

IDENTIFYING THE ASSOCIATION BETWEEN PROFILE VARIABLES AND THE LEVEL OF EMOTIONAL INTELLIGENCE AMONG BANK BRANCH MANAGERS IN MADURAI DISTRICT, TAMILNADU, SOUTH INDIA

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ABSTRACT

Inter-personal intelligence and intra-personal intelligence play a significant role in deciding the level of emotional intelligence in an individual. Interpersonal intelligence relates to the ability to deal with strangers. Bank branch managers working in teams and groups should necessarily possess a larger amount of this intelligence. Intra-personal intelligence determines the ability to manage oneself and is tested best as to what extent the manager is comfortable when he is alone. Therefore the combination of the two factors, namely, the ability to manage others and self, determine the level of emotional intelligence. The objective of the study is to find out the relationship between the socio-economic profile and emotional intelligence of the bank branch managers. The sample design adapted for the study is census study. All the banks under the 13 blocks of Madurai District and Madurai City as per the Annual Credit Plan issued by the Lead bank, Madurai District are included for the study. It is found that the significantly associating profile variables with the emotional intelligence level among the respondents are age, level of education, marital status, monthly income, years of experience in the banking sector, number of employees under control, number of training programmes attended so far, occupation of the spouse, monthly income of the spouse, family size, and number of earning members per family. The analysis infers that out of 17 profile variables, 12 profile variables are associated with the emotional intelligence among the respondents. It reveals the importance of profile variable in the determination of their emotional intelligence level.

KEYWORDS: Emotional Intelligence, Managerial Skills, Emotional Intelligence

INTRODUCTION

Emotional Intelligence: Emotional intelligence is 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. *Daniel Goleman (1998).*

Managerial skills in general and emotional intelligence in particular, play a significant role in the success of senior managers in the workplace. In the last decade or so, we have been witnessing a growing body of research regarding the importance of emotional intelligence for successful management. Particularly, scholars have noted that social skills are essential for senior level managers, as individuals ascend the organizational hierarchy; social intelligence becomes an increasingly relevant determinant of who will and who will not be successful. Though growing evidence indicates that emotional intelligence competency has the potential to improve performance on both personal and organizational levels,

we are still only in the initial phase of understanding the extent to which members with high emotional intelligence would be more valued assets than less emotionally intelligent members of the organization. Thus an attempt is made by the researcher to examine the impact of emotional intelligence on the managerial performance of the bank managers.

OBJECTIVES OF THE STUDY

The objective of the study is to reveal the relationship between socio-economic profile and emotional intelligence of the branch managers.

METHODOLOGY

Sample Design

The sample design adopted for the study is census study. All the commercial banks under the 13 blocks of Madurai District and Madurai city as per the annual credit plan issued by the Lead Bank, Madurai District are included for the study. In total, there are 221 branches in the district. From each bank, the branch manager alone is focused.

Data Collection

The data used in the study are both primary and secondary in nature. The secondary data were collected from the reports of the lead banks, journals, technical books and Internet.

The primary data were collected using a questionnaire. Banks in Madurai district are classified into two namely Urban (Madurai city) and Rural (13 blocks in Madurai District) branches. The urban area consists of 115 branches of commercial banks in Madurai city and rural area consists of 106 branches of commercial banks in all 13 blocks put together. The total numbers of banks in Madurai district are 221 branches.

Instruments Construct Development

The questionnaire consists of two parts.

Part I consists of items intended to exhibit the socio-economic profile information of the respondents.

Part II measures the emotional intelligence related competencies that influences the level of emotional intelligence among the respondents using a "Emotional Competencies Scale". It is a 60-item (five point likert type) scale consisting of 5 sub-scales (each consisting of 12 items) seeking to measure five components of emotional intelligence: self-awareness, self-regulation, self-motivation, empathy (social awareness) and social skills.

The final set of questionnaire was shown to 10 bank branch managers for content validity. By the pre-test, suitable modifications and alterations have been carried out to enrich the quality of the questionnaire.

The questionnaire was personally administered to all the bank branch managers by the researcher. Out of 221 branches, 212 usable completed questionnaires were received. Finally the response rate was 96 per cent.

ASSOCIATION BETWEEN THE PROFILE OF THE RESPONDENTS AND THEIR EMOTIONAL INTELLIGENCE INDEX

The profile of the respondents may be associated with their Emotional Intelligence Index (EII). Hence the present study has made an attempt to analyse the association between the profile of the respondents and their Emotional

Intelligence Index. The included profile variables are age, sex, level of education, marital status, monthly income, years of experience in the banking sector, years of experience in the present branch, number of employees under control, number of promotions availed of so far, number of training programmes attended so far, number of training programmes in the banking sector, education of the spouse, occupation of the spouse, monthly income of the spouse, family size, and number of earning members per family among the respondents. The One-Way Analysis of Variance (ANOVA) has been executed to analyse the significant difference among the respondents under different classification of various profile of respondents regarding their Emotional Intelligence Index. The resultant ‘F’ statistics, the respective table value and the results are summarized in Table 1.

Table 1: Association between Profile of the Respondents and their Emotional Intelligence Index

Sl. No.	Profile Variables	F-Statistics	Table Value of ‘F’ at 5 Percent Level	Result
1.	Age	2.9198	2.37	Significant
2.	Sex	3.1083	3.84	Insignificant
3.	Level of education	2.6608	2.21	Significant
4.	Marital status	2.7089	2.60	Significant
5.	Monthly income	2.8193	2.37	Significant
6.	Years of experience in the banking sector	2.6069	2.37	Significant
7.	Years of experience in the present branch	2.0814	2.37	Insignificant
8.	Number of employees under control	2.9287	2.37	Significant
9.	Number of promotion availed of so far	2.1097	2.37	Insignificant
10.	Number of training programmes attended so far	3.1234	2.37	Significant
11.	Number of training programme in banking sector	2.2033	2.37	Insignificant
12.	Education of the spouse	1.8874	2.21	Insignificant
13.	Occupation of the spouse	2.5907	2.10	Significant
14.	Monthly income of the spouse	2.7908	2.37	Significant
15.	Family size	2.9063	2.37	Significant
16.	Number of earning members per family	2.5911	2.37	Significant

The significantly associating profile variables with the their Emotional Intelligence Index among the respondents are age, level of education, marital status, monthly income, years of experience in the banking sector, number of employees under control, number of training programmes attended so far, occupation of the spouse, monthly income of the spouse, family size, and number of earning members per family, since the respective ‘F’ statistics are significant at five per cent. The analysis infers that out of 16 profile variables, 12 profile variables are associated with the Emotional Intelligence Index among the respondents. It reveals the importance of profile variables in the determination of their emotional intelligence.

ASSOCIATION BETWEEN OTHER ACTIVITIES AMONG THE RESPONDENTS AND THEIR EMOTIONAL INTELLIGENCE INDEX

The other activities involved by the respondents may be associated with the emotional intelligence of the respondents. In order to analyse these associations, the other activities namely watching television, exercise, games and

social service among the respondents have been taken into account. The 'F' statistics have been computed to find out the significant difference among the respondents based on their various activities. The results are presented in Table 2.

Table 2: Association between Other Activities and their Emotional Intelligence Index

Sl. No.	Other Activities	F-Statistics	Table Value 'F' at 5 Percent Level	Result
1.	Watching television	2.3347	3.84	Insignificant
2.	Exercise	4.2648	3.84	Significant
3.	Games	3.9367	3.84	Significant
4.	Social service	4.1137	3.84	Significant

The significantly associating others activities with the emotional intelligence index among the respondents are exercise, games and social service, since the respective 'F' statistics are significant at five per cent level. The analysis infers that there is a significant difference among the respondents based on other activities regarding their Emotional Intelligence Index.

FINDINGS OF THE STUDY

From the study it can be understood that the significantly associating profile variables with the their Emotional Intelligence Index among the respondents are age, level of education, marital status, monthly income, years of experience in the banking sector, number of employees under control, number of training programmes attended so far, occupation of the spouse, monthly income of the spouse, family size, and number of earning members per family, play a significant role in influencing the level of emotional intelligence of the managers. It is also revealed that the significantly associating others activities with the emotional intelligence index among the respondents are exercise, games and social service.

CONCLUSIONS

Based on the finding of the study, among the profile variables in determining the level of emotional intelligence among the bank branch managers, the number of training attended, years of experience and the level of education have to be given vital importance. This will definitely enhance the level of the overall performance of the branch. And moreover to maintain emotional balance, the bank branch managers should also be motivated to engage themselves in doing exercise, play games or involve in social service which would enhance the efficiency of the individual and will in turn benefit the organization.

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