

A Study on Relationship between Emotional Intelligence and Job Performance among State Bank Employees, Tirunelveli.

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ABSTRACT: In Banking sector, the important factor for success is employee customer interface. In this sector, the organisation put some constant pressure on employees to perform. The front line officers are first touch point for customer hence they need to be dynamic, meticulous, analytical and polite yet result driven. The observation of recent studies state that employees in banking sector are undergo lot of stress and work pressure to accomplish the task or job performance. Now a days, apart from money handling banking sector has to do investment oriented activities, mutual fund, insurance activities also added to the employees' job. As a result, employee suffer from extremely high level of stress and emotional disturbances, which directly or indirectly affect work performance.

We can understand the same as from the studies of Thilam.L, and S. L. Kirby, "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 analyse the factors affecting their emotional intelligence and its effect on their performance.

KEY WORDS: Job Performance, Emotional Intelligence, Bank employees

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I. INTRODUCTION

Emotional Intelligence in Work Place:

Workers may react emotionally to stressful events at work. Sometimes the reaction will be positive. But the most of the times in banking sector, the emotions may be characterised as anger, anxiety and depression. A person's ability to perceive and manage their own emotions can influence reactions to express in a more positive way.

Emotional Intelligence Dimensions:

1. Emotional recognition and Expression

According to Mayer, "Processing emotional intelligence begins with accurate perception and recognition". Being aware of one's own emotions involve identifying the emotion being experienced, understanding how the emotion is related to one's goals and values, realising how the emotion is linked to thought and behaviour, and appreciating how the experience of emotion may affect accomplishments. Part of this ability is said to be able to distinguish emotions between accurate and inaccurate expressions and honest and dishonest expression of emotions. The ability and skill to recognise one's own emotions is considered to be one of the basic building blocks of Emotional Intelligence in the working environment.

2. Understanding Emotions with Empathy:

According to Goleman (1998) being able to understand others in the work environment includes being attentive to emotional cues from others, showing sensitivity and understanding of different perspectives people, and display helping behaviours based on the understanding. Understanding the emotions of others can be difficult at times, it requires the individual to be aware of and distinguish between emotions

3. Emotions direct cognition:

Emotions are not just a feeling that an individual has, that they are source of information and can be used to assist in decision making. Recent studies from psychology reflects the statement that emotions are able to assist decision making. According to Ashforth and Humphrey (1995) stated that managers should make decisions with aware of emotions from work environment unless it will be unworthy.

4. Emotional Management:

Management of emotion begins with the concept of being openness to the emotions. Mayor and salovey(1997) indicates in their study that the management of emotions has reflect the ability of the individual who monitor the emotions of oneself and others to manage those emotions by moderating negative emotion and enhancing positive emotion. According to Matthews et all (2002), the success of the organisation depends in part of the ability of employees to manage their own behaviour, but also on others being helped to do the same so that each individual can maximize their capabilities to achieve their target

5. Emotional control:

Having the ability to control strong emotions from affecting behaviour and the ability to work effectively can be difficult. According to Matthew et all, the individuals high in emotional control are able to keep disruptive emotions and impulses in check and therefore avoid being impaired cognitively by the negative consequences of these affects. Added with that the individuals want to make more sacrifices for the organisation needs.

The Role of Emotions In The Workplace:

Emotions are inseparable and integral part of everyday organisational life. The experience of work is directly related with emotions. The organisations emotion are defined and maintained by the head of the team whether it is small or big. The individual manager who have the skill or ability to understand the expected environment of the organisation have to maintain the positive emotions in the work environment. That person should be empathetic and self-aware. Research studies of 500 worldwide organisations by Goleman states that the individual who scores highest on EQ have raising performance. According to such research, EI is supported as a vital element in excellent job performance, employee behaviour and in organisational practices leading to an outstanding climate for service delivery and in employees concern for quality and ability to deal with workplace conflict.

Emotions and Job Satisfaction:

A recent emotion based theory that is EI theory generally explains that individuals who have sufficient interpersonal and intrapersonal can manage their emotions, other employee emotions can cope with environmental challenges. According to the research study of Fisher, the experience of emotions has directly related to job satisfaction, with the experience of positive emotions being relate to increase job satisfaction and negative emotions being relate to decrease job satisfaction.

Emotions and Job stress:

In banking sector, people may react emotionally to stressful events at work. Sometimes the reaction will be positive and other times the emotions may be characterized as anger, anxiety and depression. A person's ability to perceive and manage their own emotions may influence reactions to stress in a more positive way. Stress in the workplace may increase management pressures, reduces productivity and makes individuals ill in numerous ways. Cluskey, in 1994, in his survey he found main causes of job stress as reporting to more than one boss, heavy workload, work relations in the organisations, a perceived lack of work environment.

Emotional intelligence and conflict management:

Deficiency or lack of emotional intelligence is one of the main cause of conflict. In the study of Srinivasan and George that relationship between emotional intelligent and conflict management among management students in Business school, in Tamilnadu, they were stated that the individual respondents who have high emotional intelligence are strong in conflict management.

Emotional intelligence and Job performance:

Emotional Intelligence plays major part in performance of work. It enables the employees to maintain positive relationships at workplace, build social capital and work effectively in teams. Performance of work often depends on the advice, support and information provide by others. Emotional intelligence enhances performance of work by enabling employees to regulate, control their emotions. This will help the employees to cope with stress, adjust to the environment, and perform well even under work pressure.

II. OBJECTIVES OF THE STUDY

- To study the factors affecting on emotional intelligence
- To analyse the relationship between Emotional Intelligence and Job performance
- To offer suggestive measure for the improvement of Emotional Intelligence and work performance.

III. DATA ANALYSIS AND INTERPRETATION

Table -1: Qualification of the respondents

Qualification	Frequency	Percentage
MBA	15	23
Engineering	15	23
B.Com	18	27
Others	18	27
Total	66	100

Inference: Among the responding Bank employees, 23% are MBA Graduates, 23% are Engineering Graduates, 27 are commerce graduates and 27% are belong to other graduation.

Percentage Analysis Of The Respondents:

S. No	Questions	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%	Fr equency	%
1	Employees response on qualification relate with work performance	9	14	12	18	9	14	18	27	18	27	66	100
2	Employees response on getting hard to cooperate with colleagues	15	23	3	5	3	5	30	45	15	23	66	100
3	Employees response on can distinguish emotion at work	27	41	15	23	0	0	15	23	9	14	66	100
4	Employees response on finding solution to the client's problem even at difficult situation	27	41	18	27	9	14	12	18	0	0	66	100
5	Employees opinion on cannot control emotions at difficult situation	12	18	3	5	3	5	30	45	18	27	66	100
6	Employees opinion on cannot make decisions at over emotions	30	45	6	9	0	0	18	27	12	18	66	100
7	Employees opinion on stay away from stress even during working pressure	12	18	12	18	3	5	24	36	15	23	66	100
8	Employees response on knowledge is used then emotions at work	30	45	9	14	21	32	6	9	0	0	66	100
9	Employees opinion on remain positive at difficult situations	21	32	15	23	0	0	21	32	9	14	66	100
10	Employees opinion on cannot do work in balanced manner at work pressure	9	14	0	0	0	0	30	45	27	41	66	100
11	Employees opinion on leaving aside the work at the time of getting stress	15	23	15	23	6	9	15	23	15	23	66	100
12	Employees response on cannot perform the job with fulfillment	15	23	6	9	0	0	30	45	15	23	66	100
13	Employees opinion on absorbing clients reaction on inappropriate service even do the best	30	45	15	23	0	0	15	23	6	9	66	100
14	Employees opinion on easy to comfort the fault taking clients	24	36	18	27	3	5	15	23	6	9	66	100
15	Employees opinion on importance of EI in work	33	50	30	45	3	5	0	0	0	0	66	100

performance														
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Chi Square Test: 1

Null Hypothesis (Ho): There is significant relationship between respondents’ opinion on control of emotions and making decisions

Alternate Hypothesis (H1): There is no significant relationship between respondents’ opinion on control of emotions and making decisions.

S.No	Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Respondents opinion on cannot control emotions at difficult situation	12	3	3	30	18	66
2	Respondents opinion on cannot make decisions during over emotions	30	6	0	18	12	66
	Total	42	9	3	48	30	132

Source: Primary data

Observed frequency (O)	Expected Freauency (E)	O-E	(O-E) ²	(O-E) ² /E
12	21	-9	81	3.86
3	5	-1.5	2.25	0.50
3	1.5	1.5	2.25	1.50
30	24	6	36	1.50
18	15	3	9	0.60
30	21	9	81	3.86
6	5	1.5	2.25	0.50
0	1.5	-1.5	2.25	1.50
18	24	-6	36	1.50
12	15	-3	9	0.60
			TOTAL	15.9

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

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

Therefore the calculated value $\chi^2 = 15.9$

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

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

$$= 4$$

The tabulated value of χ^2 (4,5per cent) = 9.488

Inference:

Since the calculated value of χ^2 is lower than the tabulated value of χ^2 . We reject the alternate hypothesis at 5 per cent level of significance. Hence there is significant relationship between respondents’ opinion on control of emotions and making decisions

IV. WEIGHTED AVERAGE METHOD

The respondents were asked to indicate their opinion for factors need for improvement of work performance in banking sector. The responses are shown below

TABLE 4.37

Factor	1	2	3	4	5	6	7	Total
Increase Employees	33	9	3	0	6	6	9	66
Increase Frequency of Training	9	15	12	3	12	6	9	66
Technology Up gradation	3	9	9	18	9	12	6	66
Software Up gradation	0	6	9	33	9	3	6	66
Server Maintenance	6	15	15	9	18	0	3	66
Support From Superiors	9	9	6	3	9	27	3	66
Facilities to individual worker	6	3	12	0	3	12	30	66
Total	66	66	66	66	66	66	66	

Source: Primary data

WEIGHT	PREFERENCE
7	1
6	2
5	3
4	4
3	5
2	6
1	7

WEIGHT	X1	WX1	X2	WX2	X3	WX3	X4	WX4	X5	WX5	X6	WX6	X7	WX7
7	33	231	9	63	3	21	0	0	6	42	9	63	6	42
6	9	54	15	90	9	54	6	36	15	90	9	54	3	18
5	3	15	12	60	9	45	9	45	15	75	6	30	12	60
4	0	0	3	12	18	72	33	132	9	36	3	12	0	0
3	6	18	12	36	9	27	9	27	18	54	9	27	3	9
2	6	12	6	12	12	24	3	6	0	0	27	54	12	24
1	9	9	9	9	6	6	6	6	3	3	3	3	30	30
TOTAL	66	339	66	282	66	249	66	252	66	300	66	243	66	183

Formula: $X = \sum XW/W$

$\sum W = \text{Total no of respondents/ no of weight (options)}$

$$= 66/7$$

$$= 9.4$$

$XW = \sum XW/XW$

$$W1 = 339/9.4 = 36.1$$

$$W2 = 282/9.4 = 30.0$$

$$W3 = 249/9.4 = 26.5$$

$$W4 = 252/9.4 = 26.8$$

$$W5 = 300/9.4 = 31.9$$

$$W6 = 243/9.4 = 25.9$$

$$W7 = 183/9.4 = 19.5$$

RESULT:

FACTOR	RANK
INCREASING EMPLOYEES	1
SERVER MAINTENANCE	2
INCREASE FREQUENCY OF TRAINING	3
SOFTWARE UP GRADATION	4
TECHNOLOGY UPGRADATION	5
SUPPORT FROM SUPERIORS	6
FACILITIES TO INDIVIDUAL WORKER	7

Inference:

According to the ranking method, Should increase employees in first place, server maintenance is in second place, Should increase frequency of Training is in third place, Software Up gradation is in fourth place, Technology Up gradation is in fifth place, Need Support from Superiors is in sixth place, facilities to individual worker is in seventh place.

V. FINDINGS AND SUGGESTIONS

Findings:

- 54% of employees are felt that qualification has not related to the job performance
- 68% of employees are disagree with the point there is no cooperation among bank employees
- 64% of employees are agree that they can distinguish emotion from work
- 68% of employees are agree that they find solution to clients' queries even at difficult situation
- 72% of employees are disagree that they cannot control emotions at difficult situations
- 55% of employees are agree that they cannot make decisions during stress
- 60% of employees stated that they cannot stay away from stress during work pressure

- 59% of employees are using knowledge better than emotions at work making decisions. 32% are used both knowledge and emotions depends on situation
- Only 55% of employees can remain positive at difficult situations
- 86% of employees are agree that they can do the work is balanced manner even at stress
- 55% of employees are leave aside important work during work pressure.
- 68% of employees are absorb the clients' reaction as inappropriate about the service even they did the work in right manner
- 63% of employees can make the clients comfort about the service by their approach
- 95% of employees are agreed that Emotional Intelligence is very important in Job Performance.
- From the chi square test, we can understand that there is relationship between employees' emotion and decision making.

Suggestive Measures:

- The frequency of training should be increased
- Training on emotional intelligence should provide to bank employees
- The refreshment programs like yoga, seminars are provide to channelize their emotions on positive expression
- The employee should trained in conflict management
- The employees who aged above 45 years should get training on new level of computing skills
- Emotional Intelligence related issues should be discussed in staff meetings
- The superiors can guide the subordinates on decision making even during stress
- From the weighted average we can absorb the employees themselves preferred the things to improve the work performance in respective order. They are
 - ✓ Increasing employees
 - ✓ Server maintenance
 - ✓ Increasing frequency of training
 - ✓ Software up gradation
 - ✓ Technology up gradation
 - ✓ Support from superiors
 - ✓ Facilities to individual workers.

VI. THE CONCLUSION

From the above study, we can understand that there is relationship between Emotional intelligence and Job performance. For the better improve the performance in job and avoid inappropriate perception of clients, the authority of organisation should provide reasonable concern over the things of increasing employees and frequency of training, proper server maintenance, software up gradation and technology up gradation.

Appoint sound knowledge person in financial policies and procedures to the individual branches and make use of retired bank employees as adviser or guide. It will help the new generation bank employees to understand the concept and work with realisation.

This will also help them to reduce conflicts, improve their concentration and provide better work performance.

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