

CHAPTER – VI

SUMMARY OF FINDINGS, CONCLUSIONS AND POLICY IMPLICATIONS

The present study focuses the emotional intelligence of women executives in commercial banks at Tirunelveli district at three different dimensions. Initially, the background of the executives and their personality traits have been examined since these are one of the important antecedents of emotional intelligence. It is followed by the measurement of the level of emotional intelligence with the help of strategic and experiential emotional intelligence. Finally, the various outcomes of EI and its linkage with the strategic and experiential EI have been focused. The specific objectives are confined to (i) to reveal the profile of the executives; (ii) to examine the various dimensional personality inventory among the executives; (iii) to analyze the various determinants of emotional intelligence among the executives; (iv) to measure the level of emotional intelligence among them and also identifying the important discriminant components of EI among the executives in public and private sector banks; (v) to examine the impact of antecedents of EI on the level of EI among the executives; (vi) to study the various outcome of emotional intelligence among the executives; and (vii) to evaluate the impact of components on the two emotional intelligence on the various outcome of emotional intelligence.

In order to fulfill the above said research objectives, the present study followed the descriptive research design. The scope of the study was confined to the executives working in commercial banks (public and private sector) Tirunelveli District. In total 427 women executives are working at 239 commercial bank branches in Tirunelveli District. All are included as the sample of the study. Hence the researcher followed 'Census Method'. The relevant data

were collected with the help of pretested questionnaire. The questionnaire was divided into three important parts. The first part covers the profile and personality inventory among the respondents whereas the second part includes the various antecedents and components of two types emotional intelligence among them. The third part of the questionnaire includes the various outcome of emotional intelligence.

The overall response rate on the questionnaire was 81.73 percent. Hence, the sample size included for the present study are 349 executives. The collected data were processed with the help of appropriate statistical tools. The results of the study were discussed in the previous chapters. The summary of findings, conclusions and policy implications are summarized below:

MAJOR FINDINGS

The following are the major findings of the among the profile of the women executives:

- Most of the executives are in the age of 41 and above.
- The important of level of education among the executives in order to post graduation
- The dominant level of occupational background among the executives are private employment.
- The important nativity of the executives is urban and it is followed by semi-urban. The dominant marital status among the executives is 'married'.
- The important nature of family among the executives are nuclear family. The dominant family size of the executives is 3 to 4 and less than 3 members per family.

- The important number of dependent population among the household is only one.
- The dominant personal income per month among the executives are above Rs.80,000.
- The personal income per month of the executives is higher in public sector than that in private sector banks.
- The important family income per month among the executives are Rs.1,00,000 to 1,10,000. The most important family income per month among the executives in public sector banks are higher than that among the executives in private sector banks.
- The dominant years of experience among the executives are 20 to 25 years and above 25 years. The years of experience in this field among the executives in public sector is identified as higher than that among the executives in private sector banks.
- The important number of branches worked so far among the executives are 2 to 4 branches.
- The higher number of branches worked so far among the executives in public sector is higher than that among the executives in private sector banks.

Dimensional Personality Inventory (DPI) among the Women Executives

The DPI is examined by eleven factors. The first one is activeness. The included seven variables in activeness explain it to a reliable extent. The highly correlated variable with the activeness is ‘try to do work properly as possible’. The enthusiasm among the executives have been measured with the help of six variable. The highly correlated variable in enthusiasm is ‘often gather people for participating in various functions’. The included six variables in enthusiasm explain it to a reliable extent.

The highly correlated variable in trustiness is ‘I feel that all should be replied upon now-a-days’. The included five variables in trustiness explain it to a reliable extent. The level of assertiveness is measured with the help of six variables whereas the highly correlated variables in it is ‘speak out without hesitation with seniors’. The included six variables in assertiveness explain it to a reliable extent.

The level of optimism among the executives is measured with the help of seven variables whereas the highly correlated variable is ‘feel that I am equalent to others’. The included seven variables in optimism explain it to a reliable extent. The emotional stability of the executives is measured with the help of six variables. The highly correlated variable is ‘never feel panic’. The included seven variables in emotional stability explain it to a reliable extent.

The included five variables in responsibility explain it to a reliable extent. The highly correlated variable in responsibility is ‘want to be a reasonable person’. The level of friendliness among the executives is measured with the help of five variables whereas the highly correlated variable is ‘easily make

friendship'. The included five variables in friendliness explain it to a reliable extent.

The level of decisiveness among the executives is measured with the help of six variables whereas the highly correlated variable in decisiveness is 'bold enough to face anything'. The included six variables in decisiveness explain it to a reliable extent. The level of sensitivity among the executives is measured with the help of six variables. The highly correlated variable with sensitivity is 'sensing the events in near future'. The included six variables in sensitivity explain it to a reliable extent.

The level of leadership among the executives is measured with the help of eight variables. The highly correlated variable in leadership is 'ability to lead'. The included eight variables in leadership explain it to a reliable extent. The score of the above said eleven Dimensional Personality Inventory (DPI) has been measured by the mean score of the variables in each DPI.

The highly possessed DPI among the executives in public sector banks are leadership and assertiveness whereas among the executives in private sector banks, these are optimism and sensitivity. Regarding the possession of DPI, the significant difference between the two group of executives have been found in the case of activeness, assertiveness, emotional stability, responsibility, decisiveness and leadership. The eleven DPI are mutually different from each other.

The significantly associating important profile variables with the DPI among the executives are their personal income per month, family income per month, years of experience, occupational background and age of the executives. The important discriminant DPI among the executives in public and private sector

banks is the leadership and emotional stability which is higher among the executives in public sector than that among the executives in private sector banks.

Existence of Strategic Emotional Intelligence (SEI) among the Executives

The level of strategic emotional intelligence among the executives are examined with the help of four factors namely perception and appraisal of emotions, facilitated thinking with emotions, understanding emotions, and regulation and management of emotions.

The highly possessed variable in perception and appraisal of emotions among the executives in public sector banks is 'no difficult in identification of how a person really feels whereas among the executives in private sector banks ', it is accurate identification of a range of emotions felt. Regarding the possession of variables in perception and appraisal of emotions, the significant difference between the two group of executives has been noticed in all six variables in it. The included six variables in perception and appraisal of emotional explain it to a reliable extent.

The highly possessed variable in facilitated thinking with emotions among the executives in public and private sector banks is 'attempt to create conducive atmosphere in problem solving and often using the excitement about a work project'. Regarding the possession of facilitating thinking with emotions, the significant difference between the two group of executives has been identified in the case of four variables out of six variables in it.

The level understanding emotions among the executives have been measured with the help of five variables. All these five variables in it explain it to a reliable extent. The highly possessed variables in understanding emotions

among the two group of executives are ‘regarding the co-workers frustration and watching other peoples’ interaction respectively.

The included six variables in regulation and management of emotions explain it to a reliable extent. The highly possessed variables among the executives in public and private sector banks are encourage the co-workers when there is a disappointment and expressions of genuine concern and tried to help the co-workers where there is a painful events. Regarding the possession of variables in regulation and management of emotions, the significant difference among the two group of executives have been noticed in the case of all six variables in it.

The highly possessed SEI among the executives in public and private sector banks are understanding emotions; and regulation and management of emotions. Regarding the possession of factors in SEI, the significant difference between the two group of executives has been noticed in all four factors in SEI. In total, the level of SEI among the executives in public sector banks are higher than that among the executives in private sector banks. The important discriminant factors in SEI among the two group of executives are perception and appraisal of emotions and facilitating thinking with emotions which is higher among executives in public sector banks than among the executives in private sector banks.

Existence of Experiential Emotional Intelligence (EEI) among the Executives

The level of EEI among the executives are examined with the help of six factors namely self awareness and self expression, social awareness and interpersonal relationship, emotional management, change management, self motivation and social skills.

The highly possessed variable in self awareness and self expression among the executives in public and private sector banks is accurately perceive, understand and accept oneself and effectively and constructively express one's emotions respectively. Regarding the level of possession of self awareness and self expression, the significant difference between the two group of executives have been noticed in the case of 4 variables out of 5 variables in self awareness and self expression. The included five variables in it explain the self awareness and self expression to a reliable extent.

Regarding the possession of variables in social awareness and interpersonal relationship, the significant difference between the two group of executives have been noticed in 4 variables out of 5 variables in it. The highly possessed variable among the executives in both public and private sector banks is cooperate with others and identifying with one's social group respectively. The included five variables in it explain it to a reliable extent. The variables in emotional management explain it to a reliable extent. It is seen as higher among the executives in public sector banks than that among the executives in private sector banks.

The highly possessed variables in change management among the executives in public sector banks are thinking of new situations and thinking of external ability whereas among the executives in private sector banks, these are

effectively solve problems and thinking of external ability. Regarding the possession of variables in change management, the significant difference among the two group of executives has been noticed in all five variables in change management.

The variables in self motivation among the executives explain it to a reliable extent. The most important variable in self motivation among the two group of executives are to feel content with life in general and to be positive respectively. Regarding the possession of variables in self motivation, the significant difference between the two group of executives has been noticed in three variables out of four variables in self motivation.

The highly possessed variables in social skills among the two group of executives are inspiring and guiding groups, and wielding effective tactics for persuasion respectively. The significant difference among the two group of executives have been seen in the possession of all four variables. The included four variables in social skills explain it to a reliable extent.

Among the executives in public sector banks, the highly possessed components of emotional intelligence is social skills and change management whereas among the executives in private sector banks, these are self motivation and emotional management. Regarding the possession of components of EI, the significant difference among the two group of executives have been noticed in all six variables. In total, the level of emotional intelligence is identified as higher among the executives in public sector banks than among the executives in private sector banks.

The significantly associating profile variables with the level of emotional intelligence among the executives are their personal income, family income,

family size and age. The important discriminant components of emotional intelligence among the two group of executives are their change management; and social awareness and interpersonal relationship which is identified as higher among the executives in public sector banks than that among the executives in private sector banks.

Antecedents of Emotional Intelligence among Women Executives

The highly possessed coping skills variables among the executives in public sector is use of social support and positive reframing whereas among the executives in private sector these are humor and use of social support. Regarding the possession of coping skills variables, the significant difference among the two group of executives has been noticed in all eight variables in coping skills. The included eight variables in coping skills explain it to a reliable extent.

The highly possessed openness to experience variables among the executives in public sector is liking to be innovative and curious about many different things whereas among the executives in private sector banks, these are ready to share the experience and prefers the work that is important. Regarding the possession of variables in openness to experience the significant difference between the two group of executives has been found in the case of possession of active imagination, curious about many different things and liking to be innovative. The variables included in openness to experience explain it to a reliable extent.

In total, six variables are included to measure the self efficiency. All the six variables in self efficiency explain it to a reliable extent. The highly possessed variable in self efficiency among the two group of executives are capability to develop and demonstrate.

The highly possessed variable in receptivity to feedback among the two group of executives are balancing the positive and negative feedback; and determination of priorities based on feedback and careful consideration of the feedback. Regarding the possession of variables in receptivity to feedback, the significant difference among the two group of executives have been noticed in two variables out of five variables in it.

The highly perceived antecedents of emotional intelligence among the executives in public sector banks are self efficiency and coping skills whereas among the executives in private sector banks, these are receptivity to feedback and self efficiency. Regarding the perception on antecedents of emotional intelligence, the significant difference among the two group of executives has been noticed in the case of coping skills, openness to experience and self efficiency.

The highly associating profile variables with the perception on antecedents of emotional intelligence are their personal income, family income, years of experience, family size and occupational background. The important discriminant antecedents of emotional intelligence among the two group of executives are their coping skills which are higher among the executives in public sector than that among the executives in private sector banks.

Impact of Dimensional Personality Inventory on Emotional Intelligence

The significantly and positively influencing dimensional personality inventory (DPI) on the level of emotional intelligence among the executives in public sector banks are their activeness, assertiveness, trustiness, optimism, emotional stability, decisiveness, sensitivity and leadership. Among the executives in private sector banks, these are their level of assertiveness, trustiness, optimism, emotional stability, sensitivity and leadership. The changes in DPI explain the

changes in emotional intelligence among the executives in public sector banks is higher than that among the executives in private sector banks.

Impact of Antecedents of EI on the level of Emotional Intelligence

The significantly and positively influencing important antecedents of emotional intelligence among the executives in public sector banks are the coping skills and self efficiency whereas among the executives in private sector banks, these are coping skills and receptivity to feedback. The changes in important antecedents of emotional intelligence explain the changes in the level of emotional intelligence to a higher extent among the executives in public sector banks than among the executives in private sector banks.

Outcome of Emotional Intelligence among the Executives

It is studied with the help of 32 variables. The highly viewed outcome variable among the executives in public sector banks are quality of performance and higher involvement of job whereas among the executives in private sector banks, these are dedication to work and organization; and helping others who have been absent. Regarding the perception on outcome variables, the significant difference among the two group of executives have been identified in the case of 31 variables out of 32 outcome variables.

The important outcome of emotional intelligence identified by the factor analysis is organization learning capability, job performance, job satisfaction, continuance and career commitment, organizational citizenship behavior, work life balance, job involvement, altruistic behavior and affective organizational commitment. The included variables in the above said important outcome of emotional intelligence explain it to reliable extent.

The higher perception on important outcome among the executives in public sector banks have been noticed in the case of altruistic behavior and work life balance. Among the executives in private sector banks, these are job involvement and altruistic behavior. Regarding the perception on important outcome of emotional intelligence the significant difference among the two group of executives have been noticed in all nine important outcomes.

The significantly associating profile variables with the organizational learning capabilities are their age, level of education, occupational background, marital status, family size, personal income, family income, and years of experience whereas in the case of job performance, these are age, level of education, occupational background, family size, personal income, family income and number of branches worked so far. The significantly associating profile variables with the job satisfaction are age, occupational background, family size, personal income, family income, years of experience and number of branches worked so far since their respective 'F' statistics are significant at five percent level.

Regarding the level of continuance and career commitment, the significantly associating profile variables are occupational background, marital status, family size, personal income, family income, years of experience and number of branches worked so far. The significantly associating profile variables with the level of work life balance among the executives are their age, occupational background, marital status and family income whereas in the case of job involvement, these profile variables are age, level of education, occupational background, marital status, personal income, family income, years of experience and number of branches worked so far. The important discriminant outcome

factors among the two group of executives is their job performance and work life balance which is higher among the executives in public sector banks than that among the executives in private sector banks.

Impact of Strategic Emotional Intelligence (SEI) on Executives

The significantly influencing components of SEI on organizational learning capability among the executives in public sector banks are facilitated thinking with emotions, understanding emotions and regulation and management of emotions whereas among the executives in private sector banks, it is only understanding emotions. Regarding the job performance, the significantly influencing SEI are understanding emotions. Regarding the job performance, the significantly influencing SEI are understanding emotions, and regulation and management of emotions in public sector banks whereas in private sector banks, it is only regulation and management of emotion. Regarding the job satisfaction, the significantly influencing SEI among the executives in public sector are perception and appraisal of emotions, facilitated thinking with emotions and regulation and management of emotions whereas in private sector banks, these are facilitated thinking with emotions and regulation and management of emotions.

The significantly influencing SEI on continuance career commitment among the executives in public sector banks are facilitated thinking with emotions and regulation and management of emotions whereas in private sector banks, it is only regulation and management of emotions. Regarding the organizational citizenship behaviour, the significantly influencing SEI components are perception and appraisal of emotions, facilitated thinking with emotions and; regulation and management of emotions in public sector banks whereas in private sector banks, these are facilitated thinking with emotions and regulation and

management emotions. Regarding the work-life balance, in public sector, these components of SEI are understanding emotions and regulation and management of emotions whereas in private sector banks, it is only regulations and management of emotions.

Regarding the job involvement, the significantly influencing SEI at public sector banks are all four components whereas in private sector, these are understanding emotions; and regulation and management of emotions. Regarding the Altruistic behaviour, these SEI are facilitated thinking with emotions and regulation and management of emotions at public sector banks whereas in private sector banks, this is only regulation and management of emotions. Regarding the affective organizational commitment, the significantly influencing SEI at public sector banks are facilitated thinking with emotions, understanding emotions and regulation and management of emotions whereas in private sector banks, these are understanding emotions and regulation and management of emotions. The rate of impact of SEI is higher in outcome of emotional intelligence at public sector banks than that at private sector banks.

Impact of Experiential Emotional Intelligence among the Executives

The significantly and positively influencing experiential emotional intelligence on the organizational learning capability among the executives in public sector banks are self awareness and self expression, emotional management and self motivation whereas among the executives in private sector banks, these are emotional management, change management and self motivation. The changes in emotional intelligence (EI) explain the changes in organizational learning capability is identified as higher among the executives in public sector banks than that among the executives in private sector banks.

Among the executives in public sector banks, the significantly and positively influencing EI on the job performance are their level of self awareness and self expression, social awareness and inter personal relationship and emotional management, whereas among the executives in private sector banks, these are emotional management and self motivation. The changes in EI explain the changes in job performance to a higher extent than among the executives in public sector banks than that among the executives in private sector banks.

The significantly and positively influencing EI factors in the job satisfaction among the executives in public sector banks are their social awareness and inter personal relationships, emotional management and self motivation whereas among the executives in private sector banks, these EEI factors are self awareness and self expression, emotional management, self motivation and social skills. The changes in EEI explain the changes in job satisfaction to a higher extent among the executives in public sector banks than that among the executives in private sector banks.

Among the executives in public sector banks, the significantly and positively influencing EEI factors on the continuance and career commitment are their self awareness and self expression, emotional management and self motivation whereas among the executives in private sector banks, these EEI factors are self awareness and self expression, emotional management, change management and self motivation. The changes in EEI explain the changes in continuance and career commitment to a higher extent among the executives in public sector banks than that among the executives in private sector banks.

The significantly and positively influencing EEI factors on the organizational citizenship behavior among the executives in public sector banks are emotional management, change management, and social skills whereas among the executives in private sector banks, these EEI factors are emotional management self motivation and social skills. The changes in EEI explain the changes in organizational citizenship behavior to a higher extent among the executives in public sector banks than among the executives in private sector banks.

Among the executives in public sector banks, the significantly and positively influencing EI factors on work life balance among the executives in public sector banks are self awareness and self expression, social awareness and inter personal relationship and emotional management whereas among the executives in private sector banks, these are social awareness and inter personal relationship, emotional management and self motivation. The changes in EEI explain the changes in work life balance to a higher extent among the executives in public sector banks than among the executives in private sector banks.

The significantly and positively influencing EI factors on job involvement among the executives in public sector banks is their emotional management, change management and self motivation whereas among the executives in private sector banks, these are social awareness and interpersonal relationship, emotional management and self motivation. The changes in EEI explain the changes in job involvement among the executives in public sector banks to a higher extent than among the executives in private sector banks.

The significantly and positively influencing EEI on the altruistic behavior among the executives in public sector banks are their self awareness and self expression, change management and self motivation whereas among the executives in private sector banks, these are emotional management and change management. The changes in EEI explain the changes in altruistic behavior to a higher extent in public sector than that among the executives in public sector banks than among the executives in private sector banks.

Among the executives in public sector banks, the significantly and positively influencing EI factors on the affective organizational commitment are emotional management and self motivation whereas among the executives in private sector banks, these are self awareness and self expression, social awareness and interpersonal relationship and emotional management. The changes in EEI explain the changes in affective organizational commitment to a higher extent among executives in public sector banks than among the executives in private sector banks.

CONCLUDING REMARKS

The present study concludes that the level of emotional intelligence among the executives in public sector banks are higher than that among the executives in private sector banks. The important determinants of emotional intelligence among the executives are their coping skills, openness to experience, self efficiency and receptivity to feedback. The personality traits namely activeness, assertiveness, trustiness, optimism, emotional stability, decisiveness, sensibility and leadership have a significant positive impact on emotional intelligence. The profile variables namely personal income, family income, family size and age of the executives are significantly associating with the level of emotional intelligence. The important components of experiential emotional intelligence namely emotional management, change management and social skills have a significant positive impact on various outcomes namely organizational learning capability, job involvement, job performance, work life balance, organizational citizenship behavior and organizational commitment.

The significantly influencing components strategic emotional intelligence on various outcomes of EI are facilitated thinking with emotions; and regulation and management of emotions. The rate of impact is higher among the women executives in public sector banks than that in private sector banks.

The private sector banks should realize the importance of emotional intelligence in their organizational performance and implement appropriate measures to enrich the emotional intelligence among their women executives which will increase the productivity of their banks.

MANAGERIAL IMPLICATIONS

Findings of the present study, based on the following suggestions are made for important practical implications for organizational selection, promotion and training/development systems.

1) Focus on the Personality Inventory among the Executives

In order to improve the DPI among the executives, the organizations are advised to conduct so many personality development programmes for the executives. By appropriate training and development programmes, the level of emotional intelligence of the executives may be enriched. A range of programmes focused on the development of communication skills.

2) Awareness Programmes on the Emotional Intelligence

The result of the study do support the use of the Emotional Quotient Inventory (EQI) as a functional tool in the assessment and development of individuals who are in an executive role or about to enter an executive positions. Findings showed that executives tend to have a different EI composition and use a variety of EI skills in order to meet the challenges that they may face. It is extremely important for individuals to know exactly what traits are needed at difference times in order to be successful in their executive role.

3) Continuous Enrichment Programmes for the Development of EI

The organizations are advised to enrich the emotional intelligence among the executives with help of five important sources namely peers, a coach, an external source of support (boss, spouse or coworkers), the instructor, and themselves. Our findings concerning openness to experience, self efficiency and receptivity to feedback suggest that leadership development professionals will likely derive differential EI gains depending upon participants status across these

variables. The results of our research preliminarily debunk the erroneous yet popular one size fits all approach.

4) Responsibility of the Manager in Banks

Organizational leaders might expand their notions of success to include both extrinsic and intrinsic measures in order to better understand the various ways that individuals gauge their own success. Success is measured in multiple ways. External measures includes hierarchical position, salary, and other public recognition of achievements. Internal measures of success involve a feeling of self worth and a passion for the content of one's work. Recognizing that these are different constructs for success will assist organizational leaders in understanding, motivating and rewarding those who work for them.

5) Differentiated Strategies to Develop EI among Women Executives

The expression of emotional intelligence competencies may appear differently when men and women exhibit them. Organizational leaders need to be keen students of these competencies and pay close attention to observing men and women demonstrating them in multiple situations. For example, emotional intelligence competencies that include behaviors faced on working with others, competencies such as team work and collaboration and developing others, must be acknowledged as important for organizational viability, growth and change when demonstrated by either male or female.

6) Linked Promotion with Emotional Intelligence

Special attention needs to be paid to the pace of career development for women as well as the opportunities provided to women that allow them to be considered for advancement. Development opportunities should be created and offered on an ongoing basis strategically selected based on the organizations and

individuals needs. Critical for women career advancement, organizations need to examine their practices, procedures and policies on a regular basis to determine whether they are reinforcing gender stereo types and stereo typical behavior.

7) Focus on Antecedents of EI

In order to develop the emotional intelligence among the professionals, the important factors like self awareness and expression, social awareness, inter personal relationship, emotional silence, motivation, influence, decisiveness and conscientiousness and integrity among the professional have to be consistently developed with appropriate programmes.

8) Minimize the difference between Public Sector and Private Sector Banks

The level of emotional intelligence among the executives in public sector banks is higher than that among the executives in private sector banks. It may be because of the investment on human capital made on the development of EI among the executives in public sector banks. It is comparatively lesser in private sector banks which is not good for their long term performance. The private sector banks are advised to investment more on this aspect since it may be related to the performance of their women executives.

9) Developing of Coping Skills among the Women Executives

Since one of the important antecedents significantly influence on the level of EI among the women executives, the banking authorities are advised to enrich these skills through various training programmes and counseling programmes.

DIRECTION FOR FUTURE RESEARCH

Future research is needed to investigate the level of emotional intelligence among various group of employees and employees in various sectors. The emotional intelligence in organizational contexts may be studies is near future. There may be a separate study on the antecedents of emotional intelligence and also the measures to enrich the emotional intelligence among the employees in future. The direct and indirect impact of emotional intelligence on various outcomes through the moderating variable namely job satisfaction may be evaluated in future studies. The studies like demographic influences of EI, organizational benefits of EI, leadership and emotional intelligence, impact of EI on organizational performance may be studies is near future. The reasons for poor emotional intelligence among the women executives in banking industry may be discussed in future research studies. The future research may focus on the comparative study on emotional intelligence among the employees in public and private organizations.