

Dimensions of Emotional Intelligence: (A Study of Banking Sector in Mumbai)

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Abstract: Emotional Intelligence depicts a level of emotional satisfaction of employees, a state of well being. The research work carried out here is to identify the dimensions of Emotional Intelligence and measure the level of EI. Banking environment and changing regulation has increased wide products, there has been a shift from traditional banking to green banking. In revolution to this change so is the expectation of consumer has changed, being the expectation on the quality delivered by the employees. To impart better service the level of Emotional Intelligence is the best tool to impart and identify the needful changes to be done.

1. INTRODUCTION

Emotional intelligence is defined as “the ability of an individual to appropriately and successfully respond to a vast variety of emotional stimuli being elicited from the inner self and immediate environment. Emotional Intelligence (EI) is an elusive construct that has been developed, adopted and embraced by the business world and more recently, by academics. It is to be emphasized that it was Aristotle who was the first to mention the importance of emotions in human interaction (Langley, 2000). Aristotle held the view that those who possess the rare skill to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way are at an advantage in any domain of life (Goleman, 1995).

The roots of emotional intelligence can be traced back to 1920 when Thorndike, an influential psychologist in the areas of learning, education and intelligence, proposed the term social intelligence. He defined social intelligence as “the ability to understand and manage men and women, boys and girls - to act wisely in human relations” (Thorndike, 1920, p.228). Later, Gardner (1983) introduced the concepts of intrapersonal and interpersonal intelligences. Intrapersonal intelligence, which is the key to self-knowledge, is the ability to access one's own feelings, discriminate among them and draw upon them to guide behaviour while interpersonal intelligence denotes the capacity to discern and respond appropriately to the moods, temperaments, motivations, and desires of other people. His research focused on the idea that intrapersonal and interpersonal intelligences are as important as the type of intelligence typically measured by intelligence quotient (IQ) and related tests (Gardner, 1983).

A young executive of a large firm said, ‘I have a master’s degree in accounting. When I went to work for this firm, I thought my problems were going to be accounting problems. But they are not. They are people’s problems.’ This new approach to understanding people through analysing and understanding behavior us the order of the day.

Exponents of emotional intelligence are of the view that your emotional make-up largely determines your professional success. EQ is at least as much a determinant of how far you will succeed, personally and professionally. It is fascinating to see how people with high IQ fail and those with lower intellectual endowment are a runaway success in their professional lives. There are innumerable such examples in business, politics, academics and administration. What are the ramifications of EQ for the professional? Clearly, emotional intelligence is the key determinant of success in the workplace. Even more significant is the basis on which you must form your own moral compass, both in the workplace and elsewhere. It is increasingly being recognised that EQ can be applied to the organisation’s unique needs. Employees can learn the principles of EQ to become better team players, be more creative in their work and increase overall productivity. This can be achieved by learning powerful techniques to integrate and utilise the principles of applied emotional intelligence at the workplace. For instance, learning how to successfully remove obstacles, surmount blocks, resolve conflicts and deal with any issue that may have prevented you from accomplishing your managerial objectives, are skills that can be learned.

1.1 About ICICI Bank

ICICI Bank is an Indian multinational banking and financial services company headquartered in Vadodara, Gujarat, India. ICICI Bank is one of the Big Four banks of India, along with State Bank of India, Punjab National Bank and Bank of Baroda. It offers a wide range of banking products and financial services for corporate and retail customers through a variety of delivery channels and specialised subsidiaries in the areas of investment banking, life, non-life insurance, venture capital and asset management. The Bank has a network of 4,050 branches and 12,919 ATMs in India, and has a presence in 17 countries including India.

1.2 Objectives of the study

- To study the Emotional Intelligence level of employees of ICICI bank (Mumbai region)
- To correlate the dimension of EI and the total EI of employees.

1.3 Limitations of the Study

- The study is restricted to the selected banks that too only ICICI bank.
- The sample is limited; it may not represent scenario of all the employees.

2. RESEARCH METHODOLOGY

The present study was a descriptive survey which was conducted on ICICI bank employees. The sample

chosen are selective. For the purpose of this study the sample population will be the Bank employees. Bank employees are selected from Andheri, Ghatkopar, Bandra and Dadar region where by 8 branches are covered.

- For study of EI level of employees 163 employees were included.
- The branches where segmented into four divisions.

3. QUESTIONNAIRE

To measure the Emotional sensitivity level of employees Questionnaire developed by Prof. N K Chadha and Dr. Dalip Singh was used.

Table 1.1. – EQ Dimensions

EQ dimensions	P-90	P-75	P-50	P-40	P-20
sensitivity (Range of Score 25-100)	93-100	86-92	66-85	36-65	<35
Maturity (Range of score 35-140)	133-140	113-132	88-112	53-87	<52
Competency (Range of score 50-200)	168-200	141-168	97-140	71-96	<70
Total EQ	379-440	308-379	261-307	159-260	<158

Table 1.2. – EQ Interpretation

Percentile	Interpretation
P-90	Extremely high EQ
P-75	High EQ
P-50	Moderate EQ
P-40	Low EQ
P-20	Try the test again some other day

4. HYPOTHESIS OF THE STUDY

H₀₁ There is no significant and positive correlation between total EQ and each component of EQ.

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To test above hypothesis Karl Pearson’s coefficient of correlation are obtained and presented in the following table.

Table 1.3. – On Correlation between EQ and its dimensions.

Correlation	Total EQ score	Sensitivity score	Maturity Score	Competency score
Total EQ score	1	.748**	.851**	.833**
Sensitivity score	-	1	.572**	.687**

Maturity Score	-	-	1	.590**
Competency score	-	-	-	1

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

- Above table indicate that value of coefficient of correlation between total EQ score and Sensitivity score is +0.748. It indicate there is positive correlation and it is significant.
- Coefficient of correlation between total EQ and Maturity score is +0.751. It indicate there is positive correlation and it is significant
- Coefficient of correlation between total EQ and competency score is +0.833. It indicate there is positive correlation and it is significant.

- Coefficient of correlation sensitivity score and maturity score is +0.572. It indicate there is positive correlation and it is significant.
- Coefficient of correlation sensitivity score and competency score is +0.687. It indicate there is positive correlation and it is significant.
- Coefficient of correlation maturity score and competency score is +0.590. It indicate there is positive correlation and it is significant.

5. LEVEL OF EQ

1.4. Table showing the level of EI on the basis of Emotional Sensitivity:

Level of EQ	Frequency	Percent
Extremely high EQ	62	38.04
High EQ	64	39.28
Moderate EQ	20	12.24
Low EQ	17	10.44
Total	163	100.0

From 163 respondents on the dimensions of emotional sensitivity 62 are of extremely High EQ level, 64 are High EQ level, 20 are moderate EQ level and 17 belong to low EQ level.

1.5. Table showing the level of EI on the basis of Emotional Maturity:

Level of EQ	Frequency	Percent
Extremely high EQ	18	11.043
High EQ	62	38.037
Moderate EQ	53	32.515
Low EQ	30	18.405
Total	163	100.000

From 325 respondents on the dimensions of emotional maturity 18 are of extremely High EQ level, 62 are High EQ level, 53 are moderate EQ level and 30 belong to low EQ level.

1.6. Table showing the level of EI on the basis of Emotional Competency:

Level of EQ	Frequency	Percent
Extremely high EQ	36	22.09
High EQ	53	32.52
Moderate EQ	42	25.77
Low EQ	28	17.18
Total	163	100.00

From 325 respondents on the dimensions of emotional maturity 36 are of extremely High EQ level, 53 are High EQ level, 42 are moderate EQ level and 28 belong to low EQ level.

branches has employees majorly with High EQ level (refer table). High EQ is a feeling of general Happiness, a person with high EQ are more likely to take appropriate actions, thus increasing long-term happiness.

6. RESULTS

- The research work done indicates a strong association between the EI level and its dimensions, from the employees identified

- Banking jobs demand interaction with customers or working with peer groups, employees of ICICI with high EQ level has the ability to manage

moods, motivation and empathy and social skills such as cooperation and leadership.

- Also during the hypothesis testing of total EQ with other variables (Designation, Qualification, Gender, age and work place of the employee) seem no impact on the total EQ level.
- The study has examined that there exists significant and positive correlation between EQ and the individual dimension; sensitivity, maturity and competency of the employee.
- To test whether emotional sensitivity, maturity and competency have opposite tendency or has similar tendency with total EQ. Pearson's coefficient of correlation analysis was used, which indicate all the three variables have positive correlation i.e. with every increase or decrease in any variable the same net impact would be on total EQ.

This is the information age. All of us are dependent on information and using it wisely. The advent of the ability model of emotional intelligence enriches our knowledge of the information surrounding us -- it tells us emotional information is there and that some people can see it and use it. The model encourages all of us to use emotional information wisely -- whether through our own direct understanding, or through the assistance of those who do understand.

7. CONCLUSION

Emotional Intelligence is the tendency of the mind to cater to more sensitive situations and responding to them. With increase in the role of service quality for banks the work culture of the banking employees has been more stressful, many time the efficiency of an individual would be depending upon the stress level. A higher level of emotional intelligence reflects the positivity of an individual to respond to the situations. In this research done the majority of the employees of ICICI had been with high emotional intelligence level which depicts sufficient training imparted to improve the mental well being of the employees.

Future Scope

As the present research deals with the study of level of emotional intelligence of ICICI bank employees and the impact of its dimensions (emotional sensitivity, maturity and competency) affecting the Emotional intelligence in the 4 regions of the banks. The scope of the research should be broadened to other sectors where qualitative service plays significant role in the organisational growth both internally and externally. Further, EI measurement can be expanded to a wider range of age groups to better understand its developmental course.

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