



## “AN ANALYSIS OF PSYCHOLOGICAL SIGNIFICANCE OF EMOTIONAL QUOTIENT ON JOB PERFORMANCE OF INDIAN PUBLIC SECTOR BANK OFFICERS”

### Physiology

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### KEYWORDS:

#### 1.1 Theoretical background of the topic

Bank officers and in particular, officers of public sector banks, have an unenviable job to do. They have to raise loans in the form of deposits from depositors and necessarily lend out a certain proportion of the deposits so mobilized to retail borrowers and corporate borrowers. If banks merely borrow (raise deposits) and do not lend, they become financially unviable. On the other hand, if they borrow and lend aggressively, some of the money they lent may become irrecoverable, hurting their bottom lines and hurting the career of officers who were associated with the loans that have turned sticky. Obviously, bank officers have to be an equanimous lot, in particular, officers of public sector banks which account for the biggest chunk of social banking in the country.

#### 1.2 Statement of the problem

Given this backdrop, it is evident that bank officers cannot rely upon their curricular achievements alone to give a good account of themselves at the workplace. They have to summon every ounce of leadership, courage and training they have ever known to keep themselves and their bank afloat. Emotional quotient happens to be one of the effective resources that can come to their rescue during such occasions. To equip them with the requisite level of EQ, one has to ascertain how the bank officers view EQ and how they view the relevance of EQ to their workplace. One has to make sure too that the bank officers know how EQ manifests itself in various ways in the various stakeholders associated with the operations of the public sector banks. It is these problems the present study seeks to address.

#### 1.3 Review of literature

1 Everyone wants to achieve professional success; yet only a few rise to the top. Research proves that individuals with a high Emotional Quotient (EQ) achieve success more often than their less-endowed peers. The ability to sail through interpersonal relationships is very useful professionally, regardless of the industry one is in. Fortunately, these skills can be learned and mastered over time. EQ is not the same as IQ although some use it interchangeably at times. One's IQ will remain relatively stable throughout their lifetime. But, a sharper EQ can be acquired over time.

2 Today's work environment is by and large globalised and multifaceted. The association between emotional intelligence and managerial performance in the corporate sector is noteworthy from the perspective of managers across the world. The researchers focus on the managerial performance of emotionally intelligent employees who are on the rolls of select corporates based out of Bangalore city. They conclude that emotional intelligence has positively impacted the managerial performance of the employees working in the said Bangalore corporates.

3 We are in the middle of a workplace revolution, the biggest since the industrial revolution that erupted over a hundred years ago. But it is entirely digital this time, observes the researcher. Technology offers us more flexibility and freedom than ever before. Wifi, mobile devices and cloud-based storage platforms help us work from almost anywhere, provided we have the right tools. Technology also helps us to automate many complex and repetitive tasks, traditionally the kind which humans tend to balk at, given our limited attention spans, need for sleep, food and respite. Many examples explain how automation helps businesses raise efficiencies and compete more effectively. But conversely, automation can, but not always, lead to job losses. The financial services sector was particularly quick to embrace artificial

intelligence and data analytics. The impact of the embrace has been nothing short of dramatic. In 2000, financial services employed 150,000 people in New York but by 2013 the number had fallen to 100,000, even as Wall Street's profits soared. Using algorithms to automatically execute equity trades, instead of people, certainly had helped businesses. This worries some people, because no sector is immune from digital disruption. Hence the question that arises is how can people up-skill themselves in such a way that they remain employable during and after the digital revolution. The researcher believes that emotional intelligence is the key to ongoing success. Machines do surpass people at mathematical or physically gruelling and precise tasks. However, they fumble where “soft skills” are required. Good communication and interpersonal skills are vital in any role. They represent the backbone of any business that requires interaction with other people. The researcher quotes what John D. Rockefeller, one of the most successful and renowned American businessmen said once on the subject: “The ability to deal with people is as purchasable a commodity as sugar or coffee and I will pay more for that ability than for any other under the sun.” The researcher therefore concludes that in a world where the information generation has more choice than ever, brand loyalty is weak and the platforms on which to share their negative opinions to thousands of others in an instant, a positive customer journey is everything. Consumers will reward companies that provide an excellent customer experience. This includes consumers of public services too. Hence the researcher asserts that demand for emotionally intelligent individuals who excel at these aspects, while machines take care of the rest, will surely rise dramatically. It is thus vital that both individuals and businesses prepare to meet these demands. Meanwhile businesses should be hiring for emotional intelligence so they have a workforce adept at dealing with change, understand and motivate others, and manage both positive and negative emotions to create an environment where everyone can be at their best.

#### 1.4 Research gap

The reviewed literature does not ascertain how the respondents view EQ. Nor does it say how well or otherwise the respondents have understood the workplace relevance of EQ. Importantly, the reviewed literature has not analysed how EQ is practised. These have given rise to a research gap which this study seeks to address.

#### 1.5 Scope of the present study

The study confines itself to officers and controlling officers of public sector bank branches operating in and around Bangalore city.

#### 1.6 Objectives of the study

The objectives of the study are to:

1. Ascertain how the respondents view EQ
2. Ascertain from the respondents the workplace relevance of EQ
3. Ascertain how EQ manifests itself, from the perspective of the respondents

#### 1.7 Hypothesis proposed to be tested

The study proposes to test the following hypothesis: “EQ leads employees to acquire leadership qualities”

#### 1.8 Research design

##### 1.8.1 Research methodology

This is a descriptive study, involving investigations and adequate interpretation. Since it is a fact-finding study, data has been collected through personal interviews with the sample respondents.

Information so collected from the respondents was documented with the help of structured interview schedules drafted for the purpose.

**1.8.2 Sources of data**

Data required for the study was collected from primary as well as secondary sources. Primary data was collected from the respondents, namely, officers and controlling officers of public sector banks.

**1.8.3 Sampling plan**

Controlling officers and officers of public sector banks represent the sampling universe.

*Controlling officers of public sector banks:* Given the rather limited number of controlling officers and the constraints imposed by time, purposive or judgment sampling under the non-probability method was deployed. Applying the exposure to EQ as the criterion, the researcher selected 30 such officers. This criterion, according to the Researcher, is the most appropriate one for the present study. What is important is the typicality and the relevance of the sampling units to the study and not the overall representativeness to the population. Thus it guarantees inclusion of the relevant elements in the sample. Probability sampling plans cannot give such a guarantee.

*Officers of public sector banks:* Given the rather limited number of officers and the constraints imposed by time, purposive or judgment sampling under the non-probability method was deployed. Applying the exposure to EQ as the criterion, the researcher selected 30 such officers. This criterion, according to the Researcher, is the most appropriate one for the present study. What is important is the typicality and the relevance of the sampling units to the study and not the overall representativeness to the population. Thus it guarantees inclusion of the relevant elements in the sample. Probability sampling plans cannot give such a guarantee.

**1.8.4 Data collection instruments**

Structured interview schedules were drafted and administered to the respondents for collection of primary data.

The interview schedules featured open questions and closed questions. Open questions were incorporated to identify opinions, ascertain the level of exposure to the topic and seek suggestions.

**1.8.5 Data processing and analysis plan**

Non-parametric statistical units were used to test the association between qualitative characters. Conclusions were arrived at on the basis of formation of Ho and H1. To be specific, chi-square test was applied to test the association.

**1.8.6 Limitations of the study**

Primary data has at times been inferred through frequent topic-oriented discussions with the respondents. This may have influenced the findings of the study insignificantly. The Researcher is however convinced that the findings of the study will not have been affected significantly, though.

**1.9 Data Analysis – Emotionally intelligent bank officers**

**1.9.1 Respondents' view of EQ (Emotional Quotient)**

Emotional quotient has been viewed variously by various stakeholders. Hence the Researcher requested the respondents to reveal how they view EQ. Their replies to the query appear in the following Table.

**Table-1 Respondents' view of EQ (Emotional Quotient)**

View	Number of respondents
EQ is the ability to identify the different emotions and label them appropriately	27
EQ is the ability to exploit the labelled emotions to guide one's own thinking and behaviour	27
Emotional quotient is the ability to monitor one's own and other people's emotions	26

EQ is the ability to identify the different emotions and label them appropriately, according to 27 respondents. EQ is the ability to exploit the labelled emotions to guide one's own thinking and behavior, according to 27 respondents. Emotional quotient is the ability to monitor one's own and other people's emotions, according to 26 respondents.

**1.9.2 Workplace relevance of EQ**

With the workplace relevance of EQ being bandied about all over, the Researcher requested the respondents to sum up the workplace relevance of EQ. Their replies to the query appear in the following Table.

**Table-2 Workplace relevance of EQ**

Workplace relevance	Number of respondents
It leads employees to achieve personal excellence	27
It leads employees to acquire leadership qualities	27
It helps the organisation predict the workplace performance of its employees	24

It leads employees to achieve personal excellence, according to 27 respondents. It leads employees to acquire leadership qualities, according to 27 respondents. It helps the organisation predict the workplace performance of its employees, according to 24 respondents.

**1.9.3 Manifestation of EQ**

Since EQ is exhaustively defined, one generally looks up its manifestations. Hence the Researcher sought to know from the respondents how EQ manifests itself. Their replies to the query appear in the following Table.

**Table-3 Manifestation of EQ**

Manifestation of EQ	Number of respondents
It manifests itself in adaptability	27
It manifests itself in empathy and overwhelming sympathy	26
It manifests itself in collegiality	23

It manifests itself in adaptability, maintain 27 respondents. It manifests itself in empathy and overwhelming sympathy, aver 26 respondents. It manifests itself in collegiality, state 23 respondents.

**1.9.4 Practice of EQ**

With EQ being perceived in different ways, it is but natural that it is practiced in different ways across stakeholder categories. Hence the Researcher sought to know from the respondents how EQ is practiced, from their perspective. Their replies to the query appear in the following Table.

**Table-4 Practice of EQ**

Practice of EQ	Number of respondents
EQ is practiced through listening	27
It is practiced through remaining composed	26
It is practiced through remaining resilient in the face of problems	25
It is practiced through connecting and empathizing with customers.	24
It is practiced through valuing and helping colleagues	23

EQ is practiced through listening, maintain 27 respondents. It is practiced through remaining composed, aver 26 respondents. It is practiced through remaining resilient in the face of problems, state 25 respondents. It is practiced through connecting and empathizing with customers, state 24 respondents. It is practiced through valuing and helping colleagues, state 23 respondents.

**1.10 Data Analysis – Emotionally intelligent controlling (bank) officers**

**1.10.1 Respondents' view of EQ (Emotional Quotient)**

Emotional quotient has been viewed variously by various stakeholders. Hence the Researcher requested the respondents to reveal how they view EQ. Their replies to the query appear in the following Table.

**Table-5 Respondents' view of EQ (Emotional Quotient)**

View	Number of respondents
Emotional quotient is the ability to monitor one's own and other people's emotions	27

EQ is the ability to exploit the labelled emotions to guide one's own thinking and behaviour	25
dEQ is the ability to identify the different emotions and label them appropriately	24

Emotional quotient is the ability to monitor one's own and other people's emotions, according to 27 respondents. EQ is the ability to exploit the labelled emotions to guide one's own thinking and behavior, according to 25 respondents. EQ is the ability to identify the different emotions and label them appropriately, according to 24 respondents.

**1.10.2 Workplace relevance of EQ**

With the workplace relevance of EQ being bandied about all over, the Researcher requested the respondents to sum up the workplace relevance of EQ. Their replies to the query appear in the following Table.

**Table-6 Workplace relevance of EQ**

Workplace relevance	Number of respondents
It helps the organisation predict the workplace performance of its employees	27
It leads employees to acquire leadership qualities	26
It leads employees to achieve personal excellence	24

It helps the organisation predict the workplace performance of its employees, according to 27 respondents. It leads employees to acquire leadership qualities, according to 26 respondents. It leads employees to achieve personal excellence, according to 24 respondents.

**1.10.3 Manifestation of EQ**

Since EQ is exhaustively defined, one generally looks up its manifestations. Hence the Researcher sought to know from the respondents how EQ manifests itself. Their replies to the query appear in the following Table.

**Table-7 Manifestation of EQ**

Manifestation of EQ	Number of respondents
It manifests itself in empathy and overwhelming sympathy	27
It manifests itself in adaptability	25
It manifests itself in collegiality	23

It manifests itself in empathy and overwhelming sympathy, aver 27 respondents. It manifests itself in adaptability, maintain 25 respondents. It manifests itself in collegiality, state 23 respondents.

**1.10.4 Practice of EQ**

With EQ being perceived in different ways, it is but natural that it is practiced in different ways across stakeholder categories. Hence the Researcher sought to know from the respondents how EQ is practiced, from their perspective. Their replies to the query appear in the following Table.

**Table-8 Practice of EQ**

Practice of EQ	Number of respondents
EQ is practiced through listening	27
It is practised through remaining resilient in the face of problems	26
It is practiced through connecting and empathizing with customers.	26
It is practiced through remaining composed	24
It is practiced through valuing and helping colleagues	22

EQ is practiced through listening, maintain 27 respondents. It is practised through remaining resilient in the face of problems, state 26 respondents. It is practised through connecting and empathizing with customers, state 26 respondents. It is practiced through remaining composed, aver 24 respondents. It is practised through valuing and helping colleagues, state 22 respondents.

**1.11 Summary of findings**

In the following paragraphs, a summarised version of the findings

arrived at in respect of the two categories of respondents, is furnished.

**1.11.1 Emotionally intelligent bank officers**

- EQ is the ability to identify the different emotions and label them appropriately, according to 27 respondents. EQ is the ability to exploit the labelled emotions to guide one's own thinking and behavior, according to 27 respondents. Emotional quotient is the ability to monitor one's own and other people's emotions, according to 26 respondents.
- It leads employees to achieve personal excellence, according to 27 respondents. It leads employees to acquire leadership qualities, according to 26 respondents. It helps the organisation predict the workplace performance of its employees, according to 24 respondents.
- It manifests itself in adaptability, maintain 27 respondents. It manifests itself in empathy and overwhelming sympathy, aver 26 respondents. It manifests itself in collegiality, state 23 respondents.
- EQ is practiced through listening, maintain 27 respondents. It is practiced through remaining composed, aver 26 respondents. It is practiced through remaining resilient in the face of problems, state 25 respondents. It is practiced through connecting and empathizing with customers, state 24 respondents. It is practiced through valuing and helping colleagues, state 23 respondents.

**1.11.2 Emotionally intelligent controlling (bank) officers**

- Emotional quotient is the ability to monitor one's own and other people's emotions, according to 27 respondents. EQ is the ability to exploit the labelled emotions to guide one's own thinking and behavior, according to 25 respondents. EQ is the ability to identify the different emotions and label them appropriately, according to 24 respondents.
- It helps the organisation predict the workplace performance of its employees, according to 27 respondents. It leads employees to acquire leadership qualities, according to 26 respondents. It leads employees to achieve personal excellence, according to 24 respondents.
- It manifests itself in empathy and overwhelming sympathy, aver 27 respondents. It manifests itself in adaptability, maintain 25 respondents. It manifests itself in collegiality, state 23 respondents.
- EQ is practiced through listening, maintain 27 respondents. It is practised through remaining resilient in the face of problems, state 26 respondents. It is practised through connecting and empathizing with customers, state 26 respondents. It is practiced through remaining composed, aver 24 respondents. It is practised through valuing and helping colleagues, state 22 respondents.

**1.12 Conclusions**

Conclusions are inferences / generalisations drawn from the findings. They relate to the hypotheses. They are answers to the research questions or the statements of acceptance or rejection of hypotheses.

As explained in a previous paragraph, the study proposes to test the following hypothesis:

“EQ leads employees to acquire leadership qualities”

Hence H0 and H1 are as follows:

**H0:** EQ leads employees to acquire leadership qualities

**H1:** EQ does not lead employees to acquire leadership qualities

On the basis of the primary data collected from the respondents, vide Tables: 6 and 12, a chi-square test was applied to ascertain the association, if any, between the two variables. The following Table reveals the computation made using MS-Excel:

Observed Values			
Category	Yes	No	Total
Controlling officers	27	3	30
Officers	26	4	30
Total	53	7	60
Expected Values			
Category	Yes	No	Total
Controlling officers	26.50	3.50	30.00
Officers	26.50	3.50	30.00
Total	53.00	7.00	60.00

	Yes	No	
o-e	0.5	-0.5	
	-0.5	0.5	
(o-e)^2	0.25	0.25	
	0.25	0.25	
((o-e)^2)/e	0.00943396	0.071428571	
	0.00943396	0.071428571	
CV	0.01886792	0.142857143	0.161725067
TV			3.841458821
p			0.68757323

The calculated value of  $\chi^2$  is 0.161725067, lower than the table value of 3.8415 for an alpha of 0.05 at one degree of freedom. Hence the null hypothesis is accepted.  $p=0.68757323$  is the inverse of the one-tailed probability of the chi-squared distribution.

**1.13 Suggestions & Recommendations**

1. Emotional quotient complements the capabilities of bank officers and thus enhances their performance. An EQ-equipped bank officer stands out from the rest of the crowd since such officers get along with every stakeholder associated with the bank they work for.
2. Machine cannot score over man in the EQ space. Automation could come in handy while handling repetitive tasks, performing complex calculations or swiftly executing the assigned tasks. But automation cannot be a replacement for bank officers in their dealings with the customers of banks. It is EQ that comes to the rescue of the banks and bank officers in such cases. Machines cannot sympathise and empathise with the customers of banks.
3. Bank officers need EQ while dealing with their peers, subordinates and superiors at the workplace. Like most businesses, banking business has a collegial give and take. Hence bank officers can cultivate a collegial atmosphere in interacting with their peers, subordinates and superiors.
4. Since EQ can help the bank officers in monitoring their own and other people’s emotions, it comes in handy in their day-to-day interactions / transactions with all customer segments. At the end of every such interaction / transaction, both the sides are a happier lot.

**1.14 References**

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