

Examining the Influence of Emotional Intelligence on Job Performance: A Study of Employees in Private Sector Banks in Coimbatore City

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Abstract

Emotional intelligence (EI) has emerged as a critical construct in contemporary organizational settings, with profound implications for employee job performance. This study aims to empirically examine the influence of emotional intelligence on job performance among employees in private sector banks operating within Coimbatore City. The research is motivated by the growing recognition of EI as a valuable tool for enhancing organizational performance, stress management, and job satisfaction. The study employed a quantitative research design, utilizing a structured questionnaire to collect data from a representative sample. The questionnaire incorporated validated scales to measure the various dimensions of emotional intelligence, including self-awareness, self-regulation, motivation, empathy, and social skills, as well as job performance indicators. The findings reveal that the private sector bank employees in Coimbatore City possess a significant level of emotional intelligence skills in their workplace. Furthermore, the study unveils that the dimensions of emotional intelligence differ significantly across gender and age groups among the respondents. However, no association was found between emotional intelligence skills and the demographic profiles of the employees in their working environment. Notably, the research demonstrates a strong positive correlation among the dimensions of emotional intelligence, suggesting that self-awareness, self-regulation, motivation, empathy, and social skills are interrelated and collectively contribute to overall emotional intelligence. The study provides valuable insights into the pivotal role of emotional intelligence in enhancing job performance and offers practical implications for human resource management practices within the private sector banking industry.

KEYWORDS: Employees Performance, Emotional Intelligence, Job Performance, Private Sector banks

Introduction

In the present-day corporate world, firms are concerned about their ability to make increased corporate value. It's the performance that matters today. After analysing the performance of variety of managers of Corporations, Government departments, Non-profit organizations etc researchers have identified a mixture of hard skills', which is that the task-oriented competencies and 'soft skills', the emotion-based competencies as drivers of quality performance.

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The rules of success are changing with times. The satellite revolution has brought data and learning closer. The functional know-how and expertise are therefore assumed to be of high standards. The question thus arises on what differentiates a star performer from others. The evidence from enormous research add the last few decades establishes doubtless that what sets a star performer aside from the standard ones, may be a different way of being competent (i.e.) emotionally competent.

Need for the study

Emotional intelligence is an emerging subject in commission delivery and marketing, theoretically and empirically, it's upheld to reinforce employees' performance within the areas of personal selling, direct marketing, relationship marketing and service delivery. The banks got to continuously enhance the skill levels of their employees soon remain viable and competitive and to require advantage of latest opportunities. The banking personnel got to be suitably trained to accumulate necessary skill to perform their jobs more efficiently. Thus, the banking industry needs potential employees to require up big responsibilities not only towards the institutions where they're working but also towards the whole society. supported this, the study focused on the impacts of Emotional Intelligence and its subscales namely, Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills on Employees performance within the private sector banks in Coimbatore.

Dimensions of Emotional Intelligence

- Self-Regulation
- Self-Awareness
- Empathy
- Motivation
- Social Skills

Highly emotionally intelligent executives are more punctual and take maximum initiatives on the job, they put much number of efforts to expend their job and have better work performance as compared to their counterparts.

Factors of Job Performance

- Planning
- Organizing
- Personal Traits
- Communication
- Organizational Climate

All the above variables have positive impact on the performance of the employees. Thus, the researcher aimed to analyse the impact of emotional intelligence towards the job performance variables like

personal traits, planning, organizing, communication and organizational climate among the private bank employees in Coimbatore.

Review of Literature

ApasLataSahu and R. P. Das (2016) studied the connection between emotional intelligence and skill to manage customer relationship in bank employees of selected Indian Banks. The study was conducted on 300 bank employees working in five different banks (both publicly and personal sector) within the state of Chhattisgarh to assess whether their demographic variables, emotional intelligence and skill to manage customer relationship is said to every other. The study found that there exists a big and powerful relationship between emotional intelligence, demographic variables and therefore the ability to manage customer relationship.

Sharma M. K. and Neha Pandey (2015) studied the emotional intelligence and job satisfaction of HDFC retail banking employees. The study originated that there was a meaningful relationship between emotional intelligence and job satisfaction. Personnel having higher emotional intelligence felt that the organizational environment was favourable.

Vanishree. M (2014) examined the connection between emotional intelligence and demographic variables of employees working in IT sector. the target of the study is to understand the extent of emotional intelligence among the workers and therefore the extent to which demographic factors influence the emotional intelligence of the workers.

Babli Roy et. al., (2013) studied the connection between EI and academic achievement motivation and EI of scholars with high, average and low academic achievement motivation among the scholars (boys and girls) of sophistication XII in Patna. The findings of the study reveal that there's a positive relationship between EI and academic achievement motivation and students with high average and low academic achievement motivation differ from each other on emotional intelligence.

Statement of the Problem

There are many research studies concerning identification of impact of emotional intelligence towards academic performance among academicians, attitudes and behaviours among students, team performance, job performance, job satisfaction, quality work life, leadership, customer service etc among employees of organisations, banks and other service sectors. However considerable study with respect to private sector banks is minimal hence the present study focuses on the Emotional intelligence and Employee job performance in Private sector banks in Coimbatore city.

Objectives of the Study

1. To assess the job performance and its significance with the demographic profile of the employees.
2. To examine the impact of Emotional intelligence towards the job performance among the employees of selected private sector banks.
3. To find out the relationship between the factors of Emotional intelligence and job performance of the employees of private sector banks in Coimbatore.

Hypothesis of the Study

1. There is no association between levels of Job Performance and Demographic profile of the employees of selected private sector banks in Coimbatore city.
2. There is no positive impact of Emotional Intelligence towards the job performance among the employees of selected private sector banks in Coimbatore city.
3. There is no positive relationship between the factors of Emotional intelligence and job performance of the employees of selected private sector banks in Coimbatore.

Scope of the Study

It has been undertaken to seek out the extent of emotional intelligence among the chosen private bank employees and also to analyse the impact of emotional intelligence towards the job performance among the workers of selected private banks in Coimbatore city. The list of top ten private banks was published by Stock Exchange Board of India (SEBI) supported the market capitalisation rate; the highest four private banks were selected for the aim of research work. They're AXIS Bank, HDFC Bank, Karur Vysya Bank and ICICI Bank. These banks share is actively traded on Bombay Stock Exchange (BSE) and National Stock Exchange of India (NSE). The workers of the above mentioned four banks are included for this research work to understand about their opinion on emotional intelligence and its impact on their job performance.

Research Methodology

Research Methodology is the key aspect which governs the outcome of the research. It encompasses and directs the researcher to conduct the research in a systematic process which ensures and facilitates the accuracy of the outcomes.

Research Design

The research design refers to the general strategy that the researcher chose to integrate the various components of the study during a coherent and logical way, thereby, ensuring that researcher will effectively address the research problem; it constitutes the blueprint for the gathering, measurement, and analysis of data.

| | |
|---------------------|-------------------------------|
| Research Type | Descriptive Research |
| Sample Size | 105 |
| Sampling Method | Convenience Sampling |
| Research Method | Survey Method |
| Research Instrument | Questionnaire |
| Data Type | Primary Data & Secondary Data |

Table 1: Research Design

Sampling Method

Convenience sampling technique was used for the purpose of this research. The questionnaire was distributed to the employees at the convenience of the researcher among the selected private sector banks for the study.

Sample Size

The researcher distributed questionnaires using convenience sampling method for collecting the information from the respondents in the study area. To generate relevant data, a total of 120 questionnaires were distributed conveniently to employees of selected private sector banks situated in Coimbatore city. A total of 15 questionnaires were excluded from the study due to bias. So, the data from the remaining 105 respondents was used for analysis.

| Name of the Bank | Number of Questionnaire | | | Final Samples |
|------------------|-------------------------|--------|----------|---------------|
| | Distributed | Filled | Unfilled | |
| AXIS | 30 | 26 | 4 | 26 |
| HDFC | 30 | 28 | 2 | 28 |
| Karur Vysya Bank | 30 | 24 | 6 | 24 |
| ICICI | 30 | 27 | 3 | 27 |
| Total | 120 | 105 | 15 | 105 |

Table 2: Sample Distribution Summary

Statistical tools applied

The primary data collected from the respondents from different banks are properly sorted, classified, edited, tabulated in proper format and analysed by applying appropriate statistical tools. Statistical package for social studies (SPSS). The subsequent statistical tools are used for analysing the info collected from the respondents from different locations selected for the study.

- Frequency and Percentage analysis
- Chi-square analysis
- Analysis of Variance
- Multiple regression

Analysis and Interpretation

The data analysis refers to the process of systematic application of statistical and logical techniques to describe, summarize and compare data.

| Gender | Frequency | % |
|--------|-----------|-----|
| Male | 62 | 59 |
| Female | 43 | 41 |
| Total | 105 | 100 |

Table 3: Gender-wise classification the respondents

From the above table it is quite clear that out of the total 105 respondents investigated for this study, the majority 62(59 %) respondents are male and the remaining 43(41%) respondents are female. It shows that most of the male respondents among the bank employees participated and gave their opinions for this study.

| Age in years | Frequency | % |
|--------------------|-----------|-----|
| Less than 30 Years | 16 | 15 |
| 31-35 Years | 18 | 17 |
| 36-40 Years | 17 | 16 |
| 41-45 Years | 22 | 21 |
| 46-50 Years | 21 | 20 |
| Above 50 Years | 11 | 10 |
| Total | 105 | 100 |

Table 4: Age-wise classification of the respondents

The above table reveals that 21% of the respondents belong to the age group of 41-45 years, 20% are less than 46-50 years, 17% belong to the age group of 31-35 years, 16% under the age group of 36-40 years, 15% belong to the age group of Less than 30 years, and the remaining 10% are above the age group of above 50 years. The result of the study shows that majority of the respondents in private banks are under the 41-45 Years age group.

| Marital status | Frequency | Percentage |
|-----------------------|------------------|-------------------|
| Married | 93 | 89 |
| Unmarried | 12 | 11 |
| Total | 105 | 100 |

Table 5: Marital status-wise classification of the respondents

Among the total respondents of 105, most of the 93(89 %) respondents were married, and the remaining 12(11%) unmarried. The study reveals that among the total respondents included for the study many of the respondents were married.

| Educational Qualification | Frequency | Percentage |
|----------------------------------|------------------|-------------------|
| UG | 32 | 30 |
| PG | 60 | 57 |
| Professional | 13 | 12 |
| Total | 105 | 100 |

Table 6: Educational qualification of the respondents

It is observed from the above table that the majority 57 percent of the respondents were post graduate degree holders, followed by 30 percent undergraduate holders, and the remaining 12 percent professional degree holders. A considerable number of respondents were post graduate degree holders.

| Designation | Frequency | Percentage |
|-------------------------|------------------|-------------------|
| Probationary officer | 13 | 12 |
| Internal auditor | 11 | 10 |
| Data processing officer | 11 | 10 |
| Operations manager | 11 | 10 |
| Loan officer | 11 | 10 |
| Branch officer | 15 | 14 |
| Marketing manager | 22 | 21 |
| Manager accounts | 11 | 10 |
| Total | 105 | 100 |

Table 8: Designation-wise classification of the respondent

The above table shows that among the total respondents, 21 percent as marketing managers followed by 14 percent playing their role as branch officers, 10 percent of the respondents were performing as operations managers, 12 percent function in gas probationary officers, 10 percent in the position of loan officers, 10 percent acting as an Internal auditor, 10 percent of the respondents as data processing officers, and 10 percent of the respondent's function in gas accounts managers.

The income of a person plays an important role in shaping the economic conditions of an individual which in turn has its own impact on their family requirements, individuals' behaviour and responsibilities.

| Gross Monthly Income | Frequency | Percentage |
|----------------------|-----------|------------|
| Up to Rs.25,000 | 17 | 16 |
| Rs.25,001-50,000 | 33 | 31 |
| Rs.50,001-75,000 | 36 | 34 |
| Above Rs.75,000 | 19 | 18 |
| Total | 105 | 100 |

Table 9: Gross Monthly Income of the respondents

It is identified from the above table that the majority 34 percent in the income group of Rs.50,001 – Rs.75,000, followed by 31 percent of the respondents belong to the income group of Rs.25,001–Rs.50,000, 18 percent earning above Rs.75,000 and 16 percent in the income up to Rs.25,000. The study clearly shows that most of the private bank employees earn around Rs.50,001–Rs.75,000 as their gross monthly income.

| Demographic factors and self-regulation | Chi-square value | P value |
|---|------------------|---------|
| Gender and level of self- regulation | 3.001 | 0.04* |
| Age and level of self- regulation | 14.04 | 0.037* |
| Marital status and level of self-regulation | 2.117 | 0.113 |
| Qualification and level of self-regulation | 2.091 | 0.457 |
| Income and level of self-regulation | 1.541 | 0.821 |
| Experience and level of self-regulation | 5.31 | 0.258 |
| Bank and level of self-regulation | 1.97 | 0.742 |

Table 10: Association between the demographic factors and the level of Job performance

The above table shows to find out any association between the Demographic factors and the level of self- regulation. It shows that the chi-square value of gender is 3.001 and the corresponding p value

is 0.04 which is less than the significant level 0.05 at 5% level of significance and also the chi-square value of Age is 14.04 and the corresponding p value is 0.037 which is less than the significant level 0.05 at 5% level of significance. Hence it is concluded that there is association between the gender and age classification and the level of self-regulation among the bank employees in Coimbatore.

| Emotional intelligence dimensions | Educational qualification | N | Mean | SD | F value | P value |
|-----------------------------------|---------------------------|----|------|-------|---------|---------|
| Overall Self-Awareness | UG | 32 | 3.38 | 0.682 | 0.258 | 0.742 |
| | PG | 60 | 3.44 | 0.67 | | |
| | Professional | 13 | 3.44 | 0.642 | | |
| Overall Self-Regulation | UG | 32 | 3.15 | 0.568 | 0.002 | 0.998 |
| | PG | 60 | 3.15 | 0.569 | | |
| | Professional | 13 | 3.15 | 0.571 | | |
| Overall Motivation | UG | 32 | 3.01 | 0.49 | 0.025 | 0.975 |
| | PG | 60 | 3.01 | 0.509 | | |
| | Professional | 13 | 3.02 | 0.512 | | |
| Overall Empathy | UG | 32 | 3.09 | 0.578 | 0.075 | 0.925 |
| | PG | 60 | 3.1 | 0.614 | | |
| | Professional | 13 | 3.08 | 0.574 | | |
| Overall Social Skills | UG | 32 | 3.21 | 0.651 | 0.082 | 0.912 |
| | PG | 60 | 3.13 | 0.61 | | |
| | Professional | 13 | 3.09 | 0.613 | | |

Table 11: One- way ANOVA test for EI dimensions with educational qualification

The above table under lines that the mean value of One-way ANOVA test for Overall Self-Awareness, Overall Self-Regulation, Overall Motivation, Overall Empathy and Overall Social Skills test result reveals that the p value of Overall Self-Awareness ($0.05 < 0.742$), Overall Self-Regulation ($0.05 < 0.998$), Overall Motivation ($0.05 < 0.975$), Overall Empathy ($0.05 < 0.925$), Overall Social Skills ($0.05 < 0.912$). Thus, the null hypothesis is accepted at 5% level of significance. Hence the study concludes that there is no significant difference between the respondents' qualification and their Emotional intelligence dimensions.

Multiple regression equation is used to analyse the impact of EI dimensions with job performance

| Rvalue | R2value | Fvalue | Pvalue |
|--------|---------|--------|----------|
| 0.759 | 0.627 | 20.517 | <0.001** |

Table 12: Multiple regression analysis between the EI dimensions and Job performance

From the above table it is observed that the multiple correlation coefficient is 0.759 which shows the degree of relationship between the actual values and the predicted values of the adjustment. The predicted values are obtained as a linear combination of job performance and overall EI dimensions. Thus, the coefficient value of 0.759 indicates that the relationship between adjustment and the five independent variables is quite strong and positive.

| Model | Un-standardized | | Standardized | t value | Sig. |
|-------------------------|-----------------|------------|------------------------|---------|---------|
| | Coefficients | | Coefficients | | |
| | B | Std. Error | Beta (X ₁) | | |
| (Constant) | 3.504 | 0.579 | | 5.894 | 0.000** |
| Overall Self-Awareness | 0.508 | 0.054 | -0.241 | -8.461 | 0.000** |
| Overall Self-Regulation | 1.571 | 0.091 | 0.419 | 13.034 | 0.000** |
| Overall Motivation | 0.024 | 0.065 | 0.087 | 3.306 | 0.000** |
| Overall Empathy | 0.522 | 0.079 | 0.198 | 6.57 | 0.000** |
| Overall Social Skills | 0.996 | 0.075 | 0.32 | 10.304 | 0.000** |

** Represents 5% level of significance

Table 13: Coefficients of EI dimensions and Job performance

The above table shows that the coefficient of X₁ reveals the partial effect on Overall Self-Awareness, Overall Self-Regulation, Overall Motivation, Overall Empathy and Overall Social Skills test result reveals the estimated positive sign implies that such an effect is positive. That adjustments core would increase by Overall Self-Awareness (0.508), Overall Self-Regulation (1.571), Overall Motivation (0.024), Overall Empathy (0.522), Overall Social Skills (0.996) and it is concluded that there is relationship at 1% level of significance.

Summary of The Findings

- From the study it is observed that there is association between the respondents' demographic profile and job performance hence the null hypothesis (1) is rejected
- From chi-square analysis it is found there is positive impact of between emotional intelligence of the employees in job performance hence null hypothesis (2) is rejected
- From regression analysis it is found that there is positive impact of the factor's emotional intelligence on job performance hence hypothesis (3) is rejected

Suggestions

Based on the suggestions given by the respondents and therefore the observation made by the researcher during the sector study, the subsequent suggestions could also be considered:

- Management must think both about the number and quality requirement of labour force to scale back the work pressure among the workers.
- Management should place the proper man within the right job to make sure self-confidence among the workers which results in happiest working environment. Efficient and skilled manpower within the banks can only manage the financial risks.
- Management should be in position to accelerate, intensify and focus training and development to fill existing shortages and to satisfy changing skill requirements constantly.
- The outcome depends on the worker and the way they react to the emotions. Some emotions inspire increased productivity naturally. It includes happiness, enthusiasm and confidence.

Conclusion

The study concludes that the private sector bank employees in Coimbatore city have significant level of emotional intelligence skills at their work place and also reveals that dimensions of EI differs significantly with the gender classification and age bracket of the respondents. It also states that there's no association between the EI skills and therefore the demographic profile of the workers at their working environment. The study inferred that the size of EI like self-awareness, self-regulation, motivation, empathy and social skills are perfectly and positively correlated with each other. From the study it is concluded that the five independent variables (self-awareness, self-regulation, motivation, empathy and social skills) have a quite strong and positive impact on the variable (job performance). Hence every unit increase within the experimental variable will have positive effect on the variable among the workers within the private sector banks in Coimbatore city.

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