Relationship between Emotional Intelligence, Employees Turnover Intention and Job Satisfaction in Guilan Educations Department

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Abstract

In this study we have tried to investigate the relationship between emotional intelligence with job satisfaction and turnover intentions. This research purpose is applications and its nature descriptive- qualitative. Data is collected using field method and the tool is a questionnaire. The statistics population studied in the present investigation is Guilan educations department in 32 Guilan Province areas with 1603 staff employee. According to the normality of the statistical community, for estimate the number of samples using Cochran formula and simple random sampling method that It was estimated 310. 360 questionnaires were distributed among employees and 316 acceptable questionnaires were returned. Finally, Data were analyzed using the SPSS 20 software. Analysis of the data showed the emotional intelligence has Significant and positive Relationship with job satisfaction, and turnover intentions. Also, Significant and negative Relationship has job satisfaction and turnover intentions.

Keywords: emotional intelligence, Guilan educations department, job satisfaction, turnover intentions

Introduction

Today, managers In order to increase productivity, enhance quality of service, enhance employee motivation and interest level of the duties must consider the importance of the attitude of staff turnover and job satisfaction and using researches in this field, must be identify the factors affecting them and And thereby to raise the levels of these variables in their organization employees. In this context, many studies have been conducted in different organizations to identify factors affecting staff turnover. In the meantime, most of the research on cognitive aspects of employee performance emphasized and few have investigated relationship emotional aspects and organizational behavior (Bazvand et al, 2012). Knowing the job attitudes in this sense, the training-services organizations is critical to increase the capacity and efficiency of staff, increase productivity, employees are happier and more enthusiastic about learning (Hosynjany, 2010), decreased mobility and absenteeism and increased organizational effectiveness in the organization (Nahir et al, 2010). If there is a negative job attitudes of employees, it is this attitude spread-out and reduces the performance of the staff organization in terms of quality and quantity are (Nahir et al, 2010). So these people will be less satisfaction with the increasing tendency to leave the job and recruitment and replacement costs will be (Hosynjany, 2010). Generally assess the costs associated with staff turnover, will be including the cost of advertising, recruiter fees, time management for decision making, the time of human resources recruitment, selection, education, overtime other staff costs, reduced productivity, loss of sales, loss of staff morale (Sexton et al, 2013). Job attitudes, are mentality and staff understanding from the job. According to research conducted in this case, there are three main approaches to the research, most attention has been attracted researchers. The three approaches are: turnover intentions, job satisfaction and organizational commitment (Weaver, 2011). According to the Jordan and Truth study, the researcher in this study, the first two variable (turnover intentions and job satisfaction) has been investigated. Job satisfaction is as a positive emotional state and pleased that a person acquired through the assessment of his professional experience (Rahimnia et al, 2009) and turnover intentions defined to leave the job, the process of thinking, planning and leaving the job (Longo & Mura, 2011). Emotional intelligence in the late "20" century as a factor affecting the attitude of staff is considered (nazariyan & mokhtari, 2013). May be can be
said the most controversial area the topic of emotional intelligence that has entry is the workplace. Because employee in his workplace in addition to scientific-capabilities (that is conclusion from the rational intelligence) uses of its emotional potential. In this respect, in the field of human resource development in organizations the concept of emotional intelligence applied to be attention emotional skills, in addition to technical ability. Therefore, should pay attention to this important matter in organizations the rational intelligence are not the only means of comparing people. Because in environments where people are active, emotional capabilities, understanding of their own feelings and those of others and their abilities in communication, are important factors that must be considered(Hogan et al, 2014). In this regard, Jordan and Truth in their study the most important factor influencing on job satisfaction and turnover intention of employees to express their emotional intelligence (Jordan & Troth, 2011).Because as noted for success is having strong intellectual intelligence capacity is not sufficient. Studies show that a large number of people with top rational and cognitive intelligence is not very successful career and build relationships with others, This had a negative effect on staff morale and to the growth rate of turnover and reduced job satisfaction employees in the organization. Then, the scientists opinion drew to other abilities that more than the kind of emotions to knowledge. This ability, which from now is called emotional intelligence, refers to the learned ability that helps you understand and control our emotions to work in our favor, not against us (Nazarian & mokhtari,2013).Emotional intelligence is the ability to recognize, understand and manage their emotions and others (Jordan & Troth, 2011).In this article first the theoretical framework and conduct research are followed and then analyze the data and study assumptions and eventually comes conclusion.

**Theoretical framework**
The impact of emotional intelligence on the expertise of staff, empirical evidence indicates that emotional intelligence can help to higher levels of job satisfaction In particular, according to Wong and Law study found that emotional intelligence, to promote employees job satisfaction (Wong & Law, 2012).Employees who have high emotional intelligence is expected to show higher levels of job satisfaction.As a result, the researchers showed that employees with a higher emotional intelligence are less likely to leave jobs, while workers with lower emotional intelligence tend to leave jobs (Meisler, 2013). In terms of Mayer and Salovey emotional intelligence is not only a positive feature, but also is a set of distinguished the reasoning and emotional capabilities and in contrast of social intelligence has pay more attention to emotional fundamental issues and solving the individuals personal and social problems. People with high emotional intelligence have higher job satisfaction and commitment to the organization and eventually less quit their jobs (Bazvand et al, 2012). In this regard, Jordan and Truth (2011) in a study titled “Emotional intelligence and leader member exchang: The relationship with employee turnover intentions and job satisfaction” showed that the quality of LMX, is mediation the relationship between emotional intelligence and the results of employee turnover intentions and job satisfaction. According to the presented material, research model is shown in Figure 1 that emotional intelligence as an independent variable, turnover intention and job satisfaction are the dependent variables.

![Figure 1: From research model (Jordan & Troth, 2011)](image-url)
According to the theoretical framework and model, the research hypotheses are as follows:

H1: There is significant relationship between employee’s emotional intelligence and their turnover intention in Guilan educations department.

H2: There is significant relationship between employee’s emotional intelligence and their job satisfaction in Guilan educations department.

The method of conducting the research

In terms of methodology, the study of descriptive and correlational research on this method correlation is shown between the independent variables and the dependent variable.

In terms of monitoring and control, the study is in the category of field research, because the researcher examined the variables in its natural state.

And in terms of the purpose, research is in applied research.

In this study population education department of in 32 regions of Gilan and the number of employees is 1603.

Respondents are staff in this office. researcher distributed 360 questionnaires that the number of 316 valid questionnaires were returned, and finally data were analyzed.

Collection tool

In this research, with an emphasis on standardized questionnaires, questions defined according to theoretical with regard to the details of each of the variables and with experts and professors of management, advice and reviews have been conducted in relation to questions and the main questionnaire distributed after the final verification stage of development and management professionals.

Therefore, the validity of questions from the content has been verified. What the survey is used to calculate the reliability coefficient, is using Cronbach alpha. Because in almost all cases, Cronbach’s alpha index can be used fully for validity and internal consistency (Skaran, 2009). Therefore using the SPSS software has been paid to calculate this amount. After final approval, the questionnaire was broadcast among employees of Gilan province education department. Then the results were analyzed using SPSS and LISREL that the result is the following. Considering that all coefficient greater than 0.7 is approved.

In this study, emotional intelligence has four components and to assess its the Jordan and Truth (2011) 20-item questionnaire and the method of Likert (1=strongly disagree to 5 =strongly agree) was used. Turnover intention Questions in this research from the Moqimi’s (2011) Questionnaire that the 6 questions have been considered to measure these variables.

Finally, job satisfaction is measured through Minnesota’s (1967) 20-item questionnaire, and the five degree of Likert (1= very low to 5= plenty).

Analysis of Results

According to the analysis of the data showed that scores of variables in this study is about the average expected range and since the obtained average is distance with the optimal and ideally should be more attention to these variables in the community.

Matching table 1 the emotional Intelligence Average rating of respondents 3/76, standard deviation is 0/6311 and variance is equal to 0/398. The obtained average is a little more than the expected range (3).  

<table>
<thead>
<tr>
<th>Table 1. Describes emotional intelligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variance</td>
</tr>
<tr>
<td>398/0</td>
</tr>
</tbody>
</table>

Matching table 2 the turnover intention variable Average rating of respondents 2/8, standard deviation is 1/03 and variance is equal to 1/06. The obtained average is about average expected range.
Table 2. Describes turnover intention

<table>
<thead>
<tr>
<th>Variance</th>
<th>Standard deviation</th>
<th>average</th>
<th>variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>06/1</td>
<td>03/1</td>
<td>8/2</td>
<td>Turnover intention</td>
</tr>
</tbody>
</table>

Matching table 3 the job satisfaction Average rating of respondents 3/3, standard deviation is 0/62 and variance is equal to 0/38. The obtained average is a little more than the expected range.

Table 3. Describes job satisfaction

<table>
<thead>
<tr>
<th>Variance</th>
<th>Standard deviation</th>
<th>average</th>
<th>variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>38/0</td>
<td>62/0</td>
<td>3/3</td>
<td>Job satisfaction</td>
</tr>
</tbody>
</table>

And hypotheses were analyzed using Pearson’s correlation coefficients testing. According to the research model in significant numbers, it is observed that the statistics T between employees emotional Intelligence with their turnover intention, is equivalent to -3/39. And the fact that this value is outside of the range, [-1/96 & 1/96], the first hypothesis is confirmed. According to the standard rate can be said that the relationship between employees emotional Intelligence with their turnover intention is -0/24. With regard to the research model in significant numbers, it is observed that the amount of the statistics T between two variables, members emotional intelligence and their job satisfaction is equal to 4/04 and since that this value is outside of the range, [-1/96 & 1/96], the second hypothesis is confirmed. According to the standard rate can be said that the relationship between employees emotional Intelligence with their job satisfaction is 0/27. With regard to the research model in significant numbers, it is observed that the amount of the statistics T between two variables, members emotional intelligence and their leader member exchange is 7/63 and because this value is outside of the range, [-1/96 & 1/96], the third hypothesis is confirmed. According to the standard rate can be said that the relationship between employees emotional Intelligence with their LMX is 0/66. According to the research model in significant numbers, it is observed that the statistics T between two variables, employees LMX and their turnover intention, is equivalent to -7/12. And the fact that this value is outside of the range, [-1/96 & 1/96], the hypothesis 4 is confirmed. According to the standard rate can be said that the relationship employees LMX and their turnover intention is -0/67. With regard to the research model in significant numbers, it is observed that the amount of the statistics T between two variables, members LMX and their job satisfaction is equal to 7/03 and since that this value is outside of the range, [-1/96 & 1/96], the hypothesis 5 is confirmed. According to the standard rate can be said that the relationship between employees LMX with their job satisfaction is 0/64. According to the structural model of the study can be seen that the amount of the statistics T between two variables, emotional intelligence with LMX and members LMX with their turnover intention is significant (statistic T out of range, [-1/96 & 1/96]). Therefore emotional intelligence through LMX impact on the member turnover intention (H₆ confirmed), as well as the extent of this impact due to the obtained results is equal to the product of path coefficient between the two variables.

(0/66)/(0/64) = 0/42

According to the structural model of the study can be seen that the amount of the statistics T between two variables, emotional intelligence with LMX and members LMX with their job satisfaction is significant (statistic T out of range, [-1/96 & 1/96]). Therefore emotional intelligence through LMX impact on the member job satisfaction (H₇ confirmed), as well as the extent of this impact due to the obtained results is equal to the product of path coefficient between the two variables.

(0/66)/(0/67) = 0/44

Discussions and conclusions

According to obtained statistics from the first hypothesis test on exist relationship between employees emotional intelligence and their turnover intention in Guilan province education department, it can be said that the more the ability to evaluate, express and regulate emotions in themselves and others and
efficient use of staff is high, employees will be less likely to leave their job. Also in the Myzlr et al (2012) survey in French financial institutions have shown that there is a negative relationship between emotional intelligence and turnover intention that is aligned with the results of the present study. According to the results of the second hypothesis test can be stated that however the amount of emotional intelligence of employees is high, their employees' job satisfaction will increase. Similar research was conducted by Etebarian and Omidpanah (2010) between the employees of Abarkooh education department the results showed that is a significant positive correlation between emotional intelligence and job satisfaction. So the result of the research is consistent.

Limitations of research
Each research are some limitations. Limitations of this study include:

First, emotional intelligence in the form of questions is set self-Report. Recommended that future researchers are evaluated employees emotional intelligence from the perspective of managers, or vice versa. Second, this study is a cross-sectional study, so it is not able to determine the causal relationships among the variables. It is recommended to evaluate a longitudinal term the causal relationships among the variables of the research. Finally, in this study dimension of emotional intelligence has not been studied separately. In order to become more Sensitive parts suggested to the future researchers that considered emotional intelligence components and measure separately the relationship of each with Job satisfaction, intention to leave the job and leader-member relationship.

Reference