

EMOTIONAL INTELLIGENCE, JOB SATISFACTION, AND JOB TENURE AMONG MANAGERS OF FOURTH GENERATION BANKS: EVIDENCE FROM SYLHET

Ishrat Sharmin*
Rebeka Sultana Chowdhury**
Md. Mizanur Rahman**

*Lecturer, Department of Business Administration, North East University Bangladesh, Sylhet, Bangladesh. E-mail: isharmin@neub.edu.bd

**Assistant Professor, Department of Business Administration, North East University Bangladesh, Sylhet, Bangladesh. E-mail: rsultana@neub.edu.bd

**Assistant Professor, Department of Business Administration, North East University Bangladesh, Sylhet, Bangladesh. E-mail: rahman@neub.edu.bd

Correspondence

Lecturer, Department of Business Administration, North East University Bangladesh, Sylhet, Bangladesh. E-mail: isharmin@neub.edu.bd

Abstract

The purpose of this research is to examine the relationship between emotional intelligence and job satisfaction and between emotional intelligence and job tenure. A structured questionnaire has been used to collect the data from the participants of the fourth-generation banks in Sylhet. The research is based on primary data and secondary data has been used for better insight. The convenience sampling method has been used in this research. The result indicates that in some aspects job tenure is positively related to emotional intelligence and job satisfaction. High job tenure leads to high job satisfaction and high emotional intelligence. The results also revealed that managers' job satisfaction aspects like nature of work, communication, contingent rewards, and coworkers are greatly influenced by managerial intellectual aspects like stress management. All the ethical guidelines of the research have been followed in this research. The outcome of the research might be helpful for the concerned policymaker and interested group or individual to understand the emotional intelligence, job satisfaction, and their relationship with job tenure.

Keywords: *Emotional intelligence; Job satisfaction; Job tenure; Banking sector.*

1. Introduction

Bangladesh entered the new era of the banking system during the early 1980s. Most of the local private banks and foreign banks started their journey during this period. As time passes, the nature of working environments, work attitudes, organizational rules, teamwork, outcomes, and commitments toward the organization is changing at an increased speed. In this new-fangled competitive business world, organizations adopted new concepts to measure their effectiveness and performance.

The effectiveness of the service industry such as the banking industry mostly depends on its personnel (Fitzgerald, Johnson, Brignall, Silvestro, & Ross, 1994) and therefore the effect of emotional intelligence on job satisfaction among bank personnel will affect the quality of the rendered financial services. Many researchers have already found the effectiveness of leadership in any organization is

influenced by the emotional intelligence skills and abilities of its management (Bratton, Dodd, & Brown, 2011; Brackett, Rivers, & Salovey, 2011).

Peter Salovey and John Mayer (1990) developed the concept of Emotional Intelligence. Researchers defined emotional intelligence as *“the ability to monitor one’s own and others’ feelings and emotions to discriminate among them and to use the information to guide one’s thinking and action”* (Salovey & Mayer, 1990). Emotional intelligence is considered as the key motivator of employee behavior and thinking process in any organization (Goleman, 1998).

Individuals from different environments come together in the workplace and share their different behaviors, perceptions, values, and activities and therefore each of these activities has relationships with organizational performance as well as employees’ job attitudes such as satisfaction or dissatisfactions (Makkar & Basu, 2019). Emotional intelligence is concerned with employees’ ability to maintain self-awareness, self-interest, determination, and self-motivation (Goleman, 1998). The evidence to support the role of emotional intelligence in the working environment, including teamwork, innovation, competitiveness, service quality, and customer loyalty is found after meticulous monitoring in many organizations (Zeidner, Matthews, & Roberts, 2004).

Behbahani (2011) suggested that employees’ emotional state is the key factor to detect the extent of satisfaction or dissatisfaction along with their attachments and expectations toward the organization. Employees with high job satisfaction create more value for the organization by putting more effort into working hard, using visionary skills to improve productivity, motivating coworkers, practicing integrity, and proving loyal to the organization (Syptak, Marsland, & Ulmer, 1999). Therefore, it can be said that the well-being of an organization can be examined by measuring job satisfaction among its employees.

Bangladesh is an emerging tiger in the world economy and in the next 25 years, its’ economy will expand very fast. As a result, every sector of trade and business of the country is improving over time. The banking industry works as a financial supplier to all other industries of the country. Thus, the banking industry is bound to get affected by any changes that happened to the political or economic environment of the country. To overcome the negative effects of these changes, the employees of the banking industry should know how to come across these new challenges of business operation. Therefore, employees of the banking industry need to act more professionally and able to use the power of emotional intelligence skills to keep them motivated, impassionate, and committed to their work.

Hosain (2018) conducted a recent analysis of 927 front-line bankers in Bangladesh to find out the role of leadership ability on employee emotional intelligence and turnover intentions. The result of the study suggested that bankers' turnover intentions are highly influenced by their level of emotional intelligence, that is, the higher the intelligence the greater their likelihood to quit their jobs. In contrast, bankers with managerial skills like leadership can highly motivate employee turnover decisions, that is, the more bankers use their leadership skills to encourage coworkers to work in the organization, the less in the employee turnover rate (Hosain, 2018).

Investigating the impact of emotional intelligence on employee job satisfaction has been limited by several factors. Many researchers tried to relate emotional intelligence and employee job satisfaction as well as relationships among emotional intelligence, job satisfaction, and other demographic factors like age, job tenure, etc. (Aziz, Mustafi, & Hosain, 2020; Faroque, Ferdousy, & Rahman, 2020; Hosain, 2018). The findings of these studies are combined with positive and/or negative relationships among several variables. However, measuring the degree of relationship between the concepts of emotional intelligence and job satisfaction can be difficult and complex.

According to Uddin & Sohel (2018) the banks which are formed after the year 2013 are recognized as the fourth generative private commercial banks. The generations of the banks are split up based on the time differences in terms of their establishment. These banks have achieved the license on political consideration, and just after six months, their non-performing loans (NPLs) soar by Tk 1,269 crore

(Hasan, 2018). These banks and employees are under the pressure of the NPLs and it has also had a substantial impact on their banking activities. Thus, the emotional intelligence of the senior executives is not the same as the executives of the first, second, and third generations banks.

This study examines the relationship between emotional intelligence and job satisfaction as well as between emotional intelligence and job tenure. In this study, job satisfaction is divided into two categories: industry tenure and organization tenure. Explicitly, the objectives of this study are: (i) to assess the effect of managerial emotional intelligence, measured by the trait-based instrument on multi-dimensional job satisfaction in the bank context; (ii) to test the effect of managerial emotional intelligence on job tenure.

2. Literature Review

The literature review section will present the issues such as emotional intelligence, job satisfaction, and the proposed relationships among emotional intelligence, job satisfaction, and job tenure.

2.1 Emotional Intelligence

Far-reaching consideration has been added to the perception of emotional intelligence in the preceding few years (Nazari & Emami, 2012). Almost all organizations consider this concept as a substantial one for their advancement and accomplishment. There was an upward trend in the research of the significance of emotional intelligence for effective leadership in the last era (Carmeli, 2003). Many researchers conducted several studies on the effects of emotional intelligence in different sectors. In 1920, Thorndike first acknowledged the term “social intelligence” which was the origin of emotional intelligence (Wong & Law, 2002). The notion of emotional intelligence was thoroughly conceptualized by specialists in the early 1980s but up to the 1990s, a few researchers considered emotional intelligence to study at this time (Carmeli, 2003).

The broadly recognized scientific definition of emotional intelligence was given by Salovey and Mayer (1990) is “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and action”. They claimed that peoples with high emotional intelligence had some emotional capabilities and expertise in evaluating and modifying their own emotions and other emotion (O’Connor, Hill, Kaya, & Martin, 2019). By contrast, Bar-On (1997) defines Emotional Intelligence as “an array of non-cognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures” (Freudenthaler & Neubauer, 2005).

A widely accepted multi-factor model for analyzing emotional intelligence is the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT). MSCEIT covers 141 items under four branches: perceiving emotions (the capability to recognize and understand emotions), using emotions (the capability to use emotions to simplify several cognitive actions), understanding emotions (the capability to understand and to appreciate complex interactions among emotions), and managing emotions (the capability to control emotions) (Bar-On, Maree, & Elias, 2007). Two subscales or tasks (a group of similar items) measure each branch and the items are counted by a system named consensus-based scoring (Maul, 2012).

Another broadly used model for measuring Emotional intelligence is the Bar-On Emotional Quotient Inventory (BarOn EQ-i) model developed by Dr. Reuven Bar-On (Bar-On, 1997). This model was developed by studying 3831 persons in the United States and Canada over a period of 17 years (Bar-On, Maree, & Elias, 2007). In the early days, researchers emphasize cognitive factors but later on, they identified that cognitive and non-cognitive factors were equally important to contribute optimistic approaches, performances, and consequences and become a successful leader (Carmeli, 2003).

BarOn EQ-i is developed to measure emotional intelligence scientifically which is the key competency for employees to succeed. EQ-i focuses on non-cognitive aptitudes and consists of 133 item that covers five factors: Intrapersonal measures (self-regard, assertiveness, emotional self-awareness,

independence, and self-actualization), Interpersonal measures (empathy, interpersonal relationship, and social responsibility), Adaptability measures (reality testing, flexibility, and problem-solving), Stress Management measures (stress tolerance and impulse control), and General Mood measures (optimism and happiness) (Wolfe & Kim, 2012) and respondent answers on a five-point scale ranging from 'very seldom or not true of me' (1) to 'very often true of me or true of me' (5) (Bar-On, Maree, & Elias, 2007).

2.2 Job Satisfaction

An employee's perspective of feelings, views, and attitudes towards different aspects of his job can be stated as job satisfaction. It is the captivation and enthusiasm that an employee raises from the environment in which he works (Ali, Khan, Ch, & Ch, 2018). Job satisfaction is the encouragement or accomplishment resulting from a worker's evaluation after satisfying a poignant situation or condition (Locke, 1969). An employee feels satisfied when he is paid a fair amount, his work gets recognized by his superior, the chances to be promoted are high, get other benefit packages, etc. Spector (1985) defined job satisfaction as the condition of emotion and feeling derived from gratification and happiness that employees grow from their job.

The perception of analyzing job satisfaction did not materialize until 1930 though the study on employees' attitudes has begun much earlier. A series of studies conducted between 1920 to 1930, exploring job satisfaction with the emphasis of managerial strategy on the socio-psychological aspects of human behavior in organizations like Hawthorne plant of the Western Electric Company by Elton Mayo and Fritz Roethlisberger known as Hawthorne Studies (Roethlisberger & Dickson, 1941). These studies have been carried out for more than a decade and have tested whether employee productivity increases with better working conditions. Researchers observed that employee job satisfaction was influenced by some societal factors such as teamwork and managerial support than factors, like improved lighting (Roethlisberger & Dickson, 2003). Roethlisberger & Dickson (1939) concluded one of the major findings in their studies that ensuring workers' need and desire to work as a group and feel included in decision making is much more important than monetary incentives combined with good working conditions to ensure their job satisfaction.

Another widely recognized job satisfaction measurement tool is the Job Description Index (JDI) which includes 72- questions covered with five magnitudes of job satisfaction (pay, nature of supervision, promotional chances, coworkers, and the work itself). Smith, Kenfdall, and Hulin (1969) developed the concept of JDI to measure employee job satisfaction defined as "*the feelings a worker has about his job*". The JDI scales of measurement are mainly suitable for manufacturing organizations where it failed to study various aspects regarding human service organizations with precision.

A similar job satisfaction measurement tool called the Job Satisfaction Survey (JSS) was introduced by Spector (1985) with the same five magnitudes besides other scales like contingent rewards, operating events, communication, and set of benefits. The Job Satisfaction Survey (JSS) is a 36-item instrument designed to study employee job satisfaction who particularly worked in human service organizations and the results-driven from JSS showed higher dissatisfaction than that of JDI and other measurement tools (Spector, 1985).

The issues related to job satisfaction among employees are highly prioritized across industries like banking. For the last few years, the banking industry of Bangladesh witnessed a prominent increase in the number of young talents who are very much interested in perusing their careers in banking. Banks are now offering a new essence of job responsibility in different working environments, and the factors influencing employee job satisfaction are also being changed (Arif, Hasan, & Karim, 2017). The new strategical plans developed by the employers and the working environments they offer have tended to generate more value to the employees than the salaries they earned (Hannay & Northam, 2000).

To find out employee job outcomes in the Bangladesh banking sector, Bogra City showed factors like pays, incentives, coworkers' relations, job environment, training and development facilities,

performance appraisal system, working hours, transfer policy and grievance handling, and safety measures had highly affect employee job satisfaction (Roy, Hossain, & Shammi, 2017). Researchers found that managers are only satisfied by the working relationships with their co-workers while banking hours, employee assessment, and transfer policies have a negative influence on their job satisfaction (Roy, Hossain, & Shammi, 2017).

Researchers suggested that private banks are now treating their employees as one of the major resources by using modern technologies, ensuring a healthy working environment, performance analysis, and incentive plans (Faroque, Ferdausy, & Rahman, 2020). Thus, it is noted that bankers are highly satisfied when they are provided with such factors as a healthy working environment, favorable working hours, fair competition, equal treatment, reward plans by their employers in both the public and private sectors of banking. Satisfied bankers showed a decrease in turnover intentions, increased productivity, and enhance organizational efficiency (Aziz, Mustafi, & Hosain, 2020; Faroque, Ferdausy, & Rahman, 2020; Roy, Hossain, & Shammi, 2017).

2.3 Relationships among Emotional Intelligence, Job Satisfaction, and Job Tenure

Emotional intelligence (EI) has become an enormously popular concept to study the current market for analyzing organizational performance and employee effectiveness (Cartwright & Pappas, 2008). Emotional intelligence is conceptually based on some emotional abilities that are used to measure the effectiveness of the information generated from individuals' emotional state and to ensure the opportunities to make individuals flexible in the stressful events of life (Salovey & Mayer, 1990). In contrast, job satisfaction and dissatisfaction can be defined as "*complex emotional reactions to the job*" (Locke, 1969). Scholars have tried to relate emotional intelligence to job satisfaction or suggest that emotional intelligence has a positive effect on job satisfaction (Tagoe & Quarshie, 2017; Sy, Tram, & O'hara, 2006).

Managers' understanding of a workplace situation and behave accordingly is driven by their job performance which varies on their own level of intellectual and interpersonal skills (Njoroge & Yazdanifard, 2014). Therefore, the significance of managers' intellectual and interpersonal skills on organizational performance is positive. Singh & Dubey (2011) suggested that when managers use their interpersonal skills such as innovation, leading, motivation, monitoring, and supervision in an effective way that can result in employee satisfaction and increased productivity.

A study on 120 registered general nurses from three major hospitals located in the capital of Ghana, Accra shows a significant positive impact of emotional intelligence on job satisfaction regardless of how hard, challenging, or even mentally stressful the nurse-patient relationships (Tagoe & Quarshie, 2017; Seada & Fathi Sleem, 2012; Talley, 2006). Sy, Tram, and O'Hara (2006) examined 187 waiters from nine different locations of the same franchise restaurant to observe the relationships among employees and supervisors' emotional intelligence, employees' job satisfaction, and job performance. The result revealed that employees' emotional intelligence is positively sparked by their job satisfaction and job performance whereas their supervisors' emotional intelligence was positively affected by the employees with low emotional intelligence than those with high emotional intelligence.

Studies based on job attitudes such as job satisfaction indicate that there is a significant relationship between job satisfaction and job tenure (Duffy, Ganster, & Shaw, 1998; Bilgiç, 1998). After studying the attitudes of employees working in an electronics plant. Employees were better at adjusting their expectations regarding the job environment after spending more time in that organization. Researchers explained that employees who spend less time in an organization tend to be less satisfied with intrinsic characteristics than the employees working in that organization for a longer period tend to be highly satisfied with extrinsic characteristics (Lee & Wilbur, 1985). Job tenure is a critical variable to study employee attitude but the positive relationship between employee job satisfaction and job tenure is more likely to be found.

Several researchers have effectively established a relationship between emotional intelligence and organizational effectiveness and the relationship between emotional intelligence and various work attitudes like job satisfaction as well as job tenure (Cherniss, 2001; Srivastava, 2013; Joung & Kim, 2006; Carmeli, 2003; Miao, Humphrey, & Qian, 2017; Wong & Law, 2002). High emotional intelligent employees are more satisfied with their working environment and showed positive working attitudes throughout their careers. As a result, the relationship between emotional intelligence and demographic factors-like job tenure, career longevity is more likely to exist.

In a competitive and challenging arena like banking, employees work under much pressure which makes them feel stress and experience much anxiety (Belias, Koustelios, Sdrolias, Koutiva, & Zournatzi, 2013). The result to study occupational stress among Greek bank employees both managers and clerks showed a significant impact on their emotional intelligence by various demographic factors (Belias, Koustelios, Koutiva, & Zournatzi, 2013). Employees who have graduation degree were likely to manage their emotions in their workplace than others with no graduation degree. Researchers also found the more employees good at managing their personal as well as others' emotional states and use emotional skills to resolve organizational conflicts were likely to feel more occupational stress than others (Belias, Koustelios, Koutiva, & Zournatzi, 2013).

Technological advancement and the increasing number of private banks make the banking industry more competitive and aggressive. Striving for their positions in job markets, employees' hard-working, long working hours, continuous innovations can bring negative job outcomes like job dissatisfaction, occupational stress, absenteeism, and losing motivation to work effectively (Thorat, 2015). The author suggested emotional intelligence plays a vital role in balancing the work-life and personal life of an employee by understanding and prioritizing others' emotions through cognitive skills and relationship management (Thorat, 2015).

The focus of this study is to measure the effects of emotional intelligence on employee job satisfaction factors like fair pay, job advancement, recognition, cognitive rewards, nature of work, participation in decision making, etc. The authors also investigate the impact of job tenure and job satisfaction among managers' emotional intelligence in the Bangladesh banking industry. The incisive sum up, based on the extensive literature review, the following hypothesis has been developed:

Hypothesis 1: Emotional intelligence (EQ-i) has a positive relationship with job satisfaction.

Hypothesis 2: Emotional intelligence (EQ-i) has a positive relationship with job tenure.

3. Methods

3.1 Data collection procedure

The research conducted throughout the period of October 2020 to December 2020 in Sylhet. The data has been collected from the managers of nine fourth-generation banks of Sylhet region. This region is the furthestmost developed city in Bangladesh with enormous economic and banking activities. The managers of the private commercial banks are considered as the target populations. A total of 50 managers were taken as the sample for this research.

Convenience sampling (non-probability sampling technique) has been used to determine the sample size. The person who has a position of First Assistant Vice President (FAVP), Assistant Vice President (AVP), Senior Associate Vice President (SAVP), Vice President (VP), and Senior Vice President (SVP) is considered as the manager of the banks and the main subject of the research. Data of the research was collected from the participants with a face-to-face interview. In some cases, Google Form was also adapted to collect data via the Internet. For this purpose, a link to Google Form was embedded in an email. The email was sent to the respondents for the online survey.

3.2 Measures

A structured questionnaire was used in this research which was separated into three distinct parts. The first part of the questionnaire included questions on age, gender, and tenure. The second and third parts encompassed BarOn EQ-i and Spector's Job Satisfaction Survey respectively. The pretest of the questionnaire was conducted in October 2020 on 10 managers of different banks.

BarOn EQ-i was used to measure Emotional intelligence (Bar-On, 1997). As earlier stated, the BarOn EQ-i is a 133-item, self-reported measure which comprises of five factors: intrapersonal, interpersonal, adaptability, stress management, and general mood. Each statement on the BarOn EQi questionnaire is rated with five response choices (1 = not true of me, 2 = seldom true of me, 3 = sometimes true of me, 4 = often true of me, and 5 = very often true of me).

Job satisfaction was measured with Spector's Job Satisfaction Survey (1985). The Job Satisfaction Survey (JSS) encompasses nine aspects of job satisfaction: promotion, pay, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. In JSS each subscale has four items, thus producing a 36-item measure. The JSS uses a Summated Rating Scale (SRS) format with six response choices (1 = disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = agree slightly, 5 = agree moderately, and 6 = agree very much).

4. Results and Discussion

This section presents the data analysis, findings, and relevant discussion of the study. The following issues have been organized and presented to satisfy the objective of the study.

4.1 Descriptive Analyses

Table 1 represents the profile of 50 bank managers was taken as the respondent in this research among which 34% were female respondents and 66% were male respondents. The age of respondents was categorized into five classes ranging from 26 years to above 45 years with an average age of 37 years. Managers working with a certain bank ranged from less than 1 year to more than 15 years. From the respondents, 36% of managers had been working in the bank for 6 to 10 years, 8% for 11 to 15 years and 6% of the managers worked for the bank for more than 15 years. Managers' job tenure in the banking industry highlighted that 42% of managers had been working in the banking industry between 6 to 10 years, 14% of managers between 11 to 15 years, and 8% of managers worked for the banking industry for more than 15 years. Thus, it is noted that in total 64% of bank managers had been passed more than 6 years in the banking industry.

Table 1: Profile of respondents

	<i>n</i>	%
Gender		
Male	33	66.0
Female	17	34.0
Age		
26-30	06	12.0
31-35	14	28.0
36-40	11	22.0
41-45	12	24.0
Above 45	07	14.0
Job tenure in bank		
Less than 1 year	03	06.0
1-5 years	22	44.0
6-10 years	18	36.0
11-15 years	04	08.0
Above 15 years	03	06.0
Job tenure in the banking industry		
Less than 1 year	03	06.0

1-5 years	15	30.0
6-10 years	21	42.0
11-15 years	07	14.0
Above 15 years	04	08.0

Table 2 represents the mean values and standard deviations of emotional and job satisfaction scales. The table indicates that managers' intrapersonal emotional skills (Mean 16.38 and Std. deviation 1.90) are worked as a predictor of their emotional intelligence. Managers' ability to understand various feelings, beliefs, thoughts of oneself makes them emotionally associated with the organization. The other factors like stress management (Mean 5.94 and Std. deviation 1.57) and general mood (Mean 8.18 and Std. deviation 1.54) encompass low influence managers' emotional intelligence. On the contrary, managers' job satisfaction is highly motivated by the promotional opportunities (Mean 17.28 and Std. deviation 2.31) they had been offered in the workplace. The nature of work (Mean 16.94 and Std. deviation 1.80) and the relationship with coworkers (Mean 16.36 and Std. deviation 2.03) also tend to satisfy managers in the organizations.

Table 2: Means and standard deviations of emotional intelligence and job satisfaction

Variables	Mean	SD
EQ-i category		
Intrapersonal	16.38	1.90
Interpersonal	15.90	1.82
Stress management	05.94	1.57
Adaptability	11.38	1.48
General mood	08.18	1.54
Total EQ-i	57.78	4.89
JSS category		
Salary	15.64	2.35
Promotion	17.28	2.31
Supervisor	13.62	2.21
Benefits	15.38	2.92
Contingent rewards	13.82	2.87
Conditions	14.14	3.42
Coworkers	16.36	2.03
Nature of works	16.94	1.80
Communication	13.12	3.12
Total JSS	136.30	13.46

4.2 Hypotheses Testing

Emotional Intelligence and Job Satisfaction

The first hypothesis was established to measure the positive relationship between managerial emotional intelligence and their perceived job satisfaction. Regression models were used to analyze which EQ-i aspects were related to the nine JSS subscales. The analysis detected some JSS subscale elements were highly influenced by some EQ-i aspects. Among nine subscales of job satisfaction aspects, only the nature of work, communication, contingent rewards, and coworkers showed a significant impact on EQ-i dimensions.

The nature of the work subscale showed an overall positive influence on EQ-i dimensions. But managers' general mood was found to be negatively associated with the nature of work of the organization which revealed managers are not enjoying their work at all, not happy about the banking tasks, and not optimistic about the job they had been doing. However, managers' adaptability skills acted as a major indicator of the nature of work. Managers feel satisfied when they are able to understand

organizational problems and bring out effective solutions. Moreover, they can impute subjectively practiced to objectively exist, and able to adjust their feelings to changing circumstances and situations.

The stress management factor works as a predictor of managers' satisfaction with communication at works. The managers feel satisfied when they are able to get rid of the adverse and stressful situation, also the concern for uncertain circumstances. In contrast, managers' intrapersonal, interpersonal, adaptability, and general mood aspects are negatively associated with their communication at the workplace.

Table 3: EQ-i dimensions as predictors of job satisfaction aspects

Dependent variable	Independent variables	β	t-value	Adjusted R ²	F
Nature of work	Intrapersonal	.010	.60	-0.81	.267
	Interpersonal	.019	.102		
	Stress management	.006	.041		
	Adaptability	.151	.992		
	General mood	-.088	-.479		
Communication	Intrapersonal	-.187	-1.281	.200	3.445
	Interpersonal	-.070	-.441		
	Stress management	.502	3.772		
	Adaptability	-.022	-.169		
	General mood	-.070	-.440		
Contingent rewards	Intrapersonal	-.150	-.909	-.022	.786
	Interpersonal	-.182	-.182		
	Stress management	.919	.919		
	Adaptability	-1.537	-1.537		
	General mood	.720	.720		
Coworkers	Intrapersonal	-0.85	-.508	-.047	.558
	Interpersonal	-.154	-.844		
	Stress management	.044	.288		
	Adaptability	.173	1.153		
	General mood	.141	.775		

Managers' job satisfaction with contingent rewards driven by stress management and general mood factors. Managers with happy, optimistic, and vulnerable work attitudes are more satisfied with contingent rewards. Managers who are happy and optimistic about their work-life, who withstand an adverse and stressful situation, who are good at defining and identifying work problems are found to be satisfied by their relationships with coworkers. Total negative adjusted R² values of three subscale nature of work (-0.81), contingent rewards (-0.022), and coworkers (-0.047) revealed insignificance of explanatory variables. That is, job satisfaction factors like the nature of work, contingent rewards, and coworkers failed to influence the emotional intellectual aspects of managers at fourth-generation banks.

Emotional Intelligence and Job Tenure

The second hypothesis was developed to measure the positive relationship of managers' emotional intelligence with job tenure in the banking industry and job tenure in banks. The relationship between emotional intelligence and job tenure in the banking industry is found to be more significant with a total adjusted R² of 0.028 (2.8%) than job tenure in the bank. Emotions associated with the general mood and interpersonal abilities have a significant influence on managers' job tenure in the banking industry. The positive highest beta coefficient in regression analysis shows that general mood ($\beta=0.15$) aspects like when managers enjoy their work, feel satisfied, and maintain positive job attitudes, they like to continue their careers in the banking industry. The negative highest beta coefficient in regression analysis shows that interpersonal ($\beta = -0.265$) aspects like empathy, interpersonal relationships in the workplace, and social responsibilities motivate managers to peruse their career choices other than the banking industry.

In contrast, the JSS aspect like salary with the highest negative beta coefficient value of -0.128 indicates the undesirable impact of managers' job tenure in the bank. Managers' satisfaction can be empowered by increased salary as they expand their careers with that bank. The positive relationship between the nature of work and job tenure in the bank (highest beta coefficient value of 0.382) demonstrates managers' enjoyment of their work makes them satisfied with their workplace.

Table 4: EQ-i and JSS dimensions as predictors of two types of job tenure

Dependent variable	Independent variables	β	<i>t</i>-value	Adjusted R^2	<i>F</i>
Job tenure in the banking industry	Intrapersonal	.121	.752	.028	1.287
	Interpersonal	-.265	-1.512		
	Stress management	-.040	-.274		
	Adaptability	-.220	-1.524		
	General mood	0.15	.088		
Job tenure in bank	Salary	-.128	-.663	.009	1.047
	Promotion	.017	.092		
	Supervisor	-.077	-.448		
	Benefits	.002	.010		
	Contingent rewards	.247	1.151		
	Conditions	-.037	-.205		
	Coworkers	-.098	-.526		
	Nature of works	.382	2.137		
	Communication	.059	.271		

5. Managerial Implication and Conclusion

The study tried to examine the relationship between emotional intelligence and job satisfaction among managers in the banking sector as well as the relationship between emotional intelligence and job tenure. The results of the analysis disclosed that some aspects of emotional intelligence have a positive impact on managerial job satisfaction, industry tenure as well as bank tenure. Emotional aspects like interpersonal skills, stress management, and adaptability are negatively impacted managers' job tenure in the banking industry. JSS elements such as salary, supervision, operating conditions, and relation with coworkers made managers dissatisfied with their work and leave the bank. Managers are highly satisfied with promotional opportunities, monetary or nonmonetary benefits, contingent rewards, nature of work, and communication within the organization which inspires them to work the bank.

An enormous change has been detected in the banking industry of Bangladesh for the last several years. An increasing number of commercial banks has played a vital role in this alteration and foster numerous challenges and competitions for bankers. Working in such a competitive environment, employees feel stress and anxiety which leads to undesirable job outcomes such as dissatisfaction, absenteeism, and turnover. Thus, employers need to consider new proceedings to measure employee job satisfaction and keep them committed to the organization.

The result of the research indicates that managers feel highly satisfied by the job satisfactory aspects like promotional opportunities, nature of work, and relationships with coworkers. The outcomes of the research also suggested managers' intrapersonal, interpersonal, and adaptability skills make them more emotionally bound to the organization. The regression analysis revealed a positive effect of emotional intellectual aspects like the intrapersonal and general mood on managers' long-term possession in the banking industry. JSS aspects like promotion, fringe benefits, contingent rewards, nature of work, and communication dominate managers' long period tenancy in their banks. The analysis also showed that managers' stress management and good mood intellectual aspects are positively associated with a contingent reward though JSS factors like the nature of work, contingent rewards, and coworkers are insignificant to study emotional intelligence. The authors also revealed aspects like salary, supervision,

operating conditions, and coworkers are failed to develop employee satisfaction which drives managers to leave the bank.

The directors of the banking industry can use the research outcomes to retain their skilled managers in the organization. The directors could examine current and potential managers' emotional intelligence skills to understand their possible job outcomes and to identify their possibility to stay in the bank and the banking industry. Managers' could be given training opportunities so that they can identify and define organizational problems while suggesting effective solutions, withstand adverse and stressful events without crumble, and enhance their interpersonal skills. Increment in pay and remuneration, sound relation with supervisor, absolute operational policies and procedures, and friendly relationship with coworkers can also motivate managers' choice to stay in the banking industry.

6. Limitations

The outcomes of the research must need prudent consideration for a generalized statement. The data of the research has been gathered from the fourth-generation banks of Bangladesh and the sample size (participants of the study) of the study is very little. In the future, a large sample-based (with more participants) study is advised to discover every aspect of the relationship among emotional intelligence, job satisfaction, and job tenure. Large-scale research (with more participants) on each generation of banks also recommended to gain the proper insight into the banking industry. Yet, the data has been collected from the fourth-generation banks, but the result of the help related interested parties for decision making.

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Author Biographies

Ishrat Sharmin is a Lecturer of the Department of Business Administration, North East University Bangladesh. She completed her Bachelor of Business Administration and Master of Business Administration degree from North East University Bangladesh. Her current research interests include human resources accounting, green accounting, forensic account, general business, and management.

Rebeka Sultana Chowdhury is an Assistant Professor, Department of Business Administration, North East University Bangladesh. She completed her Bachelor of Business Administration and Master of Business Administration degree from the Department of Business Administration, Shahjalal University of Science & Technology, Sylhet. Her research interest includes bank management, corporate finance, international finance, and FinTech.

Md. Mizanur Rahman is an Assistant Professor, Department of Business Administration, North East University Bangladesh. He completed his Bachelor of Business Administration and Master of Business Administration degree from the Department of Business Administration, Shahjalal University of Science & Technology, Sylhet. His research interest includes bank management, human resources management, tourism management, and conflict management.