

# EXPLORING THE RELATIONSHIP BETWEEN RESILIENCE, EMOTIONAL INTELLIGENCE, AND SATISFACTION IN THE WORKPLACE

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## **Abstract**

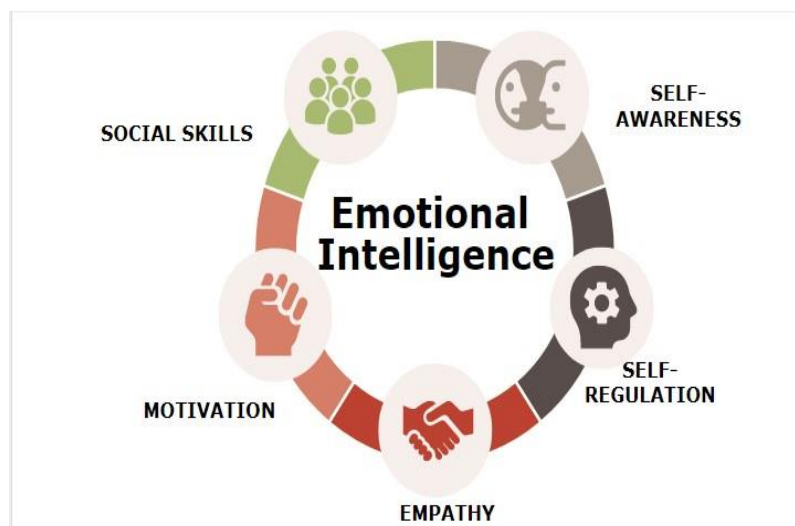
The relationship between emotional intelligence, resilience and the employment satisfaction of employees in a variety of sectors is the focus of this study. The rationale behind this investigation is linked to how organizations have begun progressively recognizing the need to enhance their employees' satisfaction; recently, it seeks to bolster such performance by addressing workplace well-being issues. In this context, the research sought to understand whether emotional intelligence and resilience contribute to overall job satisfaction. Therefore, as per the quantitative methodology, structured questionnaires were to be administered to a sample of various employees while seeking to gather the requisite data. Resilience and emotional intelligence enhance job satisfaction and are positively correlated. Overall, emotional intelligence would serve as the better predictor of these factors. In particular, employees with high emotional intelligence are more adept at managing working relationships and, therefore, much more effective in terms of supporting the team and the working environment. On the contrary, those that proved to be highly resilient could change and adjust in more positive ways, besides employing more coping strategies. The conclusion arrived at indicates how organizations ought to grow emotional intelligence and resilience to cultivate higher job satisfaction. As this research implies that training programs should contribute toward creating a more engaged and satisfied workforce, training programs that target such psychological traits among employees will be very helpful to organizational administrators in their attempts to increase employee productivity and well-being, definitely indicating the role the emotional intelligence and resilience play in augmenting job satisfaction.

**Keywords: Emotional Intelligence, Resilience, Job satisfaction, Employee Performance**

## **I INTRODUCTION**

Employee satisfaction is becoming more widely acknowledged as a critical factor in the productivity and success of organizations in the contemporary workplace. Traditional performance metrics are not the sole focus of companies; they are also addressing the psychological support and well-being of their employees. Emotional intelligence (EI) and

resilience have become critical characteristics that influence job satisfaction, enabling individuals to manage stress, establish positive relationships, and adjust to change (Sony & Mekoth, 2016). Nevertheless, the precise roles of resilience and emotional intelligence in predicting satisfaction are still not fully understood, despite their importance. Emotional intelligence (EI) is a significant predictor of key organizational outcomes especially in the times of ‘affective revolution’ in management studies. Although it is generally accepted that emotions are an intrinsic part of the workplace, but still job-related emotions still constitute an under-developed area of study. Adaptability of employees is also a key factor which is known to impact organizational outcomes like Job satisfaction and Job performance. An adaptable employee is an asset for the organization and because it known to impact organization performance and customer satisfaction (Murphy, 2014). Research has acknowledged a connection between emotional intelligence, employee engagement, and resilience; nevertheless, the precise processes by which emotional intelligence affects these outcomes remain poorly understood. In addition, to cultivate a healthy work environment and improve organisational performance, it is essential to investigate the consequences of emotional intelligence for management of the organisation and staff development (Chikobvu & Harunavamwe, 2022a).



**Figure 1: Emotional Intelligence**

This study examines the individual contributions of emotional intelligence and resilience to job satisfaction in a variety of sectors. Emotional intelligence, which encompasses self-awareness, empathy, and social skills, is associated with successful collaboration and enhanced relationship management. Adaptability and stress tolerance are the defining characteristics of resilience, which empowers employees to confront obstacles in a constructive manner. This research endeavors to determine whether resilience or emotional intelligence is a more reliable predictor of satisfaction by employing structured questionnaires in a quantitative manner. The objective of this investigation is to investigate the individual contributions of emotional intelligence and resilience to the job satisfaction of employees in a variety of sectors (Olaleye & Lekunze, 2024).

### **Emotional Intelligence and Resilience to Job Satisfaction**

Emotional intelligence (EI) and resilience are becoming more widely acknowledged as essential qualities that contribute to job satisfaction. These psychological assets assist employees in navigating the intricacies of the workplace. Emotional intelligence, which is frequently characterized by the ability to regulate one's emotions, self-awareness, empathy, and effective social skills, is capable of fostering a positive work environment and enhancing interpersonal relationships. Employees who possess high emotional intelligence are more adept at managing their own and others' emotions, which results in enhanced communication, more efficient collaboration, and fewer conflicts. These skills not only enhance team relationships but also increase individual confidence and job satisfaction, as emotionally intelligent employees are generally more attuned to workplace dynamics and can more effectively navigate challenges (Cejudo et al., 2016).

Conversely, resilience pertains to an individual's ability to adjust to change, manage stress, and recover from adversity. Resilience enables workers to maintain productivity and motivation even in the face of adversity in dynamic and frequently demanding work environments. Resilient individuals are more adept at managing work-related stress and are less likely to experience exhaustion, which contributes to a sense of accomplishment and satisfaction (Chikobvu & Harunavamwe, 2022b). Organizations assist employees in developing the mental and emotional fortitude required to maintain job satisfaction by cultivating resilience. Therefore, the correlation between job satisfaction, resilience, and emotional intelligence (EI) is substantial, as both characteristics facilitate the development of favorable workforce experiences (Sharfras Navas & Vijayakumar, 2018). Research indicates that emotional intelligence (EI) may be a more reliable predictor of job satisfaction due to its direct impact on the character of workplace interactions and its contribution to emotional well-being. Nevertheless, resilience is also essential, especially in high-pressure environments where adaptability is essential. Consequently, the implementation of targeted training programs to improve these psychological skills can result in a more engaged, resilient, and content workforce, which is advantageous to both employees and organizations (Sharfras Navas & Vijayakumar, 2018).

### **Research Objectives**

1. To analyze the emotional Intelligence of employees at the workplace.
2. To find the impact of Emotional Intelligence and Resilience on employee's Job Satisfaction
3. To find whether Emotional Intelligence and Resilience are correlated.

### **Hypothesis**

1. **(H1)**: Employees' Emotional Intelligence scores significantly differ from the expected or average benchmark score.
2. **(H2)**: Emotional Intelligence and Resilience significantly impact employees' Job Satisfaction levels.

3. **(H3):** There is a significant correlation between employees' Emotional Intelligence and Resilience.

## II REVIEW OF LITERATURE

**Chikobvu and Harunavamwe (2022)** examined the influence of emotional intelligence (EI) and resilience on work engagement among nurses in South African public hospitals. The study highlighted the crucial role of EI in helping nurses manage stress and emotional demands, especially heightened due to the pressures from the COVID-19 pandemic. High levels of EI were associated with enhanced resilience, allowing nurses to adapt to challenging work environments and maintain higher levels of engagement and job satisfaction. Their findings demonstrated that EI and resilience are positively correlated, both contributing significantly to job satisfaction and overall engagement. **Gursewak Singh Khangura,(2023)**, conducted research on the impact of emotional intelligence (EI) on employee performance in star-rated hotels in Chandigarh. The study found that EI significantly affects staff performance, especially in hospitality, where direct customer interaction is prevalent. The first objective of the study assessed the emotional intelligence levels among hotel staff, revealing that employees demonstrated high EI across domains such as self-awareness, self-management, relationship management, and social awareness. The second objective examined EI's influence on employee performance, concluding that employees with higher EI positively impacted service quality and customer satisfaction.

**Nasrijul Rivai, (2019)**, analyzed how emotional intelligence (EI), work environment, and work stress influence work productivity at Universitas Negeri Padang. Their study revealed that EI and a supportive work environment positively impact productivity by mitigating work stress. Employees with higher EI levels exhibited greater control over their emotions, enhancing their ability to cope with stress and contributing to higher productivity levels. The study also found that EI and work environment indirectly influence productivity through their impact on work stress, suggesting that stress reduction strategies and EI training can create a more productive workforce. **Kamal Adewole Odunjo-Saka et al. (2023)** conducted a study focusing on the impact of workplace bullying on hotel employee performance in Northern Cyprus, particularly examining the mediating roles of emotional intelligence (EI) and psychological resilience. The study gathered data from 442 employees across four- and five-star hotels. Findings revealed that workplace bullying significantly decreased employee performance, while EI and resilience helped mitigate this impact, enhancing overall performance despite adverse conditions. By employing a partial least squares structural equation modeling (PLS-SEM) approach, the researchers found that both EI and resilience played crucial roles in maintaining employee effectiveness amid hostile work environments.

**Vikneswari Nair, (2023)** explored the relationship between emotional intelligence (EI), work-life balance (WLB), job satisfaction (JS), job involvement (JI), and job performance (JP) among Malaysian employees. The study concluded that EI and WLB are positively correlated with job satisfaction and performance, supporting the idea that higher EI levels help employees manage work-life boundaries effectively, thus enhancing job satisfaction and performance.

Using Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze data from 150 employees, the study found significant relationships between EI, job involvement, and work-life balance, but noted that WLB did not directly impact performance.

**Shalini Sharma (2024)** conducted a study investigating the impact of emotional intelligence (EI) and resilience on life satisfaction among young adults. With a focus on individuals aged 18-26, the research aimed to assess how EI and resilience contribute to subjective well-being. Using quantitative methods, including regression analysis and Pearson correlation, Sharma analyzed data from 120 participants to examine the effects of EI and resilience on life satisfaction. The study found that both EI and resilience significantly impact overall life satisfaction, with EI enhancing individuals' capacity to manage emotions and resilience enabling effective coping with challenges. **Paola Magnano, Giuseppe Craparo, and Anna Paolillo's** study, the paper focuses on the roles of resilience and emotional intelligence (EI) in achievement motivation within an organizational context. The study was conducted with 488 Italian workers and aimed to examine if EI mediates the relationship between resilience and motivation. Findings indicated that individuals with higher EI and resilience levels are more likely to exhibit motivation toward achievement, especially in challenging work environments. EI is noted as a strong predictor of resilience, enabling individuals to better cope with stress and maintain motivation despite setbacks. **Dr. Ravindra Singh, Anam Shafat, and Oshin Prashar** studied the impact of emotional intelligence (EI) and resilience on job satisfaction. Their research targeted a diverse sample of 100 employees across various sectors to understand how EI and resilience contribute to workplace satisfaction. Using tools like the Brief Emotional Intelligence Scale, Brief Resilience Scale, and Generic Job Satisfaction Scale, the study found a significant positive correlation between EI, resilience, and job satisfaction. The findings suggest that employees with higher EI and resilience levels report greater satisfaction, as these traits enhance their ability to adapt to workplace challenges and maintain emotional stability.

**Hülya Gündüz Çekmeceliolu, Ayşe Günsel, and Demet Ulutaş (2012)** investigated the impact of emotional intelligence (EI) on job satisfaction among call center employees in Turkey. The study considers EI as a multidimensional construct, focusing on emotional recognition and regulation. Findings showed that emotional recognition had a positive and significant effect on internal satisfaction, suggesting that employees who recognize their own and others' emotions experience higher job satisfaction. However, emotional regulation did not show a direct impact on external satisfaction, which includes factors like salary and promotion opportunities. The research underscores the importance of emotional recognition in enhancing internal job satisfaction, with implications for improving employee engagement and retention in high-stress environments like call centers. **Sahara S. Lucero (2021)** examined the roles of emotional intelligence (EI), resilience, and coping strategies among helping professionals, such as social workers and counselors, in Cebu City. This study found that well-being significantly predicts EI and resilience, indicating that professionals with higher well-being also exhibit higher EI and resilience levels. Lucero used the Genos Inventory for EI, a resilience quiz, and the PERMA Profiler to measure well-being, along with coping strategy inventories. Results highlighted that those with higher EI and resilience had better coping strategies, enhancing their ability to manage work-related stress. **Myoung-Soung Lee and Han-Seong Kim (2020)**

investigated how resilience impacts emotional labor in service employees within Korea's retail finance industry. The study used a job demands–resources (JD-R) model to explore how resilience affects deep acting, with person–job fit and work engagement serving as mediating factors. Findings indicated that resilience positively influenced person–job fit, which subsequently enhanced work engagement and improved deep acting. The results demonstrated that work engagement fully mediated the relationship between resilience and emotional labor, underscoring the significance of resilience in enhancing job satisfaction and emotional management in demanding service roles. **Vilma Vilca-Pareja, Andrés Luque Ruiz de Somocurcio, Ronald Delgado-Morales, and Lizbeth Medina Zeballos (2022)** conducted a study examining the predictive roles of emotional intelligence (EI), resilience, and self-esteem in life satisfaction among university students. Using a sample of 2,574 Peruvian students aged 18 to 30, the researchers employed the Wong and Law Emotional Intelligence Scale (WLEIS), the Wagnild and Young Resilience Scale, the Rosenberg Self-Esteem Scale, and the Diener Satisfaction with Life Scale to assess relationships among these variables. The findings revealed that EI, self-esteem, and resilience are positively correlated with life satisfaction, with self-esteem emerging as the strongest predictor. Gender differences were noted, where men showed higher resilience, while women scored higher in self-awareness and self-esteem.

**Ashta Kaul (2024)** conducted a study on the relationship between emotional intelligence (EI) and resilience among working professionals, analyzing the influence of EI on resilience levels across a sample of 70 participants from Tier-I cities. Utilizing the Schutte Self-Reported Emotional Intelligence Test (SSEIT) and the Brief Resilience Scale, the study found a significant correlation between high EI and increased resilience, indicating that professionals with higher EI are more adept at managing workplace stress and adapting to change. The findings also suggested that gender did not significantly influence resilience, emphasizing EI as a primary factor in resilience. **Dr. Chanchal Sharma, (2024)** investigated the role of emotional intelligence (EI) in enhancing employee engagement and resilience in organizational settings. The study emphasizes EI as a significant factor for fostering resilience and engagement, which in turn contributes to workplace well-being and success. Through an extensive literature review, the research demonstrated that EI enables employees to regulate their emotions, improving job satisfaction, dedication, and motivation. Additionally, high EI levels were shown to assist employees in managing stress, making them more resilient and adaptable in times of organizational change or crisis. **Ashish Kumar Upadhyay et.al (2024)**, examines the relationship between emotional intelligence (EI), job satisfaction (JS), and work-life balance (WLB) among bank employees in Kanpur city. It highlights that higher EI levels correlate positively with increased job satisfaction and improved work-life balance, enabling employees to manage stress and maintain effective personal and professional relationships. The review indicates no significant gender or institutional differences in EI's impact, suggesting its universal relevance. Emphasizing the importance of EI development programs, the review advocates for organizational investments that enhance employee well-being and productivity.

**Research gap**

Despite a growing amount of research on emotional intelligence (EI) and its impact on job satisfaction (JS), work-life balance (WLB), and resilience across industries, major gaps persist. Many studies concentrate on certain businesses, such as healthcare and hotels, which limits the applicability of results to other areas, such as banking. Furthermore, although the link between EI and employee performance has been proven, there has been little research on how EI may be systematically incorporated into organizational development programs to improve employee well-being and productivity across a wide range of work settings. Furthermore, the influence of cultural and demographic characteristics, such as age and socioeconomic status, on the success of EI training programs has not been well investigated. This study intends to fill these gaps by looking into the influence of EI in enhancing job satisfaction and work-life balance among bank workers in Kanpur, while also taking into account a larger variety of demographic characteristics.

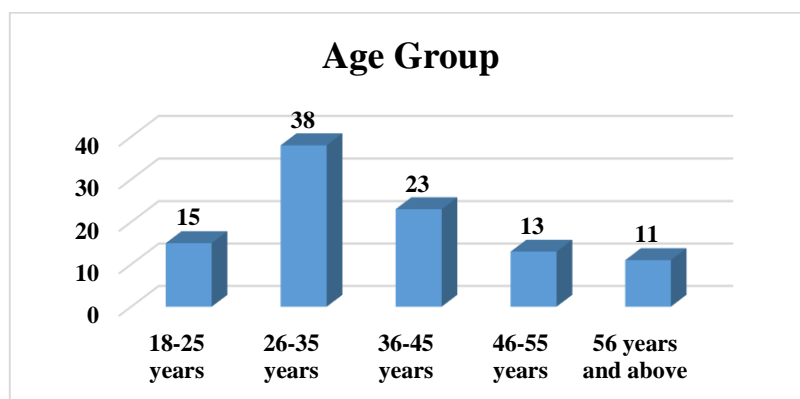
**III RESEARCH METHODOLOGY**

This study employs a mixed-methods approach to examine the impact of resilience and emotional intelligence on job satisfaction among employees. By integrating quantitative and qualitative data, the research aims to provide a comprehensive understanding of how these psychological traits influence workplace satisfaction. A sample of 100 employees was selected for the study, allowing for both statistical analysis and deeper insights through qualitative feedback. The quantitative aspect includes a survey measuring levels of emotional intelligence, resilience, and job satisfaction, while qualitative interviews explore personal perspectives on the role of resilience and emotional intelligence in workplace fulfillment.

**IV RESULT AND DISCUSSION**

**Table 1: Age Group**

		<b>Frequency</b>	<b>Percent</b>
<b>Valid</b>	18-25 years	15	15.0
	26-35 years	38	38.0
	36-45 years	23	23.0
	46-55 years	13	13.0
	56 years and above	11	11.0
	Total	100	100.0

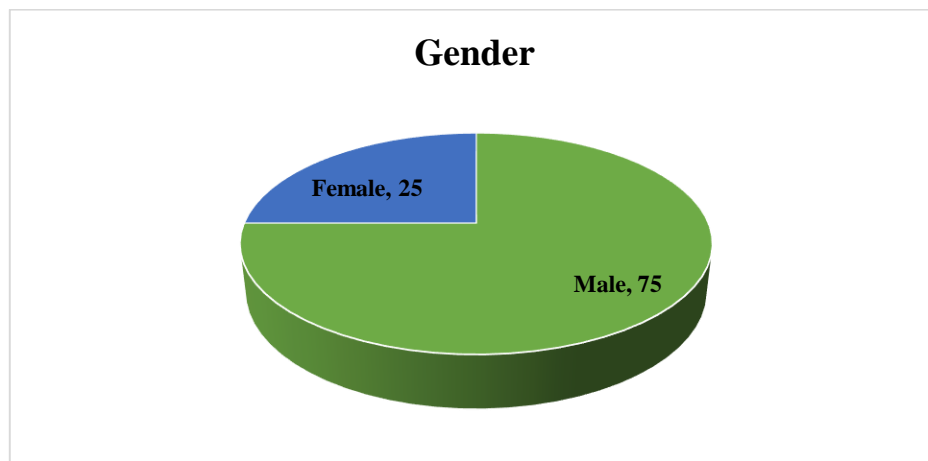


**Figure 2: Age**

The data indicates that the age distribution of participants in a study, with the majority falling within the 26-35 years age range, accounting for 38% of the total. The next largest group is the 36-45 years category, comprising 23% of respondents. Those aged 18-25 years represent 15%, while 13% are in the 46-55 years bracket. Finally, individuals aged 56 years and above constitute 11%. Overall, the sample is predominantly younger, with nearly 76% of participants aged 35 or younger, suggesting a trend towards a younger demographic in the study population.

**Table 2: Gender**

		Frequency	Percent
<b>Valid</b>	Male	75	75.0
	Female	25	25.0
	Total	100	100.0



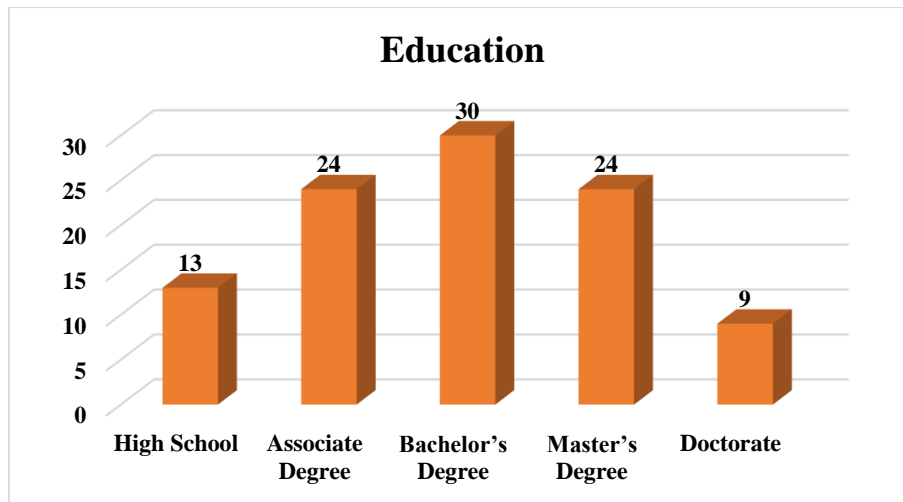
**Figure 3: Gender**

The gender distribution of participants reveals a dominant male presence, with 75% identified as male and only 25% as female. This significant imbalance indicates a male-dominated sample, suggesting that the findings may reflect predominantly male perspectives. Such a disparity emphasizes the need for gender representation in future studies to ensure a more balanced understanding of the research context.

**Table 3: Educational Qualification**

		Frequency	Percent
<b>Valid</b>	High School	13	13.0
	Associate Degree	24	24.0
	Bachelor’s Degree	30	30.0
	Master’s Degree	24	24.0
	Doctorate	9	9.0
	Total	100	100.0



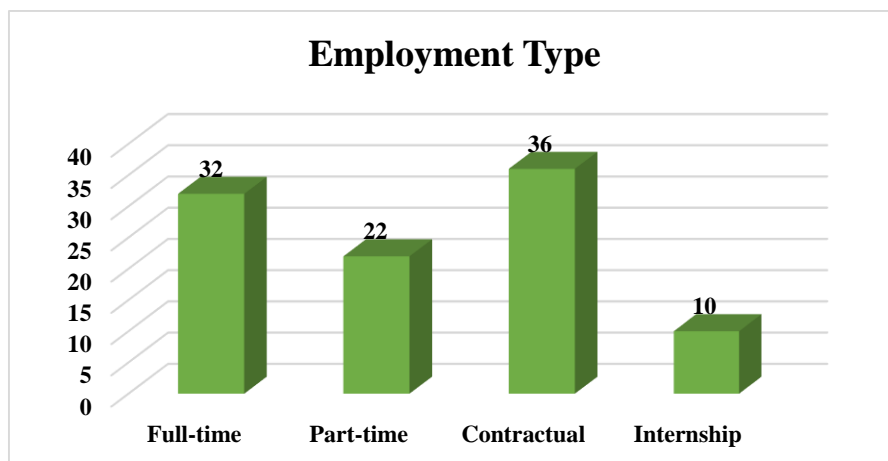


**Figure 4: Educational Qualification**

The educational qualifications of participants show that 30% hold a Bachelor’s Degree, making it the most common level of education in the sample. This is followed by 24% with an Associate Degree and another 24% holding a Master’s Degree. High School graduates represent 13%, while those with a Doctorate account for 9%. Overall, the data suggests a well-educated group, with a significant portion having completed higher education.

**Table 4: Employment Type**

		Frequency	Percent
Valid	Full-time	32	32.0
	Part-time	22	22.0
	Contractual	36	36.0
	Internship	10	10.0
	Total	100	100.0

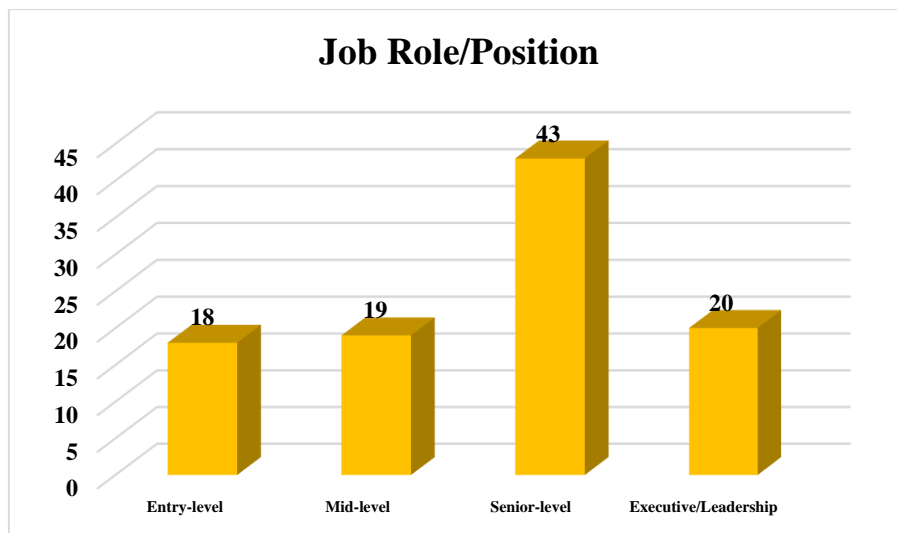


**Figure 5: Employment Type**

The employment type distribution among participants indicates that 36% are in contractual positions, making it the most prevalent category. Full-time employees represent 32%, while 22% work part-time. Interns comprise the smallest group at 10%.

**Table 5: Job Role/Position**

		Frequency	Percent
Valid	Entry-level	18	18.0
	Mid-level	19	19.0
	Senior-level	43	43.0
	Executive/Leadership	20	20.0
	Total	100	100.0



**Figure 6: Job Role/Position**

The distribution of job roles among participants shows that 43% hold senior-level positions, making it the largest group in the sample. This is followed by 20% in executive or leadership roles, and 19% at mid-level positions. Entry-level employees represent 18%. The predominance of senior-level roles indicates a well-experienced sample, which may provide valuable insights into the research topic from a more advanced professional perspective.

**Case Processing Summary**

**Table 6: Case-Processing Summary**

		N	%
Cases	Valid	100	100.0
	Excluded <sup>a</sup>	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

The table shows the distribution of cases in the study, indicating that there are 100 valid responses, representing 100% of the total sample. There are no excluded cases, as denoted by 0% under the "Excluded" category. This implies that all participants' data were considered in the analysis, ensuring a complete dataset for drawing conclusions from the study.

**Reliability Testing**

**Table 7: Reliability Statistics**

Cronbach's Alpha	N of Items
.945	24

The table shows high internal consistency among the items measured, with a Cronbach's Alpha of 0.945 across 24 items. This value indicates excellent reliability, suggesting that the items are highly correlated and likely measure the same underlying construct. A Cronbach's Alpha above 0.9 typically reflects a very reliable scale, making the findings based on these items dependable for further analysis.

### Hypothesis Testing

**(H1): Employees' Emotional Intelligence scores significantly differ from the expected or average benchmark score.**

#### One-Sample Test

Factors	Mean	Std. Deviation	t-value	p-value
Self-Awareness in Emotions	2.35	1.250	18.796	0.000
Empathy in Responses	2.01	1.227	16.385	0.000
Emotional Management Under Stress	2.31	1.300	17.765	0.000
Adaptability to Change	2.48	1.314	18.872	0.000
Conflict Resolution Inclusiveness	2.69	1.433	18.767	0.000

To ascertain whether employees' Emotional Intelligence scores substantially deviated from an anticipated benchmark across a variety of variables, a One-Sample t-test was implemented. The results of each factor were significant, as evidenced by p-values of 0.000, which are less than the significance level of 0.05. The benchmark was significantly outperformed by all of the factors, including "Self-Awareness in Emotions" (Mean = 2.35,  $t = 18.796$ ), "Empathy in Responses" (Mean = 2.01,  $t = 16.385$ ), "Emotional Management Under Stress" (Mean = 2.31,  $t = 17.765$ ), "Adaptability to Change" (Mean = 2.48,  $t = 18.872$ ), and "Conflict Resolution Inclusiveness" (Mean = 2.69,  $t = 18.767$ ). Consequently, we reject the Null Hypothesis (H0) and accept the Alternative Hypothesis (H1), thereby determining that the Emotional Intelligence scores of employees significantly deviate from the anticipated benchmark across all measured factors.

**(H2): Emotional Intelligence and Resilience significantly impact employees' Job Satisfaction levels.**

Factors	t-value	p-value
Collegial Emotional Understanding	9.08	0.000
Resilience in Job Satisfaction	1.32	0.191
Emotional Intelligence in Fulfillment	1.97	0.052
Positive Work Environment Awareness	6.95	0.000
Primary Job Satisfaction Influencer	-1.15	0.254

Regression analysis was conducted to assess if Emotional Intelligence and Resilience significantly impact employees' Job Satisfaction. The overall model was significant ( $F = 80.244$ ,  $p = 0.000$ ), suggesting that these factors collectively explain a substantial portion of the variance in Job Satisfaction. Among individual predictors, Collegial Emotional Understanding ( $t = 9.08$ ,  $p = 0.000$ ) and Positive Work Environment Awareness ( $t = 6.95$ ,  $p = 0.000$ ) had significant positive impacts on Job Satisfaction. Other factors, such as Resilience in Job Satisfaction ( $t = 1.32$ ,  $p = 0.191$ ) and Primary Job Satisfaction Influencer ( $t = -1.15$ ,  $p =$

0.254), did not show significant effects, while Emotional Intelligence in Fulfillment ( $t = 1.97$ ,  $p = 0.052$ ) was marginally significant. Based on these findings, we reject the Null Hypothesis (H0) and accept the Alternative Hypothesis (H1), concluding that Emotional Intelligence and Resilience significantly impact Job Satisfaction, with certain factors like "Collegial Emotional Understanding" and "Positive Work Environment Awareness" showing the strongest influence.

**(H3): There is a significant correlation between employees' Emotional Intelligence and Resilience.**

Correlations									
		Emoti on Mana geme nt in Recov ery	Self- Awar eness in Chal lenges	Emot ion Cont rol Unde r Press ure	Empa thy in Resili ence	Empat hy in Overco ming Challen ges	Emotion al Manage ment in Adapta bility	Emoti onal Intelli gence in Calm ness	Positi vity in Resili ence
Emo tion Man age ment in Rec over y	Pearson Correlati on	1	0.614	0.113	0.759	0.659	0.102	0.698	0.484
	Sig. (2- tailed)		0.000	0.264	0.000	0.000	0.314	0.000	0.000
	N	100	100	100	100	100	100	100	100
Self- Awa rene ss in Chal leng es	Pearson Correlati on	0.614	1	- 0.155	0.799	0.39	-0.21	0.9	0.067
	Sig. (2- tailed)	0.000		0.124	0.000	0.000	0.036	0.000	0.506
	N	100	100	100	100	100	100	100	100
Emo tion Cont rol Unde r Pres sure	Pearson Correlati on	0.113	-0.155	1	-0.056	0.651	0.923	0.048	0.63
	Sig. (2- tailed)	0.264	0.124		0.577	0.000	0.000	0.638	0.000
	N	100	100	100	100	100	100	100	100

Empathy in Resilience	Pearson Correlation	0.759	0.799	-0.056	1	0.593	-0.112	0.848	0.308
	Sig. (2-tailed)	0.000	0.000	0.577		0.000	0.266	0.000	0.002
	N	100	100	100	100	100	100	100	100
Empathy in Overcoming Challenges	Pearson Correlation	0.659	0.39	0.651	0.593	1	0.643	0.591	0.76
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	100	100	100	100	100	100	100	100
Emotional Management in Adaptability	Pearson Correlation	0.102	-0.21	0.923	-0.112	0.643	1	-0.023	0.684
	Sig. (2-tailed)	0.314	0.036	0.000	0.266	0.000		0.823	0.000
	N	100	100	100	100	100	100	100	100
Emotional Intelligence in Calmness	Pearson Correlation	0.698	0.9	0.048	0.848	0.591	-0.023	1	0.265
	Sig. (2-tailed)	0.000	0.000	0.638	0.000	0.0000	0.823		0.008
	N	100	100	100	100	100	100	100	100
Positivity in Resilience	Pearson Correlation	0.484	0.067	0.63	0.308	0.76	0.684	0.265	1
	Sig. (2-tailed)	0.000	0.506	0.000	0.002	0.000	0.000	0.008	
	N	100	100	100	100	100	100	100	100

A Pearson Correlation Analysis was conducted to assess the relationship between employees' Emotional Intelligence and Resilience. Significant correlations were found across multiple

factors, supporting the hypothesis (H1) that Emotional Intelligence and Resilience are interrelated. Emotion Management in Recovery showed strong positive correlations with Empathy in Resilience ( $r = 0.759$ ,  $p = 0.000$ ), Emotional Intelligence in Calmness ( $r = 0.698$ ,  $p = 0.000$ ), and Empathy in Overcoming Challenges ( $r = 0.659$ ,  $p = 0.000$ ), suggesting that the ability to manage one's emotions is closely linked to empathy and resilience. Additionally, Self-Awareness in Challenges correlated significantly with Empathy in Resilience ( $r = 0.799$ ,  $p = 0.000$ ) and Emotional Intelligence in Calmness ( $r = 0.900$ ,  $p = 0.000$ ), highlighting self-awareness as a key component connecting emotional intelligence with resilience. These findings indicate a robust correlation between Emotional Intelligence and Resilience factors, leading us to reject the Null Hypothesis (H0) and accept the Alternative Hypothesis (H1) that Emotional Intelligence and Resilience are significantly correlated among employees.

## V. CONCLUSION

This research studied at how resilience and emotional intelligence affect employee job satisfaction, demonstrating their beneficial contributions to workplace fulfillment. A mostly younger, male sample with varying educational backgrounds and a high number of contractual and senior-level employment provided a range of views on resilience and emotional intelligence. According to the findings, a large majority of respondents felt that resilience allows workers to deal with setbacks successfully, increasing job satisfaction. Similarly, emotional intelligence was considered as important for sustaining healthy connections, empathy, and flexibility, all of which contribute to greater job satisfaction. The study's strong Cronbach's Alpha of 0.945 across tested items guaranteed data reliability, adding to the trustworthiness of the results. The findings underscore the importance of resilience and emotional intelligence in creating a supportive and adaptive workplace culture. Organizations should emphasize training programs that concentrate on these principles in order to enhance employee morale, productivity, and engagement.

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