

## ANTECEDENTS OF EMOTIONAL INTELLIGENCE AMONG WOMEN EXECUTIVES IN BANKING INDUSTRY: AN EMPIRICAL STUDY IN KANNIAKUMARI DISTRICT

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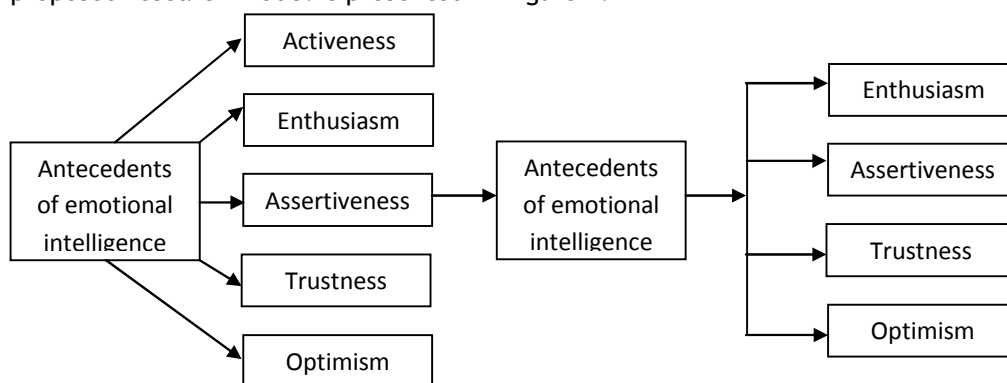
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### Introduction

Modern organizations expect change adaptability to improve the competitive position among professionals (Huy, 1999) and it results in better emotional intelligence (Chan, et al., 2003), organizational learning (Tischler et al., 2002) and employee involvement (Walt, et al., 2000). Emotional intelligence has emerged as a predominant concept in psychological research in the globalised era (Mayer and Salorey, 1995). Few researchers analysed the concept and measurement to emotional intelligence (Victor, et al., 2003; Mayer, et al., 2000; Dulewicz and Higgs, 2000). Some researchers focused on the application of emotional intelligence to solve many work place issues including job performance, job stress, job satisfaction, absenteeism, organizational commitment and leadership issues (Wright and Staw, 1999; Gates, 1995; Sosik and Megerian, 1999; Cooper and Sawaf, 1997). But only few researches analysed the antecedents of emotional intelligence (Martime Z., 1997; Pellitteri, 2002; Becker, 2003). There is no exclusive study related to the antecedents of emotional intelligence among the executives in banking industry at Kanniakumari district. Hence, the present study has made an attempt to fill up the research gap with the help of the purposed research model.

### Proposed Research Model

The proposed research model is presented in Figure 1.



Based on the proposed research model, the present study focus on the following objectives:

- To study the important antecedents of emotional intelligence.
- To measure the level of emotional intelligence among women executives.

- To evaluate the impact of antecedents on the level of emotional intelligence among the women executives.

In order to fulfill the above objectives, initially study explain the conceptual framework of the research work.

### **Antecedents of Emotional Intelligence**

Sen (1966) and; Joshi and Malik (1982) developed their personality measure on the line of Minnesota Multi Phasic Personality Inventory (MMPI). Prasad et al., (1974), Rastogi et al., (1976) and Verma et al., (1990) used number of items to measure for personality inventory of the persons. Singh (2002) developed 'Singhs' differential personality inventory which measures ten dimensions of personality-decisiveness responsibility, emotional stability, masculinity, friendliness, hetero-sexuality, ego-strength, cimosity, dominance and self concept. Dhar and Jani (2001) devised a personality measure namely type A/B Behavioural Pattern Scale (ABBPS) where type of measures factors like tenseness, impatience, restlessness, achievement, domineering and work aholic and type B assesses factors like complacement, easy going, non-assertive, relaxed and patience. In the present study, the antecedents are activeness, enthusiasm, assertiveness, trustness, optimism, emotional stability, responsibility, friendliness and decisiveness. The antecedents of emotional intelligence are described below:

#### **1. Activeness**

The person is active, energetic, enthusiastic, regular, persistent, and busy with ability to concentrate for long duration of time. The higher activeness result in higher personality (Barrick and Mount, 1991).

#### **2. Enthusiasm**

It shows the tendency to be happy go lucky, warm hearted person, enjoying life, fond of being in company of others, social and outgoing, mixing easily in the company of others, withy, loves enthusiastic and courageous work, open hearted, ability to more persons for various functions. This is indicated by the cyclothymiacs temperament (Costa and Mc Care, 1992).

#### **3. Assertiveness**

The assertiveness of an individual indicates the honesty and transparency in all dealing of life of an individual. It includes the straight forwardness, holdness, leadership, role player, independency, non-convincing with others ideas once dominate (Feist, 1998).

#### **4. Trustness**

Trustness indicates the level of trust made on others by an individual. It is characterized by free of jealous tendencies, accepting conditions, easy to get on with others, adoptability, cheerful, incompetent, a good team workers, an open and tolerant person and usually willing to take a chance with people, realizing own weaknesses and faults (Goffin, et al., 1996).

### **5. Optimism**

It indicates the feeling of helpfulness, hopefulness, worthiness, importance, lovingness, feeling of faith, relaxedness, unfrustrated, self-confidence, not jealousy, and satisfied with the present and future (Goldberg, 1990).

### **6. Emotional Stability**

The emotional stability shows the level of disturbance by the internal and external environment to the person. It includes emotional maturity, stability, realistic about life situation, mental strength, level of adjustment, free from emotional expression and emotional maturity (Higgins 1990).

### **7. Responsibility**

It shows the responsibility taken by an individual in their life. It includes the level of acceptance of responsibility, accountability accepting the strengths and weaknesses, risk-taking, self confidence, readiness to answer and willingness to accept the others views (Dahl and Page, 2002).

### **8. Friendliness**

The friendliness represents the positive mindset to interact with all people. It includes the friendliness with family members, boss, subordinates society and others. It covers the ability to solve the problems and accepting the criticism in a positive way (Judge and Bono, 2000).

### **9. Decisiveness**

It shows the level of determination in all of their activities among the people. It includes the ability to determine the vision, mission, plan to achieve, and evaluation. It also indicates the level of boldness to complete their work and exchange view with others, accept the other's view if it is reasonable, not hesitate to meet or speak with boss (Mount and Barrick, 1995).

### **10. Sensitivity**

Sensitivity represents the guesing feature of future events and also the feeling of others' mindset (Stersberg and Ruzgis, 1994). It also indicates the readiness to accompany the changes in the day to-day environment. (Barrick and Mount, 1991).

### **11. Leadership**

It shows the capability of the person to lead others, taking risking in life, ability to ordinate others and application of management principles at relevant time (Mayur, 1995). It includes the capability of person to motivate others and include them to rate any decision to solve the problem (Co oper, 1997).

In the present study, the abovesaid nine antecedents of emotional intelligence have been measured with the relevant variables which are drawn from the abovesaid past studies. These are presented in Table 1.

Table 1 Variables Related to Antecedents of Emotional Intelligence (AEI)

Sl.No.	Variables	Sl.No.	Variables
<b>I.</b>	<b>Activeness</b>	<b>V.</b>	<b>Optimism</b>
1.	I try to do the work as properly I can	1.	I feel that I am equalent to others
2.	I don't give up my work event it is difficult	2.	I feel that life is worthy at all times
3.	I generally finish the work easily and quickly	3.	I have faith on myself
4.	I can't imagine jobless situation	4.	I have faith relaxed mood and happy
5.	I do my work perfectly compared to others	5.	I have a belief in reality the mistakes in future
6.	I do all my job properly even I am sick	6.	I am not easily discussed
7.	I wish I should be engaged in all time	7.	I think that there is a scope in future
<b>II.</b>	<b>Enthusiasm</b>	<b>VI.</b>	<b>Emotional Stability</b>
1.	I fully enjoy while	1.	My mood is not fluctuating
2.	I often make people rough by cutting jobs	2.	I am not be disturbed by the events
3.	I speak out the words of my mind explicitly	3.	I want to handle all problems without emotions
4.	I like the jokes those are fully of zeal	4.	I take criticism easily and positively
5.	I like to be well dressed	5.	I fate lesser time to make me as emotional balance
6.	I often gather people for participating in various functions	6.	I am ready to accept other view if it is come
		7.	I never feel panic
<b>III.</b>	<b>Assertiveness</b>	<b>VII</b>	<b>Responsibility</b>
1.	I speak out without hesitation with seniors	1.	I want to be a responsible person
2.	I desire to lead the group	2.	I like my accountability
3.	I prefer to play a leading role in any functions	3.	I feel that my duties are first
4.	I can make people work according to me	4.	I never like to impose my duty on others
5.	I never like to be directed by some one	5.	I am always ready to answer the questions
6.	People consider the as proud		
<b>IV.</b>	<b>Trustness</b>	<b>VIII.</b>	<b>Friendliness</b>
1.	Every one trust me in all aspects	1.	I easily make friendship
2.	People feel that I speak worthy	2.	I like only participating approach
3.	I feel that all should be relied upon now-a-days	3.	I have a faith on equal instalment

4.	I feel that people are co-operating with me	4.	I treat my family members as friends
5.	I accept my error even before others	5.	I am ready to approach any problem friendly
<b>IX.</b>	<b>Decisiveness</b>	<b>XI</b>	<b>Leadership</b>
1.	I have my own vision	1.	Ability to lead
2.	I know my mission	2.	Participative decision
3.	I am hold enough to face anything	3.	Task orientation
4.	I try to work at my fullest level	4.	Empathy on subordinates
5.	I evaluate the things and take a story decision	5.	Motivation of others
6.	I have my non plan to achieve my objective	6.	Ability to coordinate
<b>X</b>	<b>Sensitivity</b>		
1.	Sensing the events in near future	5.	Fours on achievement
2.	Sensitivity on the events	6.	Sensing others feeling
3.	Flexibility to accommodate the situation	7.	Management by exception
4.	Perceptive listening	8.	Delegation of authority

The respondents are asked to rate the above said variable at five point scale according to the order of existence among them.

### Emotional Intelligence among the Women Employees

Emotional intelligence was measured using the EQ-I (Bar-on, 1997). The EQ-I comprised of 125 relatively short items which are categorized into 15 content scale score and illustrated into five major composite scores. These are intra personal, interpersonal, stress management, adaptability and general mood (Van Rooy et al., 2005). The sub scales are emotional self awareness. Assertiveness, self regard, self of utilization, independence, empathy, inter personal relationship, social responsibility, stress tolerance, impulse control, problem solving, flexibility, reality testing, optimism, and happiness (Dawda and Hart, 2000; Van Rooy and Viswasaran, 2004). The reliability of EQ-I has been examined by the number of researchers (Mathews et al., 2002; Newsome et al., 2000; Peusic and Byham (1996), Petrides and Fursham, 2000). In the present study, the scale used by Steven et al., (2008) have been used. The variables related to EQ-I is given in Table 2.

**Table 2 Variables in Emotional Intelligence**

Sl.No.	Variables	Sl.No.	Variables
<b>I.</b>	<b>Self awareness and self expression</b>	<b>IV.</b>	<b>Change management</b>
1.	Understand one's emotions	1.	Adapt and adjust one's feeling
2.	Accurately perceive, understand and accept oneself	2.	Thinking of new situations
3.	Effectively and constructively expressions emotions	3.	Effectively solve problems

4.	Free of emotional dependency on others	4.	Inter personal nature
5.	Achievement of personal goals	5.	Thinking of external validity
<b>II.</b>	<b>Social awareness and inter personal relationship</b>	<b>V.</b>	<b>Self motivation</b>
1.	Aware and was trend how others feel	1.	To be positive
2.	Identity with one's social group	2.	Took at the brighten side of life
3.	Co-operate with others	3.	To feel content with oneself
4.	Establish mutually satisfying relationship	4.	To feel content with life in general
5.	Relate well with others		
<b>III.</b>	<b>Emotional management</b>	<b>VI.</b>	<b>Social skills</b>
1.	Effective and constructive management of emotions	1.	Wielding effective tactics for permission
2.	Effective and constructive control of emotions	2.	Inspiring and grinding groups and people
		3.	Creating group synergy
		4.	Nurturing instrumental relationship

### Sample of the Study

Study was conducted among the women executives in commercial banks at Kanniakumari district. In total, the women executives working in all commercial banks at Kanniakumari district was 417. The sample size of the study was determined with the help of the formula of  $n=N/Ne2H$ . The 'e' of the study is assumed as 5 per cent. Hence, the sample size came to 204 executives. The satisfied propitiate random sampling was followed be select the sample in each bank at the district.

### Data Collection

The required data was collected with the help of interview schedule. The schedule consist of three importants parts. The first part covers the profile of executives whereas the second and third parts cover the measurement of antecedents of EI and the level of emotional intelligence respectively. The variables related to antecedents and the level emotional intelligence among executives were drawn from the reviews and also from the view of experts. A pilot study was conducted among 20 women executives working in five banks at Nagercoil town. Based on the pilot study, certain modification, additions and simplifications were carried out to prepare a final draft of interview schedule. The appropriate statistical analysis had been used to derive the relevant details on each objectives established in the study.

### Results

The antecedents of emotional intelligence of the executives have been measured with the help 9 important factors namely activeness, enthusiasm, assertiveness, trustiness,

optimism, emotional stability, responsibility, friendliness, decisiveness, sensitivity and leadership. The included variables to measure the above said traits are 7, 6, 6, 5, 7, 7, 5, 5 and 6 variables respectively. The executives are asked to rate these variables at five point scale according to the order of existence among them. The score of the variables in each antecedents emotional intelligence have been included for confirmatory factor analysis (CFA) to test the reliability and validity of variables in it. The results are given in Table 3.

**Table 3 Reliability and Validity of variables in each Antecedents of Emotional Intelligence**

Sl.No.	Personality Inventing	Range of standardized factor loading	Range of 't' statistics	Composite reliability	Cronbach alpha	Average variance extracted (in %)
1.	Activeness	0.8297 - 0.6291	3.9088* - 2.3451*	0.7824	0.8149	55.02
2.	Enthusiasm	0.9043-0.6911	4.3845*- 2.9909*	0.8309	0.8718	56.42
3.	Assertiveness	0.8808-0.6233	3.3887*- 2.3408*	0.7514	0.7709	52.69
4.	Trustiness	0.9117-0.6517	4.1084*- 2.7324*	0.7814	0.8104	54.43
5.	Optimism	0.9143-0.6508	4.1482*- 2.6814*	0.8021	0.8348	56.04
6.	Emotional stability	0.9047-0.6145	4.2646*- 2.0568*	0.7749	0.8024	54.11
7.	Responsibility	0.8963-0.6348	4.6817*- 2.4371*	0.7644	0.7963	53.44
8.	Friendliness	0.8864-0.6708	3.6884*- 2.8186*	0.7439	0.7917	52.39
9.	Decisiveness	0.8767-0.6541	3.6644*- 2.6563*	0.7511	0.7887	51.29
10.	Sensitivity	0.9209-0.6108	4.1147*- 2.0441*	0.8142	0.8304	56.37
11.	Leadership	0.9047-0.6543	4.1782*- 2.6887*	07917	0.8249	56.17

The standardized factor loading of the variables in each personality inventory are greater than 0.60 which reveals the content validity of the construct (Valini, 2006). The standardized factor loading of the variables in each personality inventory are significant at five per cent level which shows the convergent validity of the construct (Fornell and Lancher, 1981). It is also supported by the composite reliability and average variance extracted since these are greater than its minimum threshold of .50 and 50.00 per cent respectively. (Chin, 1998). The Cronbach alpha of all personality inventory shows the adequate availability variables in each personality inventory (Gerting and Anderson, 1988).

### Level of View on Antecedents of Emotional Intelligence

The level of view on antecedents of emotional intelligence among the executives have been computed by the mean score of the variables in each antecedents of EI among them. The standard deviation (S.D.) of each antecedents of EI has been computed to exhibit the level of consistency in their view on antecedents of EI among the executives. The discriminant validity among the antecedents of EI have been also computed. The results are shown in Table 3.

**Table 4 Level of View Antecedents of CI among the Executives**

Sl. No.	Antecedents of emotional intelligence	Mean	S.D.	Inter Correlation Co-efficients										
				1	2	3	4	5	6	7	8	9	10	11
1.	Activeness	3.5801	.3141		.3845*	.4182*	.2866*	.3969*	.4142	.5066*	.4144*	.3908*	.3081*	.3969*
2.	Enthusiasm	3.6676	.4082			.3966*	.4092*	.4117*	.4667*	.3991*	.3868*	.3462*	.4086*	.4387*
3.	Assertiveness	3.3844	.5029				.5011*	.4024*	.3082*	.3667*	.4142*	.4669*	.4883*	.4081*
4.	Trustiness	3.6144	.4861					.4667*	.3968*	.3904*	.5022*	.4914*	.4667*	.4441*
5.	Optimism	3.3814	.4882						.5122*	.4903*	.3944*	.3886*	.3667*	.2917*
6.	Emotional stability	3.2767	.4991							.4096*	.3882*	.3969*	.4018*	.4418*
7.	Responsibility	3.6672	.4443								.5209*	.4918*	.4667*	.3891*
8.	Friendliness	3.4581	.5808									.3996*	.4082*	.4886*
9.	Decisiveness	3.2664	.5622										.5082*	.5117*
10.	Sensitivity	3.4564	.6944											.4882*
11.	Leadership	3.3841	.4989											

The higher mean among the executives have been noticed in the case of enthusiasm and responsibility since their mean scores are 3.6676 and 3.6672 respectively whereas the lesser mean scores are noticed in the case of decisiveness and emotional stability since their mean scores are 3.2664 and 3.2767 respectively. The higher consistence in the level of view on antecedents of EI among the executives is identified in the case of responsibility and trustiness since their respective standard deviation are 0.3443 and .3861 respectively. The correlation co-efficients between all antecedents of EI among the executives are significant. The mean of average variance extracted by all pair of antecedents of EI is higher than the square of correlation co-efficients between the respective pair of antecedents of EI which indicates its discriminant validity among the various antecedents of EI.

### Emotional Intelligence among the Executives

The emotional intelligence among the executives have been examined at six different dimensions namely self awareness and self expression, social awareness and interpersonal relationship, emotional management, change management, self motivation and social skills. The included variables to measure the above said dimensions are 5, 5, 2, 5, 4 and 4 variables respectively. The executives are asked to rate the above said variables in each emotional intelligence dimension at five point scale according to the order of existence among them. The score of the variables in each dimension have been included for



confirmatory factor analysis to test its reliability and validity. The overall reliability is also computed. The results are given in Table 5.

**Table 5 Reliability and Validity of variables in Emotional Intelligence Dimension**

Sl.No.	Emotional intelligence factors	Range of standardized factor loading	Range of 't' statistics	Composite reliability	Cronbach alpha	Average variance extracted (in %)
1.	Self awareness and self expression	0.8897 - 0.6291	3.8088* - 2.4576*	0.7616	0.7947	54.04
2.	Social awareness and inter personal relationship	0.9024-0.6994	4.1774*- 2.6568*	0.8147	0.8338	56.04
3.	Emotional management	0.8645-0.6886	3.8558*- 2.5847*	0.7337	0.7552	52.17
4.	Change management	0.8808-0.6676	3.8917*- 2.5889*	0.7537	0.7946	53.39
5.	Self motivation	0.9291-0.7334	4.0554*- 3.0145*	0.8149	0.8441	57.03
6.	Social skills	0.8933-0.6332	4.6177*- 2.3881*	0.8245	0.8508	58.91

The standardized factor loading of the variables in each emotional intelligence dimension are greater than 0.60 which reveals the content validity of dimensions. The convergent validity of the dimensions and proved since the 't' statistics of the standardized factor loading of the variables in each dimension are significant at five per cent level and the composite reliability and average variance extracted by the each dimension greater than 0.50 and 50.00 per cent respectively. The Cronbach alpha of each dimension are satisfying the reliability to variables in each dimension. The overall reliability co-efficients indicates that the included variables in all six dimensions of emotional intelligence explain the emotional intelligence to an extent of 89.69 per cent.

#### **Level of Emotional Intelligence among the Executives**

The level of emotional intelligence among the executives have been derived by the mean score of variables in respective six dimensions in emotional intelligence and also for the overall emotional intelligence. The standard deviation and co-efficients of variation of the level of emotional intelligence among the executives have been computed to show the level of consistency in their level of emotional intelligence. The results are given in Table 6.

Table 6 Level of Emotional Intelligence among the Executives

Sl.No.	Components of Emotional Intelligence	Mean	S.D.	Co-efficients of variation in per cent
1.	Self awareness and self expression	3.2817	0.4602	14.02
2.	Social awareness and inter personal relationship	3.1096	0.4266	13.72
3.	Emotional management	3.0667	0.5121	16.69
4.	Change management	3.3802	0.5208	15.41
5.	Self motivation	3.2991	0.4969	15.06
6.	Social skills	3.2776	0.5399	16.47
	Overall EI	3.2908	0.4607	13.99

The higher level of components of emotional intelligence among the executives is seen in the case of self motivation; and change management since their mean scores are 3.2991 and 3.3802 respectively. The lesser level is identified in the case of emotional management since its mean score is 3.0667. The higher consistency in the possession of components of emotional intelligence is identified in the case of social awareness and inter-personal relationship since its co-efficients of variation is 13.72 per cent. The overall level of emotional intelligence is at satisfied level since its mean score is 3.2908.

#### Impact of Antecedents of EI on the Level of Emotional Intelligence among the Women Executives

The antecedents of EI among the women executives may have its own influence on their level of emotional intelligence. It is imperative to examine the relative importance of each antecedents of EI on the level of emotional intelligence for some policy implications. The multiple regression analysis has been executed. The fitted regression model is

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$$

Whereas

Y	-	Score on level of emotional intelligence among the executives
X <sub>1</sub>	-	Score on level of activeness among the executives
X <sub>2</sub>	-	Score on level of enthusiasm among the executives
X <sub>3</sub>	-	Score on level of assertiveness among the executives
X <sub>4</sub>	-	Score on level of trustness among the executives
X <sub>5</sub>	-	Score on level of optimism among the executives
X <sub>6</sub>	-	Score on level of emotional stability among the executives
X <sub>7</sub>	-	Score on level of responsibility among the executives
X <sub>8</sub>	-	Score on level of friendliness among the executives

- $X_9$  - Score on level of decisiveness among the executives  
 $X_{10}$  - Score on level of sensitivity among the executives  
 $X_{11}$  - Score on level of leadership among the executives  
 $b_1, \dots, b_{11}$  - regression coefficient of independent variables  
 $a$  - intercept and  
 $e$  - error term

The results of multiple regression analysis is given in Table 7.

**Table 7 Regression Co-efficients of Antecedents of EI on Emotional Intelligence among the Executives**

Sl.No.		Unstandardized regression co-efficients	Standard error	't' statistics	'P' value	Beta
1.	Activeness	0.3181	0.1458	2.1819	0.0399	0.1411
2.	Enthusiasm	0.1209	0.1099	1.1000	0.5886	0.0917
3.	Assertiveness	0.3278	0.0968	3.3862	0.0141	0.1842
4.	Trustiness	0.3211	0.1143	2.8089	0.0202	0.1731
5.	Optimism	0.4111	0.1309	3.1409	0.0199	0.1814
6.	Emotional stability	0.6335	0.1585	3.9969	0.0000	0.2147
7.	Responsibility	0.0992	0.2033	0.0201	0.6887	0.0658
8.	Friendliness	0.1332	0.1583	0.0212	0.6443	0.0997
9.	Decisiveness	0.1718	0.1452	1.1832	0.0969	0.1009
10.	Sensitivity	0.2232	0.1089	2.0495	0.0417	0.1311
11.	Leadership	0.2296	0.0866	2.6509	0.0247	0.1642
	Constant	0.3062	0.1339	2.2865	0.0441	1.1983
	$R^2$					0.8447
	F - Statistics					13.0945

The significantly and positively influencing antecedents of EI on the level of emotional intelligence among the executives is activeness, assertiveness, trustness, optimism, emotional stability, sensitivity, and leadership since their regression coefficients are significant at five per cent level. A unit increase in the above said personality inventory result in an increase in emotional intelligence among the the executives by 0.1411, 0.1842, 0.1731, 0.1814, 0.2147, 0.1311 and 0.1642 units respectively. The changes the level of personality inventory among the executives explain the changes in their level of emotional intelligence to the extent of 84.47 per cent. The significance of 'F' statistics shows the viability of fitted regression model.

### **Research Implications**

The personality inventory of the executives are only at a moderate level which replicates the findings of Paunonen (1998); Schutte et al., (1998) and Trinidad and Johnson (2001). The variables used to measure the antecedents of EI shows the comfortable explanation on the various aspects included in it (Paunonen and Ashton, 2001). The discriminant validity among the antecedents of EI factors recall the findings of Funder (2001) and Buckett and Mayer (2003). The measurement of emotional intelligence among the bank executives reveal the factors of included by Osman (2007). The level of emotional intelligence is at a satisfactory level but not at the higher level is similar with the findings of Higgs (2000) and; Lam and Kriby (2002). The significant positive impact of antecedents of EI on the level of emotional intelligence among the executives support the findings of Brackett et al., (2004), Cote (2006), Kafetsios (2004); and Lopes et al., (2005) which is contradictory to the findings of Bastian et al., (2005).

### **Managerial Implications**

Based on the findings of the study, the emotional intelligence is not an outcome of specific characteristics of individual (Mc Clelland, 1998). The dimensions of emotional intelligence can be improved with the help of so many personality development programmes especially on activeness, assertiveness, trustness, optimism, emotional stability, sensitivity, and leadership. By using a self report measure to determine whether emotional intelligence can be trained, area of improvement and others (Murray and Lawrence, 2006). Since the team work is essential in banking industry, the emotional intelligence related to the team management should be provided to the executives not only improve their team management but also their leadership qualities George, 2000; Goleman, 1998). Since the emotionally competent work groups perform better than others (Farren, 1999). The organization should develop emotionally competent executives first which would influence the team as well as the organizational performance (Dickson et al., 2001). The banking organizations are advised to conduct so many training performances for the personality development of the executives in order to enrich their emotional intelligence. It is not only an asset to an executives but also the organizations.

### **Directions for Future Research**

The study is subjected to few limitations namely the limited scope of the study and also the confined concepts namely antecedents and level of emotional intelligence. In future, the study may remove these scope and extend their scope of studies. Apart from this the future study may focus on the linkage between emotional intelligence and consequences at various industries; the study on emotional intelligence and management development, impact of emotional intelligence on job performance, and the role of emotional intelligence and personality variables on the organizational change. A comparative study on consequently emotional intelligence on job performance at various

service factors may be conducted in near future. The emotional intelligence of leaders and their effectiveness may be focused in future research work. A comparative study on emotional intelligence any male and female executives may be done in near future.

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