



Short Communication

Impact of Demographic Variables on Emotional Intelligence: A Study among the Employees of Private Sector Banks in Madhya Pradesh, India

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Abstract

The subject of emotional intelligence (EI) has gained wide popularity in recent years because of its significant contribution in service sector organizations. An individual having high emotional intelligence shows greater ability to perceive and understand his own and other's emotions and possess the ability to manage and regulate his emotions in stressful situations. Many previous studies reported that emotional intelligence plays a vital role in individual and organizational success in modern work environment. The present research study focused on exploring the impact of demographic variables namely age, experience and gender on the level of emotional intelligence. This was a descriptive and exploratory research study. Population of the study comprised of all the employees working in private sector banks located in Madhya Pradesh. 160 employees were selected using convenient sampling method for sample of the study. Data was collected using Wong and Law Emotional Intelligence Scale (WLEIS) and a demographic schedule containing information about employees. SPSS 18.0 was used to analyze data. Many statistical tools such as cronbach alpha reliability test, t-test and ANOVA were used to make findings. Results of the study showed that employees working in private sector banks possess moderate level of emotional intelligence. In addition, age and experience significantly influence the employee's level of emotional intelligence. On the other hand, no significant difference exist between male and female's level of emotional intelligence.

Keywords: Emotional Intelligence (EI), Demographic Variables, Age, Gender, Working Experience, Private Sector Banks.

Introduction

Banking sector in India has been facing drastic changes in its working environment and culture due to entrance of many private sector banks, foreign banks, advancement of technology, changing expectations of customers, increasing customers awareness, threshold competition etc. Organizations are becoming more customers oriented and trying to cope up with their changing needs and expectation to sustain in the market which put lots of pressure and creates stressful situations in the organization that leads to low morale, frustration, dissatisfaction, decrease motivation, commitment and productivity among employees. Employees are required to possess both emotional intelligence competencies and technical knowledge to remain happy, satisfied and successful in modern work environment. Many previous studies indicated that employees having high emotional intelligence competencies are able to understand their own and other's deep emotions, manage well in the chaotic and stressful situations, use their emotional information to motivate themselves and increase performance, maintain cordial relationship with their colleagues, create positive work environment, sympathize with others and regulate their emotions. This study aimed at investigating the impact of various demographic variables on the emotional intelligence of employees and determining the level of EI among the employees working in the private sector banks.

Emotional Intelligence

Salovey and Mayer was the first to introduce the construct of Emotional Intelligence. They described emotional intelligence as a form of social intelligence which comprised of individual's ability to perceive and monitor one's own and other's emotions, ability to discriminate among these emotions, and their ability to apply this valuable information and knowledge to guide and direct one's thinking and decision making¹. The most popular book named *Emotional Intelligence: Why It Can Matter More Than IQ*² authored by Daniel Goleman made the term EI most popularized. The role of emotional intelligence increases by manifolds when we move from manufacturing to service industries. There are three well known model of emotional intelligence, namely, Ability model³ proposed by Salovey and Mayer explained emotional intelligence as a cognitive ability, Emotional and social competencies model⁴⁻⁵ explained by Reuven Bar-On involves personality aspects and cognitive abilities and Trait model⁶ developed by Goleman focused on personal and social competence.

Review of Literature

Emotional Intelligence has a significant role to play in the modern work environment. Many previous studies show that 90% of individual's success depends upon their EI

competencies. Individual's having high emotional intelligence is more successful in their personal as well as work life. This study focused on identifying the impact of demographic variables, namely, age, experience, and gender on emotional intelligence. Some studies revealed that level of emotional intelligence increases with increase in the age and experience of individuals while others revealed the contradictory results. A study conducted among the student of International Islamic University Islamabad to examine the nature of relationship of EI with age, gender and academic achievements⁷ explored that no significant difference exist in the level of emotional intelligence of male and female. Further study concluded that the level of EI do not increase with the increase in age. A study conducted among the polytechnic lecturer in Malaysia⁸ revealed that lecturers EI Level were average. In addition age, experience, grade and education significantly influence the level of Emotional Intelligence whereas gender has no significant impact on the level of EI. Min⁹ indicated that significant difference exist in individual's level of EI in relation to length of service and gender. A study among the employees working in Iranian Islamic Azad University to examine the impact of demographic Characteristics on Emotional Intelligence revealed that gender significantly influence the employee's level of emotional intelligence; Women's level of emotional intelligence is higher than men's¹⁰. Researcher further indicated that no significant difference exist in the level of emotional intelligence among the employees of different age and experience group. Other study find out that marital status is the strong predictor of emotional intelligence while age, experience and gender of the employees working in IT sector had no significant relationship with emotional intelligence¹¹. A Cross cultural study conducted to investigate the impact of demographic variables on emotional intelligence and work values among the call centre representatives revealed that significant relationship exist between the demographic variables namely gender, civil status, nationality and work schedule of the employees and their emotional intelligence¹². A Study done among the private sector employees¹³ showed that no significant relationship exist between demographic variables, namely, age and gender and dimensions of emotional intelligence, namely, self-management, social skills, empathy and self-awareness. Shipley et al. reported that work experience was positively associated with level of emotional intelligence while age had no significant relation with emotional intelligence. Further, researcher revealed that age is the significant predictor of teacher's emotional intelligence with the help of regression analysis¹⁴. A correlation study done among the employees of international electronic firm existing in India showed that there is a significant association between demographic variables (experience and marital status) and emotional intelligence¹⁵.

Objectives of the study: Present study intends to explore the impact of demographic variables, namely, gender, age and experience on emotional intelligence and identifying the level of EI among employees. i. To identify the level of emotional intelligence among the employees of private sector banks

located in Madhya Pradesh. ii. To explore the impact of demographic variables, namely, gender, age and experience on emotional intelligence.

Hypothesis of the study: Various hypotheses were formulated to achieve the given objectives. These were: i. H01: There will be a difference on Emotional Intelligence between male and female employees considered for the study. ii. H02: There will be a difference on emotional intelligence between Older and Younger employees considered for the study. iii. H03: There will be a difference on emotional intelligence among the employees of different experience group considered for the study.

Methodology

The study: The present research study intends to examine the influence of demographic variables on emotional intelligence of employees working in private sector banks. This is a correlational-descriptive research study.

Population of the study: Population comprised of all the employees working in the private sector banks located in Madhya Pradesh.

The Sample: In this study, employees from various private sector banks were selected using multi stage convenient sampling method. Sample consisted of 160 respondents selected from various private sector banks located in Madhya Pradesh.

Table-1
Profile of the Respondents

Demographic Characteristics	Categories	%
Gender	Male	66.9
	Female	33.1
Age	25-30 Years	15.6
	31-40 Years	36.3
	41-50 Years	33.1
	Above 50 Years	15.0
Experience	0-5 Years	15.6
	6-10 Years	26.3
	10-15 Years	29.4
	Above 15 Years	28.8

Methods of data collection: The emotional intelligence scale developed by Wong and Law¹⁶ containing 16 items and 4 sub-

scales was used as a guide to design the questionnaire and collect data from respondents on emotional intelligence and a small demographic schedule was used to collect respondent information. 7 point likert scale was used. The Cronbach alpha reliability coefficient value for the scale was .965 that was above the recommended value 0.70 which showed that the instrument used for data collection was a reliable tool¹⁷.

Techniques of data analysis: Data was analyzed and interpreted using the statistical package for social sciences (SPSS_18). Statistical techniques, namely, Cronbach alpha reliability test, t-test, and one way ANOVA were used to analyze data. Kolmogorov Simonov test was used to check the normal distribution of data.

Findings of the study: Various findings of the study are mentioned below

Level of Emotional Intelligence

Table-2
 Showing the level of EI of respondents

Level of Emotional Intelligence	Frequency	Percentage
Low	27	16.9
Medium	105	65.6
High	28	17.5
Total	160	100

Table-2 showed that out of the 160 respondents from various private sector banks, 16.9% employees had low level of Emotional Intelligence, 65.6% had medium level of Emotional Intelligence and only 17.5% employees possessed the high level of emotional intelligence. Results indicated that maximum employees belong to the moderate level of emotional intelligence.

Hypothesis Testing: H01: There will be a difference on Emotional Intelligence between male and female employees considered for the study.

Table-3
 t-test showing the relationship between gender and EI

	Gender	Mean	Std. Deviation	T	Sig.
Emotional Intelligence	Male	75.44	16.90	-1.069	.287
	Female	78.43	16.02		

Table-3 contains the value of mean and standard deviation. There was no significant difference found between genders. The

mean value for male and female was 75.44 and 78.43 respectively which showed that female respondent's levels of EI were slightly higher than male respondents. The value of t was -1.069. These values indicated that gender has no significant influence on the level of emotional intelligence of employees working in the private sector banks considered for the study. Hence, the alternative hypothesis was accepted.

H02: There will be a difference on emotional intelligence between Older and Younger employees considered for the study.

Table-4
 Showing the relationship between EI and Age of the respondents

	Sum of Squares	Df	Mean Squares	F	Sig.
Between Groups	8743.857	3	2914.619	12.908	<.001
Within Groups	35223.518	156	225.792		
Total	43967.375	159			

Table-4 indicates that the level of emotional intelligence significantly differ in different age groups (F=12.908, p value =<.001) which implies that age of the respondents influenced the level of their emotional intelligence. The age group of the respondents which showed the highest level of EI was those that came into the group greater than 40 year old. Hence, the hypothesis (H02) was accepted.

H03: There will be a difference on emotional intelligence among the employees of different experience group considered for the study.

Table-5
 One Way ANOVA showing the relationship between EI and Experience of respondents

	Sum of Squares	Df	Mean Squares	F	Sig.
Between Groups	9560.773	3	2514.176	14.450	<.001
Within Groups	34406.602	156	161.088		
Total	43967.375	159			

Results of One Way ANOVA clearly shows that respondent's experience significantly influence their level of emotional intelligence (F=14.450, P=<.001). Hence, hypothesis H03 was accepted.

Conclusion

Research findings showed that employees working in the private sector banks considered for the study had moderate level of

emotional intelligence. Further, results revealed that age and experience of the respondents significantly influenced the level of their emotional intelligence whereas no significant relationship existed between gender and employees' level of emotional intelligence. Research results suggested that age and work experience should be considered important factor that could influence the emotional intelligence. These findings are in line with the study conducted by Kumar and Muniandy⁸, they reported significant relationship between age and EI. It also supported the findings of Bar-On (2007), researcher in his study stated that older group of respondents usually scored higher than the younger group of respondents as far as their emotional intelligence is concerned. Mustafa et al.¹⁸ revealed there were no significant differences between male and female's level of emotional intelligence. Abi and Jijo¹⁵ found that respondents level of emotional intelligence increases with increase in the years of experience. Development of emotional intelligence skills in banking employees may produce better work outcomes in terms of increased communication skills, job satisfaction, leadership skills, adaptability, interpersonal skills etc. Findings of the study can be used by organizations in taking various decisions related to selection, promotion and training of newly and already existing employees. Present research study focused on the employees of private sector banks located in Madhya Pradesh, other areas and more demographic variables may be selected for future research.

Suggestions: Employees working in the private sector banks should be provided training of EI competencies and management should make it as a part of training module. In various organizational processes such as selection, promotion and performance appraisal of employees these competencies should be taken into consideration.

Limitation and future scope of the study: In the present study, researcher used the validated tool to measure Emotional Intelligence which increases the reliability of the result. Scale used was a self-report measure which may cause biased responses. Sample size was small to generalize the findings. Other demographic factors such as educational qualification, marital status could be selected for further research. Employees from public sector banks could have been taken for effective results.

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