

“IMPACT OF EMOTIONAL INTELLIGENCE AND JOB SATISFACTION ON THE WORKING OF BANK STAFF IN MORADABAD CITY”

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Abstract

Emotions plays a vital role at every work place . It has a major impact on the working capacity of any employee. With this different factors of job satisfaction also have an impact which time to time affects the working style and capability. Emotional intelligence and Job satisfaction are two main concepts of high interest at work place in the modern work environment. They serve as a competitive edge in personal and organizational life. However, there are only few studies that explore the factors which affect the two concepts.

Key Words: Emotional Intelligence, Job Satisfaction, Banks, Staff

Purpose: The primary aim of this study is to examine the relationship between emotional intelligence and job satisfaction among Bank staff.

Findings: The study reveals that there is a positive Impact of Emotional Intelligence on Job Satisfaction at work place.

INTRODUCTION-

These days Work environment in all the organizations has become very complex and competitive due to work pressure. In modern society the needs and requirements of the people are ever increasing and ever changing. In this competition , success of any organization depends on its employees.

Banks are also in the same line , The employees of the Bank are valuable assets to the organization. Their satisfaction results in higher productivity and progress of the unit. So in this competitive environment it is necessary to know the employees views toward their job and to measure the level of satisfaction with various aspects job satisfaction. Efficient human

resource management and maintaining higher job satisfaction level in banks determine not only the performance but also helps in long term planning.

EMOTIONAL INTELLIGENCE-

Emotional intelligence (EI) plays a major role in all organization . It is affecting all the people irrespective of gender, age, education, position , working or not working etc., So it is very important to be emotionally managed which means to have courage of stabilizing self in crucial situations., otherwise stress, pressure etc., will affect the human mind.

EI is a excellence that is being increasingly valued in organizations around the world.The present paper is focusing on an emotional intelligence among bank managers with the sample size of 60. Bank managers are highly affected by emotional intelligence. There are four major factors affecting the EI namely; Self- Awareness, Self- Control, Social- Skills and Empathy. The research study revealed that all the Managers have high emotional intelligence.

Goleman (1998a) defines Emotional Intelligence as the “the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships”.

Emotional intelligence (EQ) is the ability to identify, use, understand, and manage emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict.

An alertness and understanding of our own emotions let us be familiar with the same in the others. It forms the basis of empathy, which is a vital trait in a leader, a manager, or an employee. It’s not sufficient to be well-informed, knowledgeable smart, or intelligent. If you cannot meet people where they are, you will not be able to move up them to the level you want them to rise to. Luckily, all of us can develop our EI. While some are naturally highly intelligent in this regard, others can work on building a better emotional intelligence.

Components of Emotional Intelligence

- 1- **Self- awareness-** If a person is self-aware about his emotions and his actions it can affect the people around him. Being self-aware also means having a clear picture of own strengths and weaknesses.
- 2- **Self-regulation-** Self-regulation is a very important component of emotional intelligence. Self-regulation helps a person to control him verbally, in his emotional decisions, stereotyping people and compromising his values.

- 3- **Motivation**- Self-motivation helps the employeework efficiently and effectively and productivity can be enhanced by self-motivation.
- 4- **Empathy**- Empathy is the ability to understand and share the feelings of another. It is an essential component for an employee for smooth working in an organization.
- 5- **Social skills**- Employees with social skills are very good communicators. They can easily manage change and resolve conflicts.
- 6- **Relationship Management**- Relationship management is the supervision and maintenance of relationships between a company and its external partners, especially its clients. If a employee is expert in relation management it is good for company.

Emotional intelligence is essential to building abalanced-life

Emotional intelligence is a gateway to a balanced-life. It's essential to basically every aspect of life.

Physical Health – The skill to take care of our bodies and especially to manage our stress, which has an incredible impact on our overall wellness, is deeply attached to our emotional intelligence. Only by being aware of our emotional state and our reactions to stress in our lives can we hope to manage stress and maintain good health.

Mental Well-Being – Emotional intelligence affects our attitude and outlook on life. It can also help to ease anxiety and avoid depression and mood swings. A high level of emotional intelligence directly correlates to a positive attitude and happier outlook on life.

Relationships – By better understanding and managing our emotions, we are better able to communicate our feelings in a more constructive way. We are also better able to understand and relate to those with who we are in relationships. Understanding the needs, feelings, and responses of those we care about leads to stronger and more fulfilling relationships.

Conflict Resolution – When we can discern people's emotions and empathize with their perspective, it's much easier to resolve conflicts or possibly avoid them before they start. We are also better at negotiation due to the very nature of our ability to understand the needs and desires of others. It's easier to give people what they want if we can perceive what it is.

Success – Higher emotional intelligence helps us to be stronger internal motivators, which can reduce procrastination, increase self-confidence, and improve our ability to focus on a goal. It also allows us to create better networks of support, overcome setbacks, and persevere with a more resilient outlook. Our ability to delay gratification and see the long-term directly affects our ability to succeed.

Leadership – The ability to understand what motivates others, relate in a positive manner, and to build stronger bonds with others in the workplace inevitably makes those with higher

emotional intelligence better leaders. An effective leader can recognize what the needs of his people are, so that those needs can be met in a way that encourages higher performance and workplace satisfaction. An emotionally savvy and intelligent leader is also able to build stronger teams by strategically utilizing the emotional diversity of their team members to benefit the team as a whole.

Emotional intelligence is still not completely understood, but what we do know is that emotions play a very critical role in the overall quality of our personal and professional lives, more critical even than our actual measure of brain intelligence. While tools and technology can help us to learn and master information, nothing can replace our ability to learn, manage, and master our emotions and the emotions of those around us.

Job Satisfaction-

Job satisfaction means an extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high job satisfaction, it means that he really likes his job, feels good about it and values his job dignity.

A manager who is satisfied with job feels self-motivated, content & satisfied with every aspect of job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance.

Importance of Job Satisfaction

A satisfied Manager is always important for an organization as he/she aims to deliver the best of their capability. Every Manager wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts. Importance of job satisfaction can be seen from two perspectives i.e. from employee and employer perspective:

The positive effects of job satisfaction include:

1. More efficiency of employees(managers) of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.
3. Job satisfaction of employees(managers)eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy.

Factors Determining Job Satisfaction

- 1- Compensation/salary-**One of the most common and important factor to study in job satisfaction is Compensation or salary or monetary benefit given to the employees by the company for their services given to the company.
- 2- Supervisor support-** In Banks where there is a lot of public interference and interaction, it is very important that manager has support from zonal or territory head. A manager with high supervisor support is one that makes employees feel appreciated, heard and cared about and take care of the unit well.
- 3- Working environment** - The working conditions include office space, equipments, comfortable chairs, air conditioning, tools etc. when working environment is good for an employee, then his/her productivity level automatically goes up.
- 4- Job security** - Although in public sector there is job security but conditions of transfer creates issue sometimes for managers.
- 5- Employee empowerment-**Empowerment involves giving managers the autonomy to make decisions for their unit or daily activities so empowerment enhances the motivation of employees to go through their goals grooming their performances that satisfaction regarding their jobs.

REVIEW OF LITERATURE

The term “emotional intelligence” was first used in 1990 by Salovey and Mayer, who have defined emotional intelligence as the ability to recognize, understand and manage emotions both our own and others.

As research progressed and more scholars start dealing with the concept of emotional intelligence, various models, more or less known, were developed. The basic models that developed fall into two categories: the models that consider emotional intelligence as ability (ability EI) which is associated with the ability to control emotions, how to deal with situations/challenges and those who consider emotional intelligence as a characteristic (Trait EI) which is directly associated with the personality traits.

Hopkins & Bilimoria (2008) in his study “Social and Emotional Competencies Predicting Success for Male and Female Executives” explored the relationship between emotional and social intelligence competencies and organizational success. The study illustrates not much

of differences between male and female leaders in their demonstration of emotional and social intelligence competencies and also found that when it comes to competency demonstration most successful men and women were more the same than different. However gender did play a reasonable role in the relationship between the demonstration of these competencies and success. 65 Further male leaders were considered to be more successful, even though male and female leaders demonstrated the same level of competencies. The four competencies that divided the most successful male and female leaders from their typical counterparts were Self Confidence, Achievement Orientation, Inspirational Leadership and Change Catalyst.

Goleman (1998) “Working with emotional intelligence” Competency research in over 200 companies and organizations worldwide shows that about one-third of the difference is due to technical skill and cognitive ability while two-thirds is due to emotional competence. (In top leadership positions, over four-fifths of the difference is due to emotional competence).

Bar-On’s (1997) “The Bar-On Emotional Quotient Inventory (EQ-I): A test of emotional Intelligence” this study portrays social responsibility and empathy as specific interpersonal skills. Goleman’s 1995 model includes the same empathic awareness and attunement, this is the skill required to recognizing emotions in others. Knowing these varying EI models the study of the relationship of EI to moral/ethical behavior and to values has been inconsistent. The moral/ethics/values dimensions are often described as part of the basis for educational programs involving EI a well designed empirical research in this area is very much anecessity.

(LI, Gupta, Loon, &Casimir, 2016) found relationship between emotional intelligence and leadership. The leaders who favor before style i.e. with the cushion of psychological support have the highest levels of emotional intelligence than the one who favors delayed style i.e. leaders who delay in providing support with the pressure. Emotional intelligence can be linked to the style of leadership. The study supports before style leadership which means providing support to the employees along with the pressure and the leader who is emotionally intelligent is in a better position to give that support. They found the effectiveness of leadership in the form of supportive behavior and optimism in terms of emotional intelligence. Which will result in improved performance than the negative impact of frustrations?

(Meisler, 2013) in his study on 368 employees from financial sector found that emotional intelligence has positive association with organizational justice and negative with turnover intentions. For the purpose of the study records of actual turnover was used. (Meisler, 2013)

emphasized on emotional intelligence training to improve organizational justice and reduce employee turnover. Organizational justice also mediates EI and turnover intentions. The study thus recommended on the positive impact of EI on employees which helps in reducing their turnover. Thus, an organization should work on developing a training program for the same.

(Nikolaou & Tsaousis, 2002) explored the association between EI and occupational stress' sources and outcomes. For this questionnaire and organizational stress screening tool i.e., ASSET is used. The study revealed a negative correlation between EI and Occupational stress which means higher the level of EI lower the level of stress at work. The study also found positive association between EI and organizational commitment. The study favored emotional intelligence as an effective tool as there is a strong linkage among EI, occupational stress and employee commitment.

(Pradhan & Kesari, 2018) studied the effect of abusive supervision and subordinates' intention to quit and role of emotional intelligence in neutralizing and curbing the effect. The study collected the data at two-time points. At first point subordinates' perception on their supervisor's abusive behavior is analyzed and in the 2nd point analysis is made on their intentions to quit and emotional intelligence. 353 professionals from health care working in Indian hospitals had been interviewed for the same. The study found a strong relationship between emotional intelligence and intention to quit and abusive supervision and also concluded in a moderating effect of emotional intelligence on it i.e. higher the emotional intelligence lower is the intention to quit. The study further recommended in imparting proper emotional intelligence training to the people in organization so that behaviors like abusive supervision can be reduced and at the same time tolerance for the same can be increased.

Emotional Intelligence and Job Satisfaction

Various studies have been conducted on emotional Intelligence and job satisfaction and its importance in organizations. Few of them, which were in line with the current study have been summarized as under:

As per Weinberger (2009), the concept of emotional intelligence has been developed over time as a complimentary intelligence to intellect and social intelligence, among others. The research has evolved over time, and spans mid-century work in behavioural science to more recent works focusing specifically on the study of emotional intelligence (Weinberger, 2009). According to Wechsler's (1958) concept of multiple intelligence forms the basis for the idea that EI is not measure of an element of IQ, but rather an intelligence that can stand on its own, independent of intellect, social intelligence, and other measures of intellectual abilities.

(Wechsler, 1958). As researchers have looked to develop the study of emotional intelligence, the study has branched into three general models. He attempted to bucket the definitions and models of EI into three categories: Ability Model, Personality Model, and a Mixed Model. The “Ability Model” implies that EI is a competency that can be learned, developed and maintained as individuals focus on the elements of the paradigm of EI (Muyia, 2009). Job satisfaction is the most critical element present in organization. If employees are satisfied from the job and job duties then they can perform in the effective and efficient way (Bull, 2006). He suggested that the job satisfaction is an affective or emotional response towards individual’s job and various which are related to individuals work (Schermerhorn, 1994).

Objectives

1. To study about emotional intelligence and job satisfaction among bank managers.
2. To study the relationship between emotional intelligence and job satisfaction.

RESEARCH METHODOLOGY

Research is a systematic investigation resulting in some formal record of procedures and the report of procedures and the report of conclusion and results. Research has been defined as “a formal systematic method of analysis”

- [1] **Data collection:** The study on emotional intelligence on job satisfaction among the banks” is a descriptive research. The method adopted in the study is questionnaire method.
- [2] **Sampling:** the study on sample size of 60 from banks through convenient random sampling was used.
- [3] **Statistical tool use:** Mean score and correlation analysis is used for statistical analysis.

Data Analysis

Emotional Intelligence Factors

Table 1.1: Collective Percentage Level of Emotional Intelligence Factors

Sr. No.	Factors of Emotional Intelligence	No. of Respondents Answered	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
			1	2	3	4	5

1	Self-Awareness	60	10.33	7.67	15	33.57	33.43
2	Self-Regulation	60	9.67	12	30	26.67	21.66
3	Motivation	58	7.14	6.42	25	28.22	33.22
4	Empathy	60	10	3.33	30	23.33	33.33
5	Social Skills	60	6.67	10	25	30	28.33
6	Relationship Management	60	5	0	26.67	33.33	35

Table 1.1 represents the percentage of bank employees who have responded to emotional intelligence questions.

Job Satisfaction Factors

Table 1.2: Collective Percentage Level of Job Satisfaction Factors

Sr. No.	Factors of Job Satisfaction	No. of Respondents Answered	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
			1	2	3	4	5
1	Compensation & Working Conditions	60	6.67	3.33	26.67	33.33	30
2	Work-Life Balance	60	5	8.33	25	30	31.67
3	Respect & Recognition	60	10	8.33	20	25	36.67
4	Job-Security	60	5	0	33.33	30	31.67
5	Career-Growth	60	3.33	5	28.33	33.33	30
6	Challenges	60	6.67	3.33	30	26.67	33.33

Table 1.2 represents the percentage of bank employees who have responded to job satisfaction questions.

Table 1.3: Mean Scores of Emotional Intelligence Factors

Sr. No.	Emotional Intelligence factors	Mean Scores
1	Self-Awareness	3.75
2	Self-Regulation	3.31
3	Motivation	3.70
4	Empathy	3.67
5	Social Skills	3.60

6	Relationship Management	3.93
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From table 1.3 it is clear that all these factors are responsible for emotional intelligence. Highest responsible emotional intelligence factor is Relationship Management. Other factors are also important as per their mean scores.

Table 1.4: Mean Scores of Job Satisfaction Factors

Sr. No.	Job Satisfaction factors	Mean Scores
1	Compensation & Working Conditions	3.77
2	Work-Life Balance	3.75
3	Respect & Recognition	3.70
4	Job-Security	3.83
5	Career-Growth	3.81
6	Challenges	3.76

From table 1.4 it is clear that all these factors are responsible for job satisfaction. Highest responsible job satisfaction factor is Job-Security. Other factors are also important as per their mean scores.

Mean of X = 3.54	Mean of Y = 3.76	r = +0.63
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From above it clear that there is positive correlation between emotional intelligence and job satisfaction factors. Hence we can say that emotional intelligence and job satisfaction are highly correlated.

Conclusion

Job satisfaction is a big concepts that includes no. of factors. The overall satisfaction of bank employees is associated with, nature of job , working conditions, salary, subordinate superior relationship etc. this study mainly reveals the emotional intelligence and job satisfaction factors and hoe a manager works under such impacts.

However the current management research has focused on emotional intelligence and job satisfaction both to cope with the ability of people to know their emotions and works according to the environmental demands and pressures. In this study, it can be concluded that bank manager scores on emotional intelligence tend to be positively correlated with their

scores on job satisfaction. It means all the factors of emotional intelligence are correlated to job satisfaction factors.

Suggestions

In business, Emotional Quotient programs should be used to build organizational capacity for bringing out the best in people and forming powerful workplace relationships. This helps to increase engagement, trust and integrity to build more effective teams, retain great employees, provide exceptional customer care, and effectively manage change.

Development of skills like communication skills, logical skills, comprehension skills, creative skills, and management skills must get priority.

Emotional intelligence test should be used in workplace for giving promotions, staff reviews, Recruitment etc.

Limitations of the Study –

- 1) This research was conducted in a limited area.
- 2) The sample size was confined only to 60 respondents.
- 3) Satisfaction level to environment factor may differ from person to person.
- 4) Measuring human attributes is complex.

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