

# **Relationship between Emotional Intelligence and Managerial Effectiveness: A Study of Public and Private Sector Bank Managers in West Bengal**

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## **ABSTRACT**

*This study aims to identify the relationship between emotional intelligence and managerial effectiveness among the managers of various public and private sector banks of West Bengal, India. The sample was taken from three public (State Bank of India, Allahabad Bank, and United Bank of India) and three private (ICICI, HDFC, and AXIS) sector banks of West Bengal. A survey was conducted using a total of 566 respondents. Research tools include Emotional Intelligence test developed by Dr. N. K. Chadha & Dr. D. Singh (2003) and the Managerial Effectiveness test developed by Prof. S. Gupta (1996). Data analysis (t- test, correlation and regression analysis) was done using SPSS 20. The results revealed a statistically significant positive correlation between emotional intelligence and managerial effectiveness. The results expressed that Emotional Intelligence is a significant predictor of Managerial Effectiveness. This study can add a new understanding that can be used to improve the effectiveness of the managers of public sector and private sector bank managers.*

**Keywords:** Emotional Intelligence, Managerial Effectiveness, Banking Sectors, Managers.

## **INTRODUCTION:**

Emotional intelligence and its relevance for organizations is of utmost importance to modern day managers. Organizations do not deal with materials alone they deal with people too. People with high emotional intelligence are happier, healthier and more effective on the job as a result they have an awareness of their feeling and are able to strike a balance between reason and emotions that makes them good leaders and team players. Emotional intelligence is the ability to monitor your own and others' emotions. In the last decade, there has been a growing interest in the role of emotions and emotional intelligence (EI) on managerial behaviour (Callahan Fabian 1999, Bryant 2000). Researchers are particularly trying to understand the role emotions and emotional intelligence play in the organization through change efforts, leadership effectiveness, training and organizational performance. Managers should manage emotions effectively from time to time depending upon the situation to work effectively and efficiently to achieve organizational goals and objectives. Emotional intelligence is a set of competencies which control one's feelings directly towards work and performance at work. The set of competencies implies the ability of the individual by which he can manage and control his moods and impulses which contribute to best of situational outcomes.

Managerial effectiveness is a complex and multifaceted phenomenon, incorporated in a three parts model, proposed by Campbell et al. (1970), consisting of the 'person' considering the traits and of the manager, the 'product' measured in terms of results, and the 'process' depicted in terms of on-the-job behaviour and actions. Managerial effectiveness is manager's ability to achieve desired goals. Managerial effectiveness is gauged by the results a manager achieves. An effective manager should have a combination of three skills like technical skill,

human skill and conceptual skill (Katz, 1974). Results are generally believed to be influenced by the factors like how individuals imagine, perceive, distinguish, recognize, think and remember information to achieve end results.

## **LITERATURE REVIEW:**

Two-factor models of managerial behaviours, such as those developed as part of the Ohio State (Fleishman, 1951, 1953, 1957; Halpin & Winer, 1957) or the Michigan studies (Katz & Kahn, 1952; Katz, Maccoby, & Morse, 1950), have dominated the theoretical and empirical studies of the relationships between managerial behaviours and employees' attitudes and managers performance (Yukl, 1994). Campbell et al., (1970) provided some factors determining the expression of the concept 'managerial behaviour'. According to them, managerial behaviour is a function of ability, motivation and opportunity as reflected in various situational circumstances.

Davis and Luthans (1979) identify fourteen specific categories of managerial behaviour that are relevant for most types of managerial positions. Based on the results from a study of managers in three organizations, Luthans & his colleagues (Luthans, 1988; Luthans, Hodgetts, & Rosenkrantz, 1988; Luthans, Rosenkrantz, & Hennessey, 1985) concluded that the behaviour relevant for effective performance of a manager's current job are different from the behaviour most relevant for advancement to higher-level positions. In this study, the authors posit that human resource management activities involving motivating and reinforcing, developing and training and managing conflict are the primary determinants of managerial effectiveness, and networking behaviour is the primary determinant of advancement or success. Simply, networking is the key to success and communication skill in human resource activities like motivating, directing and managing conflict are the key for managerial effectiveness.

It has also been established that communication behaviour (informing) and traditional management behaviour (planning, problem solving, monitoring) are not important determinants of either effectiveness or advancement. According to Omer Been Sayeed and Shanmugam Yuvaraj (2002), occupational needs such as affiliation, achievement, and power are better predictors of behavioural process measure rather than technical / management process measure. Syed Kamran Ali Shah et al. (2011) examined the influential role of culture on managerial effectiveness and organizational performance and concluded that supportive managerial style is the best for managerial effectiveness. Robert Hooijberg, Nancy Lane, & Albert Diverse (2010) suggested that integrity has an impact on perceptions of managerial effectiveness in the context of managerial behaviours for managers and their peers.

Baron (1986), in his study concluded that managers are perceived to be most effective by their members and succeed in exerting great influence on them when they behave in ways closely matched with the needs and values of members. Robert Kerr, John Garvin, Norma Heaton, & Emily Boyle (2006) investigated the relationship between managerial emotional intelligence (EI) levels and rating of managerial effectiveness via subordinate ratings. Their findings endorse that experiential EI domain may act as a strong predictor of managerial effectiveness.

Dayal (1984) identified four important factors that are relevant for managerial effectiveness and these factors are clear understanding of the mission, shared organizational values, concern for customers and concern for developing the capabilities of employees.

Balaraman (1989) in his study suggested that personal characteristics of an individual manager is predictive of his effectiveness.

Mirza S. Saiyaddin (2003) studied 'Leadership Behaviour and Its Effectiveness: Member Perceptions', and suggested that leader's behaviour is influenced by the perceptions and expectations of the subordinates and concluded that if subordinates perceive their leaders as effective in such areas as organizational effectiveness, decision making, communication skill and personal characteristics, then they also perceive them as effective leaders.

M. K. Mathew and P. R. Poduval (1994) conducted a study on 'Managerial Activities for Managerial Effectiveness in Public and Private Sector Organizations' and concluded that the reality of managerial work has significant impact on their effectiveness and the rate of performance of various on-the-job activities would explain difference in effectiveness of managers.

Voon, Ngui, & Ayob (2010) conducted a study on the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. This study attempts to influence the behaviour of subordinates to achieve the organizational goals.

Muhammad Ehsan Malik, Muhammad Mudasar Ghafoor, & Salman Naseer (2011) conducted a study on employee performance, employee motivation, and organizational effectiveness and suggested that employee performance and employee motivation has a positive relation with organizational effectiveness and also show that the men and women are having equal opportunities without having any kind of gender biasness.

Dr. Rishipal (2012) conducted a study entitled “Cognitive Style a predictor of Managerial Effectiveness: Study of Public and Private Sector Bank Managers in India”. This study revealed that all the different categories of managers i.e. junior managers, middle level managers and senior managers differ significantly in their managerial effectiveness.

Considering this niche literature, the authors have identified the issue of evaluating managerial effectiveness considering emotional intelligence.

Emotional intelligence as a concept was first developed by Goleman (1995). It had been observed that whichever model of leadership is examined, it was underpinned by the need of the leaders to possess emotional intelligence (Goleman, 1998b, 2000). Emotionally intelligent managers / leaders thought to be happier and more committed to their organization (Abraham, 2000), achieved greater success (Miller, 1999), performed better in the workplace (Goleman, 1998a, 1998b; Watkin, 2000), took advantage of and used positive emotions to envision major improvements in organizational functioning (George, 2000), used emotions to improve their decision making and instilled a sense of enthusiasm, trust and co-operation in other employees.

Goleman (1998a; 94) states, “Effective leaders are alike in new crucial way: they all have a high degree of emotional intelligence”. According to Goleman (1998b) and Goleman, et al. (2002), the leading exponent of the concept, the higher an individual rises in an organization the more important emotional intelligence (EQ) becomes. A leader who experiences only positive emotions may ignore and fail to manage the performance of his or her staff appropriately (Jones & George, 1998). For instance, the experience of negative and intense emotions may redirect a leader’s attention towards areas of deficiency (Frijda, 1988). They found that emotion is not always a bad thing. Sinclair and Mark (1992) suggested that negative emotions may be helpful in situations that require high cognitive complexity as well as high risk.

Capioppe, 1997; Sosik & Magerian, 1999; Chaudry, 2000) had identified the growing significance of emotional intelligence in leadership. Higgs and Dulewicz (1999) indicated that there is a developing view that emotional intelligence may be strongly related to leadership.

Goleman’s (2001) emotional quotient model predicted personal effectiveness at work and in leadership. The model sets out a framework of emotional intelligence that reflects how an individuals’ potential for mastering the skills of self awareness, self management, social management and relationship management translates into the on-the-job success.

Dearborn (2002) suggested managers with high emotional intelligence may be more capable of getting more output from less people and recognizing the nuances of dynamic situations while creating positive outcomes.

Srivastva and Bharamanaikar (2004) examined the relationship of emotional intelligence with leadership excellence, success and job satisfaction. The results showed that emotional intelligence significantly correlates with transformational leadership and success. An emotionally intelligent person is more successful in all spheres than a person who possesses less emotional intelligence skills.

Punia (2005) conducted a study on 250 executives in the National Capital Region–Delhi, and found that leaders with higher emotional intelligence see changes as opportunities for betterment, and they cherish not stability but ongoing development of individual workers and of the organisation itself.

Rego, Sousa, Cunha, Correia, and Saur (2007) examined the relationship between leaders' emotional intelligence and creativity of their teams. A sample of 138 top and middle managers from 66 organizations operating in the European Union was analyzed. Emotional intelligence was assessed by a self-report scale consisting of six dimensions: understanding one's emotions, self-control against criticism, self-encouragement (use of emotions), emotional self-control (regulation of emotions), and empathy (understanding other people's emotions). The results revealed that emotionally intelligent leaders behave in ways that stimulate the creativity of their teams.

Singh (2007) investigated the relationship between emotional intelligence and leadership effectiveness among 340 software professional of a large company in India and found that emotional intelligence was positively and significantly related to organizational leadership for both genders. Emotional intelligence was the most important predictor of leadership.

## **OBJECTIVES:**

The objectives of the study are:

1. To find out the relationship between Managerial Effectiveness (ME) and Emotional Intelligence (EI) in both public and private sector bank managers.
2. To examine the Managerial Effectiveness of high and low Emotional Intelligence in the sample
3. To identify Managerial Effectiveness between two levels (high and low) of Emotional Intelligence for public banks well as private bank managers.

4. To predict Managerial Effectiveness from Emotional Intelligence.  
 On the basis of review of literature, the following hypotheses are formulated.

### **HYPOTHESIS:**

- H<sub>1</sub>:** Managerial Effectiveness will be positively correlated with Emotional Intelligence.  
**H<sub>2</sub>:** The mean of Managerial Effectiveness of high EI managers will be significantly different from Low EI managers.  
**H<sub>3</sub>:** Mean Scores of the Managerial Effectiveness of High and Low EI managers will be significantly different in public as well as in private sector banks.  
**H<sub>4</sub>:** Emotional Intelligence may be a significant predictor of Managerial Effectiveness.

### **METHODOLOGY:**

Methodology includes sample, adaptation of tools, and administration of tests for collection of data.

### **Sample:**

The population of the study consists of managers in different categories like branch manager, customer manager, credit manager, service manager and the like of a particular branch in both public and private sector banks. Total number of branches of both public and private sector banks under study in West Bengal are 2868. Out of which 2346 branches are in public sector banks and 522 branches are from private sector banks. The public sector banks include SBI, UBI, and AB and private sector banks include HDFC, ICICI, and AXIS banks. The banks were chosen on the basis of total number of branches as listed by RBI Kolkata at the end of December 2015. The population of the sample for the study is 11316 out of which public bank managers are 9750 and private bank managers are 1566. The researcher has taken 5 % managers from total number of bank managers i.e. 566. The 5 % of total number of public and private banks are 487 and 79 respectively.  $SBI\ 5\ \% = 255 + UBI\ 5\ \% = 92 + AB\ 5\ \% = 140 = 487$ . Similarly,  $HDFC\ 5\ \% = 28 + ICICI\ 5\ \% = 26 + AXIS\ 5\ \% = 25 = 79$ . The managers were chosen from 20 districts keeping the representativeness of all district of west Bengal. The sampling procedure used is stratified random sampling under probability sampling technique. The population of the sample for the study is given below in Table 1.

**Table 1: Sample Description for the Study:**

Sl. No	Type of Bank	Name of Bank	No. of Branches	Total Branches	No. of Managers	Total Managers	No. of Sampled Managers (5 %)	Total Sampled Managers
1.	Public Bank	State Bank of India	1264		5103		255	
2.		United Bank of India	553		1846		92	
3.		Allahabad Bank	529		2801		140	
	<b>Total</b>			<b>2346</b>		<b>9750</b>		<b>487</b>
4.	Private Bank	HDFC Bank	185		555		28	
5.		ICICI Bank	172		516		26	
6.		AXIS Bank	165		495		25	
	<b>Total</b>			<b>522</b>		<b>1566</b>		<b>79</b>
	<b>Grand Total</b>			<b>2868</b>		<b>11,316</b>		<b>566</b>

### **Measures / Tests:**

The study attempted to find out the relationship between managerial effectiveness as the dependent variable and emotional intelligence as the independent variable.

### **The Managerial Effectiveness:**

The managerial effectiveness scale was designed and developed by Prof. S. Gupta (1996) consisting of 45 items considering 16 dimensions. The sixteen characteristics / dimensions are: 1. Confidence in Subordinates, 2. Innovation and Inspiration, 3. Organizational goals / personal goals, 4. Assignment of Tasks, 5. Planning / Coordinating, 6. Training and Development, 7. Motivating / Reinforcing, 8. Managing Conflict, 9.

Communication, 10. Public Image, 11. Management of Colleagues, 12. Discipline, 13. Client Management, 14. Management of Control and Market Environment, 15. Control Function, and 16. Networking. 1- 5 Likert rating scale (where 1= Never, 2 = Sometimes, 3 = Undecided, 4 = Usually and 5 = Always) was used to anchor all above managerial effectiveness items. A high score indicates high managerial effectiveness.

#### **Reliability:**

Reliability, which is concerned with the stability of a measure is reasonably high. Both Test-retest and Split-half reliability were found to be 0.73.

#### **Validity:**

The validity of a test is concerned with what the test measures and how well it measures (Guilford, 1954, Freeman, 1965, Garrett, 1958 and Anastasi, 1966). The scale has both Face Validity and Content Validity. The item correlations with the total score of Managerial Effectiveness Questionnaire (MEQ) were found to be high and statistically significant.

#### **Emotional Intelligence:**

The emotional intelligence scale was designed and developed by Professor N. K. Chadha and Dr. D. Singh to measure emotional intelligence of Indian population. It consisted of a set of 22 questions which measure emotional reactions to different situations covering three dimensions of emotional intelligence namely, sensitivity, maturity, and competency. The scoring is done by using 22 situations. Each situation has four sets of options to choose from, each of the options holds scores ranging from 5 - 20.

#### **Reliability and Validity of the Test:**

The test-retest reliability for the test was found to be 0.94. The split half-reliability in case of odd-even items was 0.89. Validity was determined with the help of two techniques like Face validity and Empirical validity. Face validity is confirmed for the test as seen by the agreement of five experts who found the test valid. The Empirical validity was found to be 0.92. This indicates that the present EQ scale is both reliable and valid.

### **FINDINGS AND DISCUSSION:**

In this study relationship between emotional intelligence and managerial effectiveness is studied in three public and three private sector banks. The analysis of the collected data has been carried out with the help of SPSS (ver.20). All the hypotheses were tested using suitable statistical tests like t- test, ANOVA, correlation and regression. The statistical inferences have been drawn at 5 % level of significance ( $p = 0.05$ ). To test hypotheses correlation and regression analysis are employed by considering Managerial Effectiveness as dependent variable and Emotional Intelligent as independent variable.

Results according to the formulated hypotheses are given below.

**H<sub>1</sub>:** Managerial Effectiveness will be positively correlated with Emotional Intelligence.

**Table 2: Correlation between ME and EI of Public and Private Banks**

	N	M	SD	r	Level of Significance
ME	566	170.45	23.49	.369**	0.000
EI	566	328.12	48.91		

From the above Table 2, it was found that the correlation coefficient ( $r$ ) is 0.369 with a  $p$  (significance level, two-tailed) = 0.000. As the table exhibited  $p < 0.05$ , the alternative hypothesis ( $H_1$ ) is accepted.

**H<sub>2</sub>:** The Managerial Effectiveness of High EI managers will be significantly different from Low EI managers.

**Table 3: t-test of ME of High vs. Low EI managers of Public and Private Banks**

	EI	N	Mean	SD	t	Level of Significance
ME	High	280	176.74	21.33	-6.531**	0.000
	Low	286	164.29	23.92		

From the above Table 3, the observed result showed that the calculated value of  $t = -6.531$ , with a  $p$  (Significance level, two-tailed) = 0.000. As the Table showed  $p < 0.05$ , the alternative hypothesis ( $H_2$ ) is accepted.

**H<sub>3</sub>:** The Managerial Effectiveness of High and Low EI managers will be significantly different in public and also in private sector banks.

**Table 4: t-test between means of Managerial Effectiveness of High vs. Low EI managers of public vs. private bank managers**

	Type of Bank-EI	N	Mean	Std. Deviation	t	Level of Significance
ME	Public – Low EI	283	161.16	22.71	7.572**	.000
	Public – High EI	204	176.21	20.04		
	Public – Low EI	283	161.16	22.71	-6.341	.000
	Private – Low EI	30	188.63	21.08		
	Public – Low EI	283	161.16	22.71	-8.669**	.000
	Private – High EI	49	190.29	14.52		
	Public – High EI	204	176.21	20.04	-3.151**	.002
	Private – Low EI	30	188.63	21.08		
	Public – High EI	204	176.21	20.04	-4.632	.000
	Private – High EI	49	190.29	14.52		
	Private – Low EI	30	188.63	21.08	.412**	.681
	Private – High EI	49	190.29	14.52		

Table 4, indicated that the value of  $t = 7.572, -6.341, -8.669, -3.151$  and  $-4.632$  are highly significant. Thus the results infer that mean scores of the managerial effectiveness are significantly different so far as High vs. High, Low vs. Low and Low vs. High EI managers of public and private banks are concerned. As the value of  $t = .412$  is not significant, there are no significant difference between High vs. Low EI managers of private sector banks.

**H<sub>4</sub>:** Emotional Intelligence is a significant predictor of Managerial Effectiveness

**Table 5.1: Model Summary of EI**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.369 <sup>a</sup>	.136	.134	21.85713

a. Predictors: (Constant), EI

From the above Table 5.1, it was found that the correlation co-efficient (R) between ME and EI is 0.369 and the adjusted  $R^2$  is 0.134 meaning that 14 % of the variance in managerial effectiveness can be predicted from the emotional intelligence. Adjusted  $R^2$  is lower than the unadjusted  $R^2$ .

**Table 5.2: Results of ANOVA<sup>a</sup> in terms of EI**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42391.972	1	42391.972	88.735	.000 <sup>b</sup>
	Residual	269442.042	564	477.734		
	Total	311834.014	565			

a. Dependent Variable: ME

b. Predictors: (Constant), EI

From the Table 5.2, it was observed that  $F = 88.735$  with a  $p = 0.000$ . As the table showed  $p < 0.05$ , hence the alternative hypothesis is accepted. Therefore, it can be concluded that emotional intelligence is a significant predictor of managerial effectiveness.

**Table 5.3: Results of Coefficients of ME and EI**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	112.516	6.237		18.012	.000
	EI	.177	.019	.369	9.420	.000

a. Dependent Variable: ME

From the above Table 5.3, it was found that the  $t = 9.420$  with a  $p$  (significance level, two-tailed) = 0.000. As the Table showed  $p < 0.05$ , the alternative hypothesis is accepted. Therefore, it can be concluded that emotional

intelligence is a significant predictor of managerial effectiveness. The predictor equation would be as follows:  
Managerial Effectiveness (ME) = 112.516 + 0.177 EI

## **DISCUSSION:**

The objectives of the study were to examine the relationship between managerial effectiveness and emotional intelligence in case of public and private sector banks in West Bengal. The relationship between the managerial effectiveness and emotional intelligence were analyzed using correlation analysis. Four hypotheses were stated prior to the study and all of them were analyzed with suitable statistical tests. The statistical inference were drawn at 5% level of significance ( $p = 0.05$ ). From the analysis of data under study, following major or specific findings are given below to verify the objectives and hypotheses identified in this study.

### **Major Findings:**

- i) Significant correlation was found between managerial effectiveness and emotional intelligence in both public and private sector banks.
- ii) The difference between the mean scores of the managerial effectiveness of two levels of emotional intelligence (High EI vs. Low EI) are significant in public as well as in private banks.
- iii) Emotional intelligence has a strong positive correlation towards managerial effectiveness.
- iv) Emotional intelligence is a significant predictor of managerial effectiveness.

### **Discussion of Major Findings:**

The hypotheses formulated in the study are tested statistically.

The first hypothesis stated that managerial effectiveness and emotional intelligence are positively correlated with each other. The managerial effectiveness of both public and private sector bank managers depend on emotional intelligence, and considering such parameter a significant correlation was found between emotional intelligent and managerial effectiveness of private and public sector bank managers. The emotional intelligence affect the quality of managerial effectiveness, and hence sustainability in managerial effectiveness might be maintained / monitored by improving the emotional intelligence. Managerial effectiveness or performance of the managers of both public and private sector banks are related with the level of emotional intelligence of manager. Higher the emotional intelligence, higher is the effectiveness. To become an effective manager, one must have high emotional intelligence.

Hypothesis two exhibits that there is a significant mean difference in managerial effectiveness between high level and low level of emotional intelligence of managers in both public and private sector banks. High level of emotional intelligence leads to a high level of managerial effectiveness in both public and private bank and vice versa is true for low emotional intelligence managers.

Hypothesis three reveals that there is a significant mean different between high and low emotional intelligence of public bank managers. And no significancemean difference between high and low emotional intelligence within private bank managers.

Hypothesis four stated that emotional intelligence can predict the managerial effectiveness. The predictor equation would be as:

Managerial Effectiveness (ME) = 58.211 + 0.336 EI

Hence to measures the managerial effectiveness of the managers the parameter emotional intelligence plays a crucial role.

## **CONCLUSION:**

Based on empirical data generated by the study, it is reasonable to conclude that there is a significant correlation difference between emotional intelligence and managerial effectiveness of public and private sector bank managers.

Further, it can also be concluded that emotional intelligence is a significant predictor of managerial effectiveness. This helps to conclude that high level of emotional intelligence could lead to high managerial effectiveness. The findings of the study ensure the need for the development of emotional intelligence among managers for enhancing their managerial effectiveness. This conclusion of the present study supported by few earlier studies (e.g., Daftuar et. al., 2000 and Shipper et. al., 2003).

### **SCOPE OF FURTHER RESEARCH:**

There is a scope of further research on other dimensions of managerial effectiveness. Apart from emotional

intelligence, other independent variables can be identified and studied to predict managerial effectiveness more accurately. This study may be worked out within a particular district or between two districts taking into consideration the census data related with the demographic parameters such as gross monthly income, age group, educational qualification, area of activity (rural, urban and semi-urban), gender (male & female), & experience. This study may be conducted only taking the branch managers of public and private sector banks.

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