

A Study on Intricate Interplay between Emotional Intelligence and Job Performance in the Public Banking Sector

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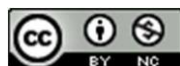
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ABSTRACT

Purpose: *Emotional Intelligence, often referred to as EQ, is a skill set that involves recognizing, understanding, managing, and effectively using our own emotions as well as understanding and influencing the emotions of others. The study of emotional intelligence in the banking sector serves a crucial purpose in enhancing client relationships, conflict resolution, leadership, and stress management. Adaptation to technological changes, and risk management. As the industry continues to evolve, the ability to understand and manage emotions – both our own and those of others – will only become more essential for success. Developing emotional intelligence is a valuable investment that can lead to improved client satisfaction stronger teams, and a more resilient banking sector overall.*

Design: *This research adopted the conceptual research by using a descriptive research design. Secondary data has been collected and analyzed to find out the factors affecting the Banking sector. This will help them to cope with the work environment and to effectively handle different situations. It could be absorbed that the students with high levels of IQ at school levels were also not able to shine in their profession, just because of lacking a moderate level of EQ.*

Findings: *The findings from studies on emotional intelligence in the banking sector underscore its profound impact on customer relationships and leadership effectiveness. In our exploration of Intricate Interplay between Emotional Intelligence and Job Performance in the Public Banking Sector, a major finding emerges. A robust correlation exists between high emotional intelligence and enhanced job performance. Employees demonstrating superior emotional intelligence exhibit superior interpersonal skills, adaptability, and stress management, leading to increased productivity and job satisfaction. This underscores the crucial role emotional intelligence plays in shaping a positive and efficient work environment within the public banking sector, emphasizing its significance for individual and organizational success.*

Originality/value: *This study includes a detailed analysis of the Intricate Interplay between Emotional Intelligence and Job Performance in the Public Banking Sector*

Paper type: *Conceptual Research*

Keywords: Emotional Intelligence, Banking Sector, Employees, Job Performance, Work, Job Stress

1. INTRODUCTION :

As we delve into the dynamics of the banking sector, a confluence of factors is reshaping the landscape and bringing forth formidable challenges for its workforce. The relentless evolution of government policies, rapid technological advancements, digital transformations, and the prevailing issue of poor financial literacy collectively contribute to a mounting menace – the escalation of job stress among bank

employees. The implications of occupational stress extend beyond the professional realm, posing a dual threat to both the physical well-being of individuals and the overall performance within the workplace. The International Labor Organization starkly designates executive stress as one of the most serious occupational hazards of the 21st century, underscoring the global pervasiveness of this phenomenon that transcends borders and impacts workers across diverse sectors, with the banking industry being no exception (Priyam Dhani et al. (2006). [1]).

The trajectory of the Indian funding business, transitioning from communalist fustian to the age of advertising chants, has been a subject of extensive study, particularly concerning stress-related variables scrutinized by experts (Abbas Sadeghi et al. (2008). [2]). Bank employees find themselves under unprecedented pressure, grappling with diverse stressors such as role stress, psychological stress, and physical stress. This stress cocktail is further compounded by personal and environmental variables, creating a complex web that has repercussions not only on individual well-being but also on organizational performance. The ramifications of job stress extend beyond mere efficiency metrics. Stress has a profound impact on the attitudes, feelings, and emotions of employees towards their organizations. This emotional undercurrent plays a pivotal role in shaping job performance and behaviour. Consequently, organizations bear the responsibility to proactively address and mitigate job stress to ensure both the well-being of their workforce and sustained organizational performance (Virginia Dresch et al. (2015). [3]).

One potent avenue for employees to navigate and alleviate job stress is through the cultivation of Emotional Intelligence (EI). By channelling emotions effectively, individuals can fortify themselves against the deleterious effects of stress and concurrently enhance their work performance. EI competencies, as articulated by experts like Salovey, have proven to be instrumental in preventing job stress among employees (Zeeshan Ahmed et al. (2016). [4]). The current challenges facing the banking sector necessitate a holistic approach that acknowledges the interplay of external factors, individual well-being, and organizational performance. By embracing preventive measures, fostering Emotional Intelligence, and championing a culture of well-being, organizations can navigate the turbulent waters of change while ensuring the vitality of their most valuable asset – their workforce.

1.1 Theoretical Framework of the Study:

In the intricate tapestry of the workplace, emotions stand as potent and intense feelings directed at people or situations. They are not merely transient elements; rather, they intricately intertwine with productivity and cannot be extricated from the professional realm. Emotions, often accompanied by distinct facial expressions, are integral to the human experience in the workplace (Sy et al. (2006). [5]). A phenomenon inherent to the professional domain is emotional dissonance, where employees project one emotion while simultaneously experiencing another. Positive emotions emerge as catalysts for informed decision-making and heightened organizational productivity (Slaski et al. (2002). [6]). Conversely, negative emotions can cast a shadow over the service quality provided to customers, subsequently influencing customer relationships. Dismissing or overlooking the emotional dimensions of employees and evaluating their behaviour through a lens of complete rationality is a misguided approach. In the workplace, emotions are inseparable from individuals, as people themselves are inherently emotional beings (Srinivasan et al. (2005). [7]).

Managers armed with an understanding of the pivotal role of emotions gain a significant edge in handling both subordinates and customers effectively. The sway of optimistic and undesirable mark associated with emotions permeates all facets of life, shaping behaviour at various life (Samuvel et al. (2012).[8]). The recognition of the profound impact of emotions on intelligence and behaviour gave rise to the concept of Emotional Intelligence. It encapsulates the ability to identify emotions and manage them positively, enabling effective communication, stress management, adept conflict resolution, and the overcoming of challenges (Sayeed et al. (2009). [9]). In essence, emotions are not mere ephemeral experiences in the workplace; they are powerful influencers of behaviour, decision-making, and overall organizational dynamics. Acknowledging and harnessing the potency of Emotional Intelligence becomes a strategic imperative for navigating the intricate landscape of the modern workplace (Praveen et al. (2015). [10]).

1.2 Statement of the Problem:

As we navigate the ever-evolving landscape of the banking sector, a profound shift in the requirements for a successful professional emerges. It is no longer solely about high intelligence quotient (IQ); instead, a paradigm shift toward recognizing the critical role of emotional intelligence (EQ) has taken center stage. This transformation is fueled by the increasing complexities inherent in both business operations and human behaviour. For banking employees globally, the challenges posed by emotional intelligence in the workplace are undeniable, marked by the oscillation between positive and negative emotions (Preeti Baskar (2015). [11]). The impact of positive emotions is far-reaching, contributing to enhanced performance, job satisfaction, work-life balance, professional growth, effective knowledge utilization, and adept relationship management. Conversely, the weight of negative emotions manifests as job dissatisfaction, heightened job stress, conflicts between work and personal life, reluctance to shoulder responsibilities, and a general disinterest in the job (Montes-Berges et al (2007). [12]).

The intricate fabric of emotional balance among banking employees is further strained by the dynamic nature of their work environment. The pressure and demands of the job, compounded by role conflicts, evolving customer service expectations, contributions to the organization, and the relentless march of technology, contribute to an inherent emotional imbalance (Khokhar et al. (2009). [13]). The relentless pursuit of customer satisfaction often exposes employees to the risk of encountering negative emotions, further complicating the emotional terrain for banking professionals. The pace of change, role ambiguities, and the demand for adaptability in the face of technological advancements present substantial challenges for many banking employees. The struggle to cope with these rapid changes can induce stress, exacerbating emotional imbalances in the workplace. The emotional landscape of banking professionals is a delicate interplay of positive and negative emotions, influenced by the evolving nature of their roles and the broader industry. Recognizing and navigating these emotional intricacies is paramount for individuals and organizations seeking to foster a resilient and thriving workforce in the dynamic realm of banking.

1.3 Objectives of the Study:

Objective 1: To examine the interplay of demographic factors on emotional intelligence among bank employees: An in-depth investigation of influencing variables

Objective 2: To Examine the Intricate Interplay between Emotional Intelligence and Job Performance in the Public Banking Sector.

Our first objective delves into the multifaceted relationship between emotional intelligence and various demographic factors among bank employees. By meticulously studying factors such as age, gender, educational background, and tenure within the organization, we aim to unravel the nuanced interplay between these demographics and emotional intelligence. Understanding how these elements intersect with emotional intelligence can provide valuable insights into the diverse range of emotional competencies within the banking workforce. This investigation holds the potential to inform targeted strategies for emotional intelligence development tailored to the unique needs of different demographic groups.

Our second objective addresses the critical nexus between emotional intelligence and job stress within the banking sector. This facet of our research seeks to unravel the intricate dynamics between emotional intelligence levels and the experience of job-related stress among bank employees. By probing into this relationship, we aim to ascertain whether higher emotional intelligence serves as a mitigating factor against job stress or if its absence exacerbates stress levels. This investigation holds implications for organizational interventions aimed at enhancing emotional intelligence as a means to alleviate job stress, ultimately contributing to a healthier and more productive work environment.

1.4 Historical background:

In tracing the evolution of the banking sector in India, we delve into a rich history deeply intertwined with the fabric of the nation. The roots of banking in India can be traced back to the early days of the barter system, demonstrating the country's longstanding engagement with systems of exchange. The very foundation of India's currency and coinage system is embedded in its historical narrative. As we progress into the 20th century; the banking landscape in India took shape organically, primarily under regional and ethnic frameworks. These banks played a pivotal role in lending money to regional traders

and industries, operating with a trust-centric approach, often guided by unwritten rules (Kulshrestha et al. (2006). [14]).

The turning point in India's banking history came with the nationalization of banks, a strategic move undertaken with specific objectives. The banking sector's journey in India reflects not only financial evolution but also a commitment to socio-economic development. By channeling resources to key sectors and expanding banking infrastructure, India's banking sector has been a catalyst for economic growth and inclusivity. Understanding this historical backdrop provides valuable insights into the trajectory of the banking sector, shaping its role as a dynamic force in India's economic landscape.

2. REVIEW OF LITERATURE :

In the realm of empirical research on emotional intelligence, two noteworthy studies have shed light on its correlations with distinct organizational factors. Kulshetra et al. (2006). [14] explored the relationship between emotional intelligence and locus of control among 150 executives spanning various professional strata at Hero Honda Motor Company. Their findings unveiled a positive correlation between emotional intelligence and locus of control, demonstrating that individuals with higher emotional intelligence exhibited a robust internal locus of control within the organizational context. This suggests a connection between emotional intelligence and the perception of personal control over one's circumstances in the workplace.

In a parallel study, Jennings et al. (2007) [15] conducted a comprehensive analysis involving the results that were compelling, revealing a noteworthy increase in individual emotional intelligence by an average of 18%, accompanied by a parallel increase in sales revenue, averaging 12%. These findings underscore the effectiveness of targeted emotional intelligence training in not only enhancing individual efficiency but also significantly improving job performance metrics.

2.1. Research Gap:

In the realm of academic inquiry, the exploration of the interplay between emotional intelligence, job stress, and job performance has been a relatively niche endeavour (Praveen et al. (2017). [16]). However, the landscape of research reveals a conspicuous gap, particularly in the context of the banking sector in South India (Maryam et al. (2017). [17]). Only a handful of scholars have ventured into this threefold study within the unique dynamics of this sector, highlighting a significant research vacuum (Aithal (2023). [18]). Recognizing this void, the current study focuses on assessing the levels of Intricate Interplay between Emotional Intelligence and Job Performance in the Public Banking Sector. The learning places a special emphasis on the individual capacities of employees in navigating challenging situations characterized by escalating job stress. It explores how individuals deploy coping strategies to sustain focus on job performance (Lenaghan et al (2007). [19]). Crucially, the study extends beyond individual empowerment, addressing the organizational role in fostering emotional intelligence development. Recommendations emphasize the need for tailored training programs aimed at cultivating emotional intelligence traits, managing stress, and providing opportunities for skill development and rejuvenation. This holistic approach positions the research as a valuable contribution to both academic discourse and practical implications for enhancing employee well-being and performance in the banking sector.

3. RESEARCH DESIGN :

A research design serves as the blueprint for the systematic collection and analysis of data, aiming to strike a balance between relevance to the research purpose and procedural efficiency. Essentially, it provides the conceptual framework that guides the entire research process, encompassing the planning, data collection, measurement, and analysis phases. The design is akin to a strategic roadmap, outlining the approach to be employed in both gathering and interpreting the data (Kakali et al. (2013). [20]) .

A well-constructed research design is characterized by several key elements. Firstly, it should feature a clear and concise articulation of the research problem, setting the stage for the investigation. Secondly, it must delineate the procedures and techniques to be employed in the data-gathering process. This encompasses decisions about the type of data to be collected, the sources of information, and the methods of data collection. Additionally, a robust research design should define the target population under study, outlining the scope and boundaries of the research. Lastly, it should articulate the methods to be employed in processing and analyzing the collected data. This holistic approach ensures that the

research is not only relevant to its objectives but is also conducted with methodological rigor (Jordi et al. (2009). [21]). A well-designed research plan is integral to the success of any study, providing a structured framework for navigating the complexities of data collection, measurement, and analysis.

4. ANALYSIS & INTERPRETATION :

To study exploring the impact of age diversity on job performance.

To Analyzing the Mean Scores of Different Age cohorts among Bank Employees: A Comprehensive examination of job performance.

H_0 : There is no significant difference among age groups of bank employees on job performance

H_1 : There is a significant difference among age groups of bank employees on job performance

(Kakali

Table 1: Indicating mean score of age groups of bank employees on job performance

Source of variation	Sum of Squares	Degrees of Freedom	Mean square	F	p-value
Between Groups	461.801	2	230.901	12.612	.000
Within Groups	11808.382	645	18.308		
Total	12270.184	647			

Note: *Significant at 0.05 level, **significant at 0.01 level, ***significant at 0.001 level

Interpretation:

In examining the data presented in the table, the focus is on assessing the age group differences concerning respondents' job performance. The calculated F ratio for the age groups is 12.612, and the critical table value for degrees of freedom $V1=2$ and $V2=645$ at a 5% significance level is 3.01. When the F ratio exceeds the critical table value, the null hypothesis ($H_{02.2}$) is rejected. In this instance, the obtained p-value is .000, which is less than the 0.05 significance threshold. This result solidifies the rejection of the null hypothesis, indicating a substantial and statistically significant difference among age groups in terms of job performance. The alternative hypothesis gains support, suggesting that job performance varies across age groups, and the mean scores are not equal. The evidence derived from the statistical analysis underscores the significance of age as a determinant of job performance diversity. The rejection of the null hypothesis affirms that age groups do not exhibit uniformity in job performance, emphasizing the need for nuanced considerations of age-related factors in understanding and managing performance disparities within the surveyed population.

Table 2: Post Hoc test for job performance among age groups of the respondents

Dependent Variable	(I Age groups)	(J Age groups)	Mean Difference (I-J)	Std. Error	Sig.
Job performance	20-35	35-50	1.26282*	.47879	.023
		Above 50	-1.77373*	.47479	.001
	35-50	20-35	-1.26282*	.47879	.023
		Above 50	-3.03655*	.61128	.000
	Above 50	20-35	1.77372*	.47478	.001
		35-50	3.03654*	.61127	.000
		35-50	3.03654*	.61127	.000

Source: primary data

Interpretation:

In the context of the data presented in the table, the application of post hoc testing has yielded valuable insights into age-related variations in job performance. The statistical analysis reveals a noteworthy finding, particularly in the first age group (20-35 years), where the calculated p-value is less than 0.05. This result suggests a significant difference in job performance within this age bracket. Contrastingly, when comparing the age groups of 35-50 years and above 50 years, the p-values indicate no significant difference between these two cohorts. This implies that, in terms of job performance, individuals aged 35-50 years and those above 50 years exhibit comparable outcomes.

Similarly, the statistical analysis of the second and third age groups (35-50 years and above 50 years) confirms a lack of significant difference between these two categories. This observation underscores the similarity in job performance outcomes among individuals aged 35-50 years and those above 50 years. In essence, the findings from the post hoc testing provide nuanced insights into the age-related dynamics of job performance. While a significant difference is noted in the first age group, the subsequent age brackets demonstrate comparable job performance levels, reinforcing the significance of age as a potential factor influencing professional effectiveness within the studied context.

5. SCOPE FOR FURTHER RESEARCH :

The scope of the intricate Interplay between Emotional Intelligence and Job Performance in the public banking sector is extensive and transformative (Joseph et al. (2013). [22]). Within the banking sector, where client relationships are paramount, the scope of emotional intelligence's influence is particularly pronounced. Employees with high emotional intelligence can navigate complex interpersonal situations with finesse, leading to enhanced customer satisfaction and loyalty (Ismail et al. (2009). [23]). The ability to understand and respond to clients' emotions contributes significantly to the success of customer-centric initiatives.

Moreover, emotional intelligence is integral in team collaboration and leadership effectiveness. In a sector characterized by high-pressure situations and rapid decision-making, individuals with strong emotional intelligence can maintain composure, make sound judgments, and foster a positive working environment (Jain et al (2014). [24]). The scope extends beyond individual job performance to organizational outcomes. A workforce with heightened emotional intelligence is likely to experience improved job satisfaction, reduced turnover, and increased productivity. As the banking sector evolves, embracing the broader scope of emotional intelligence is not just a developmental strategy but a strategic imperative for fostering resilience, adaptability, and sustained success in a competitive and dynamic industry (Chand et al. (1997). [25]).

6. CONCLUSION :

Intricate Interplay between Emotional Intelligence and Job Performance in the Public Banking Sector is substantial and multifaceted (Beigi et al. (2011). [26]). Employees with high emotional intelligence demonstrate enhanced interpersonal skills, effective communication, and a greater ability to manage stress and pressure, all of which are crucial in the dynamic and client-centric environment of the banking industry. Emotionally intelligent individuals excel in building and maintaining relationships, leading to improved teamwork and collaboration among banking professionals (Belias et al. (2013) [27]). This, in turn, positively influences overall job satisfaction and employee retention within financial institutions. Moreover, the capacity to understand and regulate emotions contributes to better decision-making processes, especially in high-stakes situations typical of the banking sector. Clients in the banking industry often seek personalized and empathetic interactions. Employees with high emotional intelligence can better comprehend and respond to client needs, fostering trust and loyalty (Afzalur et al. (2002). [28]). This has a direct impact on customer satisfaction and, subsequently, the overall success of the bank (Akhtar et al. (2017) [29]).

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