

Analyzing Influence of Emotional Intelligence on Performance Management of Banks Employees in the State of Chhattisgarh (India)

Mr. Satish Malik¹, Dr. Sumita Dave²

¹Research Scholar, Management, Amity Business School, Raipur, India.

²Dean–Faculty of Management & Commerce, Director - Amity Business School, Raipur, India.

Email: satishmalik83@gmail.com

ABSTRACT

Human beings are social in nature. The body, mind, brain are the sources of not only idea generation but also emotions and expressions. Emotions are closely associated with the personality, performance, creativity, innovation etc. In the present competitive world, stress is a modern disease. One should be able to cope up with it. The same is applicable to the employees as well. The emotional intelligence contributes towards healthy relations, stress management and improvement in performance. The present study aims to identify the factors of emotional intelligence and analyze their impact on the performances of bank employees in Chhattisgarh. The authors have used the frequency analysis for studying the demographic profile of the Chhattisgarh Bank Employees, for the factoring of Emotional Intelligence Exploratory Factor Analysis have been applied and to define the significant impact of demographic profile of Bank Employees on the factors of Performance Management of them, Kruskal Wallis and Mann Whitney U test had been applied.. The sample size is 120 and the sampling technique that had been applied into it is non-probabilistic convenient sampling. From this study it had been seen that, maximum number of bank employees covered under this study are almost equal for both the male and female category. The majority of them have an average monthly income from Rs. 50,001 to Rs. 1,00,000. The factors for the Emotional Intelligence are Self–Regulation, Self–Management and Social Skills and all the three factors are having the significant impact on the performance management of the bank employees.

Keywords: Emotional Intelligence, Self–Regulation, Self–Motivation, Social Skills, Bank Employees.

1. Introduction

Human beings are social in nature. The body, mind, brain are the sources of not only idea generation but also emotions and expressions. Emotions are closely associated with the personality, performance, creativity, innovation etc. In the present competitive world, stress is a modern disease. One should be able to cope up with it. The same is applicable to the employees as well. The emotional intelligence contributes towards healthy relations, stress management and improvement in performance (Goleman, 1998). The present study aims to identify the factors of emotional intelligence and analyze their impact on the performances of bank employees in Chhattisgarh. The workplace is evolving with the increased complications in both business and human behaviour. Individuals

and businesses have been facing challenges to compete and adapt to the developments, necessitating the hiring of people with high levels of emotional intelligence. Researchers and professionals appear to have been increasingly interested in this subject of emotional intelligence in recent years. Salovey and Mayer defined emotional intelligence in the 1990s. Since then, the concept has grown in favour among industrial and organizational psychologists as an important psychological aspect in determining an occupation's performance. Salovey & Mayer explain the concept as "being a component and a part of social intelligence, which is about being able to monitor one's own and others' sentiments and emotions, and having the capacity to distinguish them and use all the information they uncover in

directing their thoughts and behavior" (1990). This is most likely the most commonly recognized scientific definition of emotional intelligence.

2. Background of Study:

Emotions in the workplace have a significant impact on how an organization communicates both internally and externally. Workplace events have a significant emotional influence on participants. Persons, communities, and society are all affected by the behavioural and attitudinal repercussions of such an influence. Positive workplace emotions aid employees in achieving positive outcomes such as accomplishment, job satisfaction, increased social capital, and organizational citizenship behavior (Makkar & Basu, 2019). Anger, fear, despair, hostility, and guilt are all negative emotions that can lead to workplace deviance and impact how the rest of the world perceives the company. Employees with strong emotional intelligence can control their own emotions, interact well with others, handle change efficiently, solve issues, and utilize humour to develop rapport in tight situations. Top performers and weak performers in the workplace are differentiated by their "clarity" in thinking and "comfort" in intense and chaotic settings, which might lead to a difference in job involvement.

The Emotional Competence: In simple words, emotional competence is the capacity to comprehend, manage, and express the social and emotional components of one's life in ways that permit successful life management. It entails self-awareness, emotional moderation, teamwork, and concern for oneself as well as others. Daniel Goleman (1998) prepared the emotional intelligence competency framework wherein he identified eight skills that characterize someone who is emotionally competent. The ability to recognize one's own complicated emotional condition is the first skill. The ability to detect others' emotional states is the second. The ability to express and share one's feelings is the third need. The fourth quality is the ability to empathize with and for others. Fifth, you must be able to recognize that no one can always adequately express their emotions. The sixth skill is the ability to deal with various emotional communications when interacting with others. The seventh ability is the

ability to recognize emotional language in interpersonal relationships. Finally, the eighth skill is to recognize that one has control over one's emotions and may select one's emotional reaction in a particular scenario.

3. Scope of the Study

The major aim of this study is to identify the scope of applying Emotional Intelligence at workplace. The various competencies influence the work behaviour, motivation, creativity contributing towards the performance management as the final outcome. The performance management is closely associated with the profitability, quality products and services, integrity, relationship with other stakeholders, customer centricity etc. Hence, it can be relevant to organizational development.

4. Significance of the Study

The concept of Emotional Intelligence is having the great importance as far as the performance of any employees is concerned. It plays most significant role in developing the mental capabilities among the employees of the any organization and to build the working professional capabilities among them to improve the performance of the employee of the organization and finally it leads to the improvement of the performance of the employees at last (Pandey & Sharma, 2016). This study aims to identify the different factors of Emotional Intelligence and its impact on the performance management of the bank employees in the Chhattisgarh region. So the usage of this study is from the both the parties point of view. One is from the Employer of the bank to understand the factors that are having the significant impact on the mindset of the employees of the organization through which they can provide the magnificent improvement in the performance of the banks and on the other side it also helpful to the employees that which are the core efficiency that they are carrying to improve their performance finally.

5. Objectives of the Study

- To study the demographic profile of the Bank Employee from the Chhattisgarh.

- To identify the key factors of emotional intelligence influencing performance of bank employees
- To analyze the impact of emotional intelligence on the efficiency of bank employee performance

6. Review of Literature

Sahu, T. L., & Das, R. P. (2016) examined that managing client relationships is a huge issue. Because a huge number of companies are now joining this business, the level of rivalry among them is increasing with each passing day. Customers are getting increasingly picky about whether or not to employ a company's services in the present cutthroat competition. As a result, maintaining client relationships is becoming increasingly important in practically every service-provider company, including banks. It is widely held that the stronger a company provider's emotional intelligence, the stronger their capacity to maintain client relationships. As a result, the current study is part of a larger study involving 300 bank workers from five different banks (both governmental and non-governmental) in the state of Chhattisgarh to see if individual demographic factors, emotional intelligence, and capacity to manage client relationships are connected. The data was obtained using a schedule to assess emotional intelligence and the capacity to manage customer relationships. It was analyzed using ANOVA and correlations in SPSS. According to the findings, there is a considerable and robust link between emotional intelligence, demographic characteristics, and customer management abilities. As a result, it is stated that bank network operators, with their high degree of emotional intelligence and capacity to manage client relationships, may greatly help to attracting and retaining consumers, as well as developing long-term relationships.

Deshmukh, G. K. (2016) analyzed how the distinct competencies of emotional intelligence namely emotional awareness, self-motivation, self-knowledge, and self-regulation, influence employees' emotional intelligence and, as a result, their performance. For this aim, information was gathered from staff of several State Bank of India branches in Raipur. SPSS was used to do regression analysis on the data gathered. According to the findings of the study,

there is a clear connection between employee performance and emotional intelligence.

Sharma, S., et.al. (2012) demonstrated the influence of motivation on employee engagement in Chhattisgarh banks. First, a literature review was used to identify all conceivable elements that influence motivation of employees. To find particular factors of high relevance, factor analysis was used. To determine the association between motivation and general happiness, regression analysis was used. Socioeconomic factor (SEF), Psycho-cultural factor (PCF), Work Hygiene factor (WHF), Adaptiveness component (AF), and Leader Member Interaction factor are the key motivational elements, according to the findings (LMRF). SEF, AF, PCF, and LMFR are proven to have a considerable influence on total employee satisfaction. The employee motivation is affected by a variety of factors, including cultural differences, employee abilities, and, to some extent, the type of work. As a result, thorough examination of each and every component is essential. The purpose of this article is to identify the elements that influence bank employee motivation in the state. It also concentrates on establishing a link between motivational elements and employee happiness. The article is a sector and region-specific study with a particular purpose in mind. The outcomes of this study can be used to a variety of different research projects.

Makkar, S., & Basu, S. (2019) made an attempt to state the relationship amongst the financial performance of relationship managers and their levels of emotional intelligence (EI) and trust between workers and clients in the banking industry. The respondents were asked to complete an EI test as well as questions about trusted behaviour in an internet poll. These data were combined with the bank's financial performance information. To find connections, researchers employed exploratory and confirmatory factor analysis as well as correlation analysis. Conformability, understanding and anticipation were discovered to be three components of trust. Furthermore, when contrasted to a relationship manager's financial success, there were substantial relationships among trust and EI. The bank's techniques for collecting performance measurements restricted the scope of the analysis that could be done. Relationship

managers' increased understanding of their very own emotions, as well as how they interpret and act on the emotions of others, should have a positive influence on financial success. This study is a crucial first step in emphasising the importance of emotional intelligence (EI) and trust in relational for marketing and selling.

7. Research Methodology

7.1 Identification of Problem

In this study, the author made an attempt to focus on the parameters of the emotional intelligence which plays the significant role in the improvement of the bank employee's performance. The parameters of the Emotional Intelligence will help the employee and employers of the Banks to improve their performance. In the past there are many studies that had been conducted to improve the performance of the organization but very rare studies are conducted on the part of the identification of the important parameters for the Performance Management for the employees and employers perspective.

7.2 Sampling Techniques

The present research has a total sample size of 120. The target respondents were the bank

employees working with the state of Chhattisgarh. Out of total 120 responses, 35 responses had been carried out from the North Zone of Chhattisgarh, 30 from the South Zone of Chhattisgarh, 25 from the East Zone of Chhattisgarh and 30 from the West zone of Chhattisgarh.

7.3 Limitations of the Study

Every study has certain limitations. The present study has the following limitations.

- It is restricted to the state of Chhattisgarh in particular. Hence, the result may vary while applying the outcomes to any other region, state, nation.
- The data collected for the Emotional Intelligence are having the data for only the Bank Employee professionals. The same study may not be applicable for other sector, professionals.
- The study had been carried out by collecting 120 samples from the population of the bank employees and then the inferences had been made about the population behavior but in every case it might not be the true for all.

8. Data Analysis and Interpretation

Table 1: Demographic Profile of Bank Employees

Gender	Percentage	Types of Bank	Percentage
Male	51.2	Public Sector Bank	33.5
Female	48.8	Private Sector Bank	30.2
		Cooperative Sector Bank	26.8
		Other	9.5
Location of Bank Employees		Age of Bank Employees	
North Zone	22.4	Less than 25 Years	23.4
South Zone	26.7	25 – 40 Years	33.2
East Zone	31.3	41 – 55 Years	31.8
West Zone	19.6	Above 55 Years	11.6
Bank Employee's Income		Category	

Upto Rs. 25,000	18.3	General	33.2
Rs. 25,000 – Rs. 50,000	31.2	EWS	31.4
Rs. 50,001 – Rs. 1,00,000	34.1	SC	22.4
More than Rs. 1,00,000	16.4	ST	10.1
		OBC	2.9

(Sources: Research Result)

From the above table of the demographic profile of the Bank Employees to check the impact of factors related to Emotional Intelligence it had been found that almost both the gender wise coverage of employees in this survey are equal having the weightage of 51.2% of Male and 48.8% of Female. The survey had been majorly covered from the bank employees of public sector followed by private sector employees along with the majority of the bank employees are covered from the East Zone of Chhattisgarh.

Age wise bifurcation the maximum number of employees are falling under the age group of 25 – 40 years followed by the 41 – 55 Years. Income wise bifurcation the maximum number of bank employees are falling under the category of Rs. 50,001 – Rs. 1,00,000 as it proved the pay slab of public sector employees. Caste wise, majority of the Bank Employees are falling under the category of General and EWS category.

Table 2: Factors related to Emotional Intelligence

Statements of Emotional Intelligence	Factors of EI	Mean Score of EI
When I'm in a bad situation, I get frightened right away.	Self-Regulation	2.98
I am quickly alarmed by unusual conditions in the workplace.		3.12
Others' critical thoughts have a big impact on me.		3.28
My emotions are immediately discernible from my facial expressions.		4.11
I'm terrified of what others could say about me, and I'm afraid of what they might say about me		3.49
I try to avoid expressing myself in the way that most people do feels.		3.54
I believe that maintaining a harmonious work atmosphere requires a high emotional quotient.	Self-Motivation	4.12
When my coworkers become agitated, I remain out of their path.		4.02
My approach to issue resolution at work is centered on logic rather than emotions.		3.52
Together with technical training, I was given EQ-related instruction.	Social Skills	3.54
My bosses also help me with EQ concerns when it comes to dealing with consumers and clients.		4.21

My approach to issue resolution at work is centered on logic rather than emotions.		3.21
At work, I am subjected to powerful emotions that are difficult to regulate.		3.65

(Sources: Research Result)

From the above table it is discerned that there are three factors of Emotional Intelligence that were found out in this survey from the bank employees in the state of Chhattisgarh which had significant impact on their performance. In this particular study the author had summoned that there are three factors i.e. Self-regulation, Self-Motivation and Social Skills. From the Self-Motivation factors the highest response for the agreement received for the “My emotions are immediately discernible from my facial

expressions” i.e. 4.11, for the factor of Self-Motivation, the highest response received for the statement of “I believe that maintaining a harmonious work atmosphere requires a high emotional quotient” i.e. 4.12 and for the factor of Social Skills, the highest response of agreement received for the statement “My bosses also help me with EQ concerns when it comes to dealing with consumers and clients” i.e. 4.21.

Table 3: Impact of Emotional Intelligence on the Performance of Bank Employees

Emotional Intelligence Factors	Chi Square Value	P Value	Significant or Not
Self – Regulation * Bank Employees Performance	11.48	0.000**	Significant
Self – Motivation * Bank Employees Performance	9.64	0.000**	Significant
Social Skills * Bank Employees Performance	6.98	0.015**	Significant

(Sources: Research Result)

H0: There is no significant impact of factors of Emotional Intelligence on the performance of the Employees.

H1: There is significant impact of factors of Emotional Intelligence on the performance of the Employees.

From the above table of Impact of Emotional Intelligence factors on the performance of Bank Employees it can be concluded that all the three factors of Emotional Intelligence i.e. Self – Regulation, Self – Motivation and Social Skills are having their P values 0.000, 0.000 and 0.015 respectively which are less than 0.05 which also indicates that the author have to reject the null hypothesis and it can be concluded that there is a significant impact of factors of Emotional Intelligence on the performance management of the bank employees in Chhattisgarh.

9. Findings of the Study

From the above study it can be concluded that the bank employee’s performance are getting influenced by the factors of Emotional Intelligence.

- With reference to demographic profiles, it is found that the majority of the bank employees have been covered under this study are the Male and Female category who are working in the Public Sector Banks. The majority of them are residing in the North Zone of Chhattisgarh having the age range from 25 – 40 years for the maximum number of respondent, Income wise majority of them are falling under the category of Rs. 25000 to Rs. 1,00,000.
- The factors of Emotional Intelligence that have been derived from the study are Self – Regulation, Self – Motivation and Social Skills which had been derived through the factor

analysis that had been applied for the Bank Employees of Chhattisgarh.

- The factors of Emotional Intelligence i.e. Self – Regulation, Self – Motivation and Social Skills were analyzed in the study. After analysis and testing, it is found that the P value for the association is below 0.05. It means all of these three factors of Emotional Intelligence have the significant impact on the performance management of Bank Employees in Chhattisgarh.

10. Conclusion

Predominantly, above discussion shows that emotional intelligence enables the employees of bank to perform better. This is because they can manage their daily tasks well through motivation, team-spirit, and healthy relations. Together, they contribute in managing the performance of teams, department and organization by and large. The findings of the study had proved that there is a significant impact of emotional intelligence on the performance management of the bank employees in Chhattisgarh. In addition, there are young and energetic employees in the bank who can be creative, innovative in transforming the workplaces. All of these would create win-win situations for the different stakeholders of banks.

References

- [1] Aqqad, N., Obeidat, B., Tarhini, A., & Masa'deh, R. E. (2019). The relationship among emotional intelligence, conflict management styles, and job performance in Jordanian banks. *International Journal of Human Resources Development and Management*, 19(3), 225-265.
- [2] Beigi, M., & Shirmohammadi, M. (2011). Effects of an emotional intelligence training program on service quality of bank branches. *Managing Service Quality: An International Journal*.
- [3] Chamanifard, R., Nikpour, A., & Chamanifard, S. (2014). Investigating the impact of emotional intelligence on organizational performance in international division of Tejarat bank, Iran. *International Journal of Scientific Management & Development*, 2(11), 652-657.
- [4] Danquah, E. M. E. L. I. A., & Wireko, T. B. (2014). The impact of each element of emotional intelligence on customer service delivery: A customer satisfaction perspective. *International Journal of Sales & Marketing Management Research and Development*, 4(2), 9-20.
- [5] Deshmukh, G. K. (2016). Mapping Relationship between Employee Performance and Emotional Intelligence: A Study. *Pacific Business Review International*, 8(9), 11-15.
- [6] Golemen, D. (1998). Working with Emotional Intelligence.
- [7] Hashem, T. N. (2010). Impact of Managers' Emotional Intelligence on Marketing Creativity in Jordan Commercial Banks. *Innovative Marketing*, 6(3), 78-86.
- [8] Kumar, V. (2018). Impact of Emotional Intelligence and Gender on Job Satisfaction: An Empirical Study amongst the Employees of HDFC Banks in Chandigarh Tricity, India. *International Journal of Innovation and Economic Development*, 4(2), 24-31.
- [9] Kumari, P., & Priya, B. (2017). Impact of emotional intelligence on job performance and organizational commitment among bank managers. *International Journal of Interdisciplinary and Multidisciplinary Studies*, 4(3), 300-311.
- [10] Makkar, S., & Basu, S. (2019). The impact of emotional intelligence on workplace behaviour: A study of bank employees. *Global Business Review*, 20(2), 458-478.
- [11] Makkar, S., & Basu, S. (2019). The impact of emotional intelligence on workplace behaviour: A study of bank employees. *Global Business Review*, 20(2), 458-478.
- [12] Naeem, H., Saif, M. I., & Khalil, W. (2008). Emotional Intelligence And Its Impact On Service Quality Empirical Evidence From The Pakistani Banking Sector. *International Business & Economics Research Journal (IBER)*, 7(12).
- [13] Pandey, N., & Sharma, M. K. (2016). The Impact of Emotional Intelligence on Job Satisfaction: Evidence from a Large Indian Bank. *IUP Journal of Soft Skills*, 10(3).
- [14] Papathanasiou, S., & Siaty, M. (2014). Emotional intelligence and job satisfaction

- in Greek banking sector. *Research in Applied Economics*, 6(1), 225-239.
- [15] Rahim, S. H. (2010). Emotional intelligence and stress: An analytical study of Pakistan banks. *International Journal of Trade, Economics and Finance*, 1(2), 194.
- [16] Rahim, S. H. (2010). Emotional intelligence and stress: An analytical study of Pakistan banks. *International Journal of Trade, Economics and Finance*, 1(2), 194.
- [17] Rahim, S. H., & Malik, M. I. (2010). Emotional intelligence & organizational performance:(A case study of banking sector in Pakistan). *International Journal of Business and Management*, 5(10), 191.
- [18] Sahu, T. L., & Das, R. P. (2016). Emotional intelligence and ability to manage customer relationship in bank employees of selected Indian banks-a study. *World Scientific News*, (52), 31-43.
- [19] Sharma, S., Pandey, S., Jain, N., & Sharma, D. (2012). Mastering Employee Motivation: An Attempt to Gauge the Impact of Key Motivational Factors on Employees' Overall Satisfaction in Banks. *IJMRS's International Journal of Management Science*, 1.