



AN EMPIRICAL STUDY ON EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE AMONG BANK MANAGERS

¹**Dr. Latha Krishnan (Professor and Director)**

²**Dr. Mohammed Mansoor (Asst Professor)**

Dayananda Sagar College of Management and IT, Shavige Malleshwara hills
Bangalore – 78, India.

ABSTRACT

The increasing complexities both in business as well as in human behavior have created the need for not only people with high Intelligent Quotient (IQ) but people with high Emotional Quotient (EQ) also. In the present era where the slogan “Customer is the King” prevails in every organization the emotionally imbalanced employees may find it hard to achieve their targets or deliver their reports on time. The way a person feels affects the way he behaves and the way he behaves will not only have the relationship with his achievements, but also affects the performance of those around him. Keeping this in view, the present paper is an attempt to unveil the perception of bank managers towards emotional quotient, factors affecting their emotional intelligence and its effect on their performance.

Keywords: Intelligence Quotient, Emotional Intelligence (EI), Performance, Self Perception, Self Management

Overview of Emotional Intelligence

The rules for work are changing. People are being judged by not just how smart they are but also by how well they handle each other and themselves. The essential premise of EQ is that our each and every action is systematically controlled by emotions. In order to be successful, requires effective awareness, control and management of one's own emotions and those of other people. If IQ starts from head EQ starts from heart. Since the publication of the bestselling book

Emotional Intelligence by Daniel Goleman (1995), the topic of emotional intelligence has witnessed unparalleled interest. Elementary schools, universities have implemented courses on developing one's emotional intelligence in numerous settings.

The term "emotional intelligence" felt contradiction in the area of behavioral science. In various customs and opinion has reviewed emotions as unsystematic disruption of mental action, so potentially disruptive that they must be kept in controlled. In the first century B.C., Publilius Syrus (1961) stated, "Rule your feelings, lest your feelings rule you. More latterly, in psychology, Young defined emotions as "acute disturbances of the soul as a whole" P. T. Young (1943), and modem introductory texts described emotion as "a disorganized response, largely visceral, resulting from the lack of an effective adjustment" L. F. Schaffer, B. Gilmer, and M. Schoen (1940). In this opinion, pure emotion is seen as having a "complete loss of intellectual control" and containing no "line of conscious purpose" P. T. Young (1936).

In this vein, Woodworth suggested that a scale to measure IQ should contain tests demonstrating not being afraid, angry, grieved, or inquisitive over things that stimulate the emotions of younger children. R. S. Woodworth (1940)

A second tradition views emotion as an organizing response because it adaptively focuses cognitive activities and subsequent action R. W. Leeper (1948), J. A. Easterbrook (1959). Rather than characterizing emotion as chaotic, haphazard, and something to outgrow, Leeper suggested that emotions are primarily motivated forces; they are "processes which arouse, sustain, and direct activity" R. W. Leeper (1948). Modern theories of emotion also see it as directing cognitive activities adaptively G. Mandler (1975), H. A. Simon (1982). Artificial intelligence researchers have recently considered the value of adding emotion to computers so as to prioritize and direct their processing J. D. Mayer (1986), A. Sloman and M. Crocher (1981). The full expression of emotions seems to be a primary human motive C. E. Izard and S. Buechler (1980), S. S. Tomkins (1962). And it may therefore be worthwhile to consider it from a functionalist perspective.

We view emotions as organized responses, crossing the boundaries of many psychological subsystems, including the physiological, cognitive, motivational, and experiential systems. Emotions typically arise in response to an event, either internal or external, that has a positive or negative valence meaning for the individual. Emotions can be distinguished from the closely

related concept of mood in that emotions are shorter and generally more intense. In the present article, we view the organized response of emotions as adaptive, and as something that can potentially lead to a transformation of personal and social interaction into enriching experience.

Sardo Serge (2004) argued that recent research in Australia demonstrates that emotional Intelligence is not simply an ingrained trait but can be taught. The continued fascination with emotional Intelligence (EI) goes beyond the fact that if we have only an average IQ we can at least claim that our EI is high. Today, not only can we measure EI we can enhance it as well. Nikolaou (2005) investigated the relationship of emotional intelligence (EI) characteristics, such as perception, control, use and understanding of emotions, with physical and psychological health. Pahuja and Sahi (2012) described the fact that an individual, both in his career as well as in personal life, takes up different psychological roles. These roles are labeled as distinctive ego-states. Mayer (2008) concluded emotional intelligence (EI) involves the ability to carry out accurate reasoning about emotions and the ability to use emotions and emotional knowledge to enhance thought. He discussed the origins of the EI concept, define EI, and describe the scope of the field today and for that he reviewed three approaches taken to date from both a theoretical and methodological perspective. Rathi (2008) studied relationship between Emotional Intelligence (EI) and Occupational Self-Efficacy by examining 112 scientists of research organizations, using the emotional intelligence scale developed by Hyde, Pethe and Dhar and occupational self-efficacy scale developed by Pethe, Chaudhari and Dhar Correlation and regression analysis have revealed that emotional intelligence has a positive relationship with occupational self-efficacy and is found to be one of its significant predictors. The study implies that people with higher emotional intelligence are more effective employees as compared to those with lower emotional intelligence.

Objectives of the Study

1. To analyze the importance of emotional intelligence among bank managers.
2. To gauge the relationship among various factors affecting emotional intelligence among bank managers.

Research Methods

In this study, the descriptive and quantitative methods has been adopted, and to test the relationship among the factors of emotional intelligence. Dimensions of emotional intelligence are Empathy, Self awareness, Self management, Social skills, and Assertivenss. Identify and express feelings and emotions towards personal and professional life, in Problem solving and decision making towards leadership and to understand consequences of feelings and emotions of others to manage their own emotions and feelings. The simple random sampling has been implemented, framing of nationalize and private banks in two sets, and unit selection will be randomized, the sample size is 100. Statistical Tools & Techniques; the present study had been analyzed by using various statistical tools like Factor Analysis, Step wise regression and Structural Equation Model.

Data Analysis and Interpretation

Factor Analysis

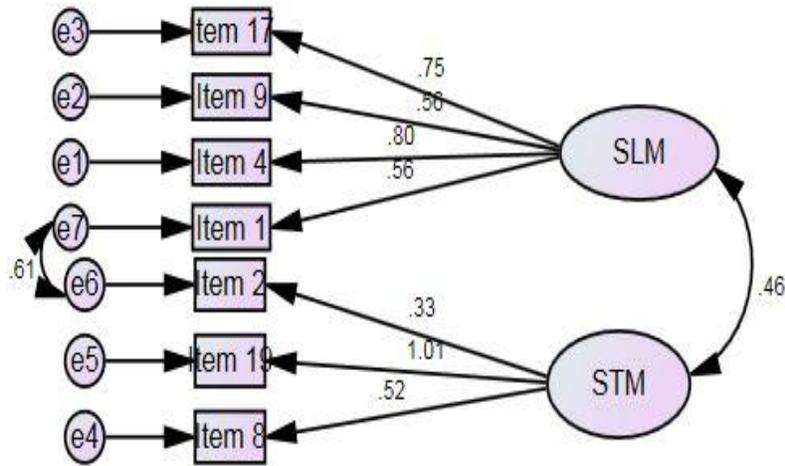
Table no. 1

Factors/Items	1	2	3	4	5
Adaptability	0.841	0.817	0.714	0.677	0.577
Social skills	0.847	0.795	0.750	0.711	0.566
Emotional Perception	0.860	0.718	0.522	-	-
Assertiveness	0.810	0.546	0.519	-	-
Self Management	0.549	0.773	0.752	0.684	-
Stress management	0.522	0.843	0.656	-	-

The table shows that the loading factors in SPSS like adaptability, social skills, emotional perception, assertiveness self management and stress management all the significant values as been shown in rotated component matrices for item reduction.

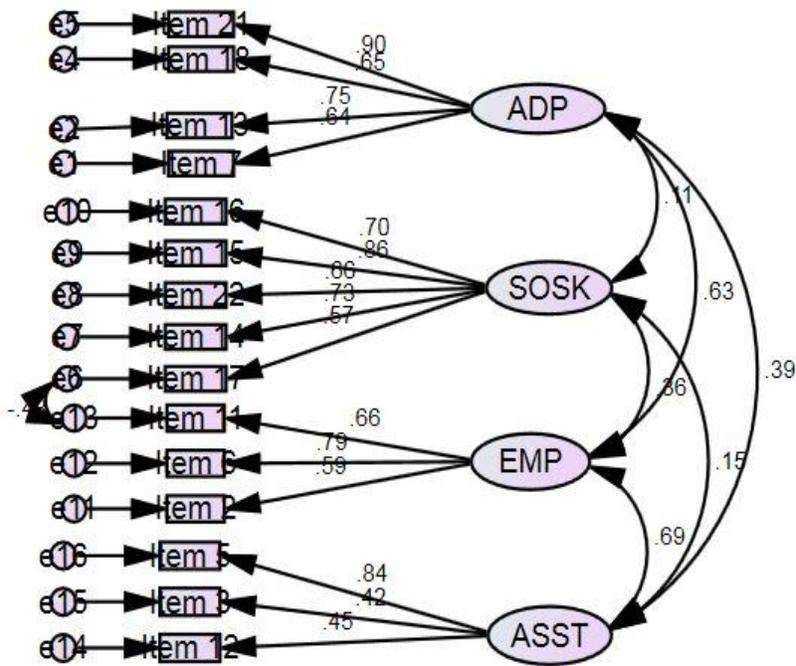
Confirmatory Factor Analysis

Figure no.1



The above figure shows the standardized co-efficient for self management and stress management are .75, .56, .80, .56 and .33, 1.01, .52 it shows the validity of the scale.

Figure No. 2



The above figure shows the standardized co-efficient for Adaptability, social skills, Emotional perception and Assertiveness are .90, .65, .75, .64, .70, .86, .66, .73, .57, .66, .79, .59, and .84, .42, .45. It shows the validity of the scale.

Table no. 2

Factors/ Model fit	GFI	AGFI	CFI	RMSEA	PCLOSE
Mediating and Dependent factors	0.889	0.741	0.890	0.141	0.057
Independent factors	0.812	0.727	0.917	0.070	0.246

The table shows that the model fit among the factor like Adaptability, Social skills, Emotional perception, Assertiveness, stress management and self management. Hence its proved that the Goodness of fit will be 0.889 and 0.812 and average goodness and common fit will be also above 0.70 it shows that there is a valid scale to measure the this factors towards emotional intelligence.

Conceptual Frame work

Figure no. 3

Effect of assertiveness, emotional perception, Social skills and Adaptability on Self management among bank employees

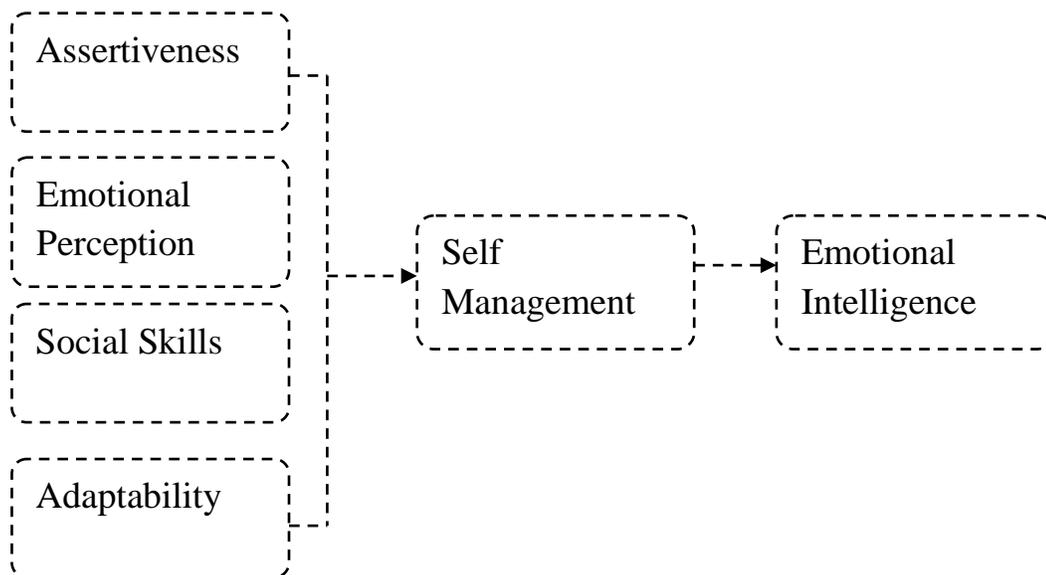


Table No. 3

Item (X)	Item (Y)	R value (Beta)	T value	P value
Assertiveness	Self Management	0.02	.150	0.88
Emotional Perception	Self Management	0.25	1.757	0.08
Social skills	Self Management	0.55	4.405	0.00**
Adaptability	Self Management	0.32	2.257	0.02*

The table no 3 shows that the effect of social skill, Adaptability, Assertiveness and emotional perception on self management, the social skill and adaptability have 55% and 32% since the p value is less than 0.05 hence it proves that the significant relationship between self management among bank employees, and rest of the other factors assertiveness and emotional perception has 2% and 25% effect on self management and it shows the relationship without significance.

Figure no.4

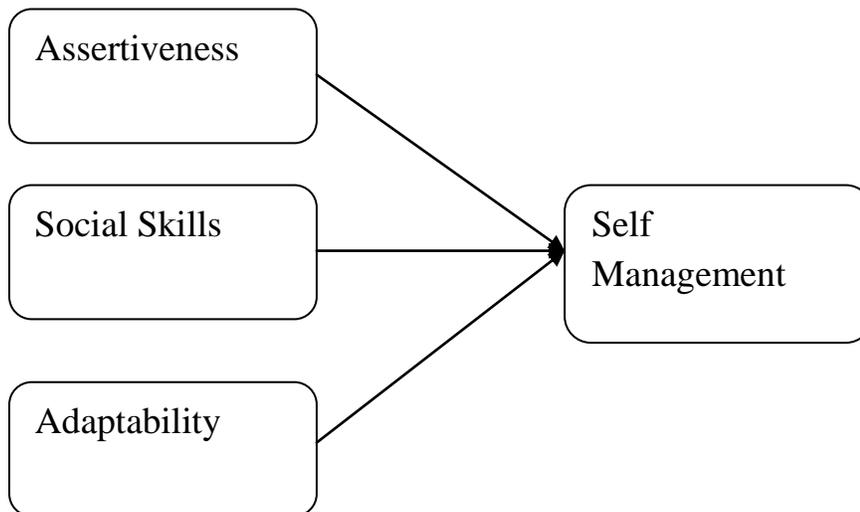


Table no.4

Effect on Self management

Factors	R value	Se (c)	t value	P value
Adaptability	0.640	0.396	2.813	0.00**
Social skills		0.526	4.473	
Assertiveness		0.226	1.609	

The independent factors like adaptability, social skills and assertiveness had direct significant effect on self management. The table shows that the R value is 0.640, and p value is less than 1% level of significance it means that overall 64% will be correlated with self management.

Figure no.5

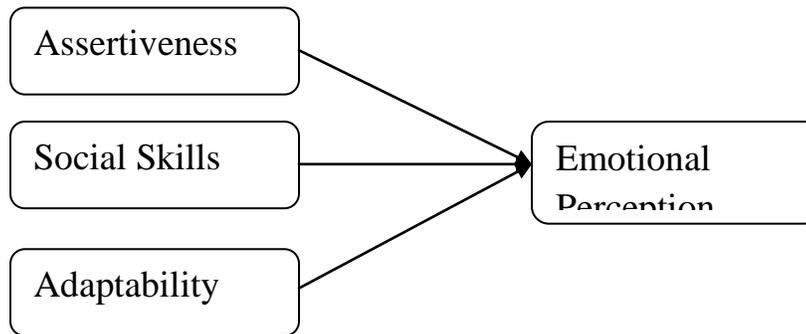


Table no.5

Effect on Emotional Perception

Factors	R value	Se (c)	t value	P value
Adaptability	0.518	0.346	2.209	0.004*
Social skills		0.135	1.029	
Assertiveness		0.203	1.297	

The independent factors like adaptability, social skills and assertiveness had direct significant effect on emotional perception. The table shows that the R value is 0.518, and p value

is less than 5% level of significance it means that overall 52% will be correlated with emotional perception.

Results and Discussions

Emotional intelligence is an entrenched concept in developed countries, but in India it has gained importance of late. The present study attempts to reveal the perception of banking sector employees towards this extremely important concept. The study revealed that majority of the respondents (75%) were aware of the concept of emotional intelligence and only few (25%) were ignorant about the same. This clearly depicts that Indian banking sector is no exception, as majority of the employees were aware of the widely used concept popularly known as EI.

Emotional intelligence develops innovational creativity in individuals and as a result, helps in the improvement people's job performance (Ganji, 2011; Hasanzadeh, 2009). In addition, what is of paramount importance in the process of job performance is facilitating the communication within organization which is another function of emotional intelligence (Ganji, 2011).

It is imperative to do the studies on emotional intelligence, its impact and the total influence in the improvement of the performance to better understand the domain of Self management and the role it plays in the promotion of the strategic ability in Bank Managers. Regarding the assertiveness choice, the emotional intelligence assists people to choose their social skills right way and helps them to succeed in their organization by augmenting the extent of their job performance. Goleman (1995, 1998) believes that the prediction of emotional intelligence for individuals is successful life and work. Due to the influence of emotional intelligence on each aspect of individuals' work life, high-level possessed emotional intelligence employees are considered as "star performers". As a result there exist a positive correlation between emotional intelligence and job performance.

Attaining the most feasible performance is considered as the most significant aim of banks. As such, organizations are required to concentrate on the emotional intelligence as a demanding variable for the sustainment of the high performance and the development of the competitive advantage. According to the previous studies, emotional intelligence has a key role in the increase of performance. Different studies are illustrative that high-level possessed emotional intelligence individuals have also excellent job performance. Individuals with emotional

perception have success in their career as there is a relationship between self management and emotional intelligence and they are influenced by each other.

Achieving social skills is very vital in the augmentation of efficiency and job performance and it is of supreme importance for bank managers. As there is a relationship between the nature of the bank manager's job and personnel's knowledge level, attitude, motivations, and have an understanding of client views, social skills and emotional intelligence is closely associated with job efficiency. Stressing the organizations' need to have an understanding of the importance of emotional intelligence in the increase of job performance, this study can have a contribution to the Human Resource Development body of knowledge. HRD practitioners might better implement the mentoring, particularly within banks by means of the application of the proposed model (Figure No. 3) By applying assertiveness, emotional perception, Social skills and Adaptability on Self management leading to emotional Intelligence among bank employees they can improve manager's and employees' job performance and effectiveness and efficiency of the organizations.

Emotional intelligence is related strongly to leadership; indeed, it is often identified as the most important attribute of successful leaders. Leadership is sometimes defined as the ability to motivate people to action, even in the absence of the leader; and it's the emotional appeal of a leader's values, goals, and vision that stirs followers. The transformational leadership model, emphasizing the leader's communication of a vision and development of followers, shares much in common with emotional intelligence theory. The core appeal of the leader's vision is emotional and value based; lacking those qualities, the vision can ring hollow. The follower's buy-in to the leader's program of self-development depends on the authenticity of the message, which in turn depends on the perceived genuineness and trustworthiness.

Future Research on Emotional Intelligence

Emotional intelligence may provide a framework for organizing personality; it may also suggest an outline for personality researchers who study emotion. Investigators may wish to examine emotions in the self, the appraisal of others' emotions, the ways in which emotion is regulated, or the adaptive uses of emotion. But, in addition, others may choose a research strategy that involves the identification of emotionally intelligent individuals through the use of

laboratory tasks or conventional scales. They might also examine the acquisition of emotionally intelligent skills and interventions to promote them. We would hope as well that researchers in this area might examine the role played by emotional intelligence in understanding other complex social processes such as the development of friendships and other close relationships. In the end, by recognizing the contribution of emotional intelligence to a healthy personality, and how to foster it, we may come to recognize advantageous qualities or needed changes in social institutions and cultural practices.

Conclusions

This study empirically investigates the relationship between self management and emotional intelligence in the Indian banks. There are three objectives of the study: first is to determine if EI and job performance has significant relationship; second is to demonstrate which aspect of self management is a major contributor towards performance and third is to see if assertiveness, emotional perception, Social skills and Adaptability on Self management are predictive of EI. There is a significant relationship between the EI of employees and job performance. Abstractive link between EI and performance have been provided in the past (e.g., Goleman, 1998) but clear empirical evidence has been lacking. Thus, if one accepts EI as relevant indicators for performance and positive evaluations of the service, this study will contribute towards strengthening the position of EI in the service sector like Banks. All the three factors of EI, i.e., assertiveness, emotional perception, and self management, have been found to contribute towards customer satisfaction but emotional maturity has been identified as the dominant factor responsible for performance in the present study. As, this study has not been reported in literature it becomes essential to be validated by other researchers. The finding further shows that working experience in service counters can predict EI. The result is in conformity with that of Goleman (1998), who expressed the view that EI tends to increase as one matures and gains experience. The probable explanations for the result could be attributed to the branch manager's interaction with customers of diverse backgrounds their service career. This may have, led, to people-oriented approach and development of skill in the series of such self management training and participation. This could be the reasons as to why branch managers' position is provided to the employees with emotional perception in the banking sector. Studies related to EI and job performance is still in its beginning stage in Indian context. The review of literature does not find any research which has been done in Self management to establish a relation between EI and

performance among bankers, particularly in the Indian context. Thus, the current study is therefore a reflection and a step towards one of the researches that focus within the area of EI and Self management. The fact that EI is significantly related to bank customer satisfaction may have valuable implications for the policy makers, advisors, recruiters, trainers, and supervisors in the financial and service sector. By evaluating one's level of EI, necessary areas for improvement of a banker might be identified. Correspondingly, in the bank, trainers might identify tough, flaw and gaps that can be useful in both training and Self management. Human societies are composed of services which come and go from people (Lenka, Suar & Mohapatra, 2010). Perception and sensitivity take on value, or when they impact and control a customer's future behavioral intentions, such as retreating, or never rebounding, to a place of business (Fox, 2001). In order to effectively use these three dimensions of customer satisfaction, service providers need to have the emotional maturity, compassion, warmth, and skills to grasp and recognize customers' feelings. Responsiveness and empathy are the key contributors in a service quality measurement. The care and attention service providers offer to their customers, are imperative for performance. In order to cope with unhappy customers, retain and increase customers for their companies, service providers should develop their EI skills. Service providers not only need to provide remarkable service to customers, but also need to leverage customers to buy or acquire a product or service. Therefore, they need to develop the self management as a part of their EI particularly empathy, social skills and emotional perception. As EI has become very critical to the success, the attributes of EI should be recognized globally and become inclusive of every curriculum and training plan. As the study reveals EI can be learnt and escalate with experience, the experience can be certified during bank selection and recruitment process.

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