligence and Employee Productivity ( $r = .412$ ,  $p = .012$ ) aligns with the arguments of Goleman (1998), who contended that emotional competencies constitute stronger predictors of occupational success than technical expertise alone in many professional contexts.

The moderate positive relationship between Emotional Intelligence and Job Satisfaction ( $r = .387$ ,  $p = .006$ ) corroborates the findings of Sy, Tram, and O'Hara (2006), who demonstrated that employees possessing higher emotional intelligence levels experience elevated job satisfaction by managing interpersonal stressors constructively and sustaining positive workplace relationships. In environments characterised by team interdependencies and operational demands, the capacity to regulate and apply emotional information constructively assumes particular practical relevance.

The positive association between Job Satisfaction and Employee Productivity ( $r = .356$ ,  $p = .021$ ) is consistent with the meta-analytic findings of Judge et al. (2001), who established that job satisfaction and performance share a meaningful and consistent positive relationship across organisational settings. The pattern of results across all three variable pairs is coherent with the mediating framework proposed in this study: Emotional Intelligence contributes to Job Satisfaction, and satisfied employees demonstrate higher productivity, thereby positioning Job Satisfaction as an important explanatory mechanism in the Emotional Intelligence–Productivity relationship.

## IX. CONCLUSION

This study provides empirical evidence that Emotional Intelligence exerts a meaningful positive influence on Employee Productivity, with Job Satisfaction serving as a significant mediating construct within this relationship. Employees who demonstrate higher levels of emotional competency — spanning self-awareness, self-regulation, self-

motivation, empathy, social skills, and adaptability — tend to experience greater job satisfaction and deliver stronger productivity outcomes across multiple performance dimensions.

The results of Chi-Square tests and Pearson Correlation analysis collectively validate all three research hypotheses and confirm the theoretical coherence of the proposed mediated framework. These findings carry important implications for human resource practitioners: developing Emotional Intelligence as a core workforce competency, alongside targeted efforts to enhance specific job satisfaction dimensions, is likely to yield sustained and measurable improvements in employee productivity.

Future research could enrich this framework through longitudinal study designs, objective productivity measures, and multi-sector comparative analyses to further strengthen the generalisability of these findings across diverse organisational contexts.

## X. SUGGESTIONS

- Organisations should implement structured Emotional Intelligence development programmes encompassing self-awareness workshops, empathy training, and stress regulation techniques for employees across all functional levels.
- Targeted supervisory development initiatives focusing on active listening, emotional sensitivity, and constructive feedback can strengthen supervisor–employee relationships, a key driver of job satisfaction identified in this study.
- Recognition and reward mechanisms should be reviewed and made more transparent and timely, as this dimension recorded relatively lower satisfaction levels and represents a tangible improvement opportunity.
- Employee Assistance Programmes providing access to counselling, mental wellness resources, and conflict resolution support can help employees manage emotional challenges before they impair work performance.
- Organisations should establish regular job satisfaction audits using validated survey instruments to monitor satisfaction trends, identify emerging concerns, and implement proactive corrective measures.
- Cross-functional collaboration platforms and peer mentoring initiatives can leverage employees' existing social skills and adaptability — both identified as strong Emotional Intelligence competencies — to further enhance team-based productivity outcomes.
- Leadership development programmes should incorporate emotional intelligence modules, enabling managers to

model and cultivate emotional competency throughout the organisation, thereby creating a psychologically safe and productive work environment.

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