
**A study to assess emotional intelligence and performance of Managers in
Co-operative and Gramya Banks in Orissa**

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ABSTRACT

This paper investigates the relationship between emotional intelligence and work performance of executives. The present emotional intelligence, emotional quotient has been used as the measure. The sample for the study was executives of middle and top level management from executives working in the Co-operative bank and Gramya Banks in Odisha. For the purpose of confidentiality the name of units has not been disclosed. The Odisha was selected for the study from the point of view of accessibility of the researcher to collect the data and able to finish the research with in a stipulated period. It is felt that the Odisha's organizational entities are considered as organizations with in organizations.. The data on performance of these executives were collected from Banks. The objective is to study perception of employees of co-operative banks and Gramya banks to EI. In support of research 216 questionnaires distributed to the employees of the bank under study, of which 169 responded. To measure perception level of participants with regard to EI various variables identified and assigned perception score to different options. Final score for each variable are calculated by multiplying the number of response by the weight of the corresponding response. The conclusion from this is that the performance appraisal process of banks itself needs evaluation. The perception level of the employees of Co-operative bank and Gramya banks are under study seems to be matured one. High EQ is necessary for better performance in the banking sector. But, high EQ cannot be the only requirement for good performance on the job. Hence, the findings to that extent are reasonable .This will definitely reflect in dealing with the customers in day to day life. However, it differs from person to person from attitude point of view depending upon the background and environment from where the individual born and brought up. This is all because of “unpredictable human element with in human”

Key Words: Emotional Intelligence (EI), Gramya Banks, Co-operative Banks, Options & Perception Score

1. Introduction

The term EI was developed was introduced initially by Salovey and Mayer (1990). The concept of EI was made popular by Goleman (1996) with his book Emotional Intelligence: Why It can matter More Than IQ. According to Goleman, IQ accounts for only about 20% of person's success in life. The balance can be attributed to 'emotional intelligence or EQ. Goleman (1998)

defined emotional intelligence as ‘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 describes abilities distinct from, but complimentary to, academic intelligence or the purely cognitive capacities measured by IQ’. He also suggested that emotional competencies fall into four clusters: self-awareness, self-management, social awareness and social skills. EI models have generally been classified into two categories. The first category includes the ability model proposed by Mayer and Salovey (1997), which suggested that EI is the ability to perceive and express emotion, assimilate it in thought, understand and reason with it in self and others. The second category includes Goleman (1996) and Bar-On (1997) model. In his model of EI, Goleman (1996) defined EI on the basis of traits that include control of the self, zeal and persistence and the ability to motivate oneself. Bar-On (1997) focused on non-cognitive capabilities that influence one’s ability to succeed in life. Research has indicated that individuals with higher level of EI are more likely to experience performance related success than individuals with lower levels of EI (e.g, Goleman,1996, Schutte *et al*, 1998, Fox and Spector, 2000 and George, 2000). EI is important not only for managerial jobs but, is also important for highly technical work. Kelly and Caplan (1993) found in their study that EI was a better predictor than academic excellence for job productivity.

Feist and Barron (1996) studied professions in which everyone has a high IQ and rigorous professional training to find what distinguishes those who would remain competent more than average performances. They concluded that social and emotional abilities four times more important than IQ in determining the success in their careers. Goleman (1998) concluded that Emotional Intelligence matters twice as much as technical and analytical skill combined for star performance. And the higher people move up in the company, the more crucial emotional intelligence becomes Gundlach (2003) highlighted the role of self-efficacy ultimately resulting in better workplace management. Rosete &Ciarrochi (2005) found EI to be positively related to job performance. Similarly, Caruso and Salovey (2004) concluded that some organization members may perform effectively because they have high EI. Carmeli (2006) and Josman(2006) also found a positive relationship between emotional intelligence and employee work outcomes. Hawkins (2007) and Dulewicz(2007) also found positive relationship between EQ and performance as a leader. Requirement of leadership qualities for effective performance is accepted everywhere. Very few research have opposite conclusions like Shaffer and Shaffer(2005) who found no relationship between emotional stability and performance variables.

2. Objectives of the study

- To study the perception of employees of Co-operative banks to EI
- To study the perception of employees of Gramya banks to EI

2.1 Limitations of the Study

- The study is restricted to the selected Co-operative banks and Gramya banks of Odisha only.
- The sample is limited; it may not represent scenario of all the employees.
- The period of study conducted for the period of 3 months i.e September 2010 to November 2010.

2.2 Research Universe and Methodology

With reference to the selection of the research universe the state of Odisha has been selected with specifications to the compulsions of the geographical territory, linguistic boundary, and administrative settlement commonness. Odisha is an Eastern Indian state, the state boundaries are on the Bay of Bengal Sea. South- Andhra Pradesh, West –Chhatisgarh and Jharkhand, North-West Bengal having a total area of 1,55,707 Square Kilometers with total population of 36,706,920 (as per Indian census survey-2001) , population density 236 per Square Kilometers, Sex Ratio 972 literacy rate of 63.61%. The state is comprising of 30 districts (Administrative Divisions) and 58 Sub-Divisions.

3. Sampling plan

In support to the objective of the research there is a primary research through questionnaire administration method in the field through stratified random sampling method covering the state through regional, geographical, economic, cultural, lingual and settlement wise. Total 216 questionnaires distributed which consists of 100 to Co-operative banks and 100 to Gramya bank employees out of which 169 responded which 78.24% of questionnaire is served.

Table 1: Constituents of sample size

Category	Questionnaire served	Response received	Top level manager	Middle level managers	Subordinate staff	% of response total response
Co-operative banks	104	81	30	22	29	77.88%
Gramya banks	112	88	39	18	31	78.57%
Total	216	169	69	40	60	78.24%

3.1 Respondents' perception with regard to Emotional Intelligence

To measure the perception level of the participants with regard to EI the various variables identified. To this variables four options provided and for this we have been assigned as +4,+3,+2,and 1 for the responses of the respondents to the Option (1), Option (2), Option (3) and Option (4) respectively. Final scores for each feature are calculated by multiplying the number of response by the weights of the corresponding response.

3.2 Analysis

You have been ignored for a promotion by the management for which you were eligible. Moreover, one of your juniors has been promoted. You are upset and feel frustrated. What do you do?

Table 2: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
Identify problems and improve performance	80			

Talk with your boss and ask for reconsideration		63		
Obtain a stay order to get justice			25	
Can Not Say				1
Total Scores	320	189	50	1

Source: Compiled from field survey

4. Interpretation

In Table-1, it shows the total score for the option 1 is followed by option 2, 3 and 4. Hence, option 1 is more acceptable. This shows that the majority bank employees of co-operative bank and Gramya bank believes in identifying the problem and improve the performance.

A freshly recruited professional graduate joins your organization as a management trainee. After a few weeks, she complains to you that her superiors and subordinates were not taking her seriously. What will you suggest to her?

Table 3: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Ask her to be bold, face the challenge and overcome the problem	73			
2. Empathize her		55		
3. Ask her to ignore such a behavior			38	
4. Ask to handle the situation her self				3
Total Scores	292	165	76	3

Source: Compiled from field survey

Table 4: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Take initiative and start talking	78			
2. Leave it to time		61		
3. Wait till they come and start talking			23	
4. Ask for a mediator				7
Total Scores	312	183	46	7

Source: Compiled from field survey

Answering to this question, majority of bank employees felt that for the option one followed by other options. Accordingly the total score for various options are for option1 the score is 292, for option 2 it is 165, for option 3 the total score is 76 and for rest it is only 3.

At work place due to some misunderstanding, your colleagues stop talking to you. You are convinced that it was no fault of yours. How will you react?

In the table-3, the total score card for option 1 is more with 312, followed by option 2 with score of 183, for option 3, the score is 46 and for the option 4 it is only 7. This shows the maturity level of the employees of Cooperative bank and Gramya bank employees to handle the situation.

You get into an argument with your colleague in the course of which you end up personally attacking him/her. However, you never intended to tarnish the image of your colleague. How will you tackle this ugly situation?

Table 5: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Sit calmly and consider	75			
2. Avoid future arguments and leave the situation		45		
3. Apologize to your colleague			45	
4. Continue with the argument till things settle				4
Total Scores	300	135	90	4

Source: Compiled from field survey

Here, the total score for “Sit calmly and consider” option leads the table with total score of 300, followed by option 2,3,4 respectively. This shows that the EI level is very high considering the given situation among the bank employees. This will be also being reflected in the solving the customer related problems by the bank employees.

Imagine you are an insurance sales person approaching prospective clients to purchase insurance policies. A dozen people in a row slam the door on your face. What will you do?

Table 6: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Come out with strategies	81			
2. Contact clients some other day		49		
3. Reassess the capabilities			39	
4. Cannot say				0
Total Scores	324	147	78	4

Source: Compiled from field survey

Most of the respondents choose the option 1 and hence the total score is 324. This is the best possible option in the given situation. The opinion of the participant bank employees of Co-operative bank and Gramya bank also supports the same option.

Imagine that you are a police officer posted in a very sensitive area. You get information of violent ethnic clashes between two religious communities in which people have been killed from both sides and property damaged. What action will you take?

Table 7: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Try to handle the situation	79			
2. Reach the spot and defuse the situation		53		
3. Not to visit the spot			35	
4. Cannot say				2
Total Scores	316	159	70	2

Source: Compiled from field survey

Responding to this question majority supported the option one and accordingly the total score for option 1 is more and other options get less support here. This is the best option considering the issue.

You're grown up son starts arguing with you every now and then. He tells you that you cannot impose your outdated attitude and irrelevant values on him. How will you tackle him?

Table 8: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Talk to him and understand his feelings , beliefs and attitudes	69			
2. Explain your point of view patiently		50		
3. Accept his statements in helplessness			45	
4. Con not say				5
Total Scores	276	150	90	5

Source: Compiled from field survey

Majority opted for first option which is the best for the given situation. This shows the positive attitude of the majority bank employees in Co-operative and Gramya banks.

In an argument, if you lose, you.

Table 9: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Analyze the reasons for the	78			

loss				
2. Winning and losing are part of the game		43		
3. Wait for the next opportunity to beat your opponent			48	
4. Con not say				0
Total Scores	312	129	96	0

Source: Compiled from field survey

Considering the available option, most of the bank employees shown the wisdom by choosing the option one. In the present case the total score also more for the option 1 i.e., analyze the reasons for the loss.

You are a professor in a college, while taking class, a student comments that you have not prepared the topic properly, and you are just passing the time. How will you react?

Table 10: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Ask him to meet you in the chamber	85			
2. Listen to the needs of the class and prepare for the topic		41		
3. Ask the student to leave the class			41	
4. Report to the principal				2
Total Scores	340	123	82	2

Source: Compiled from field survey

Majority employees supported the option 1. This is the best solution to the given situation. This is also been reflected in the total score card.

As the CEO of a company, while taking a meeting with the union, one of the union leaders level serious allegations of corruption and favoritism against you. How will you react?

Table 11: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Continue with the discussion with a cool head	71			
2. Ask the alligator to apologize		62		
3. Leave the room and ask subordinates to continue			35	
4. Cannot say				1
Total Scores	284	186	70	1

Source: Compiled from field survey

Most of the employees participated preferred for option 1. This is the best possible option in the given situation.

You had an argument with your spouse on some trivial family matter and are not on speaking terms for some time. The situation is causing mental disturbance to both of you. What will you do?

Table 12: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Break the ice and ease situation	81			
2. Wait for the spouse to make first move		55		
3. Ask spouse to mend ways			31	
4. Stick to your stand				2
Total Scores	324	165	32	2

Source: Compiled from field survey

Responding to this, most of the employees of Co-operative bank and Gramya bank opted for break the ice and ease the situation. Hence, the total score is more for the option 1 as compared to other available options.

You hail from a rural area and take admission in a city college. You find your classmates taunting you as you are not smart and are unable to speak good English. How do you react?

Table 13: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Accept the challenge	75			
2. Ignore them		49		
3. Ask them to mind their own business			36	
4. Cannot say				9
Total Scores	300	147	72	9

Source: Compiled from field survey

The support base for the option 1 is more as compared to other options. This reflects the positive attitude among the employees of Co-operative bank and Gramya bank.

When someone directly criticizes your behavior?

Table 14: Various Options

Various Options	Option-1	Option-2	Option-3	Option-4
	4	3	2	1
1. Carefully listen to their option	85			
2. Think of ways to change your behavior		62		
3. Tend to close up and stop listening			21	
4. Get upset about it				1
Total Scores	340	186	42	1

Source: Compiled from field survey

In table-13, the total score for the option1 is more as compared to other options. This is the best possible option.

Table 15: Perception Score for various variables

Variables	Option-1	Option-2	Option-3	Option-4
You have been ignored for a promotion by the management for which you were eligible. Moreover, one of your juniors has been promoted. You are upset and feel frustrated. What do you do?	320	189	50	1
A freshly recruited professional graduate joins your organization as a management trainee. After a few weeks, she complains to you that her superiors and subordinates were not taking her seriously. What will you suggest to her?	292	165	76	3
At work place due to some misunderstanding, your colleagues stop talking to you. You are convinced that it was no fault of yours. How will you react?	312	183	46	7
You get into an argument with your colleague in the course of which you end up personally attacking him/her. However, you never intended to tarnish the image of your colleague. How will you tackle this ugly situation?	300	135	90	4
Imagine you are an insurance sales person approaching prospective clients to purchase insurance policies. A dozen people in a row slam the door on your face. What will you do?	324	147	78	0
Imagine that you are a police officer posted in a very sensitive area. You get information of violent ethnic clashes between two religious communities in which people have been killed from both sides and property damaged. What action will you take?	316	154	70	2
You're grown up son starts arguing with you every now and then. He tells you that you cannot impose your outdated attitude and irrelevant values on him. How will you tackle him?	276	150	90	5

In an argument, if you lose, you	312	129	96	0
You are a professor in a college, while taking class, a student comments that you have not prepared the topic properly, and you are just passing the time. How will you react?	340	123	82	2
As the CEO of a company, while taking a meeting with the union, one of the union leaders level serious allegations of corruption and favoritism against you. How will you react?	284	186	70	1
You had an argument with your spouse on some trivial family matter and are not on speaking terms for some time. The situation is causing mental disturbance to both of you. What will you do?	324	165	62	2
You hail from a rural area and take admission in a city college. You find your classmates taunting you as you are not smart and are unable to speak good English. How do you react?	300	147	72	9
When someone directly criticizes your behavior:	340	186	42	1

5. Conclusion

High EQ is necessary for better performance in the banking sector. But, high EQ cannot be the only requirement for good performance on the job. Hence, the findings to that extent are reasonable. In the view of the findings and the theories discussed in the beginning of the paper, it seems appropriate do further empirical studies. The perception level of the employees of Co-operative bank and Gramya banks are under study seems to be matured one. This will definitely reflect in dealing with the customers in day to day life. However, it differs from person to person from attitude point of view depending upon the background and environment from where the individual born and brought up. This is all because of “unpredictable human element with in human”

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