Predicting Emotional Intelligence and Work Performance: A Financial Sector Study

* Sonia Kamboj

Effulgence

Vol. 12 No. 1

January - June, 2014

Rukmini Devi Institute of Advanced Studies

E-mail : effulgence@rdias.ac.in, Website : www.rdias.ac.in

<http://effulgence.rdias.ac.in/user/default.aspX>

<https://dx.doi.org/10.33601/effulgence.rdias/v12/i1/2014/62-75>

Abstract

Emotional intelligence and performance are closely related in today's customer centric work place. A person with good interpersonal skills and a better understanding of perceptions and emotions of others is to be considered a better performer as compared to one is without these key elements of emotional intelligence. A number of studies emphasized that by imparting education and training to employees, their EI skills can be improved and also employees at managerial and supervisory level are more Emotionally Intelligent than their counterparts. The present study aims to determine the predictive power of emotional intelligence towards work performance in comparison of other demographic factors(Relevant job experience, Education, Organisational Hierarchy, Organisational Affiliation) and also to predict Emotional Intelligence with various Demographic factors by taking a sample of 150 employees from Financial Sector (Banks, Insurance Companies and Finance Companies). Results of Multiple Regression showed that Emotional Intelligence is a significant predictor of work performance as compared to other demographic factors whereas Relevant Job experience accounts for variance in the Level of Emotional intelligence of employees in a non-significant manner.

Key Terms: Emotional Intelligence (EI), Work Performance, Financial Sector.

INTRODUCTION

Research in the past few decades has emphasized that a person's success is mainly determined the level of Emotional Intelligence a person possess. Persons working in the service sector mainly need to interact with a large people group so they need to be highly emotionally intelligent, emotional intelligence can create a better workplace that provide employees with better job satisfaction and lead to overall organizational development. Emotional competence is a learned capability that results in outstanding performance at work (Singh, 2003). According to Singh, our emotional intelligence is what determines our potential to learn practical skills. Our emotional competence shows how much of this potential is translated into the job capabilities. In an environment, where relationships, teamwork and communication are becoming the hallmarks of successful companies, the ability to foster

these qualities will determine whether the company is effective and productive.

Emotional Intelligence and work performance

As a result of evolution of emotional intelligence as a predictor of better work performance, organizational leaders in 21st century tend to provide educational facilities to all their employees so that employees so that they can improve on all fronts. Pawliw – Fry (2003) described emotional intelligence as the differentiator for predicting high performance. Fig. I Illustrates the impact of emotional intelligence on performance.

(REFER FIGURE 1 HERE)

Pugh (2001) found that in a multinational consulting firm, partners who showed high emotional intelligence competencies earned 139 percent more than the lower EI partners. Hay McBer's study of hundreds of executives at 15 global organizations, including Pepsi, IBM, and

*Assistant Professor, Department of Commerce, Delhi School of Economics, University of Delhi, Delhi-110007

Volvo found that two thirds of the competencies deemed essential to success were emotional competencies. It has been proved by experts in the research over a decade with 50,000 people, that emotional intelligence plays a key role in the success of individuals at workplace. EQ is not, however, just about scores and results. It's about one's ability to understand own feelings and manage those feelings so they don't negatively affect the employees (Mackin, 2006). Daniel Goleman's analysis of 181 Jobs in 121 organizations found that emotional competencies were the best differentiators between star performers and typical performers. Studies showed that emotional intelligence is extremely important in increasing the productivity and job satisfaction of employees. Most people do not perform well when they are under stress because in such a situation their emotions override their mental performance but if proper training is imparted to the employees that help in developing emotional intelligence they learn to study to control the emotional patterns. Gradual learning of skills to control and respond correctly to emotions, improves communication at workplace, increases productivity and decreases interpersonal problems (Caruso et al., 2002).

REVIEW OF LITERATURE

During the past few years, it has been largely demonstrated all over the world that emotional intelligence has a significant contribution in determining a person's success at work place. Employees with high Emotional intelligence are better performers as compared to the ones with lower level of emotional intelligence or without emotional intelligence. Major studies on the subject are reviewed in the following paragraphs:-

Murray (1998) suggested that emotional intelligence matters twice as much as technical and analytic skills combined for star performers. People with higher emotional intelligence move up in the company. Bosses and leaders need high EQ because they represent the organization to the public; they interact with the highest number of people within and outside organization.

Sitarenious and Handley (2000) studied that the inclusion of emotional intelligence evaluation as part of

the employee assessment process provides an opportunity to improve upon current practices. The connection between emotional intelligence and performance can be used for two main purposes: To help select more suitable employees, and to improve performance of existing employees. It has been proved that better emotional intelligence skill within the corporation is related to better performance.

Luca and Tarricone (2001) conducted a study to investigate the relationship between Emotional intelligence and successful teamwork. In this study, a group of final year multimedia students were investigated while completing a project based unit, in which teamwork was an essential ingredient. The results of the study showed a compelling relationship between students' emotional intelligence and their ability to work effectively within a team. The study showed important implications for all discipline areas where collaborative teamwork is incorporated as part of learning environment.

Luskin et al. (2005) selected four groups from 2 financial institutes to attend a training course of emotional intelligence. Their productivity and quality of life were measured before and after training. The results showed that their productivity increased by 25 percent and their stress level decreased by 29 percent.

Khokhar and Kush (2009) emphasized that executives having higher emotional intelligence have better quality of work performance as compared to their counterparts.

Objectives of the study

Present study is aimed to find out the predictive power of Emotional Intelligence and Demographic factors in relation to work performance and of Demographic factors to predict Emotional Intelligence. In the light of above, following objectives are formulated:

1. To examine the relationship between emotional intelligence, work performance and demographic factors (organizational affiliation, work experience, education and present designation).
2. To study the effect of demographic factors on emotional intelligence of employees.
3. To study the predictive power of demographic

factors in relation to emotional intelligence and work performance.

4. To suggest some specific workable measures to improve the level of Emotional Intelligence and work performance of employees.

Hypotheses of the study

On the basis of the objectives of the study, following hypotheses are formulated:

- H₀₁ : There is no correlation between Emotional Intelligence and Demographic factors.
H_{A1} : There is a significant relationship between Emotional Intelligence and Demographic factors.
H₀₂ : There is no correlation between demographic factors and work performance.
H_{A2} : There is a significant relationship between demographic factors and work performance.
H₀₃ : Various demographic factors do not account for variance in the level of emotional intelligence.
H_{A3} : Various demographic factors have a significant impact on the level of emotional intelligence of employees.
H₀₄ : Various demographic factors do not account for variance in the work performance of employees.
H_{A4} : Various demographic factors have a significant impact on the work performance of the employees.

Research Methodology

Present study is descriptive in nature. For the purpose of achieving the objectives of the study, both primary data and secondary data are collected. Primary data is collected through questionnaire method by taking a sample of 150 respondents from the financial sector. Secondary data is collected from the different journals, websites and books.

Tools

Following tools were used in data collection for present study:

- (i) Emotional Intelligence Scale:
To measure the level of emotional intelligence, a version of Emotional Intelligence Scale, prepared by Bhattacharya, Dutta and Mandal (2004) was used which consisted of 40 questions to be answered on a 5-point rating scale.

- (ii) Work Performance Scale:

To measure the level of work performance, a self-constructed work performance scale was used, which consisted of 14 questions in a self-appraisal manner to be answered on a 5-point rating scale.

Sample

For the purpose of the present study, a sample of 150 employees was selected on the basis of simple random sampling from financial sector (Banks including different Nationalized and Private sector banks, Insurance Companies and different Finance companies) from different cities of Haryana (Yamunanagar, Kurukshetra, Panipat, Sonapat, Panchkula, Kaithal, Pehowa, Ladwa, Radaur, Ambala, Pipli), Chandigarh, Mohali and Delhi.

Data Analysis Techniques

Descriptive statistics was used for the purpose of analysis of data. Multiple correlation was applied to find out the relationship between the various constructs of EI and demographic factors. Step - wise multiple regression was employed to find out a sub-set of different factors that account for highest variance in work performance and Chi-square test was applied to find out the independence of the work performance and demographic factors.

Reliability of the Scales

Emotional Intelligence scale includes 40 items which are subdivided into five constructs, the reported Cronbach's alpha coefficient of the Emotional Intelligence Scale is 0.8173, which indicates high level of reliability of the scale. The Work Performance Scale includes 14 items, which measures work performance in self - appraisal manner. The space saver method was used to obtain Cronbach's alpha coefficient of scale, which is 0.8581, which indicates high level reliability of the scale.

Sample Profile

(REFER TABLE 1 HERE)

(REFER TABLE 2 HERE)

(REFER TABLE 3 HERE)

(REFER TABLE 4 HERE)

(REFER TABLE 5 HERE)

Emotional Intelligence across Work Experience

Table V reveals that majority of employees having less experience (44.7%) have medium level of emotional intelligence followed by 29.8% employees which are highly emotionally intelligent. Majority of the employees with the higher work experience (44.7%) have medium level of emotional intelligence followed by 42.1% employees having high level of emotional intelligence whereas only a small percentage of employees (13.2%) belongs to the group having lower level of emotional intelligence. Results of chi-square test show that job experience does not have an impact on the level of emotional intelligence.

(REFER TABLE 6 HERE)

Emotional Intelligence across level of Education:

Table VI reveals that majority of under graduate employees i.e. 50% scored low on emotional intelligence followed by 25% medium performers and 25% low performers. In case of graduate and post graduate employees majority of employees belong to medium emotional intelligence group i.e. 41.7% and 41.9% respectively followed by highly emotional intelligent employees (31.9% and 35.1% respectively). A small percentage of Graduate and Post Graduate employees (26.4% and 23% respectively) scored low on emotional intelligence. Chi-square value is 1.618 and p value is 0.806 which is greater than level of significance, which shows that there is no significance difference in the level of emotional intelligence of employees with respect to the education.

(REFER TABLE 7 HERE)

Emotional Intelligence across Organizational Affiliation

Table VII reveals that majority of employees from Banks, Insurance Companies and Finance companies had medium emotional intelligence (39.2%, 38.6%, and 51.9% respectively). 39.2% employees from Banks, 25%

from insurance companies and 29.6% from Finance companies fall under the category of high emotional intelligence. Remaining of employees from Banks, Insurance companies and Finance companies scored low on emotional on emotional intelligence (21.5%, 36.4% and 18.5% respectively). Chi-square value of 5.800 shows that organizational affiliation does not have a significant impact on the level of emotional intelligence.

(REFER TABLE 8 HERE)

Emotional Intelligence across Organizational Hierarchy

Table VIII reveals that majority of clerical employees (45%) have medium emotional intelligence and out of remaining 55% clerical employees, 27.5% have low emotional intelligence and 27.5% have high emotional intelligence. Majority of employees at supervisory level i.e. 35.1% have high emotional intelligence followed by medium and low emotionally intelligent employees (33.3% and 31.6% respectively). Majority of employees at managerial level (47.2%), have medium emotional intelligence followed by 35.8% employees with high emotional intelligence. A small percentage of employees i.e. 17% fall under the category of low emotional intelligence. Results of chi-square test show that organizational hierarchy and level of emotional intelligence are independent of each other.

Relationship between EI and different Demographic Factors

In order to test hypothesis, H_{01} : There is no significant correlation between different dimensions of emotional intelligence and demographic factors of the employees, the Correlation between Emotional Intelligence and demographic factors is presented by following table:

(REFER TABLE 9 HERE)

Table IX reveals that emotional intelligence does not have significant correlation with any of demographic factors. It has non-significant positive correlation with education ($r=0.103$), present designation ($r=0.145$) and relevant job experience ($r=0.130$), with organizational affiliation it has non-significant negative correlations($r=-0.105$).

(REFER TABLE 10 HERE)

Work Performance across Work Experience

Table X reveals that majority of employees having less experience (46.8%) belong to medium performance group and a small percentage of employees i.e. 23.4% belong to low performance group. Also, in case of employees with medium experience, majority i.e. 46.2% of employees belong to medium performance group followed by 27.7% high performers and 26.2% low performers. In case of employees with high experience, 34.2% of employees belong to medium work performance and 34.2% employees belong to high work performance group. A small percentage of employees with high experience (31.6%) scored low on work performance. Chi-square value is 5.988 and p-value is 0.200 which show that work performance and experience of employees are independent of each other.

(REFER TABLE 11 HERE)

Work Performance and Education

Table XI reveals that 50% of under graduate employees belong to high performance group and remaining 50% employees scored low on work performance. In case of Graduate employees, majority i.e. 50% fall under medium work performance group whereas out of remaining 50% Graduate employees, 25% fall under low work performance group and 25% under high performance group. 39.2% of post graduate employees showed medium work performance followed by 33.8% high performers and 27% low performers. Results of chi-square test show that education does not have a significant impact on the work performance of employees.

(REFER TABLE 12 HERE)

Work Performance across Organizational Hierarchy

Table XII reveals that 55% of clerical employees related to medium performance groups followed by 27.5% low performers and remaining 17.5% clerical employees belong to high performance groups. In case of employees at supervisory level, 35.1% showed medium work performance followed by 35.1% high performers.

Majority of managerial employees (43.4%) belong to medium work performance group. Chi-square value is 9.733 and p-value is 0.045 which is greater than level of significance (0.05), which indicates that organizational hierarchy and work performance are independent of each other.

(REFER TABLE 13 HERE)

Work Performance across Different Sectors

Table XIII reveals that out of total 79 Bank employees, majority (41.8%) belong to medium work performance group, 32.9% belong to low performance group and remaining 25.3% belong to high performance group. Majority of employees from insurance companies (45.5%), belong to medium performance group, 34.1% are high performers and remaining 20.5% employees are low performers. In case of employees from finance companies, medium performance group involves majority (44.4%) of employees, 37% employees scored high on work performance and remaining 18.5% scored low on work performance. In case of all three sectors (Banks, Insurance Companies, Finance Companies), majority of employees belong to medium performance group. Majority of high performers are from Banks. Chi-square value is 3.228 which indicate that work performance and organizational affiliation are independent of each other.

Relationship between different Demographic Factors and Work Performance

In order to test hypothesis, H_{02} : There is no relationship between Demographic factors and work performance of the employees, the Correlation between Demographic factors and work performance is presented by following table:

(REFER TABLE 14 HERE)

Table XIV reveals that there is a positive correlation between Organizational affiliation and work performance ($r=0.081$), Education and work performance ($r=0.031$), Present designation and work performance ($r=0.087$). Relevant job experience and city have negative correlations with work performance i.e. $r=-0.035$ and -0.075 respectively. All these demographic

factors showed non-significant correlations at 0.01, and 0.05 levels and support null hypothesis.

H₀₃: various demographic factors do not account for variance in emotional intelligence of the employees

(REFER TABLE 15 (a) HERE)

(REFER TABLE 15 (b) HERE)

(REFER TABLE 15 (c) HERE)

Step-wise multiple regression is applied to find out the subset of independent factors which account for significant variance in the emotional intelligence of employees, only one factor meets the criteria (Work Experience) whereas rest of independent factors did not meet the criteria therefore excluded. Results of table XV (a) reveals that Work experience accounts for 3.7% variance in the work performance of employees which F value= 5.746 and p value is 0.018 which is greater than 0.05 (level of significance), therefore null hypotheses is accepted that demographic factors do not account for a significant variance in the emotional intelligence of employees. Standard error of estimate is 17.57676 which shows that predicted scores may vary from the actual with the divergence of 17.57676 [Table XV (a), (b) and (c)].

H₀₄: various demographic factors do not account for variance in work performance the employees.

The criteria used for entry was P of $F < 0.05$ and for removal P of $F > 0.10$. But no factor meets this criterion. Therefore, all the demographic factors (organizational affiliation, present designation, relevant job experience and education) were entered into equation.

(REFER TABLE 16 (a) HERE)

(REFER TABLE 16 (b) HERE)

(REFER TABLE 16 (c) HERE)

Table reveals that organizational affiliation entered with multiple $R=0.081$, $R^2=0.007$ ($F=0.977$), which means that organizational affiliation accounted for 0.7% of variance in work performance. The next demographic

factor i.e. present designation entered with multiple $R=0.104$, $R^2=0.011$ and R^2 change = 0.004 ($F=0.803$), which means that present designation accounted for 0.4% of variance in work performance.

The third demographic factor i.e. relevant job experience entered with multiple $R=0.115$, $R^2=0.013$ and R^2 change = 0.002 ($F=0.656$), which means that relevant job experience accounted for 0.2% of variance in work performance. At the next step, next demographic factor i.e. education entered with multiple $R=0.119$, $R^2=0.014$ and R^2 change = 0.001 ($F=0.519$), which means that education accounted for 0.1% variance in work performance [Table XVI (a), XVI (b) and Table XVI (c)].

The partial regression coefficients 'B' of demographic factors (organizational affiliation, present designation, relevant job experience and education) are 0.957, 0.463, -5.885 and 0.485 respectively, which means that the direction of influence for 3 predictors (organizational affiliation, present designation and education) is positive and for one predictor (relevant job experience) is negative. All the 4 predictors jointly accounted for very little variance i.e. 1.4% in work performance. The standard error of estimate equals to 9.13641 suggested that the predicted scores may deviate from the actual one, with the divergence of 9.13641. Results showed that various demographic factors do not account for a significant various in the work performance of employees.

Demographic Factors and Emotional Intelligence: As a Predictor of Work Performance

(REFER TABLE 17 (a) HERE)

(REFER TABLE 17 (b) HERE)

(REFER TABLE 17 (c) HERE)

(REFER TABLE 17 (d) HERE)

Step-wise multiple regression was applied to find out the subset of independent factors which account for significant variance in the work performance of employees, when emotional intelligence is entered, only one factor meet the criteria (Emotional intelligence) whereas rest of independent factors did not meet the

criteria therefore excluded. Results of table XVII(a) reveals that emotional intelligence accounts for 27.4% variance in the work performance of employees which F value = 55.920 which is significant at 0.01 level. Standard error of estimate is 5.89877 which shows that predicted scores may vary from the actual with the divergence of 5.89877. Results show that Emotional intelligence is a strong and significant predictor of work performance of Financial Sector Employees as compared to various demographic factors (Table XVI (a), (b), (c)).

RESULTS AND DISCUSSION

- Education, present designation and relevant job experience have positive and non-significant relationship with overall emotional intelligence, which means that employees with high education, high position and high experience are more emotionally intelligent than their counterparts. Organizational affiliation (Bank, Insurance Company, Finance Company) have negative and non-significant relationship with overall emotional intelligence.
- The correlation between work performance and organizational affiliation, education and present designation is positive and non-significant. Work performance has negative and non-significant relationship with relevant job experience.
- Results of multiple regression showed that different demographic factors jointly account for 1.4% variance in work performance of employees, but no one is the significant predictor of work performance whereas Emotional Intelligence is a more powerful and significant predictor of work performance which accounts for highest variance in the work performance of employees.
- Results of step-wise regression analysis show that out of various demographic factors only relevant job experience leads to a small but non-significant variance in the emotional intelligence whereas Emotional Intelligence is a more powerful and significant predictor of work performance.
- Majority of under graduate employees scored low on emotional intelligence. Whereas majority of Graduate and Post Graduate employees scored medium on Emotional Intelligence which may be due to the fact that employees with higher

education are more aware of their emotions and also they supply innovative ideas to organization and prefer to be decision makers.

- Majority of clerical and managerial level employees have medium level of Emotional Intelligence whereas majority of employees at supervisory level have high emotional intelligence followed by high Emotional Intelligence in case of clerical and managerial employees.
- Majority of employees with low emotional intelligence scored low on work performance whereas majority of employees with high emotional intelligence scored high on work performance; it may be due to the fact that emotional competencies give them realistic confidence to perceive challenges. As a result of this, they constantly grow and improve their quality, quantity, speed and capacity to work.
- Half of under graduate employees scored low on work performance and remaining half scored high on work performance. Majority of graduate and post-graduate employees have medium level of work performance.
- Majority of employees on different positions (Clerical, Supervisory, and Managerial) have medium level of work performance.
- Majority of employees with low and medium work experience have medium level of work performance, whereas majority of employees with high work experience belong to medium and high work experience groups.

CONCLUSION

Work performance of the employees is significantly predicted by emotional intelligence of employees and results also showed that employees with high position and high work experience are more emotionally intelligent as emphasized by earlier studies. So proper training and education will be given to employees to improve their EI skills and level of work performance.

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Figure :1 Impact of Emotional Intelligence on Performance

Source: Pawliw-Fry (2003): *Emotional Intelligence- perspectives and people*

TABLE I : Organizational Distribution of the sample

Organizational Affiliation	No. of respondents	Percent	Cumulative Percent
Bank	79	52.7	52.7
Insurance Company	44	29.3	82.0
Finance Company	27	18	100
Total	150	100	

TABLE II : Positional Distribution of the sample

Position Level	No. of respondents	Percent	Cumulative percent
Clerical	40	26.7	26.7
Supervisory	57	38.0	64.7
Managerial	53	35.3	100
Total	150	100	

TABLE III : Distribution of sample according to work experience

Experience	No. of respondents	Percent	Cumulative percent
Low (up to 9 years)	47	31.3	31.3
Medium (10-19 years)	65	43.3	74.7
High (20years and above)	38	25.3	100
Total	150	100	

TABLE IV : Educational Distribution of sample

Education	No. of respondents	Percent	Cumulative percent
Under Graduate	4	2.7	2.7
Graduate	72	48.0	50.7
Post Graduate	74	49.3	100
Total	150	100	

TABLE V : Level of Emotional Intelligence across work experience

Emotional Intelligence	Relevant Job Experience						Chi-square	Sig.
	Low	Count	12	21	5	38		
		% within experience	25.5%	32.3%	13.2%	25.3%		
	Medium	Count	21	24	17	62		
		% within experience	44.7%	36.9%	44.7%	41.3%		
	High	Count	14	20	16	50		
		% within experience	29.8%	30.8%	42.1%	33.3%		
	Total	Count	47	65	38	150		
		% within experience	100%	100%	100%	100%		

TABLE VI : Emotional Intelligence across level of Education

Emotional Intelligence	Education						Chi-square	Sig.
	Low	Count	2	19	17	38		
		% within Education	50%	26.4%	23%	25.3%		
	Medium	Count	1	30	31	62		
		% within Education	25%	41.7%	41.9%	41.3%		
	High	Count	1	23	26	50		
		% within Education	25%	31.9%	35.1%	33.3%		
	Total	Count	4	72	74	150		
		% within Education	100%	100%	100%	100%		

TABLE VII : Emotional Intelligence across different Sectors

Emotional Intelligence	Organizational affiliation						Chi-square	Sig.
	Low	Count	17	16	5	38		
		% within Organizational affiliation	21.5%	36.4%	18.5%	25.3%		
	Medium	Count	31	17	14	62		
		% within Organizational affiliation	39.2%	38.6%	51.9%	41.3%		
	High	Count	31	11	8	50		
		% within Organizational affiliation	39.2%	25.0%	29.6%	33.3%		
	Total	Count	79	44	27	150		
		% within Organizational Affiliation	100%	100%	100%	100%		

TABLE VIII : Level of Emotional Intelligence across Organizational Hierarchy

Emotional Intelligence	Position Level						Chi-square	Sig.
			Clerical	Supervisory	Managerial	Total		
Emotional Intelligence	Low	Count	11	18	9	38	4.422	0.352
		% within Position Level	27.5%	31.6%	17%	25.3%		
	Medium	Count	18	19	25	62		
		% within Position Level	45%	33.3%	47.2%	41.3%		
	High	Count	11	20	19	50		
		% within Position Level	27.5%	35.1%	35.8%	33.3%		
	Total	Count	40	57	53	150		
		% within Position Level	100%	100%	100%	100%		

TABLE IX : Correlation between Emotional Intelligence and Demographic Factors

Emotional Intelligence	Education	Present Designation	Relevant job experience	Organizational affiliation
Emotional intelligence	0.103	0.145	0.130	-0.105

NOTE: ** Correlation is significant at 0.01 level (2-tailed).

* Correlation is significant at 0.05 level (2-tailed).

Table X : Level of Work Performance and Experience

Work Performance	Relevant Job Experience						Chi-square	Sig.
			Low	Medium	High	Total		
Work Performance	Low	Count	11	17	12	40	5.988	0.200
		% within experience Categories	23.4%	26.2%	31.6%	26.7%		
	Medium	Count	22	30	13	65		
		% within experience Categories	46.8%	46.2%	34.2%	43.3%		
	High	Count	14	18	13	45		
		% within experience Categories	29.8%	27.7%	34.2%	30%		
	Total	Count	47	65	38	150		
		% within experience Categories	100%	100%	100%	100%		

TABLE XI : Level of Work Performance across Education

Work Performance	Education						Chi-square	Sign.
			Under Graduate	Graduate	Post Graduate	Total		
Work Performance	Low	Count	2	18	20	40	3.998	0.406
		% with in education	50%	25%	27%	26.7%		
	Medium	Count	-	36	29	65		
		% with in education	0%	50%	39.2%	43.3%		
	High	Count	2	18	25	45		
		% with in education	50%	25%	33.8%	30%		
	Total	Count	4	72	74	150		
		% with in education	100%	100%	100%	100%		

TABLE XII : Level of Work Performance across Organizational Hierarchy

Position Level								
Work			Clerical	Supervisory	Managerial	Total	Chi-square	Sig.
	Low	Count	11	17	12	40	9.733	0.045
		% with in Position Level	27.5%	29.8%	22.6%	26.7%		
	Medium	Count	22	20	23	65		
		% with in Position Level	55%	35.1%	43.4%	43.3%		
	High	Count	7	20	18	45		
		% with in Position Level	17.5%	35.1%	34%	30%		
	Total	Count	40	57	53	150		
		% with in Position Level	100%	100%	100%	100%		

TABLE XIII : Level of work performance across different sectors

Organizational affiliation								
Work Performance			Bank	Insurance Company	Finance company	Total	Chi-square	Sig.
	Low	Count	26	9	5	40	3.228	0.520
		% within Organizational Affiliation	32.9%	20.5%	18.5%	26.7%		
	Medium	Count	33	20	12	65		
		% within Organizational Affiliation	41.8%	45.5%	44.4%	43.3%		
	High	Count	20	15	10	45		
		% within Organizational Affiliation	25.3%	34.1%	37%	30%		
	Total	Count	79	44	27	150		
		% within Organizational Affiliation	100%	100%	100%	100%		

TABLE XIV : Correlation between demographic factors and Work Performance

Variables	Work Performance	Organizational Affiliation	Education	Present Designation	Relevant job experience	City
Work performance	1	0.081	0.031	0.087	-0.035	-0.075
Organizational affiliation	0.081	1	-0.138	0.312**	-0.021	.0368**
Education	0.031	-0.138	1	0.158	0.030	-0.132
Present Designation	0.087	0.312**	0.158	1	0.216**	0.108
Relevant job experience	-0.035	-0.021	0.030	0.216**	1	0.031
City	-0.075	0.368**	-0.132	0.108	0.031	1

Note: ** Correlation is significant at 0.01 level (2-tailed).

* Correlation is significant at 0.05 level (2-tailed).

TABLE XV (a) : Summary of Multiple Regression Analysis

Sr. No.	Predictors	Multiple R	R Square	SE of Estimate	R Square Change
1	Job Experience	0.193	0.037	17.57676	0.037

Note: Dependent Variable: Emotional Intelligence; Predictor: Organizational Affiliation, Present designation, job experience, Education; Multiple R = Multiple correlation Coefficient; R square = Proportion of variation in dependent variable

TABLE XV (b) : ANOVA of Multiple Regression

Sr. No.	Sources of Variation	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1775.195	1	1775.195	5.746	0.018
	Residual	45723.498	148	308.943		
	Total	47498.693	149			

Note: df = degrees of freedom

Table XV (c) : Multiple Regression Coefficients

Sr. No.	Variables Entered	B	Constant	β	t	Sig.
1.	Work Experience	4.574	1.908	0.193	2.397	0.018

Note: B = Partial regression coefficient; β = Beta coefficient.

Dependent variable: Emotional Intelligence

TABLE XVI (a) : Summary of Multiple Regression Analysis

Sr. No.	Predictors	Multiple R	R Square	SE of Estimate	R Square Change
1	Organizational affiliation	0.081	0.007	9.07794	0.007
2	PositionLevel	0.104	0.011	9.08927	0.004
3	Relevant job experience	0.115	0.013	9.10882	0.002
4	Education	0.119	0.014	9.13641	0.001

Note: Dependent Variable: Work performance; Predictors: Organizational Affiliation, Present designation, Relevant job experience, Education; Multiple R = Multiple correlation Coefficient; R square = Proportion of variation in dependent variable explained by independent variable; SE of estimate = standard error of estimate

TABLE XVI (b) : ANOVA of Multiple Regression

Sr. No.	Sources of Variation	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	80.512	1	80.512	0.977	0.325
	Residual	12196.528	148	82.409		
	Total	12277.040	149			
2	Regression	132.651	2	66.326	0.803	0.450
	Residual	12144.389	147	82.615		
	Total	12277.040	149			
3	Regression	163.319	3	54.440	0.656	0.580
	Residual	12113.721	146	82.971		
	Total	12277.040	149			
4	Regression	173.311	4	43.328	0.519	0.722
	Residual	12103.729	145	83.474		
	Total	12277.040	149			

Note: df = degrees of freedom

*** Significant at 0.001 level.

TABLE XVI (c) : Multiple Regression Coefficients

Sr. No.	Variables Entered	B	Constant	β	t	Sig.
1	Organizational affiliation	0.957	1.764	0.081	0.988	0.325
2	Organizational affiliation	0.704	2.400	0.060	0.690	0.491
	Present designation	0.463	-	0.069	0.794	0.428
3	Organizational affiliation	0.644	2.579	0.055	0.628	0.531
	Position Level	0.548	-	0.081	0.913	0.363
	Relevant job experience	-5.885	-	-0.051	-0.608	0.544
4	Organizational affiliation	0.718	4.237	0.061	0.682	0.496
	Present designation	0.503	-	0.075	0.816	0.416
	Relevant job experience	-5.803	-	-0.051	-0.597	0.551
	Education	0.485	-	0.029	0.346	0.730

Note: B = Partial regression coefficient; β = Beta coefficient.

TABLE XVII (a) : Summary of Multiple Regression Analysis

Sr. No.	Predictors	Multiple R	R Square	SE of Estimate	R Square Change
1	Emotional intelligence	0.524	0.274	5.89877	0.274

Note: Dependent Variable: Work performance; Predictor: Emotional Intelligence, Multiple R = Multiple correlation Coefficient; R square = Proportion of variation in dependent variable explained by independent variable; SE of estimate = standard error of estimate

TABLE XVII (b) : ANOVA of Multiple Regression

Sr. No.	Sources of Variation	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1945.765	1	1945.765	55.920***	0.000
	Residual	5149.735	148	34.796		
	Total	7095.500	149			

Note: df = degrees of freedom

*** Significant at 0.001 level.

Table XVII (c) : Multiple Regression Coefficients

Sr. No.	Variables Entered	B	Constant	β	t	Sig.
1.	(constant)Emotional Intelligence	13.0680.202	3.6200.027	0.524	3.6097.478	0.0000.000

Note: B = Partial regression coefficient; β = Beta coefficient.

Dependent variable: work performance

Table XVII (d): Excluded Variables

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
Present Designation	-.033 ^a	-.467	.641	-.039	.979
Organizational affiliation	.091 ^a	1.300	.196	.107	.989
Education	-.019 ^a	-.271	.787	-.022	.989
Relevant job experience	-.114 ^a	-1.625	.106	-.133	.983

Note: a. Predictors in the Model: (Constant), Emotional intelligence

B. Dependent Variable: work performance score