

Emotional Intelligence and Job Satisfaction among Police Personnel

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ABSTRACT

Police is considered as one of the most stressful occupations across the world. Terrorist attacks and encounters expose the police officers to emotions arousing situations, to handle the different situations and thus require most physical and mental ability to deal with the situations firmly and effectively. Emotional intelligence of police personnel is directly proportional to job satisfaction i.e. higher the emotional intelligence the employees will have higher job satisfaction. The present study investigated the relationship between emotional intelligence and Job satisfaction and gender differences in emotional intelligence of police personnel from Jammu division. 'Purposive sampling' technique was used for the collection of data. The total sample consisted of 100 constables (50 males and 50 females) with minimum 5 years of experience. t-test and correlation was used for the analysis of data. Results revealed that significant positive relationship was found between emotional intelligence and job satisfaction of police personnel. Males had higher emotional intelligence as compare to females and found significant gender differences in emotional intelligence among police personnel.

Keywords: Constables, emotional intelligence, job satisfaction, police

INTRODUCTION

Police department is one of the important departments for societal wellbeing. Police personnel play an important role in maintaining law of order, criminal justice system, anti-military operation, providing protection to VIPs and also works as agents of social change, it becomes important for us to know how happy and satisfied they are with their jobs. They don't have occasional holidays and work even harder in those days and not getting time to spend with their family members, which leads to frustration and they will lose their interest in job. Police officers as emotional workers are exposed to emotionally demanding interpersonal interactions (such as deaths, illness, accidents and crimes) on a daily basis,

requiring them to regulate their feelings and expressions (Bakker & Heven, 2006; Hochschild, 1983). Emotional intelligence can profitably be used as a frame work within which individual can learn coping mechanisms and management of emotions (Chhabra & Chhabra, 2013). Emotional intelligence (E.I.) refers to the ability to recognize and regulate emotions in ourselves and others (Goleman, 1995). Numerous researches have also observed a relationship between emotional intelligence measures and job satisfaction (Carmeli, Yitzhak-Halevy & Weishberg, 2009). Employees with low emotional intelligence have negative effects on their satisfaction which could reveal itself in familiar symptomatic ways comprising burnout, poor performance, turnover, poor attitudes

and stressed relationship (Wong & Law, 2002). Emotional intelligence plays a crucial role in the present day to day life and also affects the groups and one's self (George, 2000; Goleman, Boyatzis & McKee, 2002; Law, Wong & Song, 2004). Ahmad, Bangash and Khan (2009) investigated emotional intelligence among males and females police personnel and revealed that males had higher emotional intelligence as compare to females and also found significant gender differences in emotional intelligence. A study explored by the Rahman, Ferdousy and Uddin (2012) to study the differences in male and female in relation to emotional intelligence and found no significant differences between male and female in emotional intelligence. Also emotional intelligence had a significant influence on job satisfaction (Agbor et.al, 2014). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work (Locke, 1976). It has been found that employees having high emotional intelligence are more satisfied with their work than the employees having less emotional intelligence (Wong, Wong & Law, 2007). While examining the effects of emotional intelligence and gender on job performance and job satisfaction among the Nigerian police officers, Afolabi, Awosola and Omole (2010) found that the police officers who are having high emotional intelligence and fully satisfied may perform better than a police officer having low emotional intelligence. Policing is a social occupation which is considered stressful because speedy decision of a police can have a serious effect on the public such as health, physical and social aspects (Kyriakon, 2001). Agbor, Ebeh, Nwankwo, and Agu (2014) examined the influence of emotional intelligence on job satisfaction among Local Government employees and they found that emotional intelligence had a significant influence on job satisfaction. A research on 522 constables in mid career stage reported the most negative work setting, stress, least level of job satisfaction,

psychological burnout and work family conflict (Burke, 1989). Police was one of the six professions where the high stress leads to interms of poor health and low job satisfaction (Johnson et.al, 2005).

Objectives of the Study

1. To assess the relationship between emotional intelligence and job satisfaction of police personnel.
2. To explore the gender differences in emotional intelligence of police personnel.

Hypotheses

There will be significant positive relationship between emotional intelligence and job satisfaction.

There will be significant gender differences in emotional intelligence of police personnel.

Sample Description:

The study was conducted on 100 Police personnel with in an age range of 25-35 years (50 male constables and 50 female constables) of executive wing of Jammu city with minimum 5 years experience.

Sampling Technique:

Purposive sampling technique was employed for the collection of data.

Measures:

Emotional intelligence scale (Hyde, Pethe & Dhar, 2002) - This scale consists of 34 items divided in 10 areas: 1) Self-awareness 2) Empathy 3) Self motivation 4) Emotional stability 5) Managing relations 6)Integrity 7) Self-development 8) Value orientation 9) Commitment 10) Altruistic behaviour. It is a 5 point rating scale (1=strongly agree and 5=strongly disagree). The split-half reliability of the scale was 0 .88.

Job satisfaction scale (Singh & Sharma, 2012) - This instrument is made up of 30 items, with response options rated on a 5-point likert scale (1=excellent and 5= very poor).The test-retest reliability of the scale was .978.

Procedure:

Participants were contacted and data were collected personally by visiting the police stations and police posts of Jammu city. At the outset the purpose of the study was explained to them. Respondents were also informed about the confidentiality of the information provided and were given opportunity to participate or refuse to participate. Following this, the questionnaires were administered. Instructions were read before filling the questionnaires. The scoring of the questionnaires was done according to the instructions given in the manuals.

RESULTS AND DISCUSSION

The aim of the present research work is to study the relationship between emotional intelligence and job satisfaction and gender differences in emotional intelligence of police personnel.

Table 1: Depicting the Relationship between Emotional Intelligence and Job Satisfaction among Police Personnel.

	Emotional Intelligence	Job Satisfaction
Emotional Intelligence	1	.430**
Job Satisfaction	.430**	1

**Correlation is significant at the 0.01 level (2-tailed)

Results present in Table 1, shows correlation which reveal that emotional intelligence is positively related with job satisfaction [$r(100) = .430, p < .01$] providing support for hypothesis 1 which states that there will be significant positive relationship between emotional intelligence and job satisfaction of police personnel.

The coefficient value suggests a moderate but significant positive relationship between emotional intelligence and job satisfaction of police personnel, with higher levels of emotional intelligence associated with higher job satisfaction. These findings are consistent with the previous studies conducted by Cekmeoelglu, Gonsel, and Ulutas (2012) which revealed that employees who have high emotional intelligence have higher levels of job satisfaction and found

significant positive relationship between emotional intelligence and job satisfaction.

Table 2: Depicting the Gender Differences in Emotional Intelligence of Police Personnel.

Variables	Groups	N	Mean	SD	T	P
Emotional Intelligence	Male	50	136.60	13.96	2.164	.05
	Female	50	131.27	10.56		

Results in table 2 shows Means, Standard Deviations and t-ratios indicate significant i.e. ($t=2.164, p < .05$) gender differences in emotional intelligence. Thus, the hypothesis 2 stating there will be significant gender differences in emotional intelligence of police personnel is accepted. The findings of significant gender differences in emotional intelligence are in conformity to the findings of Ahmad, Bangash and Khan (2009) which revealed that males had higher emotional intelligence as compare to females and also found significant gender differences in emotional intelligence of police personnel.

CONCLUSION

In the light of above findings it can be concluded that there is significant positive relationship between emotional intelligence and job satisfaction and also found significant gender difference in emotional intelligence.

Implications

The result shows that employees who are high on emotional intelligence are more satisfied with their job than employees who are low on emotional intelligence. So it is important that police organization should conduct training programme which will focus on enhancing their emotional intelligence which will in turn promote employees productivity, job satisfaction and success. Emotional intelligence is an important factor that both male and female must learn so that they can manage their own and their co-worker emotions. Problem Based-Learning (PBL) should be introducing in government sector all over the world as part of training program to improve learning. Another important factor for any organization to achieve among its

employees is job satisfaction. It should help to maintain stability and productivity in the operations of any organizations. Dissatisfaction with work has been linked to absenteeism, poor performance and may also lead to stress and burnout. So this disturbance demands for preventive interventions which include mental health professionals proficient in counselling.

Limitations and future recommendations

The research was done on a limited number of participants. The current research only studied emotional intelligence and job satisfaction among constables other variables and groups were not taken into consideration. The current research is limited by its focus on only one police department. This may limit the generalizability of the results. These are some of the limitations of the present research work. The future researchers may take more variables, other groups and larger sample can be taken into consideration. Therefore, larger and more representative sample is needed to future investigate the relationship of emotional intelligence with job satisfaction and other related variables.

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