

## **Role of Emotional Intelligence on Managerial Performance among Banking Professional in Tamil Nadu – An Integrative Literature Review**

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### **Abstract:**

Emotional intelligence is regarded as the most crucial determinant of success in professional and private life among human beings. Emotional Intelligence Quotient is described as a group of competencies demonstrating that the ability one has to handle them based on the circumstance and to comprehend behaviours, moods, and impulses. Ordinarily, "emotional intelligence" is deemed to involve psychological empathy; focus to, and discrimination of a person's emotions; true recognition of one's own and others' moods; disposition control or management over emotions. This review was guided by the following questions: What is the state of knowledge development related to emotional intelligence and banking industry? What does the literature reveal about the nature and direction of inquiry related to emotional intelligence and banking industry? What are the knowledge gaps that can be identified in relation to emotional intelligence and banking industry? Following a brief background of EI theories, this paper presents an integrative review of the literature related to Emotional Intelligence and banking industry published in peer-reviewed journals between 2000 and 2019. Thorough screening to determine current literature and empirical research evidence done on banking sector focussing specifically on emotional intelligence and finally closes with careful consideration of criticisms related to EI in banking sector.

**Keywords:** Emotional Intelligence, banking sector, literature review,

### **Introduction:**

Emotional intelligence is the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively. People with high emotional intelligence are usually successful in most things they do. Why? Because they're the ones that others want on their team. When people with high emotional intelligence send an email, it gets answered. When they need help, they get it. Because they make others feel good, they go through life much more easily than people who are easily angered or upset.

The term emotional intelligence (EI) refers to the ability to identify, use, understand and manage emotions and emotional information. Emotional intelligence plays a major role in the present-day environment especially in regard to how it affects today's workforce and personal life. Businesses are essentially people oriented. So anything that impacts the effectiveness of people's minds also impacts the businesses they run or work for. Every business organization comprises of people with different strengths, personalities and emotions, which can greatly affect the way they work.

Through this reviews, I have found some information from different authors such as EI not vary among age difference and by their experience, EI is differ among banking sectors especially private banking employees

are having high EI than nationalised banking employees, Women employees have more EI than men employees, Managers who have more EI is managing their subordinates better way and those subordinates are working in better environment due to the high EI of their manager.

### A brief History of Emotional Intelligence:

Emotional intelligence is a relatively new subject of study, though its roots go back to the time of Darwin who said that emotional expression was essential for survival.

Year	Author	Theory
1930	Edward Thorndike	As the ability to get along with other people
1940	David Wechsler	Suggested that “Affective components of intelligence may be essential to get along with other people”
1975	Howard Gardner	Published “The Shattered Mind” which introduced the concept of multiple intelligences
1985	Wayne Payne	Describes as “A study of emotion: developing emotional intelligence; self – integration; relating to fear, pain and desire (theory, structure of reality, problem solving, contraction/expansion, turning in/coming out/letting go)”
1995	Daniel Goleman	In his book titled “Emotional Intelligence” outlined four main emotional constructs being self-awareness, self-management, social awareness and relationship management.
1997	Baron	He focused on an array of emotional and social abilities, including the ability to be aware of, understand, and express oneself, the ability to be aware of, understand, and relate to others, the ability to deal with strong emotions, and the ability to adapt to change and solve problems of a social or personal nature(Bar-on, 1997)
2008		
2021	Sergienko E.A., Khlevnaya E.A., Kiseleva T.S., Osipenko E.I., Nikitina A.A.	(1) Their result tells difference between emotional intelligence and stress coping style is abilities to use and understand emotions, EI positively correlated with the task-related CS. CS doesn’t lead to problem resolution. Higher emotional intelligence levels connected with more use of task-oriented coping style and less use of avoidance-oriented coping style.

Table: 1 History of Emotional Intelligence (Source:(Virkus, 2017))

**What is Emotional Intelligence?** (Goleman, working with emotional intelligence, 1998)describes as the capacity/ability for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationship. His model consists of five dimensions of EI and twenty-five emotional competencies and is presented in detail.

Component	Definition
<b>Self-awareness</b>	The ability of identifying personal emotional to show the attitude towards our words, appearance, respect, accept other in different positive or negative situations.
<b>Self-regulation</b>	The ability of control our emotional and use it as per the different situation and with the different people.
<b>Motivation</b>	Motivation is the boost of achieving the target with a positive manner.
<b>Empathy</b>	The ability of identifying, understanding the feel and emotions of others.
<b>Social skill</b>	The ability of collaborate with the community and environment to know the view of our society or community.

Table: 2 Components of Emotional Intelligence Source

### Method:

**Data Sources:** Step One was a broad scope of the literature using internet databases and these search terms: emotional intelligence in banking industry, emotional intelligence and banking, emotional intelligence and research. The scope was limited to journal articles published in English and available freely to view and download.

**Inclusion:** Articles were screened with an overall goal of finding a group of articles that focussed specifically on emotional intelligence in banking industry. Editorial, opinion, theoretical and qualitative and quantitative studies were included in this review.

**Exclusion:** Articles were excluded if the articles did not focus on banking industry and emotional intelligence, and articles focussing on other service industry, manufacturing sectors etc...

**Data Analysis:** Authors concur that there is no such gold standard for completing integrative review data analysis (Whittemore R. 2005). The goal of this data analysis was to determine the state of knowledge related to emotional intelligence in banking industry. To accomplish this goal, we sought to determine patterns, directions, similarities and differences among the articles. As per the framework developed by (Whittemore R. ,2005) as reference retained articles were read three times to determine the quality of the writing and to reduce and compare data within the articles.

### Emotional Intelligence in Banking Industry: Literature Review:

**V.Swarnalatha**, April 2016 in her study to analyse the four major factors affecting the EI namely; Self-Awareness, Self- Control, self-awareness Social- Skills and Empathy. The study found that emotional intelligence plays a major role in bank employee's life and all the employees are having high emotional intelligence. There is no difference between emotion intelligence and age of the employees.

**Ripudaman Kaur, July 2017** in his study the findings revealed that Emotional Intelligence level of bank Employees was 77.3%. The results revealed that with seniority emotional intelligence does not increase. Significant difference was found between gender, bank type and marital status. This study showed no significant difference between Age and EI level. Besides these variables work experience, Qualification and Role of employees were some other factors +which did not affect their emotional intelligence scores.

**Subhankar Das, April 2018** in her study to analyse the perception of the customers of the ten leading banks about the quality of service provided by these banks and to measure the emotional intelligence of the employees of ten leading banks on a five-point Likert scale. i.e. Self-Awareness, Managing Emotions, Self-Motivation, Recognizing the Emotions of Others and Handling relationship. The results were Employees of selected banks are emotionally intelligent and they use this skill to improve their service quality. Service quality is directly proportion to emotional intelligence of the service providers, higher will be the emotional intelligence better will be the service quality. Better service quality develops trust among the employees and thus enhancing customer loyalty. Some dimensions of emotional intelligence may be inbuilt in the employees while rest may be developed by frequent training programs. Ambience and Infrastructure facilities also attract a range of good services.

**San and O'Higgins (2012)** tested the influences of managers' Emotional Intelligence, leadership styles, and employee outcomes with a sample of three hundred and twenty-three managers and their subordinate employees using the Wong Emotional Intelligence Scale. Results showed that managers' transformational leadership style fully mediated the relationship between managers' emotional intelligence and employee job satisfaction.

**Dries and Pepermans (2007)** conducted a study to reveal Emotional Intelligence and identify the high potential managers. In this study, fifty-one high potential and fifty-one regular managers were selected as the sample. The results showed that there is a higher level of Emotional Intelligence elements such as assertiveness, independence, optimism, and social responsibility revealed in high potential managers compared to regular managers. Also, it was found that high potential managers showed a higher level of job performance.

**Parvathy (2006)** Delineated the way that an individual, both in his work as well as in personal life, takes up different mental occupations. These employments are set apart as undeniable mental self-view states.

**Mayer (2008)** Advanced the view that closed emotional intelligence (EI) refers to the ability to do correct thinking about feelings and the ability to use feelings and emotional learning to update thought. He discussed the reasons for the EI thought, described EI, and depicted the degree of the field today and for that he investigated three relevant strategies

**Cavelzani, et al. (2009)** guided an examination to find out the upsides of the information and working of emotional intelligence inside the sphere of friendliness.

**Lisa T.Fall, Stepheinie Kelly & Patrick Macdonald (2013)** in their study considered emotional intelligence a pointer of intercultural correspondence qualm among school understudies. Results demonstrated that three of the emotional intelligence sub scales foresee intracultural correspondence misgiving: emotionally, genially, and balance.

**Jennifer L. Voleberding, Timothy Baghurst & Theresa Brown (2015)** was coordinated to choose the element of EI in school understudies while similarly looking at differentiations among four majors through a 33-thing emotional stock. The mean scores on the EI stock and nonattendance of differences transversely over requests suggest that wellbeing related academic activities should put more effort.

**Lyons and Schneider (2005)** analysed the connection of ability-based psychological intelligence aspects with performance under pressure. The writers anticipated whereas reduced intelligence amounts would boost

performance and hazard evaluations levels of intelligence would encourage functionality and challenge assessments. The authors discovered that some intelligence measurements were associated with performance after controlling for ability, demonstrating validity and that specific dimensions of intelligence were associated to challenge and improved functionality.

**Cumming (2005)** she analysed the relationship between emotional intelligence aspects and office performance. Her study's results implied a connection exists between intelligence and office performance. In the event of variables and intelligence, no substantial relationships were found between occupational classes, psychological and era intelligence, sex and psychological intelligence and intelligence, neither between intelligence and schooling.

**Cote and Miners (2006)** analysed the connection between emotional intelligence, cognitive wisdom, and project performance. Topics were administrative 175 managerial, and professional workers of a public university. Outcomes found that intellect moderated the connection between job performance and emotional intelligence. Results implied that danger is entailed by utilizing intelligence tests to predict job performance if they have intelligence because workers with cognitive intellect can function.

**(Siati, 2014)** on her study on Emotional Intelligence and Job satisfaction in Greek banking Sector found that there is a positive relationship between aspects of emotional intelligence and employee satisfaction. Emotional intelligence differs between the two genders. Also the job position held by the employees in the bank sector seems to affect the levels of emotional intelligence.

**(OkonEffiongEkpenyong., 2015)** on their study on emotional Intelligence and employee performance among Nigerian bank industry concluded that there is significant relationship between emotional intelligence and employees performance. Also the study revealed that emotional intelligence can be developed and improved at any stage of life through a systematic and consistent approach.

**(Mahal, 2015)** studied the influence of emotional intelligence on employee satisfaction. Study revealed that there is a significant relationship between emotional intelligence and employee satisfaction. The study also suggested that emotional intelligence enables an employee to control desire and direct stressful moods well. Emotionally controlled and managed behaviour helps the employee to remain hopeful in times of setbacks and develops empathy and social skills.

**(Praveena.S, 2015)** did a study to find the Emotional intelligence on Job performance of Bank Managers in Sri Lanka. Study revealed that higher levels of emotional intelligence of bank managers lead to higher levels of job performance as well as job satisfaction at the workplace. It also revealed that emotional intelligence can be recognized as one of the most critical skills that managers should possess in present day organizations.

#### **Knowledge gaps and directions for Inquiry:**

There are many knowledge gaps related to emotional intelligence and banking industry. Some important questions that need to be considered are: Which is the best method to measure emotional intelligence for banking service employees? How should levels of emotional intelligence in banking industry identified and determined? How does the emotional intelligence of individual employee impact team and groups? How are bank employees taught to deal with emotion in practice?

#### **Limitations:**

This integrative literature review provides an overview and critique of the field of knowledge in banking industry related to emotional intelligence. This review is limited by the key phrases used for searching, the

databases accessed, the frame and method of searching literature, availability of literature online and time constraints.

## Conclusion

The purpose of this integrative literature review is to report on the state of knowledge in banking industry related to emotional intelligence. The theory of emotional intelligence promises to predict life and skills of individuals/employees. The components of EI theory believes that understanding, analysing and managing emotions in themselves and others, lies the key to an improved quality of life. However, materialising the theory is an important task which validates their claim. The first challenge is to design an instrument which will evaluate and assess emotional skills of an employee. Another challenge is that there are too many definitions and approaches which is important, many a time it leads to confusion among researchers as to which definition or approach to be taken. To judge or criticise emotional intelligence in banking industry definitely needs rethinking.

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