



Contents lists available at ScienceDirect

# Personality and Individual Differences

journal homepage: [www.elsevier.com/locate/paid](http://www.elsevier.com/locate/paid)

## Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China <sup>☆</sup>

Zhongming Ouyang <sup>a</sup>, Jinyan Sang <sup>b</sup>, Ping Li <sup>b</sup>, Jiayi Peng <sup>c,\*</sup><sup>a</sup> Jiangxi Science & Technology and Normal University, Nanchang, China<sup>b</sup> School of Business, Shandong University of Technology, Zibo, China<sup>c</sup> Department of Psychology, Fourth Military Medical University, Xi'an, China

### ARTICLE INFO

#### Article history:

Received 6 January 2014

Received in revised form 1 December 2014

Accepted 4 December 2014

#### Keywords:

Emotional intelligence

Job satisfaction

Job insecurity

Organizational justice

Structural equation modeling

### ABSTRACT

The current study aimed to explore how individual difference in emotional intelligence influenced job satisfaction, and mainly focused on the confirmation of the mediator roles of organizational justice and job insecurity. A total of 420 staffs from a large-scale IT enterprise in China completed the self-reported emotional intelligence scale, the organizational justice scale, the job insecurity scale and Minnesota job satisfaction questionnaire. The results revealed that emotional intelligence, organizational justice, job insecurity and job satisfaction were significantly correlated with each other. Structural equation modeling indicated that emotional intelligence can significantly influence job satisfaction and the relationship between EI and satisfaction was partially mediated by organizational justice and job insecurity.

© 2014 Elsevier Ltd. All rights reserved.

### 1. Introduction

Job satisfaction refers to employees' attitudes or opinions toward the job itself or the relevant environment and to their overall emotional response to their job roles (Brayfield & Rothe, 1951; Diener, 2000) and is one of the most effective indicators of vocational happiness (Zhang, Wu, Miao, Yan, & Peng, 2014). Most previous studies have focused on occupational characteristics, including income, job characteristics, work–family conflict, stress, and leadership (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010), but more researchers are turning their attention to the influence of individual factors on job satisfaction recently (Zhang et al., 2014).

Emotional intelligence (EI) is such an individual factor has close relationship with job satisfaction. EI refers to an individual's ability to perceive, evaluate, express, and manage emotion (Mayer, DiPaolo, & Salovey, 1990). The concept of EI at a popular level was sparked by Goleman (1995) in his publication "Emotional Intelligence: Why it can matter more than IQ", which heralded in a new era of recognition of the importance of emotional competencies in

work and life success. Several comprehensive EI models provide alternative theoretical frameworks for conceptualizing the construct (Jordan, Ashkanasy, & Hartel, 2002). Mayer et al. (1990) postulated that EI consists emotion appraisal and expression, emotion regulation and emotions utilization in solving problems. Cooper (1997) outlined a model of EI that included emotional literacy, emotional fitness, emotional depth and emotional alchemy. Salovey and Mayer (1989) formulated a model of EI that emphasized more on cognitive components and potential for intellectual and emotional growth. Stough, Saklofske, and Parker (2009) summarized previous studies and distinguish between ability-based EI models and trait EI models. For the trait EI, researchers considered it as a cluster of emotion-related self-perceptions/dispositions and should be assessment based on self-report questionnaires. And the trait EI model was adopted in this article. However, none measurement model of EI provide a tangible such "gold standard" criterion against which the test could be validated. Schutte et al. (1998) developed a trait emotional intelligence measurement by adopted the original model of EI of Mayer et al. (1990) as a basis for the self-report EI questionnaire, namely Emotional Intelligence Scale (EIS). This scale provides a solid foundation for a measure of individual's current level of EI that encompassed model of EI. Studies indicated that EIS provided a reliable and valid trait EI measure with good test–retest, internal reliabilities, and discriminate validity. Furthermore, the correlations of EIS with other measures showed that EIS accordance with its theoretical expectations.

<sup>☆</sup> The study was funded by the first Key disciplines of Education and Humanities and Social Science Research base of Jiangxi Science and Technology Normal University.

\* Corresponding author at: Department of Psychology, Fourth Military Medical University, Chang Le Western Street No. 169, Xi'an, Shannxi Co. 710032, China.

E-mail address: [pengjx880124@sina.com](mailto:pengjx880124@sina.com) (J. Peng).

Another individual factor can markedly affect job satisfaction is organizational justice. Organizational justice refers to people's subjective sense of fairness (Di Fabio & Palazzeschi, 2012). Bies and Moag (1986) suggest that organizational justice includes three dimensions: distributive justice, procedural justice, and interactive justice. Based on a meta-analysis, Viswesvaran and Ones (2002) find that the correlation coefficients between procedural justice and distributive justice and job satisfaction are 0.36 and 0.35, respectively. Aryee, Budhwar, and Chen (2002) compare procedural justice and interactional justice based on social exchange theory and find that procedural justice can significantly predict organization-referenced work outcomes, whereas interactional justice can better explain supervisor-referenced outcomes.

Job insecurity is also the personal factors impact on job satisfaction the current study concerned. Job insecurity refers to an employee's concern about losing the current job or characteristics related to the job (Greenhalgh & Rosenblatt, 1984). For the job insecurity construct in the literatures, a distinction can be found between global and multidimensional definition (Loi, Lam, & Chan, 2012). The global measures concern about the continued existence of the job in the future. These multidimensional measures typically encompass factors such as threats to various job features, powerlessness to counteract such threats, future existence of the current employment (Cheng, Huang, Li, & Hsu, 2011). According to Cox (1985), stress mainly stems from the individual's perception of the stress source rather than the stress source itself. Job insecurity is a feeling based on the individual's subjective perception and explanation of changes in his or her job environment (Mauno, Kinnunen, Mäkikangas, & Nätti, 2005). As a source of job stress, job insecurity not only results in employees' negative attitudes about their job and organization, impairs individual and organizational job performance, and damages employees' physical and mental health but also reduces employees' job satisfaction (Green, 2011; Reisel, Probst, Chia, Maloles, & König, 2010; Wagenaar et al., 2012). According to Greenhalgh and Rosenblatt (1984), employees' job insecurity causes negative emotional response and thus reduces work efficiency. Rosenblatt, Talmud, and Ruvio (1999) find that job insecurity lowers employees' level of organizational commitment. Lambert, Lynne Hogan, and Barton (2001) observe that job insecurity reduces employees' job satisfaction and increases turnover intention.

Previous studies have provided adequate evidence confirming the individual factors such as EI, job insecurity and organization justice that effect job satisfaction significantly. However, few studies have examined how those individual factors affect job satisfaction concurrently. This study aims to fill this research gap. EI could predict crucial work related outcome such as job satisfaction, job security. Jordan et al. (2002) further present a present a model linking perceptions of job insecurity to emotional reactions and point out employees with high EI are better equipping than employees with low EI to deal with affective and behavioral implications of job insecurity. From the point of emotion processes theory, job insecurity acts as a chronic stressor may moderates the effect of individuals manage emotion and decrease job satisfaction. On the other hand, EI defined in part as those who regulate their emotions according to social cognitive theory of organizational management, thus it affects one's sense of fairness in an organization significantly. Furthermore, as unethical conduct by an organization can trigger doubt among employees about the existing employer–employee relationship (Karnes, 2009), workplace ethics are likely to be closely linked to employee job insecurity. Employees who perceived the organization as unfair and experienced job insecurity were at a higher risk of emotional exhaustion and stress symptoms. Higher levels of employment insecurity and lower levels of workplace justice were associated with higher burnout scores, which may further lower their job satisfaction. Thus, the

current research focuses on the two mediating variables of organizational justice and job insecurity.

Based on Schutte et al. (1998) opinion of the trait model of EI, we hypothesize that individuals with high EI can manage and make good use of their and others' emotions to promote their perception and understanding of factors related to the organization and better understand organizational justice factors; by contrast, those with low EI easily forms a sense of organizational injustice, which lowers job satisfaction. As mentioned previously, job insecurity is a source of job stress. Given the close relationship between job insecurity and organizational justice, we further hypothesized that individuals with high EI may be more able to manage and regulate the negative emotion caused by losing a job or job characteristics and lower their job insecurity. By contrast, individuals with low EI extremely assess their unemployment risk and lack the right and positive way to respond to job stress; thus, people with low EI intensify job insecurity and further lowers job satisfaction.

To sum up, this research aimed firstly to explore how EI affects job satisfaction. According to recent findings, we expected the trait EI will be associated with job satisfaction. Secondly, the purpose of this study was to test whether, and the extent to which, organization justice and job insecurity mediated EI effects on job satisfaction by using structural equation modeling. Based on uncertainty management theory (Lind & Van den Bos, 2002), we hypothesized that organization justice and job insecurity would at least partially mediate EI effects on job satisfaction.

## 2. Methods

### 2.1. Participants and procedure

Participants were 420 employees from a large-scale Information Technology (IT) enterprise in Chongqing City, China, which consisted of 231 men and 189 women, and all of them were junior staff in this company. There are no notable differences among participants in terms of leadership and production operation. The ages of participants ranged from 28 to 39, with a mean of 31.17 (SD = 3.41), all married. Participants completed the questionnaires in a classroom environment, and received ¥20 as compensation. From the 420 scales that were distributed and collected, 3 unfinished scales were excluded. All participants provided their written informed consent before completing the measures.

### 2.2. Instruments

#### 2.2.1. The self-reported emotional intelligence scale

The 33-item self-report emotional intelligence scale developed by Schutte et al. (1998) is a widely used measure of EI. This scale asks respondents to indicate the degree to which they agree with statements such as "I am aware of my emotions as I experience them" and "I have control over my emotions" on a scale of 1 (strongly disagree) to 7 (strongly agree). Petrides and Furnham (2000) identified the three dimensions of EI, namely, the abilities to (a) perceive, (b) use, and (c) manage emotions. The EIS was translated into Chinese and showed a good reliability and validity. In the current study, the Cronbach alpha coefficients for the three sub-scales were 0.71, 0.78 and 0.74 respectively.

#### 2.2.2. The organizational justice scale

The organizational justice scale developed by Niehoff and Moorman (1993) was widely used to measure procedural justice, distributive justice and interactional justice. This scale has been frequently used in Chinese and has good validity and reliability. The scale consists of 20 items and some examples of items include "I feel I am being rewarded fairly considering the responsibilities I

Download English Version:

<https://daneshyari.com/en/article/7251691>

Download Persian Version:

<https://daneshyari.com/article/7251691>

[Daneshyari.com](https://daneshyari.com)