

INFLUENCE OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE AMONG THE EMPLOYEES IN BANKING SECTOR

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Abstract

Emotional Intelligence is currently one of the important areas of interest in organizational behaviour. Specifically there is evidence that emotional intelligence has an influence on Job Performance. The assumption is that when Emotional Intelligence is high, the Job Performance will also be high among the employees and vice versa. Job performance is one of the major components of organization and is an important factor that contributes towards productivity. The researcher feels that it would produce some remarkable results if a study is carried out to know the association between Job performance and Emotional Intelligence among the employees serving in banking sector.

Key Words Emotional Intelligence, Job Performance

1. Introduction

Emotional Intelligence is a set of skills acquired, which predicts positive outcomes at any social environment. People with high emotional intelligence are healthier, less stressed and more productive at work. A good understanding about one's own emotions and ability to manage them can help an individual gain success at work by good performance. A recent study published in the Journal of Applied Psychology looked at the results of 36 separate pieces of research into the relationship between self-reported emotional intelligence and job performance and the authors were able to conclude that there is a strong correlation between Emotional Intelligence and Job Performance (Sebastian Bailey, 2015).

1.1 Statement of the Problem

Job Performance is a vital area to be focused in today's scenario; the absence of which leads to low productivity in the organisation. Emotional Intelligence abilities can be useful resources in work where emotional involvement is high. This study is to settle on the relationship between job performance and emotional intelligence, to determine whether the level of Emotional Intelligence makes a significant difference among the employees in banking sector with relevance to Job Performance.

1.2 Objectives of the Study

To analyse the influence of Emotional intelligence on Job performance among the employees working in banking sector.

- To comprehend the relationship between age of the employees and Job Performance.

- To assess the relationship Emotional Intelligence level and gender of the employees.

2. Review of Literature

Evidence is accumulating that emotional intelligence is associated with important outcomes such as high quality social relationships (Lopes, Brackett, Nezlek, Schütz, Sellin, & Salovey, 2004; Lopes, Salovey, Côté, & Beers, 2005) and represents a distinct theoretical construct (Brackett & Mayer, 2003). There is a paucity of research, however, on emotional intelligence and workplace outcomes. Recent findings suggest that emotionally intelligent persons are better performers than their counterparts (Law, Song, & Wong, 2004; Van Rooy & Viswesvaran, 2004), but most of these associations are based on self-report measures of emotional intelligence.

Emotional intelligence may contribute to work performance (as reflected in salary, salary increase, and company rank) by enabling people to nurture positive relationships at work, work effectively in teams, and build social capital. Work performance often depends on the support, advice, and other resources provided by others (Seibert, Kraimer & Liden, 2001). Emotional intelligence may also contribute to work performance by enabling people to regulate their emotions so as to cope effectively with stress, perform well under pressure, and adjust to organizational change (Paulo.N.Lopes et al, 2006).

3. Research Methodology

3.1 Sources of Data

The primary data was collected using a questionnaire from the employees working in banking sector. The secondary data for the study was collected from journals, books and websites.

3.2 Sample Size

Simple Random sampling method was adopted to collect data from the respondents. The sample size was limited to 80.

3.3 Data Collection

Data was collected using questionnaire with a five point likert scale to make the answering method more friendly.

3.4 Statistical Tools

- Correlation Analysis
- Chi-Square Test

3.5 Limitations of the Study

- The study is limited to only 80 samples.
- Responses given by the respondents may not be matching to the highest level of accuracy.

4. Data Analysis

The dependant variable in this study is Job Performance and Independent variable considered in this study is Emotional Intelligence.

4.1 Hypotheses

H1: There is significant relationship between emotional intelligence and job performance.

H2: There is association between emotional intelligence and job performance.

H3: There is significant relationship between Age of the employees and job performance.

H4: There is significant relationship between Gender of the employees and Emotional Intelligence.

Hypotheses 1: There is significant relationship between emotional intelligence and job performance.

Table 1 Correlation Analysis Results Obtained to Test the Relationship between Emotional Intelligence and Job Performance

| | | Job Performance | Emotional Intelligence |
|------------------------|---------------------|-----------------|------------------------|
| Job Performance | Pearson Correlation | 1 | 0.040 |
| | Sig.(2-tailed) | - | 0.736 |
| | N | 80 | 80 |
| Emotional Intelligence | Pearson Correlation | 0.040 | 1 |
| | Sig.(2-tailed) | 0.736 | - |
| | N | 80 | 80 |

Inference

From the above table which illustrates simple bivariate correlation between Emotional Intelligence and Job Performance, it is found that the variable Emotional Intelligence has a significant and positive association ($r = 0.40$). Since the p value is less than the level of significance, the alternative hypotheses is accepted. The result of the correlation analysis shows that Emotional Intelligence is highly correlated to Job Performance.

Hypotheses 2

There is association between emotional intelligence and job performance

Table 2 Chi-Square Test Results Obtained to Test the Association between Emotional Intelligence and Job Performance

| | Value | Df | Asymp. Sig. (2 Sided) |
|------------------------------|-------|----|-----------------------|
| Pearson Chi-Square | 3.106 | 8 | 0.047 |
| Likelihood Ratio | 3.435 | 8 | 0.904 |
| Linear-by-Linear Association | 0.201 | 1 | 0.654 |
| N of Valid Cases | 80 | | |

Inference

On the basis of Chi-Square analysis of Job Performance and Emotional Intelligence, it is observed that the Pearson's Chi-Square value $r = 0.047$, thus Emotional Intelligence and Job Performance are positively associated. The result of the Chi-square test shows that at 0.05 level of significance, Emotional Intelligence and Job Performance are associated.

Hypotheses 3:

There is significant relationship between Age of the employees and job performance.

Table 3 Correlation Analysis Results Obtained to Test the Relationship between Age of the Employees and Job Performance

| | | Job Performance | Age of the Employees |
|----------------------|---------------------|-----------------|----------------------|
| Job Performance | Pearson Correlation | 1 | 0.193 |
| | Sig.(2-tailed) | - | 0.104 |
| | N | 80 | 80 |
| Age of the Employees | Pearson Correlation | 0.193 | 1 |
| | Sig.(2-tailed) | 0.104 | - |
| | N | 80 | 80 |

Inference

Since P value is greater than 0.05 in the above table on correlation analysis, the null hypotheses is proved and hence proved that there is no relationship between age of the employees in the banking sector and their job performance.

Hypotheses 4

There is significant relationship between Gender of the employees and Emotional Intelligence.

Table 4 Correlation Analysis results obtained to test the relationship between emotional intelligence and gender of employees

| | | Emotional Intelligence | Gender of the Employees |
|-------------------------|---------------------|------------------------|-------------------------|
| Emotional Intelligence | Pearson Correlation | 1 | 0.19 |
| | Sig.(2-tailed) | - | 0.871 |
| | N | 80 | 80 |
| Gender of the Employees | Pearson Correlation | 0.19 | 1 |
| | Sig.(2-tailed) | 0.871 | - |
| | N | 80 | 80 |

Inference

Since P value is lesser than 0.05 in the above table on correlation analysis, the null hypotheses is rejected and hence proved that there is a relationship between gender of the employees in the banking sector and emotional intelligence.

5. Findings

- From the study using correlation analysis and Chi-Square test, it was found that Emotional Intelligence is highly correlated to job performance.
- It was analysed that there was no close relationship between age of the employees and job performance using correlation analysis.
- It was also observed that there is a strong relationship between gender of the employees and emotional intelligence and thus it can be stated that emotional intelligence varies between male and female employees.

6. Suggestions

- The bank's management can take measures to improvise emotional intelligence of the employees by giving employee focused training and other supportive activities.
- Self-rated job performance methodology can be introduced among the employees that will enable them to rate their performance by themselves with emotional intelligence in consideration.
- Psychologists can be appointed in the organisation, who can be approached in case of emotional instability during working hours.

7. Conclusion

The relationship between Emotional Intelligence and Job Performance is positive and is noteworthy. Emotional Intelligence was found to have a great impact on the Job Performance levels of the individuals in the working environment. On the side of the employers, must take effective steps to enhance emotional intelligence of the employees to further escalate the organizational productivity.

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