

A Study on Emotional Intelligence of Working Women in Banking Industries

¹k. Deepa and ²dr.I. Savarimuthu

¹Research Scholar, PG and Research Department of Commerce, St. Joseph's College of Arts and Science, Cuddalore -1

²Vice Principal & HOD, Associate Professor & Research Advisor, PG and Research Department of Commerce, St. Joseph's College of Arts and Science, Cuddalore

ABSTRACT

Whether people say otherwise, emotions come into play when they are grouped together to accomplish a goal. A common defence of the long-standing claim that emotions have no place in the workplace is Don't bring your personal problems to work. The theory states that business decisions should be made primarily on knowledge, reason, and calm, collected emotion. However, the idea that people can leave their emotions at the door when they get to work is implausible. Some people may attempt to hide their emotions because they believe that emotional neutrality is the ideal for a variety of reasons. However, this would also apply to those who over-emote and tell others how they truly feel about everything. The consequences of globalisation, a more interconnected business environment, and the global financial crisis that rocked all economies have ensured that competition will always be fierce and that businesses will compete for resources, that profits are more difficult to come by, and that running an organisation effectively is a major challenge. Because of this, workplace wellbeing is under scrutiny, and it is widely believed that low pay, unfavourable working conditions, and interpersonal disputes have a significant impact on employees' sense of commitment to their jobs and job satisfaction. It is not surprising that more research is being done in the fields of occupational psychology, organisation culture, and human resource management given that employee productivity and performance can, to some extent, be linked to their feelings towards their work and the organisation or institution they work for. The goal is to investigate and enhance workers' job satisfaction, lower their levels of occupational stress, and enhance their performance and dedication to their jobs.

INTRODUCTION

Employees' ability to use their skills and knowledge effectively in the workplace depends on their ability to control their emotions while working and their willingness to do their part to help achieve their goals. The emotional competency, emotional maturity, and emotional sensitivity are requirements that affect the success of adaptability and adjustment with the shift scenario. Knowing one's emotions and sentiments as they occur and adjusting oneself to the exigencies of situation are also necessary. Since a work environment contains a collection of people with varying ideas, thoughts, and opinions, the optimal result is determined by the effective synthesis of all of them. In this case, emotional intelligence can be very important to productivity at work. Because the concepts of emotional intelligence (EI) offer a fresh perspective on how to evaluate and comprehend people's actions, attitudes, management styles, interpersonal abilities, and even potential, EI is becoming more and more important in the field of organisational development.

Planning for human resources, job profiling, recruiting, interviewing, and selection, management development, customer interactions, customer service, and other areas all heavily weigh emotional intelligence. One's feelings about their performance and work are directed and controlled by their emotional intelligence, a specific ability. The ability of the

person to regulate and control their emotions and impulses, which helps to maximise situational outcomes, is part of their set of competences. It is easier to respond and behave in a way that meets or exceeds expectations when one is aware of one's own emotions and impulses as well as those of others in the scenario. Positivity at work can be a result of high emotional intelligence, and positivity boosts organisational commitment and performance management. Organisations need to be aware of how employees emotionally align with the performance competency that they uphold. When this alignment is strong, employees' capacity to service customers better is enhanced, which boosts customer satisfaction and serves as motivation for them to work harder. Additionally, when workers are happy, they are more devoted and loyal, which boosts output even more. One of the most basic ways to allay managers' concerns is through organisational commitment, which is defined as having a strong belief in the organization's values and goals, a propensity to make significant efforts that result in the achievement of such goals, and a compelling desire to stay with the organisation.

In the workplace, emotions greatly influence how a company communicates both internally and externally. Employee events have a significant emotional influence on them. Such an impact has significant behavioural and attitudinal effects on people, groups, and society as a whole. Good feelings at work facilitate positive outcomes for workers, such as accomplishment, job satisfaction, increased social capital, and organisational dedication. Anger, fear, grief, animosity, guilt, and other negative emotions can inevitably result in workplace deviance and shape the public's perception of the company. An employee possessing strong emotional intelligence is able to control their own impulses, interact with people in an efficient manner, adapt to change, solve difficulties, and utilise humour to lighten the mood in stressful situations. What sets high performers apart from low performers at work is their "clarity" of thought and "composure" under pressure. This could lead to a difference in organisational commitment.

LITERATURE

Alheet and Hamdan (2021) examined how and why managers' emotional outbursts affect their staff members' propensity for taking risks. The results are consistent with the emotional intelligence concept, which holds that managers who possess emotional intelligence are able to utilise emotions to improve employees' cognitive abilities. Put another way, a manager's emotional outburst could make or break an employee's mood. Managers have an influence on workers' productivity at work by understanding the repercussions of expressing either happy or negative emotions, being more adaptable in their displays, and being more conscious of these implications.

Chamundeswari (2017) claimed that there is a detrimental impact on service delivery and a negative influence on productivity in companies where workers are subjected to stressful working circumstances. Conversely, when working circumstances are favourable, productivity rises and service delivery is positively impacted.

Palmer et al., (2005) examined the relationship between perceived stress at work, emotional intelligence, and the resulting health effects. The factors influencing perceived stress included social interactions, threat, instability in the workplace, a lack of rewards, and an excessive workload. physical duties, an unpleasant workplace, a lack of authority, and a lack of assistance. Employees have the opportunity to acquire the skills necessary to perform their professions more successfully when their employers offer them training in emotional intelligence and stress management. Future research must look into additional stressors.

Kerr et al., (2006) demonstrated the value of emotional intelligence in management and the effectiveness of leadership. The study shows that hiring and training managers at the

organisational level are significantly influenced by emotional intelligence. Additionally, a supervisor's effectiveness and perception are linked. The efficacy of the team is therefore influenced by the supervisor's capacity to recognise and control their emotions.

Ismail et al., (2009) evaluated the connection between job performance, emotional intelligence, and occupational stress. Workers at Kuching City, Malaysia's private higher education schools were included in the study. Prior to analysing the effects of psychological stress and emotional intelligence on job performance, the researcher set out to measure the first relationship between occupational stress and job performance. The findings indicate that stress on both a physiological and psychological level affected work performance. The mediator for lessening the impact of stress's nature is emotional intelligence. The significant result is obtained using factor analysis and correlation. Proper regulation of emotions during job implementation will greatly boost employees' capacity to manage challenges related to occupational stress. Future research on job satisfaction as a mediating variable in workplace stress will need to pay closer attention.

Neelamegam (2010) investigated how work happiness is affected by demographic factors. For data gathering, 200 employees made up the sample size. The following demographic factors have an impact on job performance: age, gender, income, marital status, work experience, and educational achievement. Gender did not significantly affect job satisfaction, but salary, marital status, educational attainment, and income did significantly affect job satisfaction. Organisations must determine what variables contribute to subpar work performance. Additionally, the degree of job satisfaction is influenced by demographic characteristics.

Chaudhry & Usman (2011) Organisational citizenship behaviour is measured in the study to gauge employee performance. The study discovered a strong link between organisational citizenship behaviour and emotional intelligence scores. There is a favourable correlation ($r = 0.63$) between organisational citizenship behaviour and emotional intelligence. It was also demonstrated that the results of an employee's emotional intelligence exam could predict their success in the future. According to the ANOVA results, EI scores can predict 40% of job performance. Emotional intelligence in the workplace can assist managers in creating a culture of positivity and a dedicated workforce. Employee retention, transfer, and promotion decisions might be based on EI scores. Employees' organisational citizenship behaviour can be modified based on their emotional intelligence ratings.

Kumari et al., (2016) investigated the degree of stress experienced by bank workers and how it affects their ability to do their jobs. Employees at entry-level and intermediate positions at Uttarakhand's public and private banks provided the researchers with data. According to additional research, measuring stress consists of two parts: stress from one's personal and professional lives. The results show that mid-level employees have the least amount of stress in both their personal and professional lives. The study also shows that staff performance is negatively impacted by stress in private banks.

Lestari & Wibawa (2019) examined how emotional intelligence affected performance while accounting for job happiness. Ninety persons made up the study's sample, and information was gathered via a Likert scale questionnaire on public service organisations. Researchers discovered a significant relationship between job satisfaction, job performance, and emotional intelligence in employees. The results of the study showed that emotional intelligence significantly and favourably affected employee performance, and that job satisfaction had a function in moderating the impact of these two characteristics. In many public sectors that anticipate continued growth, additional research on work performance and employment satisfaction will be beneficial.

Alsufyani et al., (2022) have conducted a study among nurses to see how emotional intelligence affects productivity at work. The study also took work stress's mediating effect

into account. It has been discovered that work performance is less predictable when there is a perception of occupational stress. As occupational stress reduces, so does work performance. EI and nurses' job performance have been demonstrated to be strongly positively correlated. The EI considerably improves the nurses' performance. Using emotional intelligence training can help reduce feelings of emotional exhaustion and work-related stress.

OBJECTIVES

- To know the socio-economic profile of the respondents who are working in the Banking companies, Chennai city.
- To examine the association between emotional control in their workplace and Age, Qualification, Marital Status, Experience, designation

HYPOTHESES

- Ho 1: There is no association between emotional control in their workplace and Age
- Ho 2: There is no association between emotional control in their workplace and Qualification
- Ho 3: There is no association between emotional control in their workplace and Marital Status
- Ho 4: There is no association between emotional control in their workplace and total work experience
- Ho 5: There is no association between emotional control in their workplace and designation

METHODOLOGY

The preceding issue statement, the development of a particular hypothesis, and the information sought after the investigation are all explicitly mentioned in the study's goals, which classify the research study. A research design is a project's strategy for examining and resolving research questions. The three categories of study designs that have been recognised in the literature are causal, descriptive, and exploratory. Given the stated research topic and goal, the most appropriate approach for this study is a descriptive design. A judgmental sample technique was used to choose the respondents. For the study, 260 Banking employees were enrolled. Out of the employees who received questionnaires, 250 of them returned them. Of these, 247 were finished and included in the final analysis.

ANALYSIS AND INTERPRETATIONS

Table 1: Frequency Table

Age	No. of. Respondents	Total Percentage
21-30	27	10.9
31-40	84	34.0
41-50	91	36.8
above 50	45	18.2
Total	247	100.0
Qualification	No. of. Respondents	Total Percentage
UG	71	28.7
PG	124	50.2
Diploma	52	21.1
Total	247	100.0
marital status	No. of. Respondents	Total Percentage
Single	121	49.0
Married	126	51.0
Total	247	100.0

total work experience	No. of. Respondents	Total Percentage
0-5	47	19.0
5-10	76	30.8
10-15	88	35.6
above 15	36	14.6
Total	247	100.0
Designation	No. of. Respondents	Total Percentage
lower level	60	24.3
middle level	119	48.2
top level	68	27.5
Total	247	100.0
Emotions control in your workplace	No. of. Respondents	Total Percentage
Yes	118	47.8
No	129	52.2
Total	247	100.0

From the above table, it is clearly understood that majority of the respondents are coming under the age group between 41-50 with 36.8%. Only 10.9% percentage of the respondents are in the group of 21-30 age group. 50.2 percent respondents are completed PG, whereas 21.1% are Diploma. More than 48.2% respondents have middle level designation. 27.5% are top level. Among the 247 respondents, 51.0 percentage of the respondents are married.

Table 2

	Mea n	Media n	Std. Deviatio n	Varianc e	Skewnes s	Std. Error of Skewnes s	Kurtosi s	Std. Error of Kurtosi s
Age	2.62	3.00	.906	.821	-.075	.155	-.790	.309
qualification	1.92	2.00	.703	.494	.108	.155	-.964	.309
marital status	1.51	2.00	.501	.251	-.041	.155	-2.015	.309
total work experience	2.46	3.00	.961	.924	-.031	.155	-.954	.309
designation	2.03	2.00	.721	.519	-.048	.155	-1.063	.309
do you control your emotions in your workplace?	1.52	2.00	.501	.251	-.090	.155	-2.008	.309

From the above table 2, it is found that all the items relate to the respondents in emotional intelligence of working women in banking industries having the mean value between 1 to 2. The highest median value is Age and Experience as 3. The question "designation" is having the variance value of .501. The skewness and kurtosis value of all the items are prevailing between -1 and +1.

Chi-Square Tests

Table 3

Chi-Square Tests between emotional control in their workplace and Age			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.350 ^a	3	.003
Likelihood Ratio	2.368	3	.000
Linear-by-Linear Association	1.757	1	.185
N of Valid Cases	247		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.90.

Hypothesis testing:

Ha 1: There is an association between emotional control in their workplace and Age

Ho 1: There is no association between emotional control in their workplace and Age

From the chi square table, it is proved that **there is an association between emotional control in their workplace and Age** with the Pearson chi square value of 0.003. So, the null hypothesis is rejected

Table 6

Chi-Square Test between emotional control in their workplace and Qualification			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.814 ^a	2	.045
Likelihood Ratio	2.832	2	.043
Linear-by-Linear Association	1.645	1	.200
N of Valid Cases	247		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 24.84.

Hypothesis testing:

Ha 1: There is an association between emotional control in their workplace and Qualification

Ho 1: There is no association between emotional control in their workplace and Qualification

From the chi square table, it is proved that **there is an association between emotional control in their workplace and Qualification** with the Pearson chi square value of 0.045. So, the null hypothesis is rejected

Table 7

Chi-Square Tests between emotional control in their workplace and Marital Status

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.748 ^a	1	.009
Continuity Correction ^b	6.102	1	.014
Likelihood Ratio	6.778	1	.009
Fisher's Exact Test			
Linear-by-Linear Association	6.721	1	.010
N of Valid Cases	247		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 57.81.

b. Computed only for a 2x2 table

Hypothesis testing:

Ha 1: There is an association between emotional control in their workplace and Marital Status
 Ho 1: There is no association between emotional control in their workplace and Marital Status

From the chi square table, it is proved that **there is an association between emotional control in their workplace and Marital Status** with the Pearson chi square value of 0.009. So, the null hypothesis is rejected

Table 8

Chi-Square Tests between emotional control in their workplace and total work experience			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.427 ^a	3	.699
Likelihood Ratio	1.427	3	.699
Linear-by-Linear Association	1.119	1	.290
N of Valid Cases	247		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.20.

Hypothesis testing:

Ha 1: There is an association between emotional control in their workplace and total work experience
 Ho 1: There is no association between emotional control in their workplace and total work experience

From the chi square table, it is proved that **there is no association between emotional control in their workplace and total work experience** with the Pearson chi square value of 0.253. So, the null hypothesis is accepted

Table 9

Crosstab						
Count		total work experience				Total
		0-5	5-10	10-15	above 15	
do you control your emotions in your workplace?	yes	26	36	40	16	118
	no	21	40	48	20	129
Total		47	76	88	36	247

This is the table indicated that the detailed cross tabulation between emotional control in their workplace and total work experience of the respondents. The total of 247 respondents are divided according with their emotional control in their workplace and total work experience interfere with your life.

Table 10

Chi-Square Tests between emotional control in their workplace and designation			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.209 ^a	2	.201
Likelihood Ratio	3.216	2	.200
Linear-by-Linear Association	.104	1	.747

N of Valid Cases	247	
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 28.66.		

Hypothesis testing:

Ha 1: There is an association between emotional control in their workplace and designation
 Ho 1: There is no association between emotional control in their workplace and designation
 From the chi square table, it is proved that **there is no association between emotional control in their workplace and designation** with the Pearson chi square value of 0.201. So, the null hypothesis is accepted

Table 11

Crosstab					
Count	Designation			Total	
	lower level	middle level	top level		
do you control your emotions in your workplace?	yes	33	50	35	118
	no	27	69	33	129
Total		60	119	68	247

This is the table indicated that the detailed cross tabulation between emotional control in their workplace and total work experience of the respondents. The total of 247 respondents are divided according with their emotional control in their workplace and total work experience interfere with your life.

IMPLICATIONS

The purpose of the aforementioned study was to determine how emotional intelligence affects work performance in postsecondary educational settings. Chennai has been the study's location. The study has concentrated on the definition of emotional intelligence and its effects on job performance. The capacity to handle intrapersonal and interpersonal connections in the workplace is known as emotional intelligence. Given the substantial influence emotional intelligence has on work performance, understanding the significance of emotional intelligence is imperative. We need emotions in order to function in daily life. Every emotion has unique characteristics, and being able to control our feelings gives us a competitive edge. Given the circumstances, it is imperative that feelings be communicated. According to the study's findings, emotional intelligence helps people recognise the genuine nature of emotions and why they need to be expressed. The study only looked at the higher education sector, hence it is necessary to apply emotional intelligence ideas there as well. It's imperative that higher education institutions start offering training courses on the value of emotional intelligence. Furthermore, it's critical to comprehend the actual nature of the work at hand. An employee's performance can be improved by being aware of their job. It has been suggested that emotional intelligence is the element that has the power to alter one's perspective on their work. The study has given researchers a thorough understanding of the relationship between job performance and emotional intelligence components. Gaining a deeper comprehension of emotional intelligence can help one thrive at work and find fulfilment in their work. The study was solely carried out in the field of higher education. It is imperative to carry out research on emotional intelligence in other fields as well.

REFERENCES

- Alheet, A. F., & Hamdan, Y. (2021). Exploring the relationship between emotional intelligence and job performance: A study of Jordanian retail industry. *International Journal of Entrepreneurship*, 25(3), 1-16
- Alsufyani, A. M., Aboshaqah, A. E., Alshehri, F. A., & Alsufyani, Y. M (2022). Impact of emotional intelligence on work performance: The mediating role of occupational stress among nurses. *Journal of Nursing Scholarship*, 1-12
- Chamundeswari (2017) . Personality type and emotional intelligence among teacher educators in colleges of education. *Social science and humanities journal* ISSN: 2456-2653 ,293-310
- Chaudhry, A., & Usman, A. (2011). An investigation of the relationship between employees' emotional intelligence and performance. *African Journal of Business Management*, 5(9), 3556- 3562.
- Ismail, A., Suh-Suh, Y., Ajis, M. N. E., & Dollah, N. F. (2009). Relationship between Occupational Stress, Emotional Intelligence and Job Performance: An Empirical Study in Malaysia. *Theoretical & Applied Economics*, 16(10). 1-13
- Kerr, R., Garvin, J., Heaton, N., & Boyle, E. (2006). Emotional intelligence and leadership effectiveness. *Leadership & Organization Development Journal*. 27(4).265-279
- Kumari, P., Bajwa, A., & Priya, B. (2016). Relationship between stress and job performance: a study of banking sector. *International Journal of Business Quantitative Economics and Applied Management Research*, 2(12), 91-106. ISSN No: 2349-5677
- Lestari, I. A. P. W., & Wibawa, I. M. A (2019) Job Satisfaction Mediating towards Effect of Emotional Intelligence on Performance. *International Research Journal of Management, IT and Social Sciences*, 6(5), 158-166.
- Neelamegam, M. (2010). Job satisfaction and demographic variables-is there any link?. *Perspectives of Innovations, Economics and Business*, PIEB, 6(3), 108-111
- Palmer, B., Walls, M., Burgess, Z., & Stough, C. (2005). Emotional intelligence and effective leadership. *Leadership & Organization development journal*.5-10

Received: Nov 25, 2025

Accepted: Dec 25, 2025

Published: Dec 29, 2025