

# Relationship between Emotional Intelligence and Job Performance among Bank Employees

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## ABSTRACT

There has always been an attempt to improve job performance of its employees on the part of the management of any organization. Various factors are obvious viz., training, encouragement, welfare measures and retirement scheme, etc, which supposedly play a role to achieve this organisational objective. In recent times a lot of studies have been conducted in the field of behavioural science to identify various factors/traits which can help in improved job performance. Emotional Intelligence is one such trait of individuals which is found to be linked to the job performance of the employees. The present study is an attempt to study the relationship between emotional intelligence and job performance of bank employees at Jodhpur, India. The study has been conducted on a sample of 60 (30 male and 30 female) bank employees at Jodhpur, India. It was conducted using Emotional Intelligence Scale by Dr. Upinder Dhar et al. and Performance Rating Scale by Prof. A.P. Singh et al. The results indicate that there is no significant difference between the emotional intelligence of male and female bank employees but employees having higher Emotional Intelligence perform better on the job and vice versa.

**Key words:** *Emotional Intelligence, Job Performance, Bank Employees*

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**E**motions may be described as “ an active state of consciousness in which joy, sorrow, fear, hate or the like, is experienced, as distinguished from cognitive and volitional states of consciousness” (random House Dictionary of the English Language, 1973, p.467). In turn, the dictionary defines affective as “pertaining to feeling or emotion, especially to a pleasurable or unpleasurable aspect of a mental process.” It is clear that emotion is different from cognition (thinking) and volition (will or motivation).

Intelligence can be defined in many different ways but for our present study intelligence is a set of cognitive abilities which allow us to acquire knowledge, to learn and to solve the problem.” Emotional Intelligence thus can be described as the ability to effectively join emotions and reasoning, using emotions to facilitate reasoning and reasoning intelligently about emotions (*Mayer & Salovey, 1993*). Later *Mayer (2001)* identified two broad lines of definitions of emotional intelligence:

- (a) Approach that defined emotional intelligence as an intelligence involving emotion, and
- (b) Mixed approach that blended emotional intelligence with other skills and characteristics.

*Goleman (1995; 1998)* described five competencies comparatives that are associated with emotional intelligence, i.e., self-awareness, self-regulation, self-motivation, social awareness (empathy) and social (relationships management).

➤ Self-awareness is knowing one’s internal states, preferences, resources and intuitions.

➤ Self-regulation enables one to manage his own internal states, impulses and controls which in turn help in self-monitoring helping the individual to adjust his behaviour according to external, situational factors.

- Self-regulation includes trustworthiness, self-control, conscientiousness, adaptability and innovation.
- Social awareness is awareness of other people's feelings.
- Social skill is aptness at handling interpersonal relationships which involve influencing tactics, effective communication, conflict management skills, leadership abilities, change management skills, instrumental relationship management, collaboration and cooperation abilities.

Work Performance or on job performance is, as simply put, work output of an individual. It may be further explained in terms of quality and quantity. Definition of work performance is a complicated one as it will change according to specific jobs and varied situations. It is agreed that job performance consists of complicated series of interesting variables pertaining to aspects of the job, the employee and the environment (*Mikovick et al, 1991*) Emotional intelligence is a set of competencies which direct and control one's feelings towards 'work' and more importantly 'performance at work'. The set of competencies is the ability of the individual to control and manage his or her mood and impulses which contribute to the best of the situational outcome at the workplace. Knowing one's own mood and impulses and that of others helps one to respond and behave in accordance with expectations. In a work situation workers, effective use of skill and knowledge in time depends on the effective regulation of emotions at work and their readiness to contribute to best in their target accomplishment. Knowing one's emotions and feelings, as they occur and turning one's self to the changed situation, requires the emotional competence, emotional maturity and emotional sensibility that determine the success of adaptability and adjustment with the changed scenario. In a work situation, since it involves a group of people with different ideas, suggestions and opinions, an effective conglomeration of all these determine the best outcome. Here the emotional intelligence plays a significant

role at work. An individual with high emotional intelligence was found to be better performers at the workplace.

Numerous studies have been carried out to find a relationship between emotional intelligence and job performance but results are a mixed bag of knowledge. Some researchers found a positive relationship between emotional intelligence and job performance (*Len Tischler et al, 2002; Kenneth, S. et al, 2007; Naseer, et al 2011; Shakhossini, M., et al 2012*) while some other found either no relationship between these two variables or an inconsistent one (*Austin, 2004; Sosik et al 1999*).

A study conducted by *Khokhar, C.P et al (2009)* titled 'Emotional Intelligence and Work Performance among Executives' revealed a positive relation between emotional intelligence and work performance of executives. The study was conducted on 20 male executives. Emotional intelligence scale constructed by *Dhar, Hyde and Pethe (2001)* and Work Performance rating scale constructed by Prof A.P.Singh and Prof D.M.Pestonje were used to measure emotional intelligence and the work performance of the executives. The findings of the study revealed that executives having higher emotional intelligence show better quality of work performance as compared to their counterparts.

Another study was conducted by *Shamsuddin, N. et al (2014)* to find the relationship between emotional intelligence and job performance of call centre agents. The self-report emotional scale developed by Wong and Law in 2002 known as Wong and Law Emotional Intelligence Scale (WLEIS) had been adapted as the measurement for the level of EI among the call centre agents. The correlational analysis results indicated a relationship between the emotional intelligence and job performance. Further, multiple regression analysis pointed to the significant relationship between these two variables. Analysis of the moderator variable indicated

gender did not affect the relationship between the independent variable (EI) and the dependent variable (Job performance).

It can be assumed that emotional intelligence does affect the job performance of the individuals irrespective of their job profile and gender.

**Statement of Problem:** An attempt was made by the researcher to find out the “Relationship between Emotional Intelligence and Job Performance among Bank Employees”.

**Hypothesis:**

- There is a relationship between emotional intelligence and the job performance among the bank employees

**Design:**

This is an ex-post facto study which incorporates study on the performance of bank employees conducted on two group design, i.e., high and low emotional intelligence.

**Variables:**

- **Independent Variable:** Gender and Emotional Intelligence are the independent variables, and study is carried out at 10 dimensions of emotional intelligence, i.e., Self-awareness, Empathy, Self-motivation, Emotional Stability, Managing relations, Integrity, Self-development, Value orientation, Commitment and Altruistic behaviour taking two levels, high and low, and framing the groups respectively to assess the work performance of the bank employees.
- **Dependent Variable:** Work performance is taken as the dependent variable for the study to see the effect of Independent Variable.

**Sample:**

A sample of 30 male and 30 female employees was drawn from the population working at public sector as well as private sector banks at Jodhpur (India) using random sampling technique. These bank employees were between the age group of 25-50 years with an annual income ranging between Rs 4.5 lac to 9 lac per annum. They were reasonably healthy with no reported serious medical problem.

**Tools:**

Following psychological test were used for data collection.

**(a) Emotional Intelligence scale** by Dr. Upender Dhar, Dr Annukool Hyde and Dr. Sanjyot Dethe. The test consists of 34 items and it can be applied to group or individual with no time limit. The test reliability was determined by calculating reliability coefficient on a sample of 200 subjects. The split-half reliability coefficient was found to be 0.88. The validity of the test was found out from the coefficient of reliability calculating reliability index and it was high on account of being 0.93. The scale has 10 dimensions namely self-awareness, empathy, self-motivation, emotional stability, managing relations, integrity, self-development, value orientation, commitment and altruistic behaviour. EI scale is a self-reporting five-point scale. Each item (34) is scored 5 for Strongly Agree, 4 for Agree, 3 for Neutral, 2 for Disagree and 1 for strongly disagree. Higher the score on the scale, the greater is the degree of the emotional intelligence vice versa.

**(b) Performance Rating Scale** by Prof A.P. Singh and Prof D.M. Pestonjee. The test consists of 14 items with no time limit. Scale reliability was found to be +.99 on Cronbach's alfa co-efficient. The coefficient of correlation between actual performance and the scores on their scale was found to be 0.84 proving it high validity. It is a five-point scale. Each item should be scored 5 for very well, 4 for well, 3 for average, 2 for poor and 1 for very poor.

Higher the score on the scale, the greater is the degree of the performance and vice versa.

**RESULT AND DISCUSSION:**

*Table I: Showing Mean, S.D & ‘t’ values between male and female bank employees on various dimensions of the Emotional Intelligence.*

Measures	Group	N	Mean	SD	SEM	‘t’
<b>Self-Awareness</b>	Male	30	15.36	3.50	.64	.73
	Female	30	14.73	3.26	.596	
<b>Empathy</b>	Male	30	18.23	4.37	.79	1.18
	Female	30	16.96	3.88	.70	
<b>Self-Motivation</b>	Male	30	22.26	4.64	.84	1.32
	Female	30	20.73	4.30	.78	
<b>Emotional Stability</b>	Male	30	14.56	3.21	.58	.08
	Female	30	14.63	2.59	.47	
<b>Managing Relations</b>	Male	30	13.66	3.79	.69	.79
	Female	30	14.40	3.29	.60	
<b>Integrity</b>	Male	30	10.96	2.93	.53	.39
	Female	30	11.23	2.22	.40	
<b>Self-Development</b>	Male	30	7.66	1.29	.23	.90
	Female	30	7.36	1.27	.23	
<b>Value Orientation</b>	Male	30	7.66	1.34	.24	1.25
	Female	30	7.20	1.54	.28	
<b>Commitment</b>	Male	30	7.63	1.27	.23	1.74
	Female	30	7.06	1.25	.22	
<b>Altruistic Behaviour</b>	Male	30	7.40	1.30	.23	1.13
	Female	30	7.03	1.18	.21	

The results show in table no. 1 that there is no significant difference between male and female bank employees with reference to dimensions of emotional intelligence. It signified that there is no significant difference on trait emotional intelligence among bank employees on the basis of gender; both males and females have by and large similar level of intelligence.

**Table 2: Showing Mean, S.D and ‘t’ value between male and female bank employees on work performance.**

Measures	Group	N	Mean	SD	SEM	‘t’
<b>Work performance</b>	Male	30	47.26	10.08	1.84	2.42
	Female	30	41.70	7.52	1.37	

As findings indicate that there is a significant difference between male and female bank employees on work performance ( $t= 2.42$ ,  $p<.05$ ). It can be said that male and female bank employees’ work performance differs significantly and performance of male bank employees is better than their female counterparts.

**Table 3: Showing Mean, SD & ‘t’ values among bank employees taken together on trait emotional intelligence between its two groups (low and high).**

Measures	Group	N	Mean	SD	SEM	‘t’
<b>Self-Awareness</b>	Low	20	11.95	2.35	.52	<b>11.20</b>
	High	20	18.55	1.19	.26	
<b>Empathy</b>	Low	20	13.70	3.13	.70	<b>9.45</b>
	High	20	21.80	2.21	.49	
<b>Self-Motivation</b>	Low	20	17.70	3.77	.84	<b>8.45</b>
	High	20	25.80	2.04	.45	
<b>Emotional Stability</b>	Low	20	12.05	1.43	.32	<b>12.70</b>
	High	20	17.70	1.38	.30	
<b>Managing Relations</b>	Low	20	10.80	2.01	.45	<b>13.04</b>
	High	20	17.95	1.39	.31	
<b>Integrity</b>	Low	20	9.00	2.12	.47	<b>6.89</b>
	High	20	13.20	1.70	.38	
<b>Self-Development</b>	Low	20	6.75	1.25	.27	<b>5.10</b>
	High	20	8.50	.88	.19	
<b>Value Orientation</b>	Low	20	6.35	1.42	.31	<b>6.15</b>
	High	20	8.65	.87	.19	
<b>Commitment</b>	Low	20	6.35	.93	.20	<b>7.90</b>
	High	20	8.55	.82	.18	
<b>Altruistic Behaviour</b>	Low	20	6.25	.96	.21	<b>6.20</b>
	High	20	8.25	1.06	.23	

The test results show that there is high significant difference on various dimensions of emotional intelligence between its two groups (low and high). It signified that bank employees differ quite significantly on all ten dimensions of emotional intelligence among their two groups, i.e., low and high emotional intelligence i.e. Self-Awareness ( $t=11.20, p<.01$ ), Empathy ( $t=9.45, p<.01$ ), Self-Motivation ( $t=8.45, p<.01$ ), Emotional Stability ( $t=12.70, p<.01$ ), Managing Relations ( $t=13.04, p<.01$ ), Integrity ( $t=6.89, p<.01$ ), Self-Development ( $t=5.10, p<.01$ ), Value Orientation ( $t=6.15, p<.01$ ) Commitment ( $t=7.90, p<.01$ ) and Altruistic Behaviour ( $t=6.20, p<.01$ ).

**Table 4: Showing Mean, SD & 't' value between male and female employees on trait EI (Low and High) on work performance.**

Measures	Group	N	Mean	SD	SEM	't'
<b>Work performance</b>	Low E.I.	20	38.15	5.86	1.31	<b>6.49</b>
	High E.I.	20	53.60	8.86	1.98	

The result shows that there is a significant difference ( $t= 6.49, p<.01$ ) between the work performances of the bank employees divided into two groups, low and high emotional intelligence. This signified that bank employees with higher emotional intelligence perform better on their job.

As stated earlier, the present study, an ex-post facto one, was conducted to study the relationship between emotional intelligence and work performance of bank employees at Jodhpur, India. A sample of 30 male and 30 female bank employees was drawn randomly to carry out the study. Two sub-studies were conducted as follows:

- (a) Male and female subjects were tested against each other to find out if there is any difference in their emotional intelligence in

general. Also, their work performance was compared. Results indicate that there is no significant difference between male and female bank employees on various traits of emotional intelligence. However, their work performance differed significantly in favour of male group. This difference in work performance between male and female bank employees despite being similar on traits of emotional intelligence can be referred to 'cultural ethos' of India, particularly in this part of the country. Female in general, look after the 'home' in addition to their office job. As for males, their role in 'house chores' is quite less than their female counterpart. This possibly explains the difference in work performance between male and female subjects in the study.

(b) Two groups of bank employees (male and female combined) divided into two groups, low and high, on trait emotional intelligence were compared for any significant differences in their emotional intelligence. Results indicate that there is a significant difference in all dimensions of trait emotional intelligence between the said groups. These two groups (low and high on trait emotional intelligence) were compared on their work performance. The results indicate that there is quite a significant difference in work performance between these groups in favour of group high on trait emotional intelligence. This means that bank employees having high emotional intelligence performance better on their job as compared to their counterparts.

Thus, the hypothesis that there is a relationship between emotional intelligence and the job performance among the bank employees is retained. The results also support the results of *Len Tischler et al., 2002; Kenneth, S., et al., 2007; and Naseer, Z. et al. 2011* that there is a positive relation between emotional intelligence and work performance.

## **IMPLICATION AND CONCLUSION:**

The results of the present study indicate that there is a significant relationship between emotional intelligence and work performance. It also concludes that though the male and female subjects do not differ on trait EI but their respective job performances differ significantly which can be explained, possibly, due to the cultural bias against females. This study can be helpful for HR managers in the field of hiring the individual for various jobs. Organizations can also train the employees on emotional intelligence to alter their job performance for the good. Further research is recommended in this field, particulars, in the trainability aspects of the trait emotional intelligence.

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