# EMOTIONAL INTELLIGENCE AND CREATIVE POTENTIAL AS PREDICTORS OF JOB SATISFACTION IN MANAGERS

by

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*I certify that the research work presented in this thesis is to the best of my knowledge my own. All sources used and any help received in the preparation of this dissertation have been acknowledged. I hereby declare that I have not submitted this material, either in whole or in part, for any other degree at this or any other institution.*

Signature: _____

# ACKNOWLEDGEMENT

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# DEDICATION

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In this life one can only work and come show the work, self-determination is a strong potion to success and completion of goals.

# LIST OF FIGURES


Figure 2.1. Affective Events Theory (Ashkanasy & Daus, 2002)..... 49

Figure 2.2. 16PF uses as complete talent management.....107

Figure 3.1. Ashkanasy and Daus Model.....132

Figure 3.2. The proposed model for the theoretical framework.....133

Figure 5.1. Percentage of Male and Female Managers .....148

Figure 5.2. Percentage of Marketing and Finance Managers.....151

Figure 5.3. Age distribution across the sample .....151

Figure 5.4. Mean age of Marketing and Finance Managers .....152

Figure 5.5.1. Mean age across gender and occupation .....152

Figure 5.5.2. Division of age across Gender and Occupation.....153

Figure 5.6.1. Data descriptions according to education, years of Experience and gender across the industrial sectors Investigated.....154

Figure 5.6.2. Gender and Years of Experience.....155

Figure 5.7.1. Percentage of managers across Designations .....156

Figure 5.7.2. Percentage of Male and Female managers across Designation.....157

Figure 5.8.1. Boxplot indicating the mean scores on EI.....159

Figure 5.8.2. Mean EI scores across Occupation.....159

Figure 5.8.3. Mean EI scores across Occupation and Gender.....160

Figure 5.9.1. Box plot indicating the mean sten scores on CP.....161

Figure 5.9.2. Creative Potential mean sten scores among Marketing and Finance Managers.....161

Figure 5.9.3. CP mean sten scores across Occupation and Gender.....162

Figure 5.10.1. Box plot showing mean scores on Job Satisfaction.....163
Figure 5.10.2. Mean scores on Job Satisfaction across Occupation.....163
Figure 5.10.3. Mean Job Satisfaction across Gender and Occupation .....164
Figure 5.11. Comparison of mean scores of EI, CP and JS among Marketing and Finance Managers.....165
Figure 5.12. Regression between Job Satisfaction and EI .....167
Figure 5.13. Percentage distribution of low, average and high scorers on JS & EI.....167
Figure 5.14. Percentage distribution of low, average and high scorers on Job Satisfaction and Creative Potential.....169
Figure 5.15. Theoretical Framework of the study with Regression.....177

# LIST OF TABLES


Table 4.1. Sector-wise division of the data..... ...136

Table 4.2. Data distribution across sectors and job designations .....138

Table 5.1. Demographic Information.....149-150

Table 5.2. Psychometric Properties of sudy variables (N=200).....158

Table 5.3. Percentile of EI scores.....158

Table 5.4. Mean and SD of JS scores among the Gender.....162

Table 5.5. Percentage division across low, average and high scorer on EI & JS.....166

Table 5.6. Correlations between Job Satisfaction and EI.....166

Table 5.7. Percentage division across low, average and high scorer on CP & JS.....168

Table 5.8. Pearson Correlation between Job Satisfaction and CP.....168

Table 5.9. Regression Analysis for JS, EI and CP.....170

Table 5.10. Step-Wise Regression for JS, EI and CP .....171

Table 5.11. Mean and SD of Finance and Marketing Managers on JS, EI and CP.....172

Table 5.12. T-test on JS, EI and CP among Marketing and Finance managers.....173

Table 5.13. T-test on JS across Gender .....174

Table 5.14. Correlation between factors of CP of the 16PF test.....175

Table 5.15. Pearson Correlation between 16PF studying CP and SREIS factors.....175

Table 5.16. Pearson Correlation between SREIS factors.....176
Table 5.17. Regression Analysis for JS with the factors of EI and CP...176
Table 5.18. Correlations of Age with CP, Job Satisfaction and EI.....177
Table 5.19. Regression Analysis of Job Satisfaction with Age, Experience, Current Tenure and Gender.....178

# ABSTRACT

Exploring emotional intelligence and creativity have become an absolute in today's organizations. Talent management and emotional stability in the past ten years have been topics of interest for researchers, recruiters as well as trainers. The present study's aim was to find out whether emotional intelligence and creative potential are predictors of job satisfaction in managers. It was hypothesized that the managers scoring high on emotional intelligence and creative potential scales would score high on job satisfaction. Furthermore it was assumed that there would be a significant difference in the scores of marketing and finance managers. The sampling approach was the purposive sampling technique based on whether the managers matched the required characteristics of the research. The Self Report Emotional Intelligence Scale (Schutte et al, 1998), Job Satisfaction index (Phoebus Publishing Co. BPS publishing ltd, 1975) and the Creative Potential index (Cattell, Cattell & Cattell, 1993) were administered on the participants. The respondents of the study were 200 managers of age 30 years and above; with at least five years of job experience at the post of a manager, either in the finance or marketing department. To verify relationship between the three variables and to find a model of prediction Correlations and Regression Analysis were calculated. To analyze the difference between the finance managers group and the marketing managers' group t-test was tabulated. All statistical analyses were conducted using the SPSS software.

The results support the first and second hypotheses significant at 0.01 that high level of emotional intelligence and high level of creative potential would predict high level of job satisfaction in managers. However a significant difference was not found between finance and marketing managers' scores on emotional intelligence, creative potential and job satisfaction. The regression model summary supported the theoretical framework that there is .183 adjusted R Square, Regression Model summary predicts authentication of the overall model. It also confirms the usefulness of studying emotional intelligence and creative potential to predict job satisfaction among managers.

The implications of the research is dual; initially to find out the existing trends in Pakistan by determining the importance of emotional intelligence and creative potential for managers in Karachi. Secondly to signify the importance of personal dispositions and their influence on attitude towards work. The research implies that since the variables of emotional intelligence and creative potential predict job satisfaction so these variables can help improve the selection and hiring processes; talent search, appraisals and trainings.

# TABLE OF CONTENT

**COPYRIGHT**.....i

**APPROVAL SHEET**.....ii

**DECLARATION OF AUTHENTICATION**.....iii

**ACKNOWLEDGEMENT**.....iv

**DEDICATION**.....vi

**LIST OF FIGURES**.....vii

**LIST OF TABLES**.....ix

**LIST OF ABBREVIATIONS**.....xiii

**INTRODUCTION**.....01

1.1 BACKGROUND OF THE STUDY.....02

1.2. PROBLEM STATEMENT.....05

1.3. PURPOSE OF THE RESEARCH.....09

1.4. RESEARCH OBJECTIVES.....14

1.5. RESEARCH QUESTIONS.....14

1.6. SIGNIFICANCE OF THE STUDY.....15

1.7. STRUCTURE OF THE THESIS.....17

1.8. DEFINITIONS OF KEY TERMS.....18

1.8.1. Job Satisfaction.....18

1.8.2. Emotional Intelligence.....18

1.8.3. Creative Potential.....18

1.8.4. Managers.....19

1.8.4.1. Finance Managers.....19

1.8.4.2. Marketing Managers.....19

1.9. Summary.....20

**REVIEW OF THE LITERATURE**.....21

2.1. JOB SATISFACTION.....26

2.1.1. Definitions.....26

2.1.2. APPROACHES TO STUDY JOB SATISFACTION.....27

2.1.2.1. Facet Approach.....27

2.1.2.2. Global Approach.....28
2.1.3. THEORIES OF JOB SATISFACTION.....28
2.1.3.1. Need Fulfilment theories.....29
2.1.3.2. Expectancy theory.....31
2.1.3.3. Social Information Processing theory.....31
2.1.3.4. Opponent Process theory.....32
2.1.3.5. Theory X and Theory Y.....32
2.1.3.6. Cognitive Evaluation theory.....33
2.1.3.7. Goal-Setting theory.....33
2.1.3.8. Self-Efficacy theory.....34
2.1.3.9. Equity theory.....34
2.1.3.10. Reinforcement theory.....35
2.1.3.11. Affect Theory.....36
2.1.3.12. Dispositional Theory.....36
2.1.3.13. Personal Factors and Organizational Factors.....37
2.1.4. MEASURING JOB SATISFACTION .....40
2.1.5. FACTORS THAT AFFECT JOB SATISFACTION.....41
2.1.5.1. Education and Job Satisfaction.....41
2.1.5.2. Intelligence and Job Satisfaction.....42
2.1.5.3. Pay and Job Satisfaction.....42
2.1.5.4. Fringe benefits and Job Satisfaction.....43
2.1.5.5. Colleagues, Boss and Supervision and Job-
-Satisfaction.....44
2.1.5.6. Age and Job Satisfaction.....45
2.1.5.7. Gender and Job Satisfaction.....46
2.1.5.8. Creative Management and Job Satisfaction.....47
2.1.5.9. Personality traits, Emotions and Job Satisfaction.....48
2.1.5.9.1. The Affective Events Theory (AET).....49
2.1.5.10. Talent-Management and Job Satisfaction.....50
2.1.6. EFFECTS OF JOB SATISFACTION.....51
2.1.6.1. Absenteeism, Turnover and Job Satisfaction.....51

2.1.6.3. Organizational Commitment and Job Satisfaction.....52
2.1.6.4. Work-life balance.....52
2.1.7. JOB SATISFACTION ACROSS THE GLOBE.....53
2.1.7.1 Job Satisfaction in Europe, USA & Canada.....53
2.1.7.2. Job Satisfaction in Asian Countries.....53
2.1.7.3. Job Satisfaction in Pakistan.....54
2.1.7.4. Importance of Work in Job Satisfaction-
-for Pakistan.....56
2.2. EMOTIONAL INTELLIGENCE.....56
2.2.1. EMOTIONAL INTELLIGENCE MODELS.....60
2.2.2. SUB-COMPONENTS OF EMOTIONAL INTELLIGENCE...63
2.2.2.1 Perception of Emotions.....63
2.2.2.2 Self-awareness.....64
2.2.2.3. Using and Managing Emotions.....64
2.2.2.4. Empathy.....65
2.2.2.5. Handling Relationships.....65
2.2.2.6. Personal influence.....66
2.2.3. MEASURING EMOTIONAL INTELLIGENCE.....66
2.2.4. EMOTIONAL INTELLIGENCE AND PERSONALITY
DISPOSITIONS.....69
2.2.5. EMOTIONAL INTELLIGENCE AT WORK.....70
2.2.6. GENDER AND EMOTIONAL INTELLIGENCE.....72
2.2.7. EMOTIONAL INTELLIGENCE AND AGE.....73
2.2.8. EMOTIONAL INTELLIGENCE AND RELIGION.....73
2.2.9. EMOTIONAL INTELLIGENCE AND ASIA.....75
2.2.10. EMOTIONAL INTELLIGENCE IN PAKISTAN.....75
2.2.11. TRAINING FOR EMOTIONAL INTELLIGENCE.....79
2.3. CREATIVE POTENTIAL.....81
2.3.1. THEORIES OF PERSONALITY AND THE DEVELOPMENT-
OF CREATIVITY.....85
2.3.1.1. Freud and Creativity.....85

2.3.1.2. Adler and Creativity.....86
2.3.1.3. Jung and Creativity.....86
2.3.1.4. Erikson and Creativity.....87
2.3.1.5. Maslow and Creativity.....88
2.3.1.6. Positive Psychology and Creativity.....92
2.3.1.7. Rogers and Creativity.....92
2.3.1.8. Bandura and Creativity.....93
2.3.1.9. Allport and Creativity.....95
2.3.1.10. Other Thoughts on Creativity.....97
2.3.2. The Big Five Personality Trait.....100
2.3.2.1. Openness to Experience.....101
2.3.3. CATTELL'S 16 PF AND PERSONALITY.....103
2.3.4. MEASURING CREATIVE POTENTIAL.....107
2.3.5. CREATIVE MANAGEMENT.....111
2.3.6. CREATIVITY AND GENDER.....113
2.3.7. CREATIVITY AND AGE.....116
2.3.8. CREATIVITY AND EMOTIONAL INTELLIGENCE.....117
2.3.9. TRAINING FOR CREATIVITY.....119
2.3.10. CREATIVITY IN ASIA.....120
2.3.11. CREATIVITY IN PAKISTAN.....121
2.4. MARKETING AND FINANCE MANAGERS.....129
2.5. SUMMARY.....131
**THEORETICAL FRAMEWORK.....132**
**METHODOLOGY.....134**
4.1 Research Design.....134
4.2 Unit of analysis for sampling (Participants).....134
4.3 Data Collection.....135
4.4. Operationalization.....139
4.4.1 Demographic Information Form.....139
4.4.2 Psychological Measures.....140
4.4.2.1 Job Satisfaction Index.....141

4.4.2.2. Self-Report Emotional Intelligence Scale (SREIS)..142
4.4.2.3. Creative Potential index.....143
4.5. Data Entry and Analyses Procedures.....144
4.5.1. Data Entry.....144
4.5.1.2. Statistical Analysis.....144
4.5.1.3 Statistical Measures.....145
4.5.2. Analyses Procedures.....145
4.6. Ethical Consideration.....145
4.7. Pilot Study.....146
4.8. Summary.....147
**RESULTS.....148**
5.1. Additional Findings.....174
**DISCUSSION.....179**
**CONCLUSION.....193**
**IMPLEMENTATION OF THE RESEARCH.....195**
**LIMITATIONS AND RECOMMENDATIONS.....199**
**REFERENCES**
**APPENDIXES**

# LIST OF ABBREVIATIONS

| | |
|---|---|
| 16PF | Sixteen Personality Factors |
| 16PFQ | Sixteen Personality Factors Questionnaire |
| CP | Creative Potential |
| EI | Emotional Intelligence |
| EQ | Emotional Quotient |
| FFM | Five Factor Model |
| GPI | Gordon Personal Inventory |
| GPP | Gordon Personal Profile |
| HRM | Human Resource Manager |
| I/O | Industrial/Organizational Psychology |
| IPP | Institute of Professional Psychology |
| MNC | Multinational Companies |
| NEO | Neuroticism Extraversion Openness to Experience |
| SREIS | Self Report Emotional Intelligence Scale |
| SSEIT | Schutte Self Report Emotional Intelligence Test |