

## A Study on Emotional Intelligence among Indian Overseas Bank Employees, Tuticorin, Tuticorin District

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**Abstract:** The rules of work are changing increasingly and day by day the responsibilities and overload of individual employees in banking sector also increased simultaneously. The increasing complexities both in business as well as in human behaviour have created the need for not only "people with high intelligent quotient (IQ) but people with high emotional quotient (EQ)" also. For banking employees around the globe, emotional intelligent on the job can be a very big challenge, emotions can be sometimes positive, sometimes negative. Positive emotion leads to productivity and negative emotion leads to loss for the organisation. There is already a certain level of emotional imbalance in Banking employees worklife and then encounter even more negative emotions arising from the work pressure that banking employees face on the job. Many employees cannot cope with such rapid changes taking place in the job, role conflict, service for customer, contribution, rapid technological change, lack of customer response is the great transactions of getting negative emotions for the banking employees.

The way a person feels affect the way he behaves and the way he behaves will not only have the relationship with his achievements, but also affect the performance on every element in work environment. Keeping this in view, the present study is an attempt to unveil the perception of Bank employees towards emotional quotient, factors affecting their emotional intelligence and its effect on their performance.

**Key words:** Emotional Intelligence, bank employees, financial literacy.

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### I. Introduction

#### **Emotional Intelligence in Tamil Literature:**

அதிகாரம்: வெகுளாமை

சுருள்: 309

உள்ளியதெல்லாம் உடனெய்தும் உள்ளத்தால்

உள்ளான் வெகுளி எனின்.

**Translation:** If a man never indulges anger in his heart, he will at once obtain whatever he has thought of. This is the famous verse of **AYYAN THIRUVALLUVAR IN THIRUKURAL** some 2000 years ago, gave considerable focus on the need for Emotional Intelligent to Mankind. He wrote about the importance of managing senses and emotions of the individual as well as the consequences that we have to face for failure to manage our emotions.

We can also understand in the meaning of above verse as "If we are able to refrain from our bad emotions, we will be able to focus on thoughts completely and it will give us energy to achieve what we really intended to do".

#### **Emotional Intelligence:**

The term emotional intelligence was introduced in 1990 by two American University professors, Dr. John Mayer and Dr. Peter Salovey in their attempt to develop a scientific measure for knowing the difference in people's ability in the areas of emotion. However, the credit of popularizing the concept of emotional intelligence goes to another American psychologist Daniel Goleman (1995). He defines emotional intelligence in a number of ways comprising many personality traits such as empathy, motivation, persistence, warmth and social skills. Daniel Goleman has adapted Salovey and Mayer's model into a version which includes the five basic emotional and social competencies as follows:

**1. Self-awareness:** Knowing what we are feeling in the moment and using those preferences to guide our decision making, and having a realistic assessment of our own abilities and a well-grounded sense of self-confidence.

**2. Self-regulation:** Handling our emotions so that they facilitate rather than interfere with the task at hand, being conscientious and delaying gratification to pursue goals, and recovering well from emotional distress.

**3. Motivation:** Using our deepest preferences to move and guide us towards our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations.

**4. Empathy:** Sensing what people are feeling, being able to take their perspective, and cultivating rapport and atonement with a broad diversity of people.

**5. Social Skills:** Handling emotions in relationships well and accurately reading social situations and networks, interacting smoothly, using these skills to persuade, lead, negotiate and settle disputes, for cooperation and teamwork.

In 2004, the encyclopaedia of applied psychology suggested three different frameworks of EI models that are...

- ✓ The Ability model of Mayor and Salovey (1990-1997)
- ✓ The mixed model of Daniel Goleman (1995-1998)
- ✓ Bar on model (1997-2000)

***The Ability model – Mayor and Salovey:***

1. Perception, Appraisal and expression of emotions – the individuals can accurately identify one's emotion
2. Emotional facilitation of thinking – describe emotional events with intellectual processing
3. Understanding and analysing emotions – the ability to recognise, label and interpret emotions
4. Regulation of emotions to attain intellectual growth – to enhance growth

***The Mixed model – Daniel Goleman (1995-1998):***

His model consists of five dimensions of EI and twenty five emotional competencies. That are...Personal competencies:

1. Self- awareness - emotional awareness, accurate self-assessment and self-confidence
2. Self- regulation – self-control, trustworthiness, conscientiousness, adaptability and innovation
3. Motivation – achievement drive, commitment, initiative and optimism.

Social competencies:

4. Empathy – developing and understanding others, service orientation, political awareness and leveraging diversity
5. Social skills – influence, conflict management, communication, leadership, building bonds, change catalyst, cooperation and team capabilities.
- 6.

***The Bar on model (1997-2002):***

The director of the Institute of Applied Intelligences in Denmark and consultant for several organisations, Reuven Bar on developed this model. In this model, he is considered process oriented rather than performance or success.

1. Interpersonal skills – being aware of and understanding oneself and expressing right emotions
2. Intrapersonal skills – being aware of, understanding and appreciating other's feeling, establishing and maintaining relationship with others
3. Adaptability – analysed the feelings and make their self as flexible according to the situations
4. Stress management – coping with stress and controlling impulses
5. General mood – being optimistic and being able to express positive emotions

**Emotional intelligence and its various dimensions:**

According to Mayor and Salevoy, there are four dimensions in Emotional Intelligence they are, "Emotional Perception, Emotional assimilation, Emotional understanding and Emotional Management".

- ✓ Emotional Perception – it is the ability to recognize a feeling as it takes place. It is all about the self-awareness of thoughts and feelings
- ✓ Emotional Assimilation- it is the integrated ability of the individual to distinguish the emotions from thought process
- ✓ Emotional understanding – it is the ability to understand others emotions. Empathy is much needed to made interactions and positive relationship
- ✓ Emotional Management –it is the ability of individual to handle the emotions of oneself and other. By this, the individual can learn how to develop the personality and how to be presentable and positive in difficult situations

Besides Mayor and Salovey’s four dimensions, they have developed eight competencies. They are...

- Self –awareness
- Empathy
- Social awareness
- Creating social bond
- Separate emotions from expressions
- Self-control
- Relationship management
- Emotional self-efficiency and Motivation

## II. Objectives of the Study

- To study the employees skills on managing workplace emotions
- To analyse the challenges in Emotional Intelligence towards customer service in changing financial practices.
- To offer suggestive measure for the enhancement of Emotional Intelligence and work performance.

### 2.1. Data Analysis And Interpretation

**Table -1: Gender of the respondents**

Particulars	Frequency	Percentage
<b>Male</b>	21	64
<b>Female</b>	12	36
<b>Total</b>	33	100

Inference: Among the Bank employees, 21 members are male and 12 members are female

**Table : 2- Percentage analysis of the respondents**

S. No	Questions	Strongly Agree		Agree		Neutral		Dis agree		Strongly Disagree		Total	
		Fr eq	%	Fr eq	%	Fr eq ue	%	Fr e que ncy	%	Fr e que ncy	%	Fr e que ncy	%
1	Employees get affected by criticism	6	18	9	27	3	9	6	18	9	27	33	100
2	Employees response on others can easily identify their emotions	6	18	3	9	0	0	21	64	3	9	33	100
3	Self-control on expression of emotions	6	18	3	9	3	9	18	55	3	9	33	100
4	Examination of feelings are useful in solving work related problems	18	55	9	27	0	0	3	9	3	9	33	100
5	Employees response on overcome emotions	6	18	6	18	0	0	15	45	6	18	33	100
6	Employees response on finding solution on weak emotions	18	56	3	9	3	9	9	27	0	0	33	100
7	Employees response on not making decisions during anxiety	12	36	3	9	0	0	18	56	0	0	33	100
8	Employees response on keep themselves away from stress	12	36	9	27	0	0	9	27	3	9	33	100
9	Employees response on put apart emotions while decision making	12	36	6	18	12	36	3	9	0	0	33	100
10	Employees response on remain maintain positive emotions at stress	9	27	9	27	0	0	12	36	3	9	33	100
11	Employees response on not doing work in balanced manner	3	9	0	0	0	0	18	54	12	36	33	100
12	Employees response on client having poor financial literacy	18	55	15	45	0	0	0	0	0	0	33	100
13	Employees response on their difficulty in explaining new policy	12	36	9	27	0	0	9	27	3	9	33	100
14	Employees response on met argument during explaining new policy	18	54	6	18	1	3	6	18	2	6	33	100
15	Employees response on left aside the work during stress	15	45	3	9	3	9	12	36	0	0	33	100
16	Employees response on can perform the job with fulfilment	9	27	3	9	0	0	12	36	9	27	33	100
17	Employees response on responsiveness to client	18	54	9	27	3	9	3	9	0	0	33	100
18	Employees response on importance of EI in work performance	18	54	6	18	9	27	0	0	0	0	33	100
19	Employees response on overloading of work has increased	12	36	15	45	3	9	3	9	0	0	33	100

**CHI SQUARE TEST: 1**

**Null Hypothesis (Ho):** There is significant relationship between respondents’ opinion on non-making decisions during their stress and keep themselves away from getting stress

**Alternate Hypothesis (H1):** There is no significant relationship between respondents’ opinion on non-making decisions during their stress and keep themselves away from getting stress

S.No	Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Respondents opinion on not making decisions during their stress	12	3	0	18	0	33
2	Respondents opinion on keep themselves away from getting stress	12	9	0	9	3	33
	Total	24	12	0	27	3	66

Source: Primary data

Observed frequency(O)	Expected Frequency(E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
12	12	0	0	0
3	6	-3	9	1.5
0	0	0	0	0
18	14	4.5	20.25	1.5
0	1.5	-1.5	2.25	1.5
12	12	0	0	0
9	6	3	9	1.5
0	0	0	0	0
9	14	-4.5	20.25	1.5
3	1.5	1.5	2.25	1.5
			TOTAL	9

$$\chi^2 = (O-E)/E$$

Expected frequency = (row total for that row of the cell)\*(column for that column of the cell)/grand total

Therefore the calculated value  $\chi^2 = 11.48$

Degrees of freedom = (r-1)\*(c-1)

= (2-1)\*(5-1)

= 4

The tabulated value of  $\chi^2$  (4,5per cent) = 9.488

**Inference:**

Since the calculated value of  $\chi^2$  is lower than the tabulated value of  $\chi^2$ . We reject the alternate hypothesis at 5 per cent level of significance. Hence there is significant relationship between respondents’ opinion on non-making decisions during their stress and keep themselves away from getting stress

**CHI SQUARE TEST: 2**

**Null Hypothesis (Ho):** There is significant relationship between respondents’ opinion on client having poor financial literacy and met arguments during handling them.

**Alternate Hypothesis (H1):** There is no significant relationship between respondents’ opinion on client having poor financial literacy and met arguments during handling them.

S.No	Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Respondents opinion on absorbing poor financial literacy among clients	18	15	0	0	0	33
2	Respondents opinion on met arguments with poor financial literacy clients	18	6	1	6	2	33
	Total	36	21	1	6	2	66

Source: Primary data

Observed frequency(O)	Expected Frequency (E)	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
18	18	0	0	0
15	11	4.5	20.25	1.9
0	0.5	-0.5	0.25	0.5
0	3	-3	9	3
0	1	-1	1	1
18	18	0	0	0
6	11	-5	25	2.27

1	0.5	0.5	0.25	0.5
6	3	3	9	3
2	1	1	1	1
			TOTAL	13.2

$$\chi^2 = (O-E)/E$$

Expected frequency = (row total for that row of the cell)\*(column for that column of the cell)/grand total

Therefore the calculated value  $\chi^2 = 13.2$

Degrees of freedom = (r-1)\*(c-1)

= (2-1)\*(5-1)

= 4

The tabulated value of  $\chi^2$  (4,5per cent) = 9.488

**Inference:**

Since the calculated value of  $\chi^2$  is higher than the tabulated value of  $\chi^2$ . We accept the alternate hypothesis at 5 per cent level of significance. Hence there is no significant relationship between respondents' opinion on client having poor financial literacy and met arguments during handling them.

### III. Findings and Suggestions

**3. FINDINGS:**

- 64% of employees are not having self -control on expressing emotions
- 82% of employees are believed that examine of feelings are helpful in solving work related problems.
- 64% of employees are always finding solution to weak emotions
- 54% of employees are put apart their emotions while decision making
- 100% of employees are agree that most of the clients having poor financial literacy
- 63% of employees are find difficulty in explaining new policy to the people having poor financial literacy
- 73% of employees are met arguments while explaining new policy
- 53% of employees are not taking work related decisions while on stress
- 63% of employees cannot perform their job with fulfilment because of work pressure
- 73% of employees are agree that EI and work performance are interrelated
- 81% of employees are agreed that workload has increased.

**3.1 Suggestive Measures:**

- The higher official can provide new level of training in skills development to the employees
- The authority could increase the frequency of training programs
- The refreshment programs like yoga, seminars are provide to channelize their emotions on positive expression
- Emotional Intelligence related issues should be discussed in staff meetings
- The superiors can guide the subordinates on EI related issues
- Human resource should be increased to reduce the overloading of work and work pressure

### IV. Conclusion

The challenge of Emotional Intelligence in current scenario is rapid growth of technology with poor financial literacy of the general public. So we suggest the bankers to offer the awareness program on new financial policies and procedures, investment plans, loan and insurance facilities to the clients.

This will help the employees on handling clients while on explaining new policies. This will also help to maintain harmony relationship and communication with the clients.

The specialist officer with sound financial knowledge is needed on every branches to share the values on new policies to both client and handling employees.

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