



EMOTIONAL INTELLIGENCE IN EMPLOYEES WORKING IN THE BANKING SECTOR: AN EMPIRICAL STUDY OF DELHI

AMARJEET¹, RUCHIKA CHOUDHARY², ABHIMANYU BHARDWAJ³, KAUSHALENDRA PAL SINGH^{4*}

¹ Assistant Professor, Shri Ram College of Commerce, University of Delhi

² Assistant Professor, Shri Ram College of Commerce, University of Delhi

³ Assistant Professor, NCWEB, University of Delhi

⁴ Assistant Professor, Shyamlal College (Evening), University of Delhi

*Email: kaushal.cfa@gmail.com

Received: 10 Aug 2019 Revised and Accepted: 26 Feb 2020

ABSTRACT

In today's modern and competitive business world, organizations place a particular emphasis on their employees. According to the new human management approach, employee satisfaction is more important than customer satisfaction. Employee psychology research is critical for employee growth and development. Emotional intelligence is one of the concepts associated with human psychology. It aids in understanding one's own emotions and the emotions of others so that everyone benefits. The current study focuses on emotional intelligence in women working in the private banking industry. The research also shed light on the significance of emotional intelligence. Primary data is collected from 100 respondents for the study to obtain the desired results. Various findings and methods are drawn from data from respondents, and the study provides various suggestions to become more emotionally intelligent.

Keywords: Banking sector, emotional intelligence, emotions, leadership, motivation, private sector, self awareness.

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DOI: <http://dx.doi.org/10.22159/jcr.07.01.01>

1. INTRODUCTION

Peter Salovey and John Mayer define emotional intelligence as "the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behaviour." Understanding, using, and managing one's own emotions in a way that benefits others is what emotional intelligence is all about. Emotional intelligence is a fundamental concept in today's world because it helps understand and feel another person's situation.

It is essential not only in the workplace but also in personal life to make sound decisions. It is becoming increasingly important in organisations because it aids in the development of solid relationships with peers, subordinates, and others. It aids in the implementation of motivation and positive leadership in the workplace. Emotional intelligence is also critical in making effective decisions that benefit both the organisation and the employees. Emotional intelligence can help a person become mentally strong and handle a situation effectively.

Emotional intelligence is essential in leadership because it fosters empathy for others and helps them become a better leader. It benefits organisations by motivating employees to work toward common goals and objectives. A lack of emotional intelligence in leaders and employees at work steers the organisation in the wrong direction, resulting in demotivation, bullying, and harassment. On the other hand, it aids in developing solid workplace relationships and the improvement of employee performance. It increases employee productivity and efficiency.

Every woman should be emotionally strong as well as intelligent. Although emotional intelligence is essential for all types of people, it is essential in women's lives. It aids in understanding other people's situations and provides relief from mental stress. It also fosters solid interpersonal relationships among various people.

2. LITERATURE REVIEW

Emotional intelligence is a crucial aspect of everyone's life. Emotional intelligence has grown in popularity in recent years and will continue to do so in the future. Many researchers have studied this topic and produced various types of studies.

Emotional intelligence and employee commitment are two significant factors that influence organisational effectiveness. Individuals and all types of employees require high levels of emotional intelligence (Arora, 2017) [3]. Emotional intelligence aids in the transformation of challenges into opportunities and positive outcomes (Njoroge and Yazdanifard, 2014) [14]. It is an activity that aids in understanding one's emotional state and the emotional states of others (Yuvaraj and Eveline, 2018) [17].

Even in difficult situations, emotional intelligence can help motivate others. A manager with high emotional intelligence manages the organisation well and helps employees understand the differences between situations (Njoroge and Yazdanifard, 2014) [14]. Employee behaviour in the workplace is influenced by emotional intelligence (Yuvaraj and Eveline, 2018; Saini, 2018) [17, 16]. Some researchers have shed light on the relationship between emotional intelligence and organisational performance. Their research looks into the relationship between emotional intelligence and other variables such as leadership, productivity, and job performance, among others (Mohamad and Jais, 2016) [12]. According to the study's findings, high emotional intelligence among executives leads to higher organisational output and more effective leaders (Rosete and Ciarrochi, 2005) [15].

Emotional intelligence and work-life balance work together to improve organisational success. Employees and organisations both benefit from emotional intelligence (Arora, 2017) [3]. It fosters employee loyalty, motivation, job responsibility, and teamwork, among other things (Kannaiah and Shanthi, 2015, Arora, 2017) [8, 3]. Previously, emotional intelligence was not given much weight, but nowadays, intangibles are more important for employees in organisations. Organisations are advised to hire emotionally intense employees (Deepa and Ganeshkumar, 2015) [6].

Some studies show a link between emotional intelligence and job performance. It has been discovered that there is a link between emotional intelligence and job performance (Saini, 2018; Zeidner, Matthews and Roberts, 2004) [16, 18]. Employees with higher emotional intelligence are more satisfied with their jobs, perform better, are more committed to their jobs, and so on (Kaur and Sharma, 2019; Narayan and Narashiman, 2014) [9, 13]. Emotional intelligence, which includes emotions, social responsibility, and stress, is essential for women (Abdullah, Kosnin and Jiar, 2019) [1].

Employee performance is also influenced by emotional intelligence. Positive emotional intelligence positively impacts employee performance (Bandi and Chauhan, 2019, Lakshmi and Rao, 2018; Chughtai and Lateef, 2015) [4, 10, 5]. Many researchers have also discovered that emotional intelligence does not have an equal influence on all aspects of emotional intelligence. Self-awareness and social skills are the most critical academic factors in emotional intelligence, whereas self-actualization significantly impacts emotional intelligence (Gopinath, 2020).

Emotional intelligence has a different impact on different generations. It is challenging to manage both Generation X and Generation Y simultaneously. Each generation has different values, but there is no significant difference in emotional intelligence between generations X and Y (Akduman, Hatipolu, and Yüksekbilgili, 2015) [2]. Emotional intelligence has a significant impact on various variables such as leadership, effectiveness, stress management, and conflict resolution, among others (Mehta and Singh, 2013) [11]. Emotional intelligence factors aid in the improvement of employee safety and health-related measures and the professional development of employees at the workplace (Ifelebuegu, Martins, Theophilus and Arewa, 2019) [7].

2.1 Research Gaps

Many researchers have made significant contributions to the field of emotional intelligence. Many studies have been conducted on emotional intelligence and related topics. However, in previous studies, most of the research was conducted with both genders in mind. There have been very few studies on women's emotional intelligence. Furthermore, all other studies focus on determining the impact of emotional intelligence on other variables, but no study discusses the emotional intelligence of women in the private banking sector.

3. RESEARCH OBJECTIVES

- To investigate the emotional intelligence of women working in the private banking sector.
- Understand the significance of emotional intelligence in organisations.
- To suggest potential methods and means of becoming more emotionally intelligent.

4. RESEARCH METHODOLOGY

The present study includes both descriptive and exploratory type of research because it explores emotional intelligence among women working in private banking sector. Apart from this, the study describes the importance of emotional intelligence. For the particular study both primary and secondary data is collected.

4.1 Primary Data and related aspects: and Primary data is collected from one hundred women working in private banking sector. Private Banks include HSBC Bank, Bandhan Bank. The location for the study is private bank branches come under Delhi. Total one hundred respondents are selected for the study.

A structured questionnaire with demographic questions and subject-related questions is created to elicit responses from respondents. To collect data from respondents, the researcher meets with them in person, and for some responses, a digital method is used. A Google Form is created in the digital method, and the entire questionnaire is uploaded to Google Form.

MS Excel and SPSS – 22 software are used to analyze the responses received. To collect responses from respondents, simple random sampling is used.

4.2 Secondary Data: Secondary data is information obtained from a variety of authenticated sources. Secondary data is obtained from all authenticated and reliable secondary sources. Databases such as Google Scholar, Research Gate, and J Store are examples of secondary data sources. Secondary data is also used in this study. The study makes use of a variety of articles and published journals. Aside from these, various other reports and articles are studied from the internet to conduct the current research.

5. ANALYSIS AND INTERPRETATION

5.1 Demographic Analysis

Table 1: Demographic analysis of respondents

Variable	Description	Frequency	Percent (%)
Age	21-30	42	42%
	31-40	39	39%
	41-50	18	18%
	Above 50	1	1%
Qualification	UG	52	52%
	PG	38	38%
	Diploma	10	10%
Total work Experience	0-5	29	29%
	5-10	28	28%
	10-15	19	19%
	Above 15	24	24%

For the present study respondents are taken from private banking sector who belong to different demographic profiles. Total 100 respondents filled the questionnaire. Based on which demographic analysis is done. In the study only females are taken into consideration.

From the 100 respondents 42% respondents belong to 21-30 age categories, 39% respondents belong to 31-40 age category, 18% respondents belong to 41-50 age categories and in present study there is 1% respondent who belong to age above 50.

From the 100 respondents 52% respondents' qualification is UG, 38% respondents belong to PG category, and 10% respondents

belong to Diploma qualification in present study.

In terms of total experience 29% respondents belong to work experience of 0-5 years, 28% respondents belong to work experience of 5-10 years, 19% respondents belong to work experience of 10-15 years and 24% respondents belong to work experience of above 15 years.

5.2 Do respondents have some knowledge of emotional Intelligence before this?

Knowledge of Emotional Intelligence

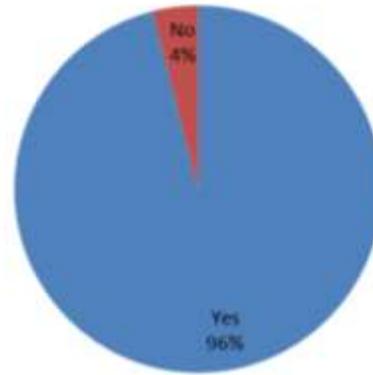


Fig 2: Knowledge of emotional intelligence to respondents

From the above table it is clear that 96% respondents were aware about the term emotional intelligence but 4% respondents were not aware about this particular term. So, while distributing questionnaire researcher makes them aware about that what is emotional intelligence and why it is important.

5.3 Descriptive statistics

For the current study 5 point likert scale is used in order to get

responses from respondents. In the questionnaire 1 represent as Not at All, 2 represent as Rarely, 3 represent as Sometimes, 4 represent as Often and 5 represent as Very Often.

Through descriptive statistics Emotional Intelligence among Women working in Private Banking Sector is measured.

Descriptive Statistics includes mean, minimum value, maximum value, and standard deviation.

Table 2: Descriptive statistics emotional intelligence among women working at private banking sector

Descriptive Statistics					
Variables	N	Minimum	Maximum	Mean	Std. Deviation
(Item 1) I am very well able to recognize my emotions and well able to manage my emotions	100	1.00	5.00	2.5900	1.09263
(Item 2) When I feel frustrated then I have no control over my temper and anger	100	1.00	5.00	4.0600	.85067
(Item 3) I know how to control and calm myself when I feel frustrated then I have no control over my temper and anger	100	1.00	4.00	2.3600	.99005
(Item 4) People told me that I am good listener	100	1.00	5.00	2.7800	1.02079
(Item 5) I love to work in group or team	100	1.00	5.00	2.7700	1.17082
(Item 6) It is very difficult for me to focus on some subject matter	100	1.00	5.00	3.1500	.96792
(Item 7) I feel it is difficult for me to move away from situation when I am not emotional well	100	1.00	5.00	3.9000	.89330
(Item 8) I very well know my strengths and weaknesses	100	1.00	5.00	3.5500	.89188
(Item 9) I usually avoid conflicts and negotiations with other people	100	2.00	5.00	3.9400	.74968
(Item 10) I felt that I am not enjoying my job	100	1.00	5.00	3.6300	1.17770
(Item 11) I like to share my emotions with people	100	1.00	5.00	3.1500	.96792
(Item 12) I am able to control myself whenever I feel emotionally down	100	1.00	4.00	2.3600	.99005
(Item 13) I review my progress regularly	100	1.00	5.00	3.2100	1.14852
(Item 14) It is difficult for me to understand emotions to other people	100	1.00	5.00	3.9900	.88186
(Item 15) I actively listen the opinion of other people	100	1.00	5.00	3.6100	1.24637
Valid N (listwise)	100				

The above table displays descriptive statistics for various items. The mean for Item 1 (I am very well able to recognise and manage my emotions) is 2.59, indicating that women are rarely able to manage their emotions. The mean for item 2 (When I am frustrated, I lose control of my temper and anger) is 4.06, indicating that women working in the private banking sector are frequently frustrated when they lose control of their emotions.

Similarly, the mean score for item 3 (I know how to control and calm myself when I am frustrated then I have no control over my temper and anger) is 2.36, indicating that women in the private banking sector rarely control and calm themselves when they are frustrated. The mean score for item 4 (People told me that I am a good listener) is 2.78, indicating that women in the banking sector are rarely told that they are good listeners.

For item 5 (I love to work in group or team) mean score is 2.77 which means women at private banking sector are rarely love to work in group. For item 6 (It is very difficult for me to focus on some subject matter) mean score is 3.15 which means sometimes it is very difficult for women at private banking sector to focus on some subject matter.

For item 7 (I feel it is difficult for me to move away from situation when I am not emotional well) mean score is 3.90 which means women at private banking sector are sometime or often feel it is difficult for them to move away from situation when they are not emotionally well. For item 8 (I very well know my strengths and weaknesses) mean score is 3.55 which means some women know very well their strengths and weaknesses and some are not.

For item 9 (I usually avoid conflicts and negotiations with other people) mean score is 3.94 which means women at private banking sector usually avoid conflicts and negotiations with other people. For item 10 (I felt that I am not enjoying my job) mean score is 3.63 which means some women sometimes feel that they are not enjoying their job at banking sector.

For item 11 (I like to share my emotions with people) mean score is 3.15 which means women at private banking sector sometimes like to share their emotions with people. For item 12 (I am able to control myself whenever I feel emotionally down) mean score is 2.36 which means women are rarely able to control themselves whenever they feel emotionally down.

For item 13 (I review my progress regularly) mean score is 3.21 which means some women at private banking sector review my progress regularly. For item 14 (It is difficult for me to understand emotions of other people) mean score is 3.99 which means women at private banking sector often feel that it is difficult to understand emotions of other people.

For item 15 (I actively listen the opinion of other people) mean score is 3.61 which means some women at private banking sector actively listen the opinion of other people sometimes.

6. DISCUSSION AND FINDINGS

According to the analysis, women working in the private banking sector are not emotionally intelligent. Emotional intelligence is required in all sectors, but due to workload and work pressure in India's private banking sector, women cannot maintain their emotional intelligence. Even some women struggle to recognise and manage their emotions. When they are frustrated, they do not know how to control their anger and emotions. Employees in the private banking sector must do much setting work, making it difficult to manage their emotions. Work pressure is high in the private banking sector, and customer satisfaction is critical.

Although the work culture of banks such as HSBC is excellent in providing facilities to female employees, the high workload and regular customer engagement keep them away from the subject matter. Because employees at private banks spend their entire day answering customer questions and dealing with customers, they frequently avoid unnecessary conflicts and negotiations with people. Because of all of these factors, women in the banking industry believe they are unable to comprehend the opinions of others entirely. Dealing with customers daily frustrates them until the evening, and they even dislike listening to other people's opinions at the end of the day. They also frequently find it challenging to understand the emotions of others

7. IMPORTANCE OF EMOTIONAL INTELLIGENCE

- Emotional intelligence is required to control and understand emotions in order to live a happy life. Emotional intelligence is essential for achieving mental peace in life.
- Emotional intelligence assists individuals in developing self-motivation, which allows them to recognise their full potential.
- Emotional intelligence aids in stress reduction because people with high emotional intelligence are able to manage stress and negativity.
- Emotional intelligence is required to make sound decisions in any situation or problem. It aids in the balancing of the situation.
- Because organisations rely heavily on employees' efficiency and productivity, emotional intelligence aids in improving efficiency and productivity.

8. SUGGESTIONS TO IMPROVE EMOTIONAL INTELLIGENCE IN TODAY'S MODERN TIMES

Following are some suggestions for improving emotional intelligence in today's times based on the literature reviewed and the opinions of respondents:

- People with low emotional intelligence should first assess where they lack emotional intelligence.
- Organisations with a heavy workload, such as banks. As a result, they should train employees to control their emotions and deal with difficult situations.
- A person with low emotional intelligence should first recognise negative emotions and then eliminate them.
- To maintain emotional intelligence, one should work on stress management, which they can do by participating in exercise or other activities that they enjoy.
- Empathy is essential in emotional intelligence, so it should be practiced daily.

9. CONCLUSION

Emotional intelligence is one of the most critical issues everyone should be concerned about. It is crucial in understanding one's own and other people's emotions. It is necessary for a healthy

mindset and to alleviate the stress of daily life. The emotional intelligence of women working in the private banking sector is assessed in this study. According to the current study, women in the private banking sector are not emotionally strong. When they are frustrated, they cannot control their emotions and feelings. They also believe that if they are not emotionally intense, they will be unable to manage the situation. To summaries, emotional intelligence is essential for anyone who wants to be motivated and directed toward a goal in life or at work. With all of these issues, one can stabilize their emotions by implementing practices such as removing negative thoughts from one's mind, controlling stress, and adhering to the recommended practices to become more emotionally intelligent.

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