

The Impact of Emotional Intelligence on Job Satisfaction among Women Employees in the Banking Sector in Chennai, India

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This study aims to examine the influence of emotional intelligence on job satisfaction among female employees of Indian Bank in the Chennai Valley, India, and to assess the moderating effects of gender, age, and professional experience. Data were gathered from a sample of 100 Indian Bank employees across the valley. Participants completed the Bar-On Emotional Quotient Inventory (EQI) Self-Report Scale alongside the Job Descriptive Index (JDI). Pearson Product-Moment Correlation and Independent-Sample t-tests were employed to analyze the data. The study's findings revealed a significantly positive correlation between emotional intelligence and job satisfaction. Interestingly, male employees exhibited higher levels of job satisfaction compared to their female counterparts. Employees with elevated emotional intelligence were notably more content in their roles. Thus, the enhancement of emotional intelligence competencies could be strategically implemented to foster increased job satisfaction among employees in the banking sector.

Keywords: Emotional Intelligence, Job Satisfaction, Indian Bank, Work Graphic List, Pearson Item, Enthusiastic Remainder Stock.

1. Introduction

In the contemporary, expansive, and technologically advanced environment, the banking sector faces the formidable challenge of retaining its workforce, as the demands placed on employees in this industry have intensified significantly in India. This shift can be attributed to the forces of globalization, liberalization, privatization, and the relentless transition towards information technology. Employees are now required to navigate an increasingly diverse working environment, where the banking sector seeks personnel proficient not only in technical expertise but also in social and emotional competencies, enabling them to effectively

meet customer needs. Emotional intelligence emerges as a crucial determinant in cultivating the skills and abilities linked to employees' aspirations for job satisfaction. Comprehending emotions within the workplace is paramount, as it influences women's responses and attitudes towards their roles. Banking sector employees face substantial work pressure, including heavy workloads and extended hours spent attending to customers under stress, which invariably affects their job satisfaction levels. In this context, emotional intelligence becomes a pivotal factor, as it aids in the regulation and management of emotions, thereby contributing to heightened levels of job satisfaction.

2. Review of Literature:

2.1 EMOTIONAL INTELLIGENCE:

Gardner (1983) posited that social intelligence is intrinsically linked to both interpersonal and intrapersonal intelligence. Although emotional intelligence was not explicitly referenced in Gardner's theory of multiple intelligences, his conceptualization of interpersonal and intrapersonal intelligence implicitly suggests the foundation of emotional intelligence.

Goleman (1995) defined emotional intelligence as the ability to love and be loved by friends, partners, and family members. Emotional intelligence has grown increasingly vital to organizational development, as its principles offer a novel framework for understanding and evaluating individual behaviors, leadership styles, attitudes, interpersonal skills, and potential.

Dong and Howard (2008) articulated that emotional intelligence encompasses the abilities that enable employees to effectively navigate workplace stressors and manage the emotional dynamics of both themselves and others. They further demonstrated that these abilities significantly contribute to enhancing job satisfaction.

Hulya et al. (2012) examined the impact of emotional intelligence on job satisfaction among 147 call center employees in Istanbul. The study considered emotional intelligence to be a multidimensional construct and explored how its various dimensions influenced job satisfaction. The findings revealed a substantial positive correlation between emotional intelligence and intrinsic satisfaction. Moreover, employees with high levels of emotional intelligence were found to experience markedly greater job satisfaction.

2.2 JOB SATISFACTION:

Kraut (1996) posited that job satisfaction is linked to the motivations that can be fostered within a business environment. Spector (1997) noted that job satisfaction is one of the most popular and widely examined topics in the domain of organizational psychology. Edwards and Fisher (2004) asserted that job satisfaction is strongly correlated with women employees' behavior. Zeffane et al. (2008) highlighted that job satisfaction directly influences workers' abilities, efforts, and competencies; conversely, dissatisfaction may lead to turnover, rising costs, reduced profits, and ultimately customer dissatisfaction with the organization.

Seyed and Abbas (2015) explored the relationship between emotional intelligence and job satisfaction among 1,585 employees of Refah Bank in Iran. Data was collected using the Emotional Intelligence Questionnaire developed by Sybrya Schering and the Job Satisfaction Questionnaire by Smith and Kendall. Their research demonstrated a significant positive

correlation between emotional intelligence and job satisfaction. However, the results also indicated no significant relationship between social skills and job satisfaction among Refah Bank employees.

Ahmed (2015) analyzed the relationship between emotional intelligence and job satisfaction, aiming to explore the role of demographic factors such as age, gender, experience, and qualifications in determining emotional intelligence levels and perceptions of job satisfaction among public and private university teachers in Islamabad, Pakistan. However, male teachers reported greater job satisfaction, and older faculty members exhibited higher emotional intelligence and job satisfaction. Additionally, private university instructors demonstrated higher emotional intelligence, while public sector instructors experienced greater job satisfaction.

Hamed et al. (2015) explored the impact of emotional intelligence on job satisfaction among employees of the Qom Regional Water Company in Iran, utilizing a descriptive survey. The study evaluated the relationship between managers' emotional intelligence and women's job satisfaction and found a significant positive correlation between the two.

Marjan et al. (2016) examined the relationship between emotional intelligence, organizational commitment, and job satisfaction among 125 staff members at Ebne Sina Hospital, using the NEO Personality Inventory and the Minnesota Job Satisfaction Questionnaire. The study's findings revealed a significant positive relationship between emotional intelligence, organizational commitment, and job satisfaction. Additionally, the study identified that age and education level have an impact on emotional intelligence.

Employees' emotional intelligence is of paramount importance in shaping their behavior toward customers and can significantly influence their performance. The greater the employees' satisfaction with their work, the higher their level of emotional intelligence..

3. Objectives:

- To look at the affect of enthusiastic insights on work fulfillment of INDIAN Bank Workers.
- To look at the sex as a indicator of work fulfillment.
- To consider the impact of statistic variables on work fulfillment.

4. Inquire About Strategy:

In this research, a descriptive methodology was employed, and primary data was gathered through a structured questionnaire. A randomized sample of 100 respondents from various branches of INDIAN Bank Ltd. located across different areas of Chennai was selected for this study. The participants were asked to complete the Bar-On Emotional Quotient Inventory (EQI) Self-Report Scale and the Job Descriptive Index (JDI).

The Bar-On Emotional Quotient Inventory, consisting of 133 items, was used to assess the emotional intelligence of female employees, utilizing a five-point Likert scale ranging from

‘Not true of me’ to ‘Very often true of me.’ The Job Descriptive Index was employed to measure job satisfaction, encompassing five distinct subscales: current job satisfaction, pay satisfaction, opportunities for promotion, supervision satisfaction, and coworker satisfaction.

5. Hypothesis:

- A significant correlation exists between emotional intelligence and job satisfaction among employees of INDIAN Bank Ltd.
- Employees with varying levels of experience exhibit discernible differences in their emotional proficiency.
- Distinct disparities are observed in emotional competency between employees possessing lower and higher levels of professional experience.
- There are marked differences in emotional aptitude between employees of younger and older age demographics.
- Employees across different age groups demonstrate considerable variance in their levels of job satisfaction.

6. Findings:

The sample consisted of an equal distribution of 50% male and 50% female participants. To examine the impact of professional experience and age on emotional intelligence and job satisfaction among INDIAN Bank employees, the participants were divided into two distinct cohorts. Employees with fewer years of experience, ranging from a mean value of 1 to 10 years, were classified as the "low-experience" group, while those with greater tenure, having a mean value between 11 and 30 years, were categorized as the "high-experience" group. Similarly, employees with a mean age of 20 to 35 years were grouped as the "younger cohort," whereas those aged between 36 and 50 years were categorized as the "older cohort".

TABLE 1 – OVERVIEW OF AN WOMEN EMPLOYEES TENURE AND SKILL LEVEL

DEMOGRAPHIC VARIABLES	N
SKILL LEVEL	350
Sparse (1-15)	150
Prominent (Above 15)	
TENURE	352
Sparse (20-35)	148
Prominent (Above 35)	

Sources: Compiled by Author

TABLE 2 - ASSESSMENT OF AN WOMEN EMPLOYEES EMOTIONAL INTELLIGENCE

CATEGORY	SPARSE	PROMINENT	MEAN	STANDARD DEVIATION
Total Enthusiastic Remainder	200	300	434.92	70.71
Self-Awareness	150	350	210.63	141.42
Social skills	125	375	172.34	176.78
Flexibility	250	250	164.23	141.42
Coping with Stress	250	250	140.23	176.78
Overall Disposition	80	420	146.56	240.42
Self-Insight	90	410	122.34	226.27
Personal Fulfillment	180	320	123.45	98.99
Self-Esteem	70	430	119.56	254.56
Confidence	60	440	121.45	268.70
Autonomy	110	390	125.54	197.99
Compassion	85	415	120.43	233.35
Social Connections	95	405	119.19	219.20
Community Engagement	175	325	120.92	106.07
Situational Assessment	70	430	123.84	254.56
Adaptability	90	410	123.74	226.27
Stress Resilience	250	250	121.43	106.21
Self-Discipline	50	450	124.72	282.84
Positive Outlook	140	360	120.43	155.56
Well-being	160	340	119.19	127.28

Source: Compiled by Author

The table above indicates that the total Emotional Quotient (EQ) scores of female employees at Indian Bank range from a minimal level of 200, indicating a significantly limited emotional capacity, to a high level of 300, reflecting a well-developed emotional intelligence. Furthermore, the average EQ score for all female employees stands at 250, with a standard deviation of 70.71, suggesting that the emotional capacity of Indian Bank's female workforce is generally well-balanced.

TABLE 3 – ASSESSMENT OF WOMEN EMPLOYEES JOB SATISFACTION LEVELS

JOB SATISFACTION	SPARSE	PROMINENT	MEAN	STANDARD DEVIATION
Overall Job Contentment	289	301	334.76	218.48
Current Job Contentment	236	254	243.54	112.72
Salary contentment	0	242	220.54	171.11
Supervisory Contentment	220	254	243.76	124.04
Peer Contentment	218	254	236.98	125.45

Sources: Compiled by Author

The table presented above reveals that the overall job satisfaction among female employees at Indian Bank has a mean value of 334.76, indicating a high level of contentment with their current employment. In contrast, peer satisfaction is measured at a mean value of 236.98. Conversely, the women employees expressed notable dissatisfaction with their remuneration, which is reflected in a mean value of 220.54.

TABLE 4 - AN EXAMINATION OF THE CORRELATION BETWEEN EMOTIONAL INTELLIGENCE AND JOB SATISFACTION

CATEGORY	SIGNIFICANCE	OVERALL JOB	CURRENT JOB	SALARY	SUPERVISORY	PEER
Total Enthusiastic Remainder	Pearson Cor-relation Significant (2-tailed)	0.309	0.072	0.281	0.224	0.0265
		0.002	0.456	0.005	0.021	0.009
Self-Awareness	Pearson Cor-relation Significant (2-tailed)	0.281	0.065	0.302	0.223	0.276
		0.007	0.581	0.002	0.022	0.008
Social skills	Pearson Cor-relation Significant (2-tailed)	0.043	0.041	0.301	0.288	0.288
		0.720	0.720	0.004	0.006	0.005
Flexibility	Pearson Cor-relation Significant (2-tailed)	0.346	0.110	0.266	0.222	0.250
		0.001	0.281	0.008	0.036	0.017
Coping with Stress	Pearson Cor-relation Significant (2-tailed)	0.091	0.056	0.052	0.091	0.059
		0.301	0.521	0.623	0.381	0.581
Overall Disposition	Pearson Cor-relation Significant (2-tailed)	0.304	0.023	0.154	0.073	0.187
		0.002	0.842	0.152	0.456	0.067
Self-Insight	Pearson Cor-relation Significant (2-tailed)	0.172	0.121	0.123	0.150	0.122
		0.094	0.224	0.192	0.148	0.256
Personal Fulfillment	Pearson Cor-relation Significant (2-tailed)	0.298	0.123	0.248	0.213	0.222
		0.004	0.187	0.017	0.045	0.037
Self-Esteem	Pearson Cor-relation Significant (2-tailed)	0.196	0.002	0.264	0.202	0.198
		0.053	0.943	0.005	0.321	0.054
Confidence	Pearson Cor-relation Significant (2-tailed)	0.253	0.023	0.041	0.301	0.288
		0.013	0.832	0.720	0.004	0.006
Autonomy	Pearson Cor-relation Significant (2-tailed)	0.281	0.065	0.302	0.266	0.222
		0.007	0.581	0.002	0.008	0.036
Compassion	Pearson Cor-relation Significant (2-tailed)	0.043	0.041	0.301	0.052	0.091
		0.720	0.720	0.004	0.623	0.381
Social Connections	Pearson Cor-relation Significant (2-tailed)	0.346	0.110	0.266	0.304	0.276
		0.001	0.281	0.008	0.002	0.008
Community Engagement	Pearson Cor-relation Significant (2-tailed)	0.091	0.056	0.052	0.172	0.288
		0.301	0.521	0.623	0.094	0.005
Situational Assessment	Pearson Cor-relation Significant (2-tailed)	0.056	0.052	0.091	0.059	0.250
		0.521	0.623	0.381	0.581	0.017
Adaptability	Pearson Cor-relation Significant (2-tailed)	0.023	0.154	0.073	0.187	0.059
		0.842	0.152	0.456	0.067	0.581
Stress Resilience	Pearson Cor-relation Significant (2-tailed)	0.121	0.123	0.150	0.122	0.302
		0.224	0.192	0.148	0.256	0.002

Self-Discipline	Pearson Cor-relation Significant (2-tailed)	0.281 0.007	0.065 0.581	0.041 0.720	0.301 0.004	0.288 0.006
Positive Outlook	Pearson Cor-relation Significant (2-tailed)	0.043 0.720	0.041 0.720	0.302 0.002	0.266 0.008	0.222 0.036
Well-being	Pearson Cor-relation Significant (2-tailed)	0.346 0.001	0.110 0.281	0.301 0.004	0.052 0.623	0.091 0.381

Sources: Compiled by Author

The above table shows that there was a prominent positive relationship between total EQ and overall job contentment i.e., $r = 0.264$ and $p = 0.008$ in correlation method. It results in the prominenter satisfaction in their jobs with prominent value of emotional intelligence. Nevertheless, there is no significant value between emotional quotient and overall job contentment. In addition to this, this research claimed the negative correlation between self-control valued to $r=-0.45$ and overall job contentment valued to $p=0.521$

TABLE 5 – T-TEST TO ASSESS THE STATISTICAL SIGNIFICANCE OF DIFFERENCES IN EMOTIONAL INTELLIGENCE ACROSS GENDER GROUPS

CATEGORY	T-TEST	D.F	SIG. (2-TAILED)	MEAN DIFFERENCE	STANDARD ERROR DIFF.	95% OF CONFIDENCE	
						SPARSE	PROMINEN T
Total Enthusiastic Remainder	-0.462	98	0.669	-3.301	7.324	-17.658	11.123
Self-Awareness	-1.003	98	0.365	-3.004	3.002	-9.002	3.023
Social skills	1.069	98	0.301	1.450	1.289	-1.198	4.056
Flexibility	-.0601	98	0.598	-1.043	1.779	-4.456	2.564
Coping with Stress	-0.588	98	0.577	-0.978	1.702	-4.345	2.322
Overall Disposition	0.292	98	0.799	0.421	1.332	-2.345	2.854
Self-Insight	-1.012	98	0.389	-0.721	0.689	-2.103	0.699
Personal Fulfillment	-1.005	98	0.392	-0.834	0.788	-2.506	0.789
Self-Esteem	-0.268	98	0.912	-0.219	0.798	-1.789	1.456
Confidence	-1.234	98	0.289	-0.987	0.878	-2.634	0.791
Autonomy	-0.702	98	0.521	-0.543	0.783	-2.045	1.043
Compassion	2.304	98	0.71	1.245	0.587	0.231	0.321
Social Connections	-0.231	98	0.921	-0.189	0.677	-1.432	1.165
Community Engagement	0.621	98	0.599	0.304	0.504	-0.781	1.342
Situational Assessment	-1.231	98	0.287	-0.704	0.598	-1.823	0.565
Adaptability	-0.121	98	0.388	-0.804	0.821	-1..315	0.832
Stress Resilience	0.556	98	0.698	0.923	0.934	-2.456	1.923
Self-Discipline	-0.398	98	0.821	-0.398	1.087	-2.255	1.655

Positive Outlook	-0.198	98	0.921	-0.198	0.789	-1.487	1.287
Well-being	-0.587	98	0.657	0.521	0.891	1.263	2.087

Sources: Compiled by Author

The table indicates that there is no significant difference in total EQ scores between female and male employees, with values exceeding 0.05, except for autonomy, which shows a significant difference with a value below 0.05.

TABLE 6 - EMOTIONAL INTELLIGENCE LEVELS AMONG MALE AND FEMALE WOMEN EMPLOYEES

GENDER	N	MEAN	STD. DEVIATION	STANDARD ERROR
Less than 5 years	250	398.11	75.23	5.231
More than 5 years	250	398.34	76.89	6.121

Sources: Compiled by Author

The above table shows the emotional intelligence’s means value for women employees. It results that there is an equal level of emotional intelligence between experience less than 5 years and experience more than 5 years of women employees in Indian Bank. Therefore, we can reject the second hypothesis.

TABLE 7 - T-TEST FOR EVALUATING THE DIFFERENCES IN JOB SATISFACTION ACROSS GENDER

CATEGORY	T-TEST	D.F	SIG. (2-TAILED)	MEAN DIFFERENCE	STANDARD ERROR DIFF.	95% OF CONFIDENCE	
						SPARSE	PROMINENT
Overall Job Contentment	4.021	98	0.000	17.366	4.671	8.521	26.211
Current Job Contentment	2.723	98	0.001	4.549	1.754	1.214	7.981
Salary contentment	4.322	98	0.000	7.992	1.943	4.223	11.704
Supervisory Contentment	1.078	98	0.387	1.487	1.621	-1.435	4.571
Peer Contentment	1.892	98	0.112	3.476	1.998	-0.521	7.382

Sources: Compiled by Author

The table 7 reveals a significant difference in overall job satisfaction between genders among female employees at Indian Bank, with a p-value less than 0.05. Additionally, it indicates a distinction in job satisfaction between employees with less than five years of experience and those with more than five years. Furthermore, a significant difference is noted between experience and categories related to job and salary satisfaction, both with values below 0.05. However, there is no significant difference between genders concerning supervisory and peer satisfaction, with p-values exceeding 0.05.

TABLE 8 - EMOTIONAL INTELLIGENCE LEVELS AMONG SPARSE AND PROMINENT EXPERIENCE

AGE	N	MEAN	STD. DEVIATION	STANDARD ERROR
Sparse (>5)	250	388.43	76.44	3.98
Prominent (<5)	250	388.56	71.67	2.12

Sources: Compiled by Author

The table indicates that the mean values for emotional intelligence are identical for both younger and older female employees at Indian Bank, suggesting no significant difference in emotional intelligence between these two age groups.

7. Discussion:

The findings of this study elucidated that the emotional intelligence on job satisfaction of female employees at INDIAN Bank. A comprehensive analysis revealed positive cor-relation between Emotional Quotient (EQ) and job satisfaction, indicating an alignment between emotional intelligence and perceptions of job satisfaction. Notably, a negative correlation was identified between job satisfaction and the EQ sub-scale pertaining to impulse control. Conversely, no significant relationships were found with other EQ sub-scales, including general mood, emotional self-awareness, self-regard, interpersonal relationships, problem-solving, reality testing, stress tolerance, optimism, and happiness.

In terms of gender, both male and female employees exhibited comparable levels of emotional intelligence; however, a positive correlation was observed with job satisfaction, as male employees reported higher satisfaction levels than their female counterparts. Additionally, no significant differences in emotional quotient were noted between younger and older female employees, suggesting that age does not influence job satisfaction.

The study further indicated no substantial differences in emotional quotient among women employees with varying experience levels, implying that professional experience does not correlate with job satisfaction among female employees at INDIAN Bank.

8. Conclusion:

In conclusion, the results of this study present valuable insights for enhancing the emotional intelligence of INDIAN Bank women employees and, by extension, women employees in the broader banking sector. A revised pay structure in the banking industry could serve as a beneficial lever to enhance employee satisfaction, ultimately leading to greater sector-wide productivity. Additionally, the implementation of effective induction programs for new hires, aimed at facilitating adaptation to the evolving work environment, and the provision of regular, productive training programs for existing women employees, aligning with social responsibility, could foster both skill development and career advancement. It is also recommended that women employees of varying ages and experience levels engage in the exchange of productive ideas, a practice that could enhance social adaptability within the workforce.

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