CHAPTER - 8
FINDINGS AND SUGGESTIONS

This chapter represents the discussion of the results described in the previous chapters. This study identifies the relationship between job satisfaction and emotional intelligence of employees of Indian automobile sector. The target of this research entitled “A Study of Relationship between Job Satisfaction and Emotional Intelligence in Indian automobile sector” is to find out the level of job satisfaction of employees of Indian automobile sector; to find out the level of emotional intelligence of employees of Indian automobile sector; to study the relationship between job satisfaction and emotional intelligence of employees of Indian automobile sector; to identify the effect of emotional intelligence on job satisfaction of employees of Indian automobile sector and to suggest some innovative strategies to strengthen the relationship between job satisfaction and emotional intelligence. A total of five research objectives were developed. Four main hypotheses and twelve sub hypotheses were developed and tested.

In this research, job satisfaction of employees were studied by with the help of job satisfaction scale (JSS) developed by Spector (1994). JSS consists of thirty six items; nine facets scale to assess employee attitudes about the job and aspects of the job. Each factor is assessed with four items. The nine facets are pay & remuneration, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. A summed rating scale format is used, with five-point likert scale ranging from "strongly disagree" to "strongly agree". The second scale is related with emotional intelligence also called Bhattacharya Instrument on Emotional Intelligence developed by Bhattacharya in 2003. This scale was used to find out the level of emotional intelligence. A five point likert scale has been used from ‘never true’ to ‘always true’. Originally, the scale has 40 items but the researcher adopted 33 items to be applied in this study. The scale consisted of five factors of emotional intelligence scale: Appraisal of negative emotions (Ei1 to Ei13), Appraisal of positive emotions (Ei14 to Ei23), Interpersonal conflict & difficulty (Ei24 to Ei29), Interpersonal skill & flexibility (Ei30 to Ei35), Emotional facilitation & goal orientation (Ei36 to Ei40).

The disproportionate random sampling was adopted in order to choose the sample. The sample included in the study was drawn from India. The sample size for the study was 127.
consisted of four hundred employees of Indian automobile sector. The researcher targeted four hundred respondents in total, from ten companies working in Indian automobile sector. Out of forty respondents from each of the company, ten respondents were managers and thirty were non-managers. Demographic variables like designation, marital status, age, qualification, Income and experience were included in the study. From the analysis, it is concluded that the measurement scales of job satisfaction and emotional intelligence used for this study are highly reliable and validate for conducting the study in Indian automobile sector.

The findings of the study indicated that when overall job satisfaction was compared on the basis of designation, marital status, age, income level and experience it was concluded that there was significant difference in the level of job satisfaction. But there was no significant difference found in the level of job satisfaction of respondent on the basis of qualification level. Further, it can also be inferred that there was no significant difference in the level of emotional intelligence with regard to overall emotional intelligence on the basis of designation, qualification. On other hand there was significant difference in the level of emotional intelligence regarding marital status, age, income and experience.

The study also investigated that there was significant relationships between job satisfaction and emotional intelligence. In this study job satisfaction was considered as dependent variable and emotional intelligence as independent variable. The study examined the effect of emotional intelligence on job satisfaction with the help of structural equation modeling.

This chapter is explained in ten sections: Section-I describes the descriptive characteristics of the sample. Section-II describes the findings of reliability analysis, validity analysis and factor contributing to job satisfaction and emotional intelligence scales, Section-III explains the findings and suggestions on measurement of job satisfaction level and emotional intelligence level with regard to various demographic variables, Section-IV explains findings and suggestions based on the relationship between job satisfaction and emotional intelligence, Section-V explains findings and suggestions based on effect of emotional intelligence on job satisfaction, Section-VI reflects the results of statistical hypotheses testing, Section-VII explain the practical implications of job satisfaction and emotional intelligence model in Indian automobile sectors, Section-VIII explains the limitations of the study, Section-IX suggests some recommendations for future researchers and Section-X exhibits the conclusion of the whole research.
SECTION- I

8.1 Descriptive Characteristics of the Sample

The present study is confined to 400 respondents of 10 companies investigated across their designation, marital status, age, qualification, income level and experience. Out of forty respondents from each of the company, 10 respondents were managers and 30 non managers. The targeted companies in automobile sector were Tata Motors, Bajaj Auto Ltd., Hero Moto Corp Ltd. Imperial Auto Industries Ltd, Escort Limited, Maruti Suzuki India Ltd., New Holland Fiat, Ahresty India Pvt., Jbc India Ltd. and Mahindra & Mahindra.

Based on the data collected from 400 respondents, 100 were managers and 300 were non managers. Out of targeted sample respondents 299 were married and 101 were unmarried. When respondents were categorized on the basis of age group 179 respondents belong to upto 30 years age group, 127 respondents belong to 31-40 years age group, 85 respondents belong to 41-50 years age group, 9 respondents belong to 51 years and above age group. Only 135 respondents were graduate, 66 were post graduate, 70 respondents were having professional degree and 129 respondents were from others courses. Out of total sample 168 respondents were getting income upto 5 lakh , 118 respondents income level between 5 to 7.5 lakh, 92 respondents income level between 7.5 to 10 lakh and 22 respondents income level was more than 10 lakh. 61 respondents were having 0 to 5 years experience, 141 respondents were having experience from 5-10 years, 101 respondents were having experience ranged from 10 to 15 years and rest of the respondents were having experience of more than 20 years.

SECTION- II

8.2 Findings of Reliability Analysis, Validity Analysis and Factor Contributing to Job Satisfaction and Emotional Intelligence

In order to confirm the factors of job satisfaction and emotional intelligence measurement scales, researcher used zero order and second order confirmatory factor analysis. And to check the reliability and validity of measurement scales, composite reliability, convergent validity and discriminate validity analysis were applied.

Findings

- The result suggests that the factors of job satisfaction and emotional intelligence have been well explained with the help of zero order and second order confirmatory factor analysis.
Result reveals that all the nine measurement variables of job satisfaction viz. pay & remuneration, promotion opportunities, supervision, fringe benefits, operating procedures, co-workers, nature of work, contingent rewards and communication are significantly associated with their respective latent variables. Because factor loadings are greater than 0.50 and all the 31 variables (five variables were dropped due to high residual covariance) fulfil the acceptable fit criterion for model fit.

It is concluded that all five measurement variables (Appraisal of Negative Emotion, Appraisal of Positive Emotion, Interpersonal Conflict and Difficulty, Interpersonal Skill and Flexibility, Emotional facilitation & goal orientation) are significantly related to their respective latent variable.

The result of the job satisfaction model suggests that good communication, contingent rewards, relation with co-workers, nature of work and pay & remuneration are the most important factors contributing to employee’s job satisfaction. On other hand the promotion opportunities and fringe benefits are least contributing factors to overall job satisfaction of employees.

It has been explored that communication has explained the maximum variance which is 0.474 or 47% in job satisfaction. But promotion opportunities are explained only 3.8% of variance.

The composite reliability of the five constructs (appraisal of negative emotion, appraisal of positive emotion, interpersonal conflict and difficulty, interpersonal skill and flexibility, emotional facilitation & goal orientation) range from 0.712 to 0.930, which indicated that the emotional intelligence scale is reliable for further study.

Modified model depicted that no reliability and validity issues found in final modified model because composite reliability of the entire variables are more than 0.7 and convergent validity is more than 0.5 which is acceptable (Hair et.al, 2010). Discriminate validity of the modified model also under the acceptable fit criteria. The value of AVE is acceptable or more than 0.5, which indicates that both the measurement scales are highly reliable and valid in Indian automobile sector.

The goodness of fit statistics confirmed that the emotional intelligence model adequately fit the data. And all other estimation criteria show that model fit the data adequately well, such that, factor loading were all greater than 0.50, and five sub constructs viz. appraisal
of negative emotion, appraisal of positive emotion, interpersonal conflict and difficulty, interpersonal skill and flexibility, emotional facilitation & goal orientation, significantly represented by their main construct.

- Results depicts that appraisal of negative emotion contributing maximum 0.447 (44.7%) in emotional intelligence but contribution of interpersonal conflict and difficulty and appraisal of negative emotion are only 0.019 minimum.

**Suggestions**

- Both the measurement scales are highly reliable and validate for Indian automobile sector. The scales can be used to study the employee’s level of job satisfaction and emotional intelligence.

**SECTION-III**

8.3 Findings and Suggestions on Measurement of Job Satisfaction Level and Emotional Intelligence Level with Regard to Various Demographical Variables

To study the emotional intelligence level with regard to various demographical variables such as designation, marital status, age group, qualification level, income and experience group of the respondents working in automobile sector. To achieve this objective t-test and one way ANOVA were applied on the confirmed nine factors of job satisfaction (pay & remuneration, promotion opportunities, contingent rewards, operating procedures, supervision, fringe benefits, co-workers, nature of work and communication) and five factors of emotional intelligence (viz. negative emotion, positive emotion, conflict and difficulty, emotional facilitation & goal orientation and skill and flexibility) from confirmatory factor analysis. The researcher used statistical analysis such as mean, standard deviation, independent t-test and one way Anova.

8.3.1 Job Satisfaction Level with Regard to Various Demographical Variables

**Findings**

- The designation wise analysis reveals that there is no significance difference level of satisfaction between managers and non managers regarding various factors of job
satisfaction viz. co-workers, operating procedures, supervision, fringe benefits and communication. While the difference is significant between the mean score of the managers and non managers the rest of the job satisfaction factors. (contingent rewards, promotion opportunities, pay & remuneration and nature of work) When overall job satisfaction was compared on the basis of designation, it is concluded that there is significant different level of job satisfaction among managers and non managers.

- The level of job satisfaction is different for married and unmarried respondents regarding job satisfaction factors viz. communication, operating procedures, contingent rewards. But the level of job satisfaction is not different for married and unmarried respondents regarding job satisfaction factors like supervision, fringe benefits, nature of work, co-workers, promotion opportunities and pay & remuneration. On the basis of overall job satisfaction it was found that there is significant difference in the mean scores of job satisfaction based on marital status.

- The age wise analysis reveals that the level of job satisfaction is different for various age groups regarding job satisfaction factors viz. supervision, communication, operating procedures, contingent rewards and pay & remuneration. But the level of job satisfaction is not different for various age group respondents regarding job satisfaction factors like fringe benefits, nature of work, co-workers and promotion opportunities. On the basis of overall job satisfaction was found that there is significant difference in the mean scores of job satisfaction level about various age groups.

- The level of job satisfaction is different for various income group respondents regarding job satisfaction factors viz. supervision, communication and operating procedures, contingent rewards and Pay & Remuneration. But the level of job satisfaction is not different for various income group respondents regarding job satisfaction factors like fringe benefits, nature of work, co-workers and promotion opportunities. On the basis of overall job satisfaction it was found that there is significant difference in the mean scores of job satisfaction level about various income groups.

- Further qualification wise analysis reveals that the level of job satisfaction is different for various qualification group regarding job satisfaction factors viz. supervision, communication and co-workers, contingent rewards. But the level of job satisfaction is not different for various qualification group respondents regarding job satisfaction factors like fringe benefits, nature of work, operating procedures, promotion opportunities, and
pay & remuneration. On the basis of overall job satisfaction it was found that there is no significant difference in the mean scores of job satisfaction level about various qualification groups.

- The experience wise analysis reveals that the level of job satisfaction is different for various experience group respondents regarding job satisfaction factors viz. supervision, communication nature of work, operating procedures, contingent rewards and pay & remuneration. But the level of job satisfaction is not different for various experience group respondents regarding job satisfaction factors like fringe benefits, co-workers and promotion opportunities. On the basis of overall job satisfaction found that there is significant difference in the mean scores of job satisfaction level concerning various experience groups.

Suggestions

- From the above findings it is clear that respondents are having different level of satisfaction regarding some of the factors of job satisfaction. Therefore it is necessary to increase the satisfaction level of employees in automobile sector and the differences in the level of job satisfaction should be minimized.

- The difference is significant regarding job satisfaction factors viz. contingent rewards, promotion opportunities and nature of work on the basis of designation (managers and non managers) so continuous efforts are needed to improve the job satisfaction level of employees. More focus should be given on the contingent rewards system adopted by the company. In future, automobile companies should focus on appropriate reward and recognition programs to appreciate employees and to let them feel that they are important part of the organization. Companies should pay attention on nature of work provided to them and take appropriate steps to make their jobs more satisfactory. Also provide positive working environment to increase the job satisfaction of employees.

- The level of satisfaction is significantly different regarding job satisfaction factors viz supervision, communication and contingent rewards on the basis of different age group, qualification level, income level and experience group. Company should focus on to minimize this gap to increase the satisfaction level of employees. Company should increase its efforts to build a continuous communication system and share important information to the employees. Company management should provide training program to its supervisors to become employee-oriented because relationship between an employee
and his supervisor is the most important human relation for an employee, it would influence the employee attitude and make it positive in order to increase productivity and job satisfaction. Companies will also give more attention on appropriate reward and recognition programs to appreciate employees.

- The difference is significant regarding operating procedures on the basis of marital status, different age group, income level group and experience group. Company should provide training and advancement opportunities to trim down this difference. Employees who know that they have the opportunity to improve their skills and rise within the company would be more satisfied with their work.

- The level of satisfaction is significantly different regarding pay & remuneration on the basis of designation, different age group, income groups and qualification group. Pay & remuneration is important factor for increasing job-satisfaction. So companies should increase job-satisfaction by compensating the employees pay & remuneration according to market and industry standards and they deserve. Employees will be more satisfied with their pay & remuneration if they know it is comparable to what their industry colleagues are making.

- No significant difference has been found between various experience groups. Company should put efforts to decrease this gap by developing good superior relationships with co-workers and others in the organization. Employees appreciate the opportunity to work with likeminded people and become an integral part of a social group that fulfils his needs for socialization. They like to work with others of a similar background. Companies should provide a chance to choose their associates themselves it may be helpful to increase job satisfaction.

- Last suggestion is that job satisfaction of employees can be increased by training and development programs and improving their emotional intelligence along with providing facilities to satisfying their needs.

8.3.2 Emotional Intelligence Level with Regard to Various Demographical Variables

Findings

- The level of emotional intelligence is not different for managers and non managers regarding various factors of emotional intelligence viz. Interpersonal skill & flexibility,
appraisal of positive emotion, conflict & difficulty, appraisal of negative emotion. But the level of emotional intelligence is different for managers and non managers regarding emotional intelligence factor emotional facilitation & goal orientation. So the opinion of managers and non managers are not different regarding emotional intelligence factors except emotional facilitation & goal orientation. Overall on the basis of mean score (mean value > 3) it is concluded that the managers and non managers have higher level of emotional intelligence.

- The marital status wise analysis reveals that there is significance difference in the level of emotional intelligence between married and unmarried respondents regarding conflict and negative emotion. But the level of emotional intelligence is not different for married and unmarried respondents regarding emotional intelligence factors like skill & flexibility, appraisal of positive emotion and emotional facilitation & goal orientation. On the basis of mean score married employees are found more emotionally intelligent instead of unmarried employees.

- The age wise analysis reveals that the level of emotional intelligence is different for various age group respondents regarding emotional intelligence factors viz. conflict & difficulty, emotional facilitation & goal orientation and appraisal of negative emotion. But the level of emotional intelligence is not different for various age group respondents regarding emotional intelligence factors like skill & flexibility and appraisal of positive emotion. On the basis of overall emotional intelligence analysis it was found that there is significant difference in the mean scores of level of emotional intelligence about various age group respondents. Further it is concluded that emotional intelligence is increase according to age, so that there is positive relation between emotional intelligence and age groups of employees.

- The income wise analysis reveals that the level of emotional intelligence is different for various income groups’ respondents regarding emotional intelligence factors viz. skill & flexibility and conflict & difficulty. But the level of emotional intelligence is not different for various income groups’ respondents regarding emotional intelligence factors like appraisal of positive emotion, emotional facilitation & goal orientation and appraisal of negative emotion. On the basis of overall emotional intelligence analysis it was found that there is no significant difference in the mean scores of emotional intelligence level about various income groups’ respondents. On the basis of mean score it is found that income group 7.5 lakh to 10 lakh employees have high level of emotionally intelligence.
The qualification wise analysis reveals that there is no significance difference in the level of emotional intelligence of different income group respondents regarding all the factors of emotional intelligence. Hence it is concluded that the level of emotional intelligence is not different for various qualification group respondents. On the basis of mean score result found that different qualification groups have same level of emotional intelligence.

The experience wise analysis reveals that the level of emotional intelligence is different for various experience group respondents regarding all the factors of emotional intelligence viz. skill & flexibility, appraisal of positive emotion, conflict, emotional facilitation & goal orientation and appraisal of negative emotion. On the basis of overall emotional intelligence analysis it was found that experience group 16 years to 20 years have high level of emotional intelligence.

**Suggestions**

- From the above findings it is clear that respondents are having different level of emotional intelligence regarding some of the factors of emotional intelligence. Therefore it is necessary to increase the emotional intelligence level of employees in automobile sector and the differences in the level of emotional intelligence should be minimized.

- The difference is significant regarding emotional intelligence factors viz. interpersonal skill & flexibility, Interpersonal conflict & difficulty, appraisal of positive emotion and appraisal of negative emotions regarding marital status, various age group income group and experience group respondents. Automobile sector should focus on to develop interpersonal skills and flexibility because these help the employees to interact with other people, communicate effectively, handle conflicts and respond to others. Good interpersonal skills allow employees to participate effectively as a member of a team. Also focus on to improve positive emotion of the employees by organizing training and development program. Positive emotions should drive positive business results and individual well-being and it may be helpful in the success of a company.

- The level of emotional intelligence is significantly different regarding emotional intelligence factor appraisal of negative emotion. So continuous efforts have to be undertaken by the automobile sectors to improve the emotional intelligence level of the employees by overcoming the negative emotions.
SECTION- IV

8.4 Findings and Suggestions based on the Relationship between Job Satisfaction and Emotional Intelligence

In order to identify the relationship between job satisfaction and emotional intelligence, the researcher used statistical analysis like confirmatory factor analysis and structural equation modelling analysis.

Findings

- Model of job satisfaction and emotional intelligence has been developed to check the relationship between job satisfaction and emotional intelligence of employees.

- Results revealed that on the basis of structural equation modelling analysis, the correlation between the independent variable, emotional intelligence (appraisal of negative emotion, appraisal of positive emotion, interpersonal skill & flexibility, interpersonal conflict & difficulty and emotional facilitation & goal orientation,) and job satisfaction (pay & remuneration, promotion opportunities, supervision, contingent rewards, operating procedures, co-workers, nature of work, fringe benefits and communication) as the dependent variable is found to be positive correlated. Developed model of emotional intelligence and job satisfaction investigated that there is significant and high positive correlation (r=0.833 or 83.3%, p<0.001) found between the job satisfaction and emotional intelligence of employees working in automobile sector.

- It has been found that employees who have high emotional intelligence are more likely to perform well and enjoy high job satisfaction. Employees who come out easily from negative emotion and cop up with interpersonal conflict and difficulties found more satisfied with their job.

- There is positive relationship between job satisfaction and Interpersonal skill & flexibility. Employees, who have higher emotional intelligence and interpersonal skills to control emotions, have high job satisfaction because they are more adapt at appraising and regulating their own emotions.

- Developed model investigated that there is positive association between appraisal of positive emotion and job satisfaction. So the more positive emotionally intelligent employees tend to drive greater satisfaction with their job, because they were more adapt
at appraising and regulating their own emotions and aware about the influence of emotions on behaviour and outcomes.

- It was observed that appraisal of negative emotion decrease job satisfaction of employees. So there is negative relationship between job satisfaction and appraisal of negative emotion.

- Emotional facilitation & goal orientation has positive relationship with job satisfaction. So the goal oriented employees are more satisfied from their job.

- It is investigated from the model results that conflict and difficulties decrease the employees’ job satisfaction.

**Suggestions**

- On the basis of findings there is positive correlation between job satisfaction and emotional intelligence, so at the time of selection and hiring of employees organization must conduct a test to check the emotional intelligence level of the employees.

- Companies should provide proper training and development facilities to enhance the level of emotional intelligence and job satisfaction.

**SECTION- V**

**8.5 Findings and Suggestions based on Effect of Emotional Intelligence on Job Satisfaction**

The researcher used structural equation modelling analysis to analyze the effect of emotional intelligence (independent variable) on job satisfaction (dependent variable).

**8.5.1 Effect of Emotional Intelligence on Job Satisfaction**

**Findings**

- With the help of structural equation modelling two measurement model emotional intelligence and job satisfaction were tested to analyses the effect of emotional intelligence on job satisfaction. Job satisfaction considered dependent variable and emotional intelligence is independent variable that effects the job satisfaction of employees. The model is validated and reliable for further study and all the model fit criteria is fulfilled (GFI, CFI, TLI, and RMSEA) and show the model is good fit. Result
reveals that emotional intelligence has a significant positive direct effect on job satisfaction which is 83.5%.

- The result of the study reveals that emotional intelligence has a significant positive effect on job satisfaction of employees which comprises the pay & remuneration, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, communication and nature of work.

- From the structural model of job satisfaction and emotional intelligence it is revealed that the effect of appraisal of negative emotion on employees’ job satisfaction is negative.

- Model depicts that the appraisal of positive emotion effect the job satisfaction of employees in positive way which is 6% (r=0.06*).

- From the developed model of job satisfaction and emotional intelligence, it is examined (r=038* or 39%) that employees job satisfaction positively effected by Interpersonal skills and flexibility. The opportunities to use skills and abilities at workplace increase employee’s satisfaction level.

- It has been found that interpersonal conflict & difficulty negatively effect the satisfaction of employees.

**Suggestions**

- On the basis of results the emotional intelligence has a direct effect on the employee job satisfaction, employees who are able to manage emotion are able to perform effectively on the job and thereby derive satisfaction on the job.

- There is a direct relationship between emotional intelligence and job satisfaction it will be helpful to the companies at the time of recruitment.

**SECTION- VI**

**8.6 Hypotheses Testing**

To test the Hypothesis H01: There is no significance difference in the mean score of job satisfaction regarding demographic variables of employees of Indian automobile sector; To study the job satisfaction level with regards to various demographical variables such as designation, marital status, age groups, qualification, income and experience, the researcher used, independent t-test to compare two categories and to analysis the more than two categories one way ANOVA was applied.
<table>
<thead>
<tr>
<th>Serial No.</th>
<th>Hypotheses</th>
<th>Results</th>
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<tbody>
<tr>
<td></td>
<td><strong>H01</strong> There is no significance difference in the mean score of job satisfaction regarding demographical variables of employees of Indian automobile sector. To test this main hypothesis, six sub-hypotheses were proposed:</td>
<td></td>
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<tr>
<td></td>
<td><strong>H01 (1)</strong> There is no significant different level of job satisfaction based on designation.</td>
<td><strong>Rejected</strong></td>
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<tr>
<td></td>
<td><strong>H01 (2)</strong> There is no significant different level of job satisfaction based on marital status.</td>
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<td></td>
<td><strong>H01 (3)</strong> There is no significant different level of job satisfaction based on age group.</td>
<td><strong>Rejected</strong></td>
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<tr>
<td></td>
<td><strong>H01 (4)</strong> There is no significant different level of job satisfaction based on income.</td>
<td><strong>Rejected</strong></td>
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<tr>
<td></td>
<td><strong>H01 (5)</strong> There is no significant different level of job satisfaction based on qualification.</td>
<td><strong>Not Rejected</strong></td>
</tr>
<tr>
<td></td>
<td><strong>H01 (6)</strong> There is no significant different level of job satisfaction based on experience.</td>
<td><strong>Rejected</strong></td>
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<td></td>
<td><strong>H02</strong> There is no significance difference in the mean score of Emotional Intelligence regarding demographical variables of employees of Indian automobile sector. To test this main hypothesis, six sub-hypotheses were proposed:</td>
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<td><strong>H02 (1)</strong> There is no significant difference in the mean scores of emotional intelligence based on designation.</td>
<td><strong>Not Rejected</strong></td>
</tr>
<tr>
<td></td>
<td><strong>H02 (2)</strong> There is no significant difference in the mean scores of emotional intelligence based on marital status.</td>
<td><strong>Rejected</strong></td>
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<tr>
<td></td>
<td><strong>H02 (3)</strong> There is no significant difference in the mean scores of emotional intelligence based on age group.</td>
<td><strong>Rejected</strong></td>
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<td></td>
<td><strong>H02 (4)</strong> There is no significant difference in the mean scores of emotional intelligence based on income level.</td>
<td><strong>Rejected</strong></td>
</tr>
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<td></td>
<td><strong>H02 (5)</strong> There is no significant difference in the mean scores of emotional intelligence based on qualification.</td>
<td><strong>Not Rejected</strong></td>
</tr>
<tr>
<td></td>
<td><strong>H02 (6)</strong> There is no significant difference in the mean scores of emotional intelligence based on experience.</td>
<td><strong>Rejected</strong></td>
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<td></td>
<td><strong>H03</strong> There is no significant relationship between Emotional Intelligence and Job Satisfaction of the employees of Indian automobile sector</td>
<td><strong>Rejected</strong></td>
</tr>
<tr>
<td></td>
<td><strong>H04</strong> There is no significant effect of Emotional Intelligence on Job Satisfaction of employees of Indian automobile sector.</td>
<td><strong>Rejected</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data
The results from t-test and one way ANOVA concluded whether or not the mean score of various group were significantly different from each other. In concise results revealed that there is no significant difference in the level of job satisfaction of different qualification groups. So the null hypothesis is not rejected. While there is significant difference of job satisfaction on the basis of designation, marital status, age group, different income groups and experience group. Hence the null hypothesis is rejected.

To test the Hypothesis H02: There is no significance difference in the level of emotional intelligence regarding demographical variables of employees of Indian automobile sector. To study the emotional intelligence level with regards to various demographical variables such as designation, marital status, age, qualification, income level and experience, the researcher used, independent t-test to compare two categories and to analysis the more than two categories one way ANOVA is applied. The results from t-test and one way ANOVA showed whether or not the mean score of various group were significantly different from one another. Results summarized that there is significant difference in the level of emotional intelligence on the basis of marital status, age groups, income groups and different experience groups. So the null hypothesis rejected in this regards. But the level of emotional intelligence is not significantly different regarding different designation wise and qualification groups. So the null hypothesis is not rejected.

To test the Hypothesis; H03 There is no significant relationship between emotional intelligence and job satisfaction of the employees of Indian automobile sector. In order to identify the relationship between job satisfaction and emotional intelligence, the researcher used statistical analysis like second order confirmatory factor analysis and structural equation modelling. The result suggested that the correlation between the independent variable (emotional intelligence) and the dependent variable (job satisfaction) was found to be positive correlated. The high significant relationship was found between job satisfaction (dependent variable) and emotional intelligence (independent variable). So the null hypothesis is rejected.

To test the Hypothesis; H04 structural equation modelling analysis performed to test the two measurement model on emotional intelligence and job satisfaction and found the effect of emotional intelligence on job satisfaction. Job satisfaction considered dependent variable and emotional intelligence is independent variable that effects the job satisfaction. The scale is
validated and reliable for study and all the model fit criteria is fulfilled (GFI, CFI, TLI and RMSEA) and show the model is good fit. The result recommended that emotional intelligence has a significantly positive effect on job satisfaction. Therefore the null hypothesis is rejected in this regards.

SECTION- VII

8.7 Practical Implications of Job Satisfaction and Emotional Intelligence Model in Indian Automobile Sectors

During this study, the researcher comes up with different factors of job satisfaction and emotional intelligence. The factors of job satisfaction and emotional intelligence have been explained, tested and analyzed with the help of confirmatory factor analysis and structural equation modelling. This research helps the Indian automobile sector to define different job satisfaction and emotional intelligence factors more clearly and with intensive understanding. This section also fulfils the last objective of the study. From a theoretical perspective, the researcher presents following practical implications:

- The emotional intelligence has a direct effect on the employee job satisfaction, as employees who are able to manage emotions are able to perform effectively on the job and thereby derive satisfaction of the job.

- As there is positive correlation between job satisfaction and emotional intelligence, so at the time of selection and hiring of employees organization must conduct a test to check the emotional intelligence level of the employees.

- The organization has to arrange for training facilities on how to develop emotional intelligence and apply it on the job for higher managerial skills.

- The present study has produced some important results that have implications for both research and practice. The study on managers and supervisors emotional intelligence and their ability to perform effectively on the job is identified as they are not able to manage their emotional intelligence, which has a direct impact on their job.

- Organizations could be profitable by identifying the level of emotional intelligence and job satisfaction of managers and non managers to apply interventions that are focused on
the developing emotional intelligence and job satisfaction different employees in the organization.

- Organizations that value emotional intelligence look for employees with high EQ’s in order to promote from within and groom for leadership roles.

- The SEM model developed by the researcher also helps the automobile sector to understand the relationship between job satisfaction and emotional intelligence.

- Employees with high level of emotional intelligence, the more they are satisfied with their job which will in turn lead to better service quality.

- Results showed that emotional intelligence had a significant direct effect on job satisfaction, with high emotionally intelligent employees showing more satisfaction.

- It is also recommended for future researchers to conduct comparative studies in countries with cultures.

- Finally, expanding the scope of the study and examining the effect of emotional intelligence on productivity, success and academic achievements of academicians is suggested.

- The findings will help the automobile sector to measure the employees’ level of job satisfaction and emotional intelligence so that further actions can be taken to improve.

- The Emotional intelligence helps society also. Finally, the practical implication of emotional intelligence skill and behaviours can enhance not only the outcome of a decision but also the processes associated with decision-making. And also helps in job satisfaction.

- The instrument used and modified in this study will be suitable and can be used in the context of Indian automobile sector to know the employees are satisfied with their job or not.

- Managers should focus on equal and equitable pay & remuneration structures in their organization so that employees can be rewarded well in comparison to the market.
Both the measurement scales are highly reliable and validate. The scales can be used to measure the employee’s level of job satisfaction and emotional intelligence in Indian automobile sector.

The findings from the current study have important implications on application of emotional intelligence on employee productivity; there remain a number of other activities of Human Resource Management in Indian automobile retail sector where the implementation of emotional intelligence could be equally beneficial.

SECTION-VIII

8.8 Limitations of the Study

The present research is a comprehensive study about job satisfaction and emotional intelligence of employees working in Indian automobile sector, using instruments having acceptable reliability and validity, a sufficient sample size and sound data analysis. However, this study has several limitations:

- The study was restricted to Indian automobile sector only.
- Variation between the information required and the information sought by the researcher.
- The respondents were found unwilling to give the truthful information on some statements.
- The researcher was not able to observe the reactions of the respondents who filled the questionnaire via online mode.
- The questionnaire contained similarity within the content of items which confused participants or made them loose patience and not giving accurate answers.
- As this study was conducted in Indian automobile sector so the findings cannot be generalized to other academic group, industries or countries.

SECTION- IX

8.9 Recommendations for Future Researchers

Based on the current findings, this study suggests the following future research recommendations which may be fruitful:
● Further research may try to find out the relationship between age and emotional intelligence as well as the mediating role of age on the relationship between EI and job satisfaction.

● The study could be done with other factor such as organizational commitment, job satisfaction. Other factors like individual factors can also be involved for future study.

● Future research may try to do longitudinal study to identify the consistency of relationship between the factors.

● The study could be done on different organization or countries.

● This study was conducted in India only, so further study could be done in other geographic area and cross cultured difference could be measured.

● The sample of the study only focused on employees working in automobile sector. Future research samples can be selected from different functional domain.

● Furthermore, researchers can also look for the other control variables and introduce those onto their SEM model such as age and marital status to know how these factors influence on the job satisfaction when controlled the model through these variables in the presence of emotional intelligence as independent variable.

● A final suggestion is to incorporate a ranking and open-ended question in the survey. Respondents would be asked to rank the nine facets in order of importance to their overall job satisfaction. This would allow the researcher to compare how the respondents answered the satisfaction questions compared to how they actually ranked the nine job-satisfaction facets.

SECTION -X

8.10 Conclusion

The research study has brought out the relationship between job satisfaction and emotional intelligence while throwing light on the factors of job satisfaction and emotional intelligence. A comprehensive review of literature on job satisfaction and emotional intelligence has been presented which lead forward to the review on showing relationship between these two concepts. It is concluded that job satisfaction and emotional intelligence separately have been
studied with regard to various factors such as job satisfaction with various personal variables and also with organisation HR activities like organisational commitment, job satisfaction with employee’s performance, productivity, personality, motivation and career development. Similarly on emotional intelligence many studies have been conducted like emotional intelligence with various personal variables, and also with (various HR activities) leadership style, organisational climate, workplace outcomes, personality, productivity. But very few studies have been examined corporate sector in general and no study was conducted on the relationship between job satisfaction and emotional intelligence in Indian automobile sector. So the present study is developed with the intension of filling this research gap. On the basis of literature reviewed it is concluded that job satisfaction and emotional intelligence are correlated with each other. The study further reveals that job satisfaction influence emotional intelligence directly and positively. The detailed research process which was followed to achieve the objectives of the study has been explained. The confirmatory factor analysis and validity analysis of the job satisfaction and emotional intelligence scales was done. The collected data for the study has been analysed with the help of AMOS version 18.0. It can be concluded that the measurement model of job satisfaction consisted of 36 items in starting, which have been reduced to 31 items due to the high residual covariances five items were dropped. Finally 31 items were well loaded in to the nine constructs. Second order confirmatory factor analysis of the nine factor model with 31 items of the job satisfaction scale had good fit indices, have shown good reliability and validity and significantly representing their main construct. Similarly the measurement model emotional intelligence consisted of 40 items in starting, which have been reduced to 33 items because of low factor loading values. Finally 33 items were well loaded into the five constructs that include appraisal of negative emotion, appraisal of positive emotion, interpersonal conflict and difficulty, emotional facilitation and goal orientation, and interpersonal skill & flexibility and all the variables has been significantly represented by their main construct (EI). Confirmatory factor analysis of the five factor model with 33 items of the job satisfaction scale had good fit indices and also shown good construct reliability and validity. The factor loadings of all the factors are more than 0.50 which is good and justified the use of measurement scales for conducting the study. So the measurement scales i.e. job satisfaction and emotional intelligence used for this study is highly reliable and valid for conducting the study in Indian automobile sector.
The level of job satisfaction and emotional intelligence of employees working in Indian automobile sector have been measured. It presents a comprehensive analysis of primary data which was obtained through the questionnaire on job satisfaction and emotional intelligence that is job satisfaction scale and Bhattacharya Instrument on Emotional Intelligence (BEIS-In.). The researcher employed mean, standard deviation, t-test and one way ANOVA on the gathered information to find out the level of employee job satisfaction and emotional intelligence. It is concluded that there is significant difference between the mean score of employees working in automobile sector regarding designation wise, marital status, age wise, income wise and experience regarding level of job satisfaction.

All the factors of job satisfaction (nine factors) and emotional intelligence (five factors) are significant and positively represented by the respective constructs. Model of job satisfaction and emotional intelligence model has been developed to check the relationship between job satisfaction (dependent variables) and emotional intelligence (Independent variables) of employees. A significant and high positive correlation ($r=0.845$, $p<0.001$) has been found between job satisfaction (pay & remuneration, promotion opportunities, supervision, contingent rewards, operating procedures, co-workers, nature of work, fringe benefits and communication) and emotional intelligence (appraisal of negative emotion, appraisal of positive emotion, interpersonal conflict & difficulty, interpersonal skill & flexibility, emotional facilitation & goal orientation) of employees working in automobile sector. It has been found that employees who have high emotional intelligence are more likely to perform well and enjoy high job satisfaction. Employees who come out easily from negative emotion and cope up with interpersonal conflict and difficulties found more satisfied from their job.

Employees, who have higher emotional intelligence and skills to control emotions, have high job satisfaction because they are more adapted at appraising and regulating their own emotions. Hence it is confirmed from the model results that job satisfaction is significantly positively correlated with emotional intelligence of employees working in Indian automobile sector.

Thus it is summarised that there is stronger positive significant relationship between job satisfaction and emotional intelligence.

Structural equation modelling is applied to know the effect of emotional intelligence on job satisfaction. The effect of emotional intelligence on job satisfaction was analysed with the help of structural equation modelling, considering job satisfaction as dependent variable and emotional intelligence as independent variable. The result shows that all the model fit criteria.
is fulfilled and the model is good fit. The result of the study concluded that emotional intelligence has a significant positive effect on job satisfaction. Further reveals that emotionally intelligent employees are more satisfied with their job. So the organisation should develop their employees as emotionally stable and intelligent so that they will be more and more satisfied their job.