EMOTIONAL INTELLIGENCE’S IMPACT ON MANAGERS WORK PERFORMANCE

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ABSTRACT

Objective: This study aims to estimate managers' EI levels in the banking sector.

Theoretical framework: Examining managers’ Emotional Intelligence levels and how they affect their work performance in the banking industry.

Method: In order to deepen understanding in this field and formulate suggestions that would promote excellence and professional advancement. The study made use of the statistical programme SPSS, the researcher used a descriptive strategy that focuses on data gathering and interpretation.

Result and Conclusion: The random sample technique was used to disperse managers who made up the study population. After data analysis, the findings revealed a lack of a favourable statistical association exists between Emotional Intelligence and Employee Performance, general, as well as its elements for managers in the banking industry in terms of Efficacy and Professional Performance.

Implication of the Study: The supervisors who made Because the banking industry is so private, it was difficult to access the research population, and there wasn't much information available.

Originality/Value: One of the contemporary ideas that has made its way into the study of organisational behaviour and human resource management is the idea of emotional intelligence. This study sought to ascertain how managers at banks performed on the job in relation to their Emotional Intelligence.

Keywords: Emotional Intelligence, Work Performance, Emotional Competency, Personal Competency.

IMPACTO DA INTELIGÊNCIA EMOCIONAL NO DESEMPENHO PROFISSIONAL DOS GERENTES

RESUMO

Objetivo: O objetivo deste estudo é estimar os níveis de IE dos gerentes no setor bancário.

Estrutura teórica: Examinar os níveis de Inteligência Emocional dos gerentes e como eles afetam seu desempenho no trabalho no setor bancário.

Método: A fim de aprofundar a compreensão nesse campo e formular sugestões que promovam a excelência e o avanço profissional. O estudo utilizou o programa estatístico SPSS e o pesquisador usou uma estratégia descritiva que se concentra na coleta e interpretação de dados.

Resultados e conclusões: A técnica de amostragem aleatória foi usada para dispersar os gerentes que compuseram a população do estudo. Após a análise dos dados, os resultados revelaram a falta de uma associação estatística

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favorável entre a Inteligência Emocional e o Desempenho do Funcionário em geral, bem como seus elementos para os gerentes do setor bancário em termos de Eficácia e Desempenho Profissional.

Implicações do estudo: Como o setor bancário é muito privado, foi difícil acessar a população da pesquisa e não havia muitas informações disponíveis.

Originalidade/valor: Uma das ideias contemporâneas que se tornou parte do estudo do comportamento organizacional e da gestão de recursos humanos é a ideia de inteligência emocional. Este estudo procurou verificar o desempenho dos gerentes de bancos no trabalho em relação à sua inteligência emocional.

Palavras-chave: Inteligência Emocional, Desempenho no Trabalho, Competência Emocional, Competência Pessoal.

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1 INTRODUCTION

One of the contemporary ideas that has made its way into the study of organisational behaviour and human resource management is the idea of emotional intelligence. There is a greatest interest in researching Emotional Intelligence and creating programmes for employees as a part Emotional Intelligence, the most important factors that determines performance of workers within a company. Emotional intelligence studies have relevance in many facets of life, including work environments. Self-regulation, Self-awareness, Empathy, Social Skills and Motivation are all parts of EI. Higher degrees of Self-Awareness and Emotional Intelligence allow managers to project more confidence, which increases their employees' regard for them (Goleman, 1998). Therefore, by examining the Emotional Intelligence of managers employed in the banking sector, how it affects work performance, this study's main goal is to highlight the discrepancy between the literature review that investigates this issue and attempts to address it. What is the connection between managers job performance and Emotional Intelligence among bank managers?

2 THEORETICAL FRAMEWORK

The author has recognised certain crucial aspects and further considered them with the help of past research publications. Emotional intelligence, explains why employees differ from one another at work even though their cognitive talents, degrees of training, and years of experience are equal. Examining managers' Emotional Intelligence levels and how they affect their work performance in the banking industry. This theory is based on empirical (pragmatic) research, therefore the researcher arrived at this model framework by filling in the gaps in the earlier research papers.

![Conceptual Framework](source: prepared by the author 2023)
Singh (2006), Emotional Intelligence not identical to Emotional Intelligence nor the intellectual behaviours measured by intelligence quotient, Emotional Intelligence shows abilities.

Meyer and Salovey (1997) Pioneers in displaying a variety of definitions of this are, as emotional quotient as "the capacity to recognise, to support thought, one can access and produce emotions, know emotions and reflectively emotional control. This promotes intellectual growth emotionally.

Goleman (1998) self-management, Self-awareness, relationship management, and social awareness are the four components emotional intelligence model. Self-awareness is the capacity to recognise one's feelings as well as one's strengths and abilities. Managing and controlling of one's own internal conditions and resources is referred to as self-management. In order to be socially aware, one must be goal-oriented and go above and beyond the minimum requirements. It incorporates knowledge and skills for noticing changes in another person's emotional state and reacting to those changes with sensitivity and social assurance. The successful management of interpersonal connections that leads to the promotion social skills include the ability to elicit the desired reactions from others or empathy for the feelings, thoughts, and situations of others.

Salovey and Mayer (1990) identifies" ability to recognise different emotional intelligence, be able to watch oneself and others' moods, and use knowledge thinking and behaviours.

Mayer and Salovey (1997) Researchers can further this concept by defining emotional intelligence as the capacity to accurately perceive, appraise, and express emotion as well as to get access to and/or build emotional knowledge, control emotion, and experience both emotional and intellectual progress.

Goleman's (1998) conceptualization of emotional intelligence, there are four parts to it: self-management, social awareness, and interpersonal skills. Understanding one's sentiments, capabilities, strengths, virtues, and limitations is a prerequisite for self-awareness.

Brackett, Rivers & Salovey, 2011, The researcher identifies organisational citizenship behaviour, and organisational commitment

Raza, Saleem & Qamar, (2014) The author researches about` improving innovative behaviours, organisational performance, and successful leadership

Thomas et al. (2006), The study identifies job satisfaction and emotional intelligence have a favourable association.

Das & Ali (2014) EI exhibits a favourable relationship with both effectiveness and leadership style

Langhorn's (2004) research, managers' emotional intelligence could reasonably predict team contentment.

Rotundo & Rotman, (2002). As was indicated earlier, work performance has been defined as the extent to which an individual does their duties according to the organisational guidelines.

Nayyar (1994)Human resource professionals are always looking for innovative approaches to organically motivate staff members, including fostering good attitudes, fostering skill development, providing incentives, and increasing employee satisfaction and level of accountability. For the study of human resources, this notion is fundamental.

Tseng & Huang, (2011) The main issues facing businesses, particularly those in the banking industry, are adjusting to constant change, coming up with new ideas, managing vast volumes of data, finding and keeping the proper kind of employees, and promoting from within collaboration and productive organisations.

Cherniss (2001), is essential for meeting these demands. Business organisations, especially those with a for-profit goal, must understand the connection between EI and
Emotional Intelligence’s Impact on Managers Work Performance

performance development. The process of Emotions "understand the managers ability and to understand emotions,"

Singh (2001) EI effectively manage oneself, one's relationships, and to develop staff, teams, and the organisation as a whole, emotional intelligence is essential. Along with improving their technical skills, employees who also work on their emotional intelligence will, increasing their work productivity in turn. Team members' ability to manage their emotions will aid in the growth of their interpersonal abilities. Organizations must develop their staff members' emotional intelligence skills in order for them to function well within the company.

Higgs (2004) identified important difference between employee performance and emotional intelligence. A call centre study that looked at emotional intelligence discovered a link between it and work success., with self-management having the most positive correlation with job performance

Nel & De Villiers, (2004) identifies the statistically significant association between emotional intelligence and overall job success. However, it is apparent that there is a link between emotional intelligence and job performance, and more companies are including it into staff development plans in addition to hiring and selection procedures.

Chaudry & Usman, (2011) 187 workers in the food service industry were used as a sample to examine the connections between EI and job performance. They found relationship between EI and job success after controlling for the Big Five personality traits, and they also demonstrated that EI predicts job performance favourably. Even though EI and performance have a substantial correlation, numerous research have produced conflicting results or failed to establish a connection between the two variables.

Rooy and Viswesvaran (2004) did a micro analysis of Emotional Intelligence and work performance are only tangentially related.

Gorgi at et al. (2015) found no evidence of a connection between performance and the EI components. Emotional intelligence and leadership philosophies.

Hsin-Kuang (2007) The body of research stresses the link between emotional intelligence and success in daily life, marriage, education, and the workplace. EI is important for both employee performance and the connection between managers and employees.

3 METHODOLOGY

One of the most important elements that influences how one thinks about their professional accomplishments is emotional intelligence. EI, for instance, consists of many different elements, such as the ability to regulate and manage one's drives and emotions at work. It also entails having the ability to comprehend oneself. Additionally, it calls for the growth of particular emotional skills, maturity, and sensitivity. Working with groups of people that have different perspectives and viewpoints is common (Mishra and Mohapatra, 2010). Good emotional intelligence utilization encourages better team compliance. Since leaders interact with many individuals both inside and outside of the organization, strong emotional intelligence is crucial. One of the most important elements that impacts how someone feels is their emotional intelligence their professional success. EI, for instance, consists of many different elements, such as the ability to regulate and manage one's drives and emotions at work. It also entails having the ability to comprehend oneself. Additionally, it calls for the growth of particular emotional skills, maturity, and sensitivity. Working with groups of people that have different perspectives and viewpoints is common (Mishra and Mohapatra, 2010). Good emotional intelligence utilization encourages better team compliance. Because leaders interact with many individuals both inside and outside the organization, strong emotional intelligence is crucial.
4 RESULTS AND DISCUSSION

Tool used for this study is:
- Reliability analysis
- Correlation analysis
- Chi square

Hypothesis 1: There is a positive significant association between managers' emotional intelligence and work performance

### Table 1: Reliability Analysis

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Cronbach's alpha</th>
<th>Reliability</th>
<th>No. of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence</td>
<td>0.542</td>
<td>0.76</td>
<td>14</td>
</tr>
<tr>
<td>Job performance</td>
<td>0.877</td>
<td>0.90</td>
<td>40</td>
</tr>
</tbody>
</table>

**Source:** computed using spss 21

It is clear from the results shown that the Cronbach's alpha coefficient is equal to 0.542. As a result, the dependability coefficient value of 0.76 is acceptable on the emotional intelligence scale. Regarding the performance scale, the alpha value both Cronbach's coefficient (0.877) and the dependability value for each of the performance scale's paragraphs (0.90) indicate that the reliability coefficient was strong. As a result, the author is confident in the validity of the study, giving them the capacity to ask questions and test hypotheses with the study's findings.

### Table 2 Pearson Correlations coeficiente

<table>
<thead>
<tr>
<th>Dimension</th>
<th>EI</th>
<th>JP</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.596</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>106</td>
</tr>
<tr>
<td>JP</td>
<td>Pearson Correlation</td>
<td>-.055</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.596</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>300</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**

*(. Correlation is significant at the 0.05 level (2-tailed).)*

**Source:** computed using spss 21

A bi-variate correlation was performed between the two variables in order to examine their association and relationship. It was determined that Pearson's correlation was significant at level = 0.01 before using it. It was investigated how, its three parts, and job performance relate to one another. Study this table and note that the correlations in the major diagonal are all equal to 1. This is because there is always a perfect connection between two variables. A negative connection between the two measures \((r=-.055), n=300, p0.01\) revealed that individuals with high emotional intelligence had lower levels of work performance. This implies that job performance declines as emotional intelligence increases and vice versa.

### Table 3 chi sq test

<table>
<thead>
<tr>
<th>Chi-Square Test</th>
<th>Value</th>
<th>Dr</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>1.740</td>
<td>4</td>
<td>.877</td>
</tr>
</tbody>
</table>

**Source:** computed using spss 21
The Chi-square value is 1.740, (Sig) is 0.877, and it is greater than >0.05 and supports the hypothesis (There is no significant link between total emotions and performance of bank managers).

5 CONCLUSION

This study aims to estimate managers' EI levels in the banking sector. The findings indicate that this association has a statistically significant negative association (sig) > 0.05. At the 0.05 level, the analysis discovered a statistically unfavourable connection. How much manager performance is impacted is related to this connection. Positive relationships are seen between EI and interview results, teamwork, management analytical task, conceptual task, and job or employee performance. Additionally, studies have shown that emotion improves performance. In 2002, Lyons and Schneider offered an explanation of the connection between performance under stress and ability-based EI. According to Langhorne (2004), the general manager's EI pattern was associated with a number of important financial performance factors. Rooy and Viswesvaran conducted a meta-analysis in 2004 to ascertain how emotional intelligence affects performance. EI and work performance do have a positive link, however it is not particularly significant. The three streams of EI measures discussed in the literature do exhibit substantial positive associations with job performance, but the level is not strong, according to a recent met study by O'Boyle et al. (2011). The current study's findings, however, are in line with those of (Gorgi, 2015), whose examination discovered that banks managers Lacking emotional awareness. Additionally, it was demonstrated that there is no meaningful connection between the EI subscales and the performance of banking managers. According to Kholoudet al. (2016), there is a positive association between overall sales experience and sales performance and a negative correlation between emotional intelligence and sales performance. Furthermore, Gryn (2010) found no statistically significant correlation between general emotional intelligence and job success. It is true that this study has a number of shortcomings. To begin with, the probe was restricted to the private banking sector. Given the cross-sectional character of this study, it should be duplicated in other fields, such as banking, to gain a deeper understanding of the connections between emotional intelligence and productivity. The supervisors who made Because the banking industry is so private, it was difficult to access the research population, and there wasn't much information available. Thirdly, there was just one type of self-report emotional intelligence assessment employed in this study. Fourth, managers’ hectic schedules in general and in the banking industry in particular,

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