

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

by

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# BAHRIA UNIVERSITY, KARACHI

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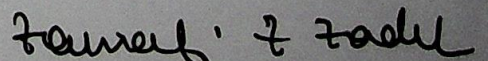
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## ABSTRACT

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.



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## 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