

## Emotional Intelligence and Stress among Bank Employees

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### ABSTRACT

The aim of the present study is to find relationship between emotional intelligence and stress among the bank employees working in government and private banks of Shahada city of Nandurbar district in Maharashtra. For the present study 100 employees (50 government and 50 private) were selected randomly using convenience sampling. The Emotional Intelligence Scale developed by Anukool Hyde, Sanjyot Pethe and Upinder Dahr and Occupational Stress Index by Shrivastav and Singh were used. Data was analyzed with descriptive statistics, Pearson correlation coefficient and t-test. The results indicate a negative correlation between emotional intelligence and stress among bank employees. There is a significant difference between employees with high emotional intelligence and low emotional intelligence for stress, employees with high emotional intelligence experience less stress than the employees with low emotional intelligence, also employees of private bank experience more stress compared to government bank employees.

**Keywords:** *Emotional Intelligence, Job Stress, Bank Employees*

Every human being is different, and working is the core component of every person's life. Numerous studies have shown that working can have various effects on a person's mental and physical health. Aside from being physically and mentally active, working also helps people develop their self-esteem and confidence. Working can also be a source of psychological pressure. Stress is a type of psychological pressure that affects the body's response to certain events. It can cause various feelings such as fear, anxiety, and anger.

Job stress is a pervasive issue that affects different groups of people in society. It can cause various physical and mental illnesses, and it can lead to reduced performance. It can also be costly for companies due to the absenteeism and medical expenses of their workers.

In recent times, global economy and deregulated markets have led to a series of large changes in the way banking services works particularly for the organization and execution of work in the sector (Hassard et al., 2017; Kaur et al., 2017).

The banking industry is experiencing important moment due to major changes in organizations, technological changes, mergers, privatization and the global economic crisis. These changes severely effect on the working lives of employees.

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## Emotional Intelligence and Stress among Bank Employees

In India, recent internal mergers and acquisitions of public banks, technological up gradations and low work force are the main cause of reorganization in this sector. These reorganization on one hand made some banks market leaders in terms of business and size and on the other some banks have lost their share of business due to entry of big private banking institutions. All these changes effects the employees physically and mentally making them prone to psychological issues like anxiety, depression and burnout.

Numerous studies have shown importance of stress management systems and development of personal and professional skills may reduce the harmful effects of stress at workplace.

Psychologists Peter Salovey and John D. Mayer, two of the leading researchers on the topic, define emotional intelligence as the ability to recognize and understand emotions in oneself and others. This ability also involves using this emotional understanding to make decisions, solve problems, and communicate with others.

Over the last decade Emotional Intelligence (EI) has drawn significant interest from researchers and academician throughout the world. The development of emotional intelligence skills is important to overcome physiological, behavioral and social issues. Research indicates that emotions, properly managed, can drive trust, loyalty, and commitment among employees, increases productivity and increases satisfaction. Emotional intelligence is a social intelligence that enables people to recognize their own, and other peoples' emotions. Moreover, emotional intelligence enables people to differentiate those emotions, and to make appropriate choices for thinking and action (Cooper and Sawaf, 1997; Mayer and Salovey, 1993). It is an intelligence that may be learned, developed and improved (Perkins, 1994; Sternberg, 1996).

### *Emotional Intelligence at Workplace*

Emotional intelligence is widely recognized as a valuable skill that helps improve communication, management, problem-solving, and relationships within the workplace. It is also a skill that researchers believe can be improved with training and practice.

Irrespective of the qualifications and the skills and abilities, the employees should understand the meaning and significance of emotional intelligence. In the case of performance of all tasks, functions and job duties, besides skills and capabilities, emotional intelligence too plays an equally important role and lead to accomplishment. (Radhika Kapoor 2018)

V.Swarnalatha., 2016 in her study on emotional intelligence among bank employees found that EI plays a major role in bank employees life and all the employees are having high emotional intelligence. Also, there is no difference between emotional intelligence and age of employee. (N.N.Ugoani, 2017) did a study on Emotional Intelligence and Successful change Management in the Nigerian Banking Industry. Results show that emotional intelligence encompasses competencies required for successful change management. (Sr. Margaret Chepng'eno., 2017) studied the relationship between emotional intelligence and leadership styles in Banking Institutions in Kenya. Results show that there is positive relationship between EI and Transactional leadership. The study provided evidence that individuals with high levels of EI are more likely to adopt Transactional leadership style. Such individuals are able to clearly specify performance standards to monitor performance and to reward achievement of goals. Furthermore, leaders who abscond their responsibility,

## Emotional Intelligence and Stress among Bank Employees

avoid making decisions and who are passive in their leadership are associated with low levels of Emotional Intelligence.

### *Stress at Workplace*

The workplace had become a high stress environment in many organizations cutting across industries. Employees are experiencing high level of stress due to various factors such as high workload, tight deadlines, high targets, type of work, lack of job satisfaction, long working hours, pressure to perform, etc. Interpersonal conflicts at the workplace, such as boss-subordinate relationships and relationships with peers, are also a source of stress.

Work-related stress is defined as ‘a harmful reaction that people have to undue pressures and demands placed on them at work’. As many as 440 000 people in the UK complain of work-related stress, depression or anxiety that makes them ill; nearly 9.9 million work days were lost as a consequence in 2014/2015. The Health and Safety Executive (HSE) report (2015) gives a prevalence of 1380 and an incidence of 740 per 100 000 workers, and also concludes that work stress is more common in public service institutions.

Experts believed that the dysfunctional aspects of stress could directly impact an organization’s performance and also affect the well-being of its employees. Stress at the workplace was linked to absenteeism, higher attrition, and decreased productivity. Stress led to fatigue, irritability, poor communication, and quality problems/errors. High stress levels also affected the morale and motivation of the employees. Prolonged exposure to stress without effective coping mechanisms could lead to a host of physical and mental problems. For instance, stress could lead to stress-induced gastrointestinal problems, irritable bowel syndrome, acidity, acid reflux, insomnia, depression, heart disease, etc. Moreover, stress could push the victim toward high-risk behavior such as smoking, drinking, and substance abuse. Stress-related illness led to increase in absenteeism and attrition affecting the profitability of the organizations.

There is much literature to support the idea of occupational stress as a disease promoter, placing workers’ social and psychological health at risk and damaging their social, professional and affective lives. Poor performance at work, a high level of absenteeism and staff turnover, and violence in the workplace all follows (Godin et al., 2005; Stansfeld and Candy, 2006; Bhagat et al., 2010; Burke, 2010; Dalgaard et al., 2017).

## **METHODOLOGY**

### *Objective of Study*

1. To measure level of Emotional Intelligence among bank employees
2. To measure level of Job Stress among bank employees
3. To explore relationship between emotional intelligence and stress among bank employees
4. To study the relationship between emotional intelligence in high and low stress bank employees working in private and government banks

### *Hypothesis*

1. There is a negative co-relation between emotional intelligence and job stress.
2. Employees with high and low emotional intelligence differ significantly on job stress.
3. There is no significant difference between government and private bank employees on job stress.

## Emotional Intelligence and Stress among Bank Employees

### Sample

A total of 100 employees working in private and government banks in Shahada taluka of Nandurbar district were selected using convenience sampling method.

### Measuring Device

1. Occupational Stress Index by Srivastava, A.K., and Singh, A.P., 1984 which include 12 subscales i.e., role overload, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working condition and unprofitability.
2. The emotional intelligence scale developed by Anukool Hyde, Sanjyot Pethe and Upinder Dhar was used for the present study. It is a 5-point likert for assesses emotional intelligence along eleven characteristics, namely self-awareness, empathy, self-motivation, emotional stability, managing relationships, self-development, integrity, value orientation, commitment and altruistic behavior.

## RESULT AND DISCUSSION

On the basis of results obtained on the test Persons correlation was calculated to study the relationship between emotional intelligence and job stress and results were recorded in table No.1. It can be observed that the correlation coefficient between emotional intelligence and job stress is -0.87 which is significant at 0.01 level. The result indicates that there is a significant negative relationship between emotional intelligence and job stress. Employees with high scores on emotional intelligence experience less stress at work as compared to employees with less emotional intelligence. Hypothesis 1 is accepted.

**Table No.1 Co-relation between Emotional Intelligence and Job Stress**

Variables	N	r
Emotional Intelligence & Job Stress	100	-0.87**

\*\*Significant at 0.01

The collected data was analyzed by t test to find the mean difference of high and low emotional intelligence and job stress. The results are noted in table no.2.

**Table No.2 Comparison between high and low emotional intelligence and job stress of bank employees**

Sr. No	Group	Variables	Mean	SD	t
1	High Emotional Intelligence	Job Stress	133.18	46.14	6.17**
2	Low Emotional Intelligence		180.82	41.80	

\*\*Significant at 0.01

Table No.2 presents the difference between the level of emotional intelligence and job stress among bank employees. The results indicate the mean score of high emotional intelligence (M=133.18) is smaller than the low emotional intelligence employees on job stress (M=180.82) with SD=46.14 and SD=41.80 respectively. The t-value came out to be 6.17 which is significant at 0.01 level. This suggest that employee with high emotional intelligence experience less job stress as they are good with empathy, emotional stability, managing relationships, integrity, value orientation, commitment and altruistic behavior they show high self-awareness, self-development and are self-motivated. These qualities help employees to overcome factors contributing to high stress at work. Hypothesis 2 is accepted.

## Emotional Intelligence and Stress among Bank Employees

In Table No.3, results for difference in job stress among private and government banks is presented. The obtained results show the mean scores of the private bank employees  $M=154.28$  is much larger than the mean score of government bank employees  $M=108.77$ . The  $t$ -value was found to be 4.63 which is significant at 0.01.

**Table No. 3 Difference between government and private bank employees on job stress.**

Group	Variable	N	Mean	SD	t
Private Bank Employees	Job Stress	50	154.28	48.01	4.63**
Government Bank Employee		50	108.77	33.75	

\*\*Significant at 0.01

The difference can be due to the factors such as role overload, role ambiguity, role conflict, unreasonable group and political pressure, powerlessness, job guarantee, work base salary poor peer relations, intrinsic impoverishment, low status, strenuous working condition and unprofitability which are more apparent in private banking sector as compare to government banks. Hypothesis 3 is accepted.

### CONCLUSION

1. Bank Employees with high scores on emotional intelligence experience less stress at work as compared to employees with less score on emotional intelligence.
2. Private bank employee experience more job stress as compared to employees working in government banks.
3. Bank employees good with empathy, emotional stability, managing relationships, integrity, value orientation, commitment and altruistic behavior and showing high self-awareness, self-development and are self-motivated are able to overcome factors contributing to high stress at work.
4. Role overload, role ambiguity, role conflict, unreasonable group and political pressure, powerlessness, job guarantee, work base salary poor peer relations, intrinsic impoverishment, low status, strenuous working condition and unprofitability are the factors contributing in job stress among bank employees.

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## Emotional Intelligence and Stress among Bank Employees

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### **Conflict of Interest**

The author declared no conflict of interest.

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