



A Study On Emotional Intelligence and Employee Performance in Public Sector Banks in Kerala

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Abstract. With the emergent development of globalization of the business world, organizations must adopt various sorts of strategies and additional procedures in comprehensive and pioneering way in order to achieve well-organized and effective work. Employees are the back bone of any organization and to make them work effectively, many strategies are being followed. Though, employees' performance and effectiveness in the workplace depends on a number of factors such as financial support, educational background, job position and attitude etc. But, now leaders have also started giving consideration to Emotional Intelligence (EI) as one of the key element in organization's success. EI is one of must-have skills and capabilities which are required by leaders and followers at workplace to encounter the environment changes and do as possible as they could to gain the organization commitments that could lead to organization's success. Previous research exhibited that EI is also one of the important factor in organizational commitment and there is a strong relationship between emotional intelligence and job satisfaction and Employee performance with leads to organizational commitment. Hence, the higher employees' EI scores, higher will be employee performance and his commitment towards organization. Employees with high developed Emotional Intelligence (EI) are proven to be more successful at workplace, because of the understanding of their emotions and why they behave in a particular situation in that way. In this study effect of emotional intelligence (EI) on employee performance in an organization has been investigated and the gap in the existing literature of Emotional intelligence has been identified. Assessing the reviews and analyses presented in this paper, it is expected that this review can be further referred in the new studies for the understanding of effect of emotional intelligence on employee performance.

Keywords: Emotional Intelligence, organizational citizenship behavior, and Employee performance.

1. Introduction

The construct of Emotional Intelligence (EI) is one of the most frequently researched topics in organizational study. EI has been found to be an important predictor of various enviable organizational outcomes, such as job performance, job satisfaction, organizational citizenship behavior, and organizational commitment. Emotional intelligence involves managing feelings so that they are expressed appropriately, therefore enabling people to work together towards common goals in a constructive and transparent environment. When the executive values feelings, so will the employees. Thus, if the manager feels optimistic, confident, creative, flexible, tolerant, respectful, and compassionate, the employees will likely mirror these feelings. During the past decade, management researchers claim that emotional intelligence has an influence on performance and productivity. High emotional intelligence also affects all aspects of management (Jordan, Ashkanasy and Hartel, 2002). Today, new findings show more attention to emotional intelligence on job functions (Steve, 2004). Human performance is defined as a result of the actions set to achieve a goal based on a specific standard. This may include actions or behaviour of all nonobservable mental processing (e.g., problem solving, decision-making, program planning, reasoning) (Bailey and Robert, 2003). Emotion is a powerful psychological action that can affect behavior and performance in an important way (Brown et al., 1997). What competencies of EI contribute to OC and employee performance? Since many organizations are looking for performance improvement and they desire to carry out economic activities with maximum efficiency, they should enhance their employees' performance in the first step. Performance is a function of knowledge, skills, capabilities and motivations. Emotional intelligence is an important capability in today's organization with changing behaviours and motivations. While research has shown there is a significant relationship between emotional intelligence, organizational commitment, and employee performance (Rangriz and Mehrabi, 2010), literature does not offer guidance on how the variables of emotional intelligence directly affect the relationship between organizational commitment and employee performance. We do not know how the measurement of variables of emotional intelligence can be directly used to measure managers' and employees' performance. The purpose of this study is to examine the role that emotional intelligence and organizational commitment play on employees' performance. Hence, this study examines the relationship between emotional intelligence, organizational commitment, and employees' performance. Emotion and intelligence are two terms that are combined as time passes. Many people have an innate ability to utilize the strengths of human nature to further success. Individuals with a high level of emotional intelligence have an insightful understanding of themselves and others. If a situation invokes stress, the person with a high level of emotional intelligence has an instinctive ability to console and

comfort. Individuals with high levels of emotional intelligence can easily empathize with others. They see the situation from another perspective without stress. While some people are born with abnormally high levels of emotional intelligence, it is a trait that the majority of people can learn. There is a myriad of benefits to EI encouragement. Individuals with high emotional intelligence are noted to achieve better results in projects. They can develop greater professional networks and achieve higher productivity. The theory of emotional intelligence has evolved from several areas of research. Exploration in the area of intelligence, cognition and affect has laid a solid foundation for the development of this construct. In early nineteenth century a great deal of interest was seen in the area of intelligence. During this time, it was felt that there was more to the realm of intelligence than just academic intelligence. Theorists at this time began to research on the idea that there are certain abilities other than academic intelligence that can predict success in life.

2. Statement of The Problem

With the worldwide embracement of emotional intelligence in the first decade of 21st century, business scholars and practitioners started to put a greater emphasis on it as an important employee skill during the processes of hiring, promotion, and employee development. Currently, organizations are facing the problem of relatively lower level of emotional intelligence in a majority of employees. Although, studies have recommended various techniques to enhance emotional intelligence of employees (Goleman&Boyatzis, 2017). But, enhancement of emotional intelligence techniques remained untapped. Due to this problem, current study has tried to use training and coaching interventions as an experimental technique to enhance emotional intelligence and see how it contributes towards enhancement of employee performance

3. Objectives of The Study

To find out Emotional intelligence and employee performance in Public sector banks in Kerala. Scope of The Study Emotional Intelligence is proven to be a necessity for booming performance and career development (Kunnanatt, 2008).To deliver outstanding performance staff these days are needed to be far more concerned in their work, not solely physically, however conjointly showing emotion and mentally Turner(2002).However, finding out the impact of Emotional Intelligence on enhancing performance and employees' outcomes provides a valuable input to the organization so as to spot the proper skills and competencies that ought to be possessed by leaders and managers. The banking {industry| banking system| industry} was chosen because employees in this industry in thanjavur largely work in groups. this may afford a correct assessment of their emotional intelligence whereas operating with co-workers and interacting with customers. Therefore, this study is meant to look at relationship between emotional intelligence and employees' performance; Present study conducted in emotional intelligence and employee performance on SBI, IOB and Canara Bank. Emotional intelligence and employee performance are the important area for this study.

4. Literature Review

Md. Aftab Anwar et al. (2017) conducted a study among commercial bank employees in Malaysia and investigated the connections of emotional intelligence with organizational citizenship behaviour. It was revealed that emotional intelligence elements influenced citizenship behaviour greatly. Don-BaridamLetam (2017) in their paper titled "emotional intelligence and organizational commitment in three industrial sub-sectors in rivers state" examined the link amid emotional intelligence and organizational commitment. A positive and significant association between the said variables was found. PatirajKumari and BhanuPriya (2018) determined the "relationship between emotional intelligence and organizational commitment among public sector bank employees. The results of the study showed that there was a positive relationship between managers' emotional intelligence and organizational commitment and also a positive correlation between employees' commitment and emotional intelligence dimensions" Badawy and Magdy (2015) investigated "the impact of emotional intelligence on job satisfaction among the academicians in Egyptian higher education institutions". No influence on the level of job satisfaction due to emotional intelligence was indicated. Tagoe and Quarshie (2017) explored "the relationship between emotional intelligence and job satisfaction among nurses in Accra". A noteworthy relation between emotional intelligence and job satisfaction was noted. While there was insignificant gender difference in emotional intelligence and job satisfaction SaharJamshidi and MahshidGharibpoor (2012) have undertaken a study in banking on the topic "The Relationship between Employees' and Managers' Emotional Intelligence and Successful Implemented Customer Relationship Management" and the result proved that there is a strong relationship between emotional intelligence and customer relationship management success. MunishSabharwal and AnoopSwarup (2012) have done a study on the topic "Indian Banks: Presence and Interactivity level on Social Networking Media" and have indicated that most banks selected except the cooperative Bank have its presence on at least one social networking medium and the new private sector banks are the only ones who are active on the social networking Khan, Asad (2015).et al...opined that the library and information science profession is service oriented as it involves a lot of interaction with the users. The professionals with good EI help in building and managing these relationships. A good EI gives a stable relationship with colleagues and users which in turn gives job satisfaction. This study involved EI studied on four indicators - self-assessments, teamwork and collaboration, optimism and service orientation. The study also recommended that EI should be taken into consideration before during and after recruitment.

5. Research Methodology

Type of research descriptive research design is the best suited method for the study because all the variables would be described as they exist source of data primary data is data that has not been previously published, i.e. The data is derived from a new or original research study and collected at the source. Sampling techniques the methods used in drawing samples from a population usually in such a manner that the sample will facilitate determination of some hypothesis concerning the population. The sampling technique used for the study is convenience sampling technique. Convenience is the process of collecting and analyzing only a small representative portion of a larger group. Each item must have the same likelihood of being selected. Sample unit: the sample unit is the employees in 3 different public sector banks in kerala. Employees from sbu, job and canara bankare selected for sample. Sample size: a sample is a small portion of the total population assessed to bring about responses and results. An ideal sample size of the true population is one which can portray the attributes of the total population with small probability of deviation. Accordingly, it is practically difficult to collect responses from the total study population. Thus, only a small portion of the total population has been selected for the research study. The sample size is 384 employees fixed on the basis of morgan table. Research design is concerned with turning a research question into a testing project.

6. Data Analysis and Interpretation

Null hypothesis: There is no association between emotional intelligence and employee performance

TABLE 1. Data Analysis and Interpretation

		Emotional intelligence	Employee performance
Emotional intelligence	Pearson Correlation	1	.015
	Sig. (2-tailed)		.762
	N	384	384
Employee performance	Pearson Correlation	.015	1
	Sig. (2-tailed)	.762	
	N	384	384

Here the p value (Sig. (2-tailed)) is .762 is more than 0.05. Therefore, accept the null hypothesis. It means that there is no association between emotional intelligence and employee performance. Employee performance do not change with emotional intelligence

Null hypothesis: There is no association between factors of emotional intelligence and employee performance.

7. Correlations

TABLE 2. Correlations

		Performance	Self awareness	Emotion regulation	Self motivation	Social awareness	Emotional receptivity
Performance	Pearson Correlation	1	.072	.085	.088	.104(*)	.092
	Sig. (2-tailed)		.158	.096	.089	.042	.075
	N	384	384	384	377	384	377
Self awareness	Pearson Correlation	.072	1	.878(**)	.863(**)	.756(**)	.891(**)
	Sig. (2-tailed)	.158		.000	.000	.000	.000
	N	384	384	384	377	384	377
Emotion regulation	Pearson Correlation	.085	.878(**)	1	.910(**)	.852(**)	.923(**)
	Sig. (2-tailed)	.096	.000		.000	.000	.000
	N	384	384	384	377	384	377

Self motivation	Pearson Correlation	.088	.863(**)	.910(**)	1	.861(**)	.918(**)
	Sig. (2-tailed)	.089	.000	.000		.000	.000
	N	377	377	377	377	377	377
Social awareness	Pearson Correlation	.104(*)	.756(**)	.852(**)	.861(**)	1	.932(**)
	Sig. (2-tailed)	.042	.000	.000	.000		.000
	N	384	384	384	377	384	377
Emotional receptivity	Pearson Correlation	.092	.891(**)	.923(**)	.918(**)	.932(**)	1
	Sig. (2-tailed)	.075	.000	.000	.000	.000	
	N	384	384	384	384	384	384

* Correlation is significant at the 0.05 level (2-tailed).

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

The above table 5.10 shows the correlation analysis factors of emotional intelligence and employee performance. It is clear from the Table that factors of emotional intelligence are Self-awareness, Emotion regulation, Self-motivation, Social awareness and Emotional receptivity. The analysis shows that only social awareness has a significant association with employee performance

Null hypothesis there is no association between demographic variables and emotional intelligence

TABLE 3. Correlations

	N	Chi-value	P-value	Significant value
Gender * emotional intelligence	384	15.027	.861	0.05
Age* emotional intelligence	384	36.715	.301	0.05
Marital status* emotional intelligence	384	12.342	.338	0.05
Experience* emotional intelligence	384	10.263	.984	0.05

Table 3 shows the chi square analysis of the demographic variables and emotional intelligence

The chi square analysis of the gender and emotional intelligence shows that the p (0.861) value is more than the alpha value (P>0.05). As the p value is more than the alpha value, the null hypothesis is accepted. It indicates that there is no there is no association between gender and emotional intelligence The chi square analysis of the age and emotional intelligence shows that the p (0.301) value is more than the alpha value (P>0.05). As the p value is more than the alpha value, the null hypothesis is accepted. It indicates that there is no there is no association between age and emotional intelligence. The chi square analysis of the marital status and emotional intelligence shows that the p (0.338) value is more than the alpha value (P>0.05). As the p value is more than the alpha value, the null hypothesis is accepted. It indicates that there is no there is no association between age and emotional intelligence. The chi square analysis of the experience and experience and emotional intelligence shows that the p (0.984) value is more than the alpha value (P>0.05). As the p value is more than the alpha value, the null hypothesis is accepted. It indicates that there is no o association between experience and emotional intelligence.

Findings

The major findings of the study are

1. The study shows that there is no association between emotional intelligence and employee performance. Employee performance do not change with emotional intelligence
2. The analysis shows that only social awareness has a significant association with employee performance
3. The study shows that there is no there is no association between gender, age, marital status and experience and emotional intelligence

Suggestions:

1. The Banks should undertake emotional intelligence audit at all levels in the organization to identify emotional intelligence among the employees.
2. The Public sector banks should organize the get together activities to increase the interaction of employees so as to improve the relationship of employees with their peers, subordinates and seniors.
3. Emotional intelligence has proved to be the guiding force for success in the organization. It influences the overall ability to manage the tasks in hand and have cordial relations with colleagues.
4. Emotional intelligence should be added to the list of traits that employees should possess.
5. Public sector banks should develop effective policies on emotional intelligence to bring out the best in them.
6. The Public sector banks should engage in some stress releasing mechanisms like yoga sessions, outdoor picnics, regular parties etc.
7. Promotion of life skills training and scientific guidance in employees, because, through this way, we can improve the Emotional Intelligence of employees and thus we can lead them towards a very successful future life.
8. Establishing the sessions to promote Emotional Intelligence in firm, because employees who develop their ability to understand, process, and use their emotions may be able to navigate unfamiliar and challenging social situations better than those who do not.
9. Studies to develop Emotional Intelligence of employees at training level I using the package could be taken up.

8. Conclusion

The study was able to establish that there is a significant relationship between employees' emotional intelligence and organizational commitment. The sources of employees' emotional intelligence, according to the variables in our questionnaire, were: good understanding of their emotion, they find it easy to express themselves, they can tell their colleagues how they are feeling at work, and they do not allow their emotions to control them when making decision at work, among other operational variables of emotional intelligence. The research was also able to establish that there is a relationship between employees' emotional intelligence and employees' performance. Employees' performance can be achieved through their intelligence, and also through empowerment of the employees. Employees who are empowered and are involved in innovation become more satisfied with their jobs and therefore more productive. Managing people in an innovative organization is about giving the opportunity to people to develop and to make a contribution to strategic objectives. Employees' performance can be achieved through their intelligence, and also through empowerment of the employees. Employees who are empowered and are involved in innovation become more satisfied with their jobs and therefore more productive. The application of managers' emotional intelligence will increase employees' performance through an organized self-managed development scheme. Managers need to develop themselves to improve their emotional intelligence. From this study, it is established that there is a relationship between emotional intelligence, organizational commitment and employees' performance.

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