

## Emotional Intelligence and Performance : A study to evaluate the relationship for Managers in Private Banks of a city



## Management

**KEYWORDS :** Emotional Intelligence (EI), Performance level, Private Banks, Options , Perception score.

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### ABSTRACT

*This study is undertaken to understand the performance level of managers and executives at private banks in the city of Agra, the study focuses on understanding the emotional intelligence (EI) of the managers and supervisors and its link to their performance level on the job. The present emotional intelligence and emotional quotient has been used as the measure. The sample for the study is executives of middle and top level management from executives working in the private banks at Agra. For the purpose of confidentiality the name of units has not been disclosed. The city Agra was selected for the study from the point of view of accessibility of the researcher to collect the data and able to finish the research with in a stipulated period. The objective is to study perception of employees of different private banks to EI. In support of research, 115 questionnaires were distributed to the employees of the bank under study, of which 48 responded. To measure perception level of participants with regard to EI various variables were identified and assigned perception score to different options. Final score for each variable are calculated by multiplying the number of response by the weight of the corresponding response. The findings suggest that the performance appraisal process of banks itself needs evaluation. The perception level of the employees of private banks under study seems to be matured one. High EI is necessary for better performance in the banking sector. But, high EI cannot be the only requirement for good performance on the job.*

### Objectives of the study

- To study the perception of employees of private banks to EI
- To study the performance of employees of private banks to EI.

### Limitations of the Study

- The study is restricted to the selected Private Banks of Agra only.
- The sample is limited; it may not represent scenario of all the employees.
- The period of study conducted for the period of 5 months i.e. April 2013 to August 2013.

### Research Universe and Methodology

With reference to the selection of the research universe the state of Agra has been selected with specifications to the compulsions of the geographical territory, linguistic boundary, and administrative settlement commonness. Agra is an northern Indian state, In 2011, Agra had population of 4,418,797 of which male and female were 2,364,953 and 2,053,844 respectively. In 2001 census, Agra had a population of 3,620,436 of which males were 1,961,282 and remaining 1,659,154 were females.

### 1. LITERATURE REVIEW

**Emotional intelligence (EI)** is the ability to identify, assess, and control the emotions of oneself, of others, and of groups. It can be divided into *ability EI* and *trait EI*. Criticisms have centered on whether EI is a real intelligence and whether it has incremental validity over IQ and the **Big Five personality traits**. Everyone is confronted by their own emotions and those of other people on a daily basis. How we manage these emotions can have a dramatic impact on the way we are perceived by others and on our effectiveness at getting things done with and through other people. By increasing our knowledge and intelligence around emotions, we will be better equipped to sense and respond in the workplace and at home.

The earliest roots of emotional intelligence can be traced to **Charles Darwin's** work on the importance of emotional expression for survival and adaptation. In the 1900s, even though traditional definitions of **intelligence** emphasized cognitive aspects such as memory and problem-solving, several influential researchers in the intelligence field of study had begun to recognize the importance of the non-cognitive aspects. For instance, as early as 1920, **E.L. Thorndike** used the term **social intelligence** to describe the skill of understanding and managing other people. The first use of the term "emotional intelligence" is usually attributed to Wayne Payne's **doctoral thesis, A Study of Emotion: Developing Emotional Intelligence** from 1985. However, prior to this, the term "emotional intelligence" had appeared in **Leuner (1966)**, **Stanley Greenspan (1989)** also put forward an

EI model, followed by **Salovey and Mayer (1990)**, and **Daniel Goleman (1995)**. The distinction between trait emotional intelligence and ability emotional intelligence was introduced in 2000.

### Currently, there are three main models of EI:

1. Ability model
2. Mixed model (usually subsumed under trait EI)
3. Trait model

Different models of EI have led to the development of various instruments for the assessment of the construct. While some of these measures may overlap, most researchers agree that they tap different constructs. The ability model introduced by **Salovey and Mayer's** Salovey and Mayer's conception of EI strives to define EI within the confines of the standard criteria for a new intelligence. Following their continuing research, their initial definition of EI was revised to "The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth." The mixed model introduced by **Daniel Goleman** focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines five main EI constructs (for more details see "What Makes A Leader" by Daniel Goleman, best of Harvard Business Review 1998):

### EI and job performance

Research of EI and job performance shows mixed results: a positive relation has been found in some of the studies, in others there was no relation or an inconsistent one. This led researchers **Cote and Miners (2006)** to offer a compensatory model between EI and IQ, that posits that the association between EI and job performance becomes more positive as cognitive intelligence decreases, an idea first proposed in the context of academic performance (**Petrides, Frederickson, & Furnham, 2004**). The results of the former study supported the compensatory model: employees with low IQ get higher task performance and organizational citizenship behavior directed at the organization, the higher their EI.

A meta-analytic review by **Joseph and Newman** also revealed that both Ability EI and Trait EI tend to predict job performance much better in jobs that require a high degree of **emotional labor** (where 'emotional labor' was defined as jobs that require the effective display of positive emotion). In contrast, EI shows little relationship to job performance in jobs that do not require emotional labor. In other words, emotional intelligence tends to predict job performance for emotional jobs only. A more recent study suggests that EI is not necessarily a universally positive trait. They found a negative correlation between EI and managerial work demands; while under low levels of managerial work

demands, they found a negative relationship between EI and teamwork effectiveness. An explanation for this may suggest gender differences in EI, as women tend to score higher levels than men. This furthers the idea that job context plays a role in the relationships between EI, teamwork effectiveness, and job performance.

Another interesting find was discussed in a study that assessed a possible link between EI and entrepreneurial behaviors and success. In accordance with much of the other findings regarding EI and job performance, they found that levels of EI only predicted a small amount of entrepreneurial behavior.

**2. Sampling plan**

In support to the objective of the research there is a primary research through questionnaire administration method in the field through stratified random sampling method covering the state through regional, geographical, economic, cultural, and lingual and settlement wise. Total 115 questionnaires distributed which consists of private bank employees out of which 48 responded which 41.73% of questionnaire is served.

**Table 1: Constituents of sample size**

Category	Questionnaire Served	Response Received	Top level Manager	Middle Level Managers	Subordinate Staff	% of response Total response
Private Banks	115	48	32	39	44	41.73%

**2.1 Respondents' Observation with regard to Emotional Intelligence**

To measure the perception level of the participants with regard to EI the various variables identified. To these variables four options provided and for this we have been assigned as +4, +3, +2, and 1 for the responses of the respondents to the Option (1), Option (2), Option (3) and Option (4) respectively. Final scores for each feature are calculated by multiplying the number of response by the weights of the corresponding response.

**2.2 Analysis**

You have been ignored for a promotion by the management for which you were eligible.

Moreover, one of your juniors has been promoted. You are upset and feel frustrated. What do you do?

**Table 2: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
Identify problems & improve performance	21			
Talk with your boss & ask for reconsideration		15		
Obtain a stay order to get justice			10	
Can't Say				2
Total Scores	84	45	20	2

Source: Compiled from field survey

**2.3. Interpretation**

**In Table1,**

It shows the total score for the option 1 is followed by option 2, 3 and 4. Hence,

Option 1 is more acceptable. This shows that the majority bank employees of private bank believes in identifying the problem and improve the performance.

A freshly recruited engineering graduate joins your organization as a software engineer. After a few weeks, he complains to

you that his superiors and subordinates were not taking him seriously. What will you suggest to him?

**Table 3: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1.Ask him to be bold, face the challenge & overcome the problem	24			
2. Empathize him		16		
3. Ask him to ignore such a behavior			6	
4. Ask to handle the situation himself				2
Total Scores	96	48	12	2

Source: Compiled from field survey

Answering to this question, majority of employees felt that for the option one followed by other options. Accordingly the total score for various options are for option1 the score is 96, for option 2 it is 48, for option 3 the total score is 12 and for rest it is only 2.

At work place due to some misunderstanding, your colleagues stop talking to you. You are convinced that it was no fault of yours. How will you react?

**Table 3: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Take initiative and start talking	34			
2. Leave to time		11		
3. Wait till they come and start talking			2	
4. Ask for mediator				1
Total Scores	136	33	4	1

Source: Compiled from field survey

In the table3, the total score card for option 1 is more with 136, followed by option 2 with score of 33, for option 3, the score is 4 and for the option 4 it is only 1. This shows the maturity level of the employees of employees to handle the situation.

You get into an argument with your colleague in the course of which you end up personally attacking him/her. However, you never intended to discolor the image of your colleague. How will you tackle this ugly situation?

**Table 5: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Sit peacefully & consider	26			
2. Avoid future arguments & leave the situation		13		
3. Express regret to your colleague			9	
4. Continue with the argument till things settle				0
Total Scores	104	39	18	0

Source: Compiled from field survey

Here, the total scores for "Sit peacefully and consider" option leads the table with total score of 104, followed by option 2,3, and 4 respectively. This shows that the EI level is very high considering the given situation among the bank employees. This will be also being reflected in the solving the customer related problems by the bank employees.

Imagine you are an insurance sales person approaching prospective clients to purchase insurance policies. A dozen people in a row slam the door on your face. What will you do?

**Table 6: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1.Come out with strategies	23			
2.Contact clients some other day		12		
3.Reassessthe capabilities			10	
4.Can't Say				4
Total Scores	92	36	20	4

**Source:** Compiled from field survey

Most of the respondents choose the option 1 and hence the total score is 92. This is the best possible option in the given situation. The opinion of the participant bank employees of private bank also supports the same option.

Imagine that you are a police officer posted in a very sensitive area. You get information of violent ethnic clashes between two religious communities in which people have been killed from both sides and property damaged. What action will you take?

**Table 7: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Try to handle the situation	24			
2. Reach the spot and defuse the situation		14		
3. Not to visit the spot			7	
4. Cannot say				3
Total Scores	96	42	14	3

**Source:** Compiled from field survey

Responding to this question majority supported the option one and accordingly the total score for

Option 1 is more and other options get less support here. This is the best option considering the issue.

You're grown up son starts arguing with you every now and then. He tells you that you cannot impose your outdated attitude and irrelevant values on him. How will you tackle him?

**Table 8: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Talk to him and understand his feelings , beliefs and attitudes	29			
2. Explain your point of view patiently		15		
3. Accept his statements in helplessness			3	
4. Cannot say				1
Total Scores	116	45	6	1

**Source:** Compiled from field survey

Majority opted for first option which is the best for the given situation. This shows the positive attitude of the majority bank employees in private banks.

In an argument, if you lose, you.

**Table 9: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Analyze the reasons for the loss	20			
2. Winning and losing are part of the game		13		
3. Wait for the next opportunity to beat your opponent			15	
4. Can not say				0
Total Scores	80	39	30	0

**Source:** Compiled from field survey

Considering the available option, most of the bank employees shown the wisdom by choosing the option one. In the present case the total score also more for the option 1 i.e., analyze the reasons for the loss.

You are a professor in a college, while taking class, a student comments that you have not prepared the topic properly, and you are just passing the time. How will you react?

**Table 10: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Ask him to meet you in the chamber	21			
2. Listen to the needs of the class and prepare for the topic		15		
3. Ask the student to leave the class			8	
4. Report to the principal				4
Total Scores	84	45	16	4

**Source:** Compiled from field survey

Majority employees supported the option 1. This is the best solution to the given situation. This

is also been reflected in the total score card.

As the CEO of a company, while taking a meeting with the union, one of the union leaders level

Serious allegations of corruption and favoritism against you. How will you react?

**Table 11: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Continue with the discussion with a cool head	19			
2. Ask the alligator to apologize		17		
3. Leave the room and ask subordinates to continue			13	
4. Cannot say				0
Total Scores	76	51	26	0

**Source:** Compiled from field survey

Most of the employees participated preferred for option 1. This is best possible option in the given situation.

You had an argument with your spouse on some trivial family matter and are not on speaking terms for some time. The situation is causing mental disturbance to both of you. What will you do?

**Table 12: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Break the ice and easesituation	26			
2. Wait for the spouse tomake first move		13		
3. Ask spouse to mendways			4	
4. Stick to your stand				3
Total Scores	104	39	8	3

**Source:** Compiled from field survey

Responding to this, most of the employees of private bank opted for break the ice and ease the situation. Hence, the total score is more for the option 1 as compared to other available options.

You hail from a rural area and take admission in a city college. You find your classmates taunting you as you are not smart and are unable to speak good English. How do you react?

**Table 13: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Accept the challenge	22			
2. Ignore them		16		
3. Ask them to mind their ownbusiness			7	
4. Cannot say				3
Total Scores	88	48	14	3

**Table 15: Perception Score for various variables**

Various Options	Option-1	Option-2	Option-3	Option-4
You have been ignored for a promotion by themanagement for which you were eligible. Moreover,one of your juniors has been promoted. You are upset and feel frustrated. What do you do?	84	45	20	2
A freshly recruited engineering graduate joins yourorganization as a software engineering. After a fewweeks, she complains to you that her superiors andsubordinates were not taking her seriously. Whatwill you suggest to her?	96	48	12	2
At work place due to some misunderstanding, yourcolleagues stop talking to you. You are convincedthat it was no fault of yours. How will you react?	136	33	4	1
You get into an argument with your colleague in thecourse of which you end up personally attackinghim/her. However, you never intended to tarnish theimage of your colleague. How will you tackle thisugly situation?	104	39	18	0
Imagine you are an insurance sales personapproaching prospective clients to purchaseinsurance policies. A dozen people in a row slam thedoor on your face. What will you do?	92	36	20	4
Imagine that you are a police officer posted in a verysensitive area. You get information of violent ethnicclashes between two religious communities in whichpeople have been killed from both sides andproperty damaged. What action will you take?	96	42	14	3
You're grown up son starts arguing with you everynow and then. He tells you that you cannot imposeyour outdated attitude and irrelevant values on him.How will you tackle him?	116	45	6	1
In an argument, if you lose, you	80	39	30	0
You are a professor in a college, while taking class,a student comments that you have not prepared thetopic properly, and you are just passing the time.How will you react?	84	45	16	4
As the CEO of a company, while taking a meetingwith the union, one of the union leaders level seriousallegations of corruption and favoritism against you.How will you react?	76	51	26	0
You had an argument with your spouse on sometrvial family matter and are not on speaking termsfor some time. The situation is causing mentaldisturbance to both of you. What will you do?	104	39	8	3
You hail from a rural area and take admission in acity college. You find your classmates taunting youas you are not smart and are unable to speak goodEnglish. How do you react?	88	48	14	3
When someone directly criticizes your behavior:	100	52	16	1

**Source:** Compiled from field survey

**Source:** Compiled from field survey

The support base for the option1 is more as compared to other options. This reflects the positive attitude among the employees of privatebank.

When someone directly criticizes your behavior?

**Table 14: Various Options**

Various Options	Option-1 4	Option-2 3	Option-3 2	Option-4 1
1. Carefully listen to their option	25			
2. Think of ways to change yourbehavior		14		
3. Tend to close up and stoplistening			8	
4. Get upset about it				1
Total Scores	100	52	16	1

**Source:** Compiled from field survey

In table13,

The total score for the option1 is more as compared to other options. This is the best

Possible option.

### 3. Findings and Conclusion

The present study has produced some important results that have implications for both research and practice. The study on managers and supervisors emotional intelligence and their ability to perform effectively on the job is identified as they are not able to manage their emotional intelligence. High EQ is necessary for better performance in the banking sector. But, high EQ cannot be the only requirement for good performance on the job. The findings of the study indicate that emotional intelligence has an impact on the performance level of the managers and supervisors. However, it differs from person to person from attitude point of view depending upon the background and environment from where the individual born and brought up. This is all because of “unpredictable human element with in human”.

Hence, the findings to that extent are reasonable. In the view of the findings and the theories discussed in the beginning of the paper, it seems appropriate to do further empirical studies. The sensitivity level of the employees of private banks under study seems to be a matured one. This will definitely reflect in dealing with the customers in day to day life. However, it differs from person to person from attitude point of view depending upon the background and environment from where the individual born and brought up. This is all because of “unpredictable human element with in human”.

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