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## THE EFFECT OF JOB SECURITY ON THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND JOB SATISFACTION

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### ABSTRACT

*Research question: The aim of this research was to investigate and explain the effect of job security on the relationship between emotional intelligence and job satisfaction. Research finding: This research in terms of purpose is practical and in regarding, method and nature is descriptive in coordination form and survey. The statistical population of this research was the managers and staff of Yazd's Tax & Finance Affairs Department. The results of the research indicated that emotional intelligence has a significant negative effect on job insecurity, and job insecurity has a significant negative effect on job satisfaction. Theoretical: This study helped us understand the effect of job security on emotional intelligence and job satisfaction. Practitioner: This study provided insights for managers and policymakers who are interested in increasing the productivity of their own country. In addition, it provided a general perspective for managers of multinational companies to consider the results when examined.*

**Keywords:** Job Security, Emotional Intelligence, Job Satisfaction.

### INTRODUCTION

Personnel job satisfaction with regard to its positive consequences; is one of the main and profound factors that has gained the attention of scholars and researchers in the field of organizational behavior and human resource management studies. Considering the importance of this discussion, the organizational managers and determiners are in an attempt to identify the factors that somehow play a role in presenting an appropriate situation for personnel's job satisfaction. Some of these factors are related to the personnel, in addition, their individual emotions and feelings are also involved in this matter. On the other hand, the organizational components and the type of personnel comprehension of them can play an important role in the job satisfaction of an individual.

Given the changes we are witnessing today, the organizations may need to reconstruct and reduce their workforce to continue their activities. This principle could eventually challenge the staff comprehension on job security and decrease it in a way that could have negative consequences for personnel and the organization (Hong Chun, 2014) (qtd. in Komendat and Didona, 2016)

## BACKGROUND

Several articles have studied this subject as follow:

### *Internal Articles of Iran*

1. Seyedjavadin et al. (2008), in their research: “Understanding the impact of organizational justice dimensions on different aspects of the job and organizational satisfaction” tried to analyze the relationship between the organizational justice and personnel job satisfaction. The results showed that the various dimensions of organizational justice have different impacts with different levels on the diverse aspects of the job and organizational satisfaction. However, any kind of justice has always had a meaningful impact on organizational commitment, overall job satisfaction, and the managers’ satisfaction.
2. Rezayi et al. (2013), in research named “Prediction of job satisfaction based on EQ and qualification” analyzed the relationship between these variables among the nurses. The results showed that dimensions of empathy and social skills of EQ can predict job satisfaction, but none of these dimensions are qualified to have the potency to predict job satisfaction. There has been a positive and meaningful relation between EQ and job satisfaction, but qualification doesn’t have a meaningful relationship with job satisfaction.
3. Amin Bidokhti et al. (2016), in their study named “The relation between EQ and personality characteristics with personnel job satisfaction” analyzed the relationships between these variables and their related components. The results showed that EQ and personality characteristics were effective on job satisfaction of male and female personnel, and the level of predictability potency of EQ on job satisfaction was higher than the other variable (personality characteristics).

### *International Research*

1. Al-Nidaway (2015), in his research named “The impact of EQ on job satisfaction” analyzed the impact of managers and personnel EQ on their job satisfaction. The results showed that EQ has a positive and remarkable impact on job satisfaction.
2. Moghaddas et al. (2016), in their research named “Organizational justice and personnel job dissatisfaction regarding the modifier role of psychological empowerment” analyzed the relation between the components of organizational justice including distributive, procedural and interactive justice on job dissatisfaction. The results showed that there is a negative relationship between organizational justice and job dissatisfaction, and also the psychological empowerment undermines the negative relationship between them.
3. Yoke and Pantik (2016), in research named “Role of the job satisfaction mediator on the relationship between EQ and job performance” evaluated the impact of job satisfaction mediator (internal and external factors) on the relation between EQ components and personnel job performance. The results showed that only the internal components of job satisfaction play a mediator role in the relation between EQ and personnel’s job performance.



### *Theoretical Foundations*

The purpose of this research was to analyze and explain the role of job insecurity in the relation between EQ and job satisfaction. The results showed that EQ has a meaningful effect on a negative way on job insecurity, and job insecurity has a meaningful negative impact on job satisfaction, therefore, a brief explanation of keywords is mentioned here.

#### *Job Satisfaction*

Individual's Job satisfaction can be recognized as a type of satisfaction that has come up from the job a person is doing. It is complicated to answer the question of, under which exact conditions one feels satisfied with his job. This concept, not only involves job and related continents, but it also involves a wide range of subjects and factors that are dealing with one's job in a certain way (quoted by Agrawal, 2015).

#### *Job Insecurity*

The lack of job security due to economic stagnation and over the turbulence of the labor market has become a major and important problem. The research in this field has shown that this problem, as well as, unemployment have harmful impacts on physical and mental health. The study of personnel well-being not only is considered as an important issue to the employers and subordinates but also it has certain significance from the perspective of the public and the governmental policies. In this context, governments should also consider the costs related to the limiting policies that lead to unemployment and job insecurity, and the tendency to upgrade the recruiting capacities by teaching the necessary skills. The manner of policies and policy makings in the organization should be somehow based upon the personnel partnership and the social adherence in the work environment (quoted by Green, 2015).

It should be considered that, despite the consequences of the feeling of job insecurity over the individuals, the organization would not also be exempted from these consequences. Documentaries show that the comprehension of job insecurity would be along with the negative cognitive, attitudinal consequences and also the components related to the well-being of personnel (Probst, 2003). The research carried out by Cheng and Cahn (2008) showed that the feeling of job insecurity is related to management, limited job participation, low level of loyalty, low level of personnel's organizational commitment, high levels of job turnover, and eventually the incapability of personnel performance and efficiency.

#### *Emotional Intelligence (EQ)*

The concept of intelligence is one of the most challenging issues in the history of psychology, so far. Some thinkers believe that intelligence has no real identity and is just a sign for whatever the IQ tests measure (Abedin et al., 2012). In this regard, Walters and Garner believe that intelligence represents a series of capabilities and abilities that empower an individual to solve his own problems and put these approaches in the direction of a certain culture. Amram (2007) (qtd. in Azarian, 2016).

## **METHOD**

The statistical population included the managers and the personnel of the Finance department and tax administration of Yazd, including 125 individuals, chosen by Cochran formula based on the random sampling method. The intended population was determined as the sample size



of the research. The research tool or questionnaire was distributed with content validity index and high reliability among them, and the required data was collected from the verified questionnaires. This research was practical from the proposal point with correlative survey research method. The validity of the research tool was face validity based on experts' opinion, and the reliability was verified by considering various analytical indexes, like Cronbach's alpha. In order to determine the validity and the reliability of the structure, methods like convergent and divergent Validity, and combined reliability were utilized. To evaluate the general fitness of the main model, the GOF index was used as following formula  $GOF = \sqrt{\overline{Communalities} \times \overline{R^2}}$  that  $\overline{Communalities}$  is the average amount of shared endogenous variable, and  $\overline{R^2}$  is the average  $R^2$  of those variables. Wetzles et al. (2009), considered the three Criterion amounts of 0.01, 0.25, and 0.36 as the weak, medium and the strong measures of GOF, respectively. By using the average  $R^2$  and shared index medium the amount of GOF was measured 0.62 for the overall model indicating strong model fitness. The gathered data were analyzed with SPSS software then hypothesis test and verification of the relationships among variables and their factors was completed by Structural Equation Modeling and using the PLS smart 2 software over 121 verified questionnaires.

#### DATA AND SUMMARY STATISTICS

Statistical population was defined as all the elements and the individuals with one or several shared qualities on a specific geographical scale (Hafeznia, 2008), in which the researcher tried to generalize the results to them (Delavar, 2007) and the unit sets with at least one shared quality determined a single statistical population, represented by the word "N" (Khakhi, 2005). With regard to these definitions, the statistical population of this research contained the managers and personnel of the Finance department and tax administration of Yazd, including operational managers, intermediate manager, top managers, line personnel, and staff personnel.

##### *Sample Size and Sampling Method*

The issue that most of the scholars face in planning each research design is the sample size. The sample size should be in a way that scholar could generalize the achieved results to the studying population (Azkia and Darban, 2003). In this research, the sample size was 125 managers and personnel of the Finance department and tax administration of Yazd.

Formula

$$N=185$$

Alfa 0/05 =the acceptable percentage of the standard error from the safety factor.

$P_{0/5}$  =the ratio of the population with a certain quality.

$$q = P_{0/5} - 1$$

d 0/05= trust measure or the optimal possible precision

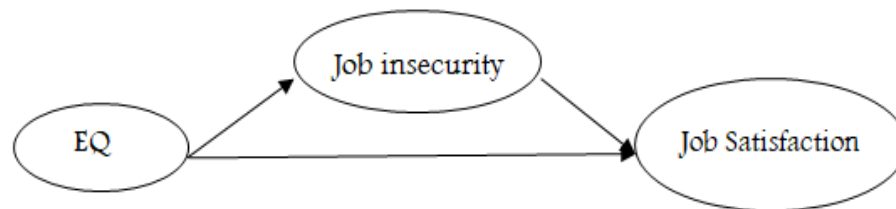
n=125 indicates sample size

Considering the fact that this research was done on the managers and personnel of finance department and tax administration of Yazd, the sampling method was simple random sampling, by which a number of 125 individuals were chosen with the Cochran formula.

## RESEARCH MODEL

The structural section of the model merely deals with the hidden variables and analyzes the relation among them. In the following, the fit eligibility criterions of the structural model are defined.

### *Conceptual model of research*



### *Research Hypothesis*

Hypothesis (1): EQ has a negative and meaningful impact on job insecurity

Hypothesis (2): Job insecurity has a negative and meaningful effect on job satisfaction.

## RESULTS

Considering the achieved results, the outcome of the hypotheses regarding this research could be attested in the chart below:

Hypotheses (1): EQ has a negative and meaningful impact on job satisfaction.



**Table 1: The chart of meaningful impact on job satisfaction**

Hypotheses	Meaningfulness Factor	Path Coefficient	Result
EQ has a negative and meaningful impact on job satisfaction	5.997	-0.438	confirmed

The results of this research from the participants' viewpoint showed that EQ in the forms of components like emotional regulation, emotional evaluation, and emotional utilization could have a meaningful, but negative cognitive, emotional impact on personnel's job insecurity feeling. It can be said that the effort to have an ideal job performance, the expectancy of positive events in job and life affairs, awareness to keep the positive feelings, having a good impact on the others, getting new ideas by happiness, admiring oneself with the imagination of job success, and having an effort to cope with problems and inducing positive moods on oneself, have negative impact on the fear of being fired, job continuation anxiety, insecurity about the future, the probability of unemployment and the unreliability of job environment. These results are consistent with the outcomes of the research by Broumand and Hoshyar (2016), and Ouyang et al. (2015)

Hypothesis (2): Job insecurity has a negative and a meaningful impact on job satisfaction.

**Table 2: The chart of meaningful impact on job satisfaction**

Hypothesis	Meaningfulness Factor	Path Coefficient	Result
Job insecurity has a negative and a meaningful impact on job satisfaction	2.518	-0.223	Confirmed

The results show that from participants' viewpoint, the feeling of job insecurity has a negative and a meaningful impact on job satisfaction of personnel. This indicates that the unreliability of the capability of job stability, job continuation, probability of unemployment, the fear of being fired and losing the job, have a negative impact on job value, feeling valued in job and job satisfaction. These results are in correspondence the outcomes of the research done by Broumand and Hoshyar (2016) and Ouyang et al. (2015).

**Table 3: The chart of mediatory hypotheses result**

Hypothesis	Mediatory result	Hypothesis result
Job insecurity has a mediatory impact on EQ and job satisfaction	Full impact	Confirmed

It could be said that the initial research model is confirmed, and EQ is effective on job satisfaction via job insecurity ( $-0.438 \cdot -0.223 = 0.10$ ).

The overall results showed that EQ has an approximate 44% adverse effect on job insecurity. The job insecurity ( $-0.22$ ) is also effective in job security.

## CONCLUSIONS

Practical recommendations based on research hypotheses

EQ impact on job insecurity and job satisfaction:

- The effort to grow and develop a vibrant personality among personnel.
- The effort to upgrade the physical and psychological health of personnel in the workplace, besides, their well-being.
- EQ is a trainable behavior meaning that people will be aware of their feelings by it, with this regard, it is suggested to hold some courses on the training of emotional management and control among personnel.
- It should be considered that managers who merely rely on their technical skills are not managing anything. They are only in charge of affairs, therefore, a precise understanding and effort on upgrading the EQ of personnel could lead to the development of certain management methods.
- The effort to help personnel in the field of understanding and managing their emotions and feelings, and increase self-motivation.

The impact of job insecurity on job satisfaction:

- The effort to stabilize job positions and excessive employee turnover.

- Helping to have an emotional workspace contributes to make the spirit of humans healthy, the time a human develops his personality and spirit by working, his job satisfaction is also fulfilled.
- Providing the context to have a feeling of job serenity leads to occupational pressure release, therefore, the part of personnel job security that is being threatened by job pressures is provided, and eventually brings their job satisfaction.
- Job satisfaction could be counted as the type of satisfaction, that comes from the job a person is doing. It is difficult to answer the question of, under which exact conditions one feels satisfied with his job. This concept involves not only the job and related continents, but also a wide range of subjects and factors that are dealing with one's job in a certain way (qtd. in Agrawal, 2015).
- Utilizing individuals on the jobs related to their capabilities leads to their despondency reduction and excessive job effort.
- Utilizing recruitment methods that have a high assurance rate.
- Utilizing precise evaluation systems and considering personnel performance on diverse occupational levels and take that into account in their score specification.

### *Suggestions for Future Research*

In order to gather the required data and information, it is recommended that scholars do not merely emphasis on the questionnaire tool, and use additional structured methods, like the calculation method that provides the opportunity for scholars to have a direct facial relation with respondents, which provides more precise information and answers toward the opinions of research population.

In this research, the Finance department and tax administration of Yazd were merely considered as a governmental institution; therefore, it is suggested to implement similar research on the other levels of governmental and private executive organizations.

In addition to the included relations and variables of this research, it is suggested to consider the following subjects too.

The impacts of EQ on job performance of personnel with regard to the comprehended supportive role of the organization and personnel motivation, the study of the relation between EQ and job satisfaction according to the moderator role of the demographic components, the impact of organizational atmosphere on EQ and as a consequence on job satisfaction, the impact of EQ on organizational efficiency considering the role of job satisfaction, the role of job satisfaction on organizational commitment, and the impact of the feedback of 360 degree performance on job satisfaction.

### *Research limitations*

In fact, the research constraints are a part of the research related obstacles, and solving them is beyond the ability of the researcher that should only be considered in the interpretation and utilization of the results. The current research is no exception from this matter; therefore, the following items are explained:

The questionnaire tool has its own related limitation on data gathering and is a time-consuming process.



This research is done in a sectional form; therefore, it is difficult to conclude the causality. This research has only considered the personnel of a governmental institute; so it seems irrational to have the possibility of generalization to the other executive organizations on the governmental and private level.

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