

Work-Life Balance and Emotional Intelligence with Special Reference to Private Bank Employees

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Abstract

The idea of emotional intelligence is broken down, the aims of the investigation are described, a research methodology and issue statement are debated, and interviews with study participants are carried out. In this chapter, we also discuss the impact that emotional intelligence has on the quality of customer care that Indian private sector banks are able to provide for their clients and how this relationship is impacted by the banks' ability to recognize and respond to customers' needs. The application known as SPSS was applied in order to carry out the process of data analysis. In order to investigate the connections that exist between the many different variables that were examined, researchers turned to a number of distinct statistical techniques. These techniques included descriptive statistics (including mean and standard deviation), t-tests, coefficients of correlation, and regression analysis. Both primary and secondary sources were utilized in the process of information gathering for

its respective purposes. The questionnaire and the in-depth interviews are going to be the two methods of data collection that will be of the utmost significance.

Keywords: Service Quality, Emotional Intelligence, customer satisfaction and customer loyalty

Introduction

A person is said to have emotional intelligence (EI) if they have the ability and the talent to learn from their own emotional experiences as well as the emotional experiences of other people. When one is aware of how they feel, it can help them make more informed decisions about what they should say or do (or not say or do). The ability to harness and channel one's emotions for the purpose of enhancing one's ability to govern oneself and affect people around you in any given situation is referred to as emotional intelligence. Emotional intelligence is not a sign of weakness; rather, it is a distinct form of intelligence that consists of the ability to do so [1-3].



Figure 1: Emotional intelligence

Daniel Goleman, a psychologist, is credited with coining the term "emotional intelligence." He defined it as "the capacity to perceive, access, generate, understand, and reflectively regulate emotions in order to promote emotional and intellectual growth." The word "emotional intelligence" has since become widely used. The following is a list of the five core competencies that make up emotional intelligence: The first one is aware of the various sensations that are involved in the situation. The second step is acquiring the ability to rein in one's feelings, particularly the unfavorable ones. The third one is being able to motivate oneself, the fourth is being able to empathize with others, and the fifth is being able to manage relationships. There are a number of advantages to possessing a high level of emotional intelligence [4-5].

The Work-Life Balance Equilibrium



Figure 2: Work-life balance equilibrium

Emotional Intelligence (EI) abilities have been shown to be critical to individual and organizational success. Developing and using emotional intelligence skills offers a set of core abilities that impact many business issues:

- When it comes to grooming future leaders, emotional intelligence accounts for more than 85 percent of the factors that help "star performers" grow into effective leaders.
- Time saved by avoiding negative emotions like anger, anxiety, and fear is a direct result of developing EI abilities, which also boosts personal productivity.
- Professionally, Emotional Intelligence (EQ) is twice as essential as IQ or IQ plus experience in terms of predicting success.
- Effective problem-solving teams consist of individuals who are able to put aside their differences and work together to find solutions.
- Persons with excellent EI skills have a motivating and empowering effect on those around them. They set the standard for high achievement.
- Clients/Teams That Are Tricky: Learning EI Skills Helps People Understand Each Other More, Which Reduces Arguments and Protects Time.
- Satisfying Customers Genuine interest is the foundation of first-rate customer service. High EI individuals not only look out for themselves, but also genuinely look after those around them.
- Creativity and innovation come from those who have developed strong EI abilities, which allow them to rapidly and readily purge their minds of clutter and make room for new, intuitive ideas.
- People who are skilled in EI do not waste time fretting, fighting, or second-guessing themselves. They make positive behavioral decisions.
- When it comes to retaining top talent, studies have shown that leaders with strong EI abilities are the most effective and popular managers.
- Work-life harmony is achieved when employees are allowed to leave work at a suitable time in the knowledge that they have contributed to the company's success.

- Reduced stress levels: Emotions like worry, anger, and panic are no match for those with well-developed EI skills [6-10].

Negative Impact of Emotional Intelligence

The prevalence and importance of uncontrolled emotional reactions and a lack of emotional intelligence abilities in the business world cannot be overstated. The consequences of CEOs' and employees' (at all levels) inability to control their emotions or demonstrate basic emotional intelligence include:

1. Failure to innovate and be creative
2. failed attempts at reengineering and process improvement
3. The sluggish growth of promising young talent
4. decreased efficiency
5. Reduced levels of both customer satisfaction and loyalty
6. Destruction of a Career
7. Continual change
8. Change efforts have stalled
9. Drops in income
10. Stress and healthcare costs continue to rise.
11. A bad atmosphere and culture in the workplace
12. Violent incidents at work

Banking Services

The quality of a service can be broken down into two categories: the technical and the functional. What the bank provides the consumer is an example of technical quality. How well the bank's services function is what functional quality measures.

Technical Quality

The bank must ensure that:

- Customers have sufficient knowledge of the bank's offerings.
- Its goods and services are tightly linked with client needs in order to provide technical quality.
- All employees, notably those at the bank's front desk, are well-versed on the services and products offered by the institution.
- To guarantee technical quality, the bank's branch employs a team of specialists with backgrounds in banking, finance, accounting, and legal matters.
- Customer service at this bank has been satisfactory thus far.
- The bank's employees can clearly convey their messages to consumers, and if necessary, they

can do it in the customer's native tongue.

- Customers can rely on the expertise of the bank's advisors.
- The bank's employees, particularly those working the front lines, have received sufficient training to handle "difficult" customers and other challenging situations.
- Dissatisfied clients. A high-ranking officer who is not otherwise involved in day-to-day branch banking operations is ultimately responsible for addressing client complaints.

Functional Quality

The way in which the service is delivered to the bank's customer is what the term "functional quality" refers to. Some factors that can affect the usefulness of a banking service are:

- Employees' Attitudes Towards Work at the Bank
- Customers are prioritized over maintaining the bank's infrastructure.
- Customers' faith in the bank's representatives' ability to address their concerns
- Bank environment
- Possibility of having a confidential conversation with a high-ranking official
- General representation of the bank

Statement of Problem

The core idea of this suggestion is that service providers can improve their performance by better appreciating their customers' needs and responding accordingly. Multiple studies have shown a lack of literature assessing the relationship between a service provider's EI and the quality of their service, which in turn fosters loyal client relationships. Therefore, the purpose of this survey-based study is to identify the parts of EI most crucial to maintaining healthy connections with customers, as well as to determine the nature of the link between EI and the other factors that make up EI. In order to increase customer satisfaction and forge long-lasting business relationships, it is clear that understanding the direct and indirect impact of emotional intelligence on service quality in Indian private sector banks, with particular reference to the Moradabad region, is crucial [11-17].

Objectives of the Study

Increased customer loyalty and business sustainability are the primary motivations for this study on the effects of emotional intelligence on service quality in the Indian private banking sector. The following are some other aims of the research:

- The goal of this research is to analyze the direct and indirect effects of emotional intelligence on the quality of relationships with customers.
- The purpose of this research is to better understand how EQ impacts the success and longevity of business partnerships.
- This study aims to analyze the connection between emotional intelligence and endogenous and exogenous factors affecting service quality.
- Examine the relationship between emotional intelligence and superior customer service provided by bank employees.

Research Methodology

The need for improved customer service performance is growing as businesses focused on serving customers compete in a more cutthroat market. Emotional Intelligence (EI) can be identified as a potentially essential characteristic in relation to behavioral outcomes in customer service since CSPs need to be open and flexible in meeting customers' needs. In order to provide better service to customers, customer service representatives need to be aware of and adept at using their own interpersonal, intrapersonal, and technical abilities. Customer service performance and the level of satisfaction it elicits from its recipients depend heavily on the agents' interpersonal abilities. Because of this connection, the following idea is designed to be carried out in the private banking industry.

Method of Sampling

This study uses two closed-ended questions to describe the opinions of consumers and bank managers at eleven private sector banks in the Bhubaneshwar area.

Population

Axis Bank, Federal Bank, HDFC Bank, ICICI Bank, IndusInd Bank, ING Vysya Bank, Jammu & Kashmir Bank, Karnataka Bank, Kotak Mahindra Bank DCB Bank, and YES Bank are the eleven private sector banks in the Bhubaneshwar region that the researcher has chosen to study.

Categories of Information

Using two different sets of closed-ended questionnaires, the researcher gathered primary data from private-sector bank staff and clients. The study also drew on information gathered from secondary resources. Questionnaires and direct interviews were used to compile the primary data. In order to get honest feedback on the level of service provided and the level of emotional intelligence displayed by private sector bank personnel, we personally approached the respondents (customers and employees). Information has been gathered from secondary sources such as newspapers, periodicals, books, the World Wide Web, published reports, etc.

Calculating Devices

The t-test, regression analysis, and correlation were used to examine hypotheses and determine whether or not they should be accepted. The average and standard deviation of the replies obtained have been computed for the purpose of analysis.

Hypothesis

- An increase in SQ is correlated with a rise in EI in the banking industry.
- Increased trust and superior service are the results of a high level of emotional intelligence.
- Business partnerships that are fostered through emotional intelligence tend to last longer.
- Increases in both customer happiness and loyalty can be attributed to a higher quality of

relationships fostered by those who are emotionally intelligent and trustworthy.

Data Analysis and Interpretation

Eleven private banks (Axis Bank, Federal Bank, HDFC Bank, ICICI Bank, IndusInd Bank, ING Vysya Bank, Jammu & Kashmir Bank, Karnataka Bank, Kotak Mahindra Bank, DCB Bank, and YES Bank) were chosen for this study. Emotional quotient and service quality were the foci of the research. Primary data was gathered through a closed-ended questionnaire, while secondary data was compiled from a wide range of journal articles and book chapters.

Table 1: Number of Respondents

| S. No. | Name of the Bank | No. of Employees | No. of Customers |
|--------|----------------------|------------------|------------------|
| 1 | Axis Bank | 15 | 30 |
| 2 | Federal Bank | 10 | 30 |
| 3 | HDFC Bank | 15 | 30 |
| 4 | ICICI Bank | 30 | 30 |
| 5 | IndusInd Bank | 10 | 30 |
| 6 | ING Vysya Bank | 10 | 30 |
| 7 | Jammu & Kashmir Bank | 10 | 30 |
| 8 | Karnataka Bank | 10 | 30 |
| 9 | Kotak Mahindra Bank | 10 | 30 |
| 10 | DCB Bank | 10 | 30 |
| 11 | YES Bank | 10 | 30 |
| Total | | 140 | 330 |

We have culled 30 clients from each financial institution, for a grand total of 330. In addition, we've hired ten people away from each bank (with the exception of Axis, HDFC, and ICICI). We spoke with 30 ICICI Bank workers and 15 from Axis Bank and HDFC Bank.

Analysis of Regression

In order to conduct an empirical test of the hypothesis, we used the relationship between emotional intelligence and service quality as an independent variable. Linear regression was used to evaluate the hypothesis.

Table 2: Linear Regression

| S. No. | Name of the Bank | R | R Square | Adjusted R Square | F Statistics | P Value |
|--------|----------------------|------|----------|-------------------|--------------|---------|
| 1 | Axis Bank | .968 | .937 | .917 | 44.93 | 0.000 |
| 2 | Federal Bank | .730 | .533 | .377 | 3.41 | 0.000 |
| 3 | HDFC Bank | .940 | .884 | .846 | 22.91 | 0.000 |
| 4 | ICICI Bank | .975 | .950 | .933 | 56.77 | 0.000 |
| 5 | IndusInd Bank | .749 | .561 | .415 | 3.83 | 0.000 |
| 6 | ING Vysya Bank | .791 | .626 | .501 | 5.02 | 0.000 |
| 7 | Jammu & Kashmir Bank | .748 | .559 | .412 | 3.80 | 0.000 |
| 8 | Karnataka Bank | .782 | .611 | .482 | 4.72 | 0.000 |
| 9 | Kotak Mahindra Bank | .808 | .653 | .537 | 5.64 | 0.000 |
| 10 | DCB Bank | .784 | .614 | .486 | 4.77 | 0.000 |
| 11 | YES Bank | .686 | .470 | .293 | 2.66 | 0.000 |

Axis Bank, HDFC Bank, and ICICI Bank have a high correlation coefficient, while YES Bank has a relatively low one.

The R value is the coefficient of determination between bank employees' emotional intelligence and the quality of banking services provided.

R Square

Coefficient of determination is expressed as R². It demonstrates that the study can be trusted. When R² is close to 1, reliability of the study increases.

R-Square Value after Adjustment

Changing the R² statistic to match reality is what the adjusted R² value represents.

The Stats Fail

In general, the results from the fitted model appear to be quite reliable.

Value of Probability

Our hypothesis that "higher emotional intelligence is a predictor of higher service quality in the banking sector" and "the p value for all private banks is 0.000 0.05"

It is now generally understood that a "higher level of emotional intelligence increases trust and service quality."

T – Test

Table 3: One-

| | | | | | | |
|---|---------|----|------|---------|--------|--------|
| Reassess Capabilities | 89.443 | 10 | .000 | 4.13636 | 4.0333 | 4.2394 |
| Work adjustment impacted job Performance | 72.035 | 10 | .000 | 4.07273 | 3.9468 | 4.1987 |
| Emotions make work life worth living | 77.306 | 10 | .000 | 4.11818 | 3.9995 | 4.2369 |
| Aware of Non Verbal Messages sent | 151.514 | 10 | .000 | 4.20909 | 4.1472 | 4.2710 |
| Solving problems easy in positive Mood | 61.602 | 10 | .000 | 4.18091 | 4.0297 | 4.3321 |
| Discussion With Cool Head with Union | 40.891 | 10 | .000 | 3.93545 | 3.7210 | 4.1499 |
| View of New Possibilities with change in mood | 60.011 | 10 | .000 | 4.13000 | 3.9767 | 4.2833 |
| Expect Good Things to happen in bank | 53.382 | 10 | .000 | 4.08818 | 3.9175 | 4.2588 |
| Self-motivation by imaging Good Outcomes | 60.869 | 10 | .000 | 3.98727 | 3.8413 | 4.1332 |
| Come up with new ideas when in positive mood | 94.134 | 10 | .000 | 4.13273 | 4.0349 | 4.2305 |
| Understand Non Verbal Messages Of Others | 51.817 | 10 | .000 | 4.01182 | 3.8393 | 4.1843 |
| Recognizing emotions by facial expressions | 77.484 | 10 | .000 | 3.97909 | 3.8647 | 4.0935 |
| Know the Feeling Of Others by looking at them | 61.692 | 10 | .000 | 3.95727 | 3.8143 | 4.1002 |
| Compliment Others for doing well | 79.228 | 10 | .000 | 4.03909 | 3.9255 | 4.1527 |
| Presentable to customers | 68.995 | 10 | .000 | 4.05182 | 3.9210 | 4.1827 |
| Compatible With Colleagues | 55.108 | 10 | .000 | 4.08818 | 3.9229 | 4.2535 |
| Apologize with others for doing some wrong | 59.813 | 10 | .000 | 4.10636 | 3.9534 | 4.2593 |
| Take initiative To Talk | 89.572 | 10 | .000 | 4.18455 | 4.0805 | 4.2886 |
| Advise To Colleagues to take bold steps | 59.632 | 10 | .000 | 4.10000 | 3.9468 | 4.2532 |
| Compatible With Boss | 124.081 | 10 | .000 | 4.14182 | 4.0674 | 4.2162 |

Sample Test

| | Test Value = 0 | | | | | |
|-----------|----------------|----|-----------------|-----------------|---|--------|
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| SQ | 174.761 | 4 | .000 | 4.04600 | 3.9817 | 4.1103 |
| EI | 196.514 | 4 | .000 | 4.05600 | 3.9987 | 4.1133 |

T-test is also carried out for twenty-five variables (questions) of all five dimensions of emotional intelligence.

Table 4: One-Sample Test of Variables of Emotional Intelligence

| Variables | Test Value = 0 | | | | | |
|---|----------------|----|-----------------|-----------------|---|--------|
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Remember to overcome Obstacles | 90.096 | 10 | .000 | 4.05545 | 3.9552 | 4.1557 |
| Expect to Do Well | 94.664 | 10 | .000 | 4.04273 | 3.9476 | 4.1379 |
| Adjusted to work | 65.710 | 10 | .000 | 4.03545 | 3.8986 | 4.1723 |
| Identify problems and improve performance | 64.542 | 10 | .000 | 3.97909 | 3.8417 | 4.1165 |
| Evaluate Performance | 46.296 | 10 | .000 | 3.99636 | 3.8040 | 4.1887 |

P value in all above variables is less than 0.05 which proves that emotional intelligence dimensions contribute to the service quality of banks. T-test is carried out for eighteen variables (questions) of all five dimensions of service quality.

Table 5: One-Sample Test of Variables of Service Quality

| Variables | Test Value = 0 | | | | | |
|-------------------------|----------------|----|-----------------|-----------------|---|--------|
| | T | Df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference | |
| | | | | | Lower | Upper |
| Satisfied with Premises | 89.194 | 10 | .000 | 4.04909 | 3.9479 | 4.1502 |

| | | | | | | |
|---------------------------------------|---------|----|------|---------|--------|--------|
| Satisfied with Technology | 168.387 | 10 | .000 | 4.03909 | 3.9856 | 4.0925 |
| Satisfied with Dress | 63.689 | 10 | .000 | 3.93273 | 3.7951 | 4.0703 |
| Satisfied with Brochure | 83.410 | 10 | .000 | 3.93000 | 3.8250 | 4.0350 |
| Satisfied with Bank Statement | 115.296 | 10 | .000 | 4.05727 | 3.9789 | 4.1357 |
| Satisfied with Services as promised | 74.443 | 10 | .000 | 4.00273 | 3.8829 | 4.1225 |
| Satisfied with Customer Services | 194.263 | 10 | .000 | 4.30636 | 4.2570 | 4.3558 |
| Satisfied with Time of Service | 129.456 | 10 | .000 | 4.03000 | 3.9606 | 4.0994 |
| Satisfied with Maintenance of Account | 83.399 | 10 | .000 | 3.95909 | 3.8533 | 4.0649 |
| Satisfied with Promptness | 179.417 | 10 | .000 | 4.01455 | 3.9647 | 4.0644 |
| Satisfied with Willingness to Help | 122.098 | 10 | .000 | 4.00273 | 3.9297 | 4.0758 |
| Satisfied with Sending Statement | 83.496 | 10 | .000 | 4.04909 | 3.9410 | 4.1571 |
| Satisfied with Employees Behaviour | 119.263 | 10 | .000 | 3.94182 | 3.8682 | 4.0155 |
| Satisfied with Instilling Confidence | 158.346 | 10 | .000 | 4.05727 | 4.0002 | 4.1144 |
| Satisfied with Courteousness | 120.026 | 10 | .000 | 4.02455 | 3.9498 | 4.0993 |
| Satisfied with Service by Heart | 326.631 | 10 | .000 | 4.06273 | 4.0350 | 4.0904 |
| Satisfied with Product Service | 327.435 | 10 | .000 | 4.07273 | 4.0450 | 4.1004 |
| Satisfied with Service Quality | 96.263 | 10 | .000 | 4.23000 | 4.1321 | 4.3279 |

The p value in all above variables is less than 0.05 which proves that emotional intelligence dimensions contribute to the service quality of banks.

Results and Discussion

Table 6: Overall Average

| | Mean | Std. Deviation | N |
|---|--------|----------------|---|
| Overall Average of Service Quality | 4.0460 | .05177 | 5 |
| Overall Average of Emotional Intelligence | 4.0560 | .04615 | 5 |

The mean score of all dimensions of service quality comes to 4.046 while the mean score of all

dimensions of emotional intelligence comes to 4.056.

Table 7: Overall Correlations

| | | Overall Average of Service Quality | Overall Average of Emotional Intelligence |
|---------------------|---|---|--|
| Pearson Correlation | Overall Average of Service Quality | 1.000 | .839 |
| | Overall Average of Emotional Intelligence | .839 | 1.000 |
| Sig. (1-tailed) | Overall Average of Service Quality | . | .038 |
| | Overall Average of Emotional Intelligence | .038 | . |
| N | Overall Average of Service Quality | 5 | 5 |
| | Overall Average of Emotional Intelligence | 5 | 5 |

There is a high degree correlation between the dimensions of emotional intelligence and service quality.

Table 8: R Square

| R | R Square | Adjusted R Square | F Statistics |
|----------|-----------------|--------------------------|---------------------|
| 0.839 | 0.704 | 0.606 | 7.143 |

The overall descriptive statistics reveal that private sector bank employees have a mean score of 4.056 on a scale from 0 to 5 for emotional intelligence, indicating that they are highly emotionally intelligent. Customers appear to be quite pleased with the quality of service offered by the private sector banks in this analysis, as the average score for perceived service quality is 4.046 on a 5-point scale.

There is a very strong positive relationship between the emotional intelligence of employees and the quality of service provided by private sector banks, as indicated by the high degree of correlation (0.839) between the combined dimensions of emotional intelligence and the combined parameters of service quality as perceived by customers.

I. Overall Perception of Bank Employees on Five Dimensions of Emotional Intelligence

Table 9: Perception on Five Dimensions

| Dimensions | HD FC Bank | ICI CI Bank | Axi s Bank | Kotak Mahindra Bank | Karnataka Bank | Yes Bank | Indus Ind Bank | IN G Bank | DC B Bank | J & K Bank | Federal Bank | Overall Average |
|------------------------------------|------------|-------------|------------|---------------------|----------------|----------|----------------|-----------|-----------|------------|--------------|-----------------|
| Mean Score | | | | | | | | | | | | |
| Self-Awareness | 4.25 | 4.22 | 4.19 | 4.16 | 4.13 | 4.09 | 4.01 | 3.97 | 3.89 | 3.81 | 3.74 | 4.04 |
| Managing Emotions | 4.32 | 4.28 | 4.25 | 4.23 | 4.20 | 4.15 | 4.10 | 4.00 | 3.95 | 3.90 | 3.75 | 4.10 |
| Self-Motivation | 4.18 | 4.16 | 4.17 | 4.18 | 4.10 | 4.08 | 4.00 | 3.88 | 4.00 | 3.95 | 3.88 | 4.05 |
| Recognizing the Emotions of Others | 4.22 | 4.18 | 4.17 | 4.15 | 4.08 | 4.05 | 3.95 | 3.90 | 3.80 | 3.75 | 3.68 | 3.99 |
| Handling Relationship | 4.30 | 4.26 | 4.24 | 4.22 | 4.17 | 4.13 | 4.10 | 3.98 | 3.98 | 3.92 | 3.80 | 4.10 |
| Overall Average | 4.25 | 4.22 | 4.20 | 4.19 | 4.13 | 4.10 | 4.03 | 3.94 | 3.92 | 3.87 | 3.77 | 4.06 |

In general, the results indicate that most individuals had a high EI, with most reporting high levels of both personal and social competence. Bank workers' opinions on five aspects of emotional intelligence are summarized in the table above. These aspects are: self-awareness; emotion management; self-motivation; emotion recognition; relationship management.

The employees of eleven private sector banks had a high average score (4.10) in the areas of emotional regulation and relationship management. The next factor is intrinsic drive, which has a mean of 4.05 on the scale. The next highest average is found in the area of self-consciousness (4.04), followed by the area of social-emotional awareness (3.99). We discover that private sector bank personnel, on average, have a high level of emotional intelligence (4.06 out of 5).

In comparison to other private sector banks, HDFC Bank workers clearly demonstrate superior

emotional intelligence (mean score 4.25). Employees from ICICI Bank ranked second on the emotional intelligence test (mean score 4.22), followed by those from Axis Bank (mean score 4.20), Kotak Mahindra Bank (mean score 4.19), Karnataka Bank (mean score 4.13), YES Bank (mean score 4.10), IndusInd Bank (mean score 4.03), ING Vysya Bank (mean score 3.94), Nainital Bank (mean score 3.92) Federal Bank comes in the last with an average score of 3.77. The accompanying table ranks the emotional intelligence test results of eleven private sector banks in ascending order.

Overall Perception of Customers on Five Dimensions of Service Quality
Table 10: Perception on Five Dimensions

| Dimensions | HDFC Bank | ICICI Bank | Axis Bank | Kotak Mahindra Bank | Karnataka Bank | Yes Bank | IndusInd Bank | ING Bank | DCB Bank | J & K Bank | Federal Bank | Overall Average |
|-------------------|-----------|------------|-----------|---------------------|----------------|----------|---------------|----------|----------|------------|--------------|-----------------|
| Mean Score | | | | | | | | | | | | |
| Tangibility | 4.17 | 4.13 | 4.10 | 4.06 | 4.03 | 4.00 | 3.99 | 3.96 | 3.90 | 3.85 | 3.83 | 4.00 |
| Assurance | 4.20 | 4.19 | 4.18 | 4.15 | 4.11 | 4.05 | 4.03 | 4.05 | 3.98 | 3.96 | 3.93 | 4.08 |
| Empathy | 4.10 | 4.08 | 4.07 | 4.03 | 4.07 | 3.98 | 3.94 | 3.91 | 4.03 | 4.03 | 4.00 | 4.02 |
| Reliability | 4.11 | 4.12 | 4.10 | 4.07 | 4.04 | 4.02 | 3.99 | 3.98 | 3.91 | 3.91 | 3.83 | 4.01 |
| Responsiveness | 4.22 | 4.18 | 4.16 | 4.12 | 4.09 | 4.07 | 4.10 | 4.07 | 4.12 | 4.13 | 4.09 | 4.12 |
| Overall Average | 4.16 | 4.14 | 4.12 | 4.08 | 4.06 | 4.02 | 4.01 | 3.99 | 3.98 | 3.97 | 3.94 | 4.05 |

Customers' ratings of eleven private sector banks along five dimensions of service quality (tangibility, assurance, empathy, reliability, and responsiveness) are displayed in the table above. Eleven private sector banks have a very good responsiveness rating (mean: 4.12) from their clients. The confidence scale averages 4.08 out of 10. Following intelligence by a mean of 4.02 points is empathy. The average score for the dimension of tangibility is 4.00, and the average score for the attribute of reliability is 4.01. There is a general consensus amongst clients of private sector banks that the level of service they receive is above average (4.05 on a 5-point scale).

From the data presented above, it is apparent that HDFC Bank has received the highest average customer satisfaction rating among private sector banks. Customers of ICICI Bank gave the bank an average rating of 4.14, followed by those of Axis Bank (4.12), Kotak Mahindra Bank (4.08), Karnataka Bank (4.06), YES Bank (4.02), IndusInd Bank (4.01), ING Vysya Bank (3.99), Nainital Bank (3.98), and J & K Bank (3.97). Federal Bank ranked dead last (median score 3.94). The customer ratings of service quality for eleven private sector banks are listed above in ascending order.

Findings

The overall descriptive statistics reveal that private sector bank employees have a mean score of 4.056 on a scale from 0 to 5 for emotional intelligence, indicating that they are highly emotionally intelligent. Customers appear to be quite pleased with the quality of service offered by the private sector banks in this analysis, as the average score for perceived service quality is 4.046 on a 5-point scale. There is a very strong positive relationship between private sector bank employees' emotional intelligence and the quality of service they provide, as measured by customers' perceptions of those banks, as indicated by the high degree of correlation between these two sets of variables (0.839).

Conclusion

Banking institutions elaborate services so that clients can reap the benefits of efficient and extremely accessible services that also conform to the quality standards in order to establish and develop a long-term marketing relationship with customers. To do this, it is necessary for experts in marketing, human resources, and management to work together. The ever-evolving needs of customers, workers, and the surrounding socioeconomic environment necessitate the maintenance of such connections. Natural and legal consumers alike are constantly on the lookout for new and better goods and services, as well as for mutually beneficial partnerships with banks and other financial institutions. Many businesses now see customer relationship marketing as an investment rather than an expense.

The standards for achievement in the workplace are certain to evolve as time goes on. Employees are evaluated not just on their intelligence, experience, and training, but also on their interpersonal and intrapersonal skills. And that is significantly impacted by traits like tenacity, self-control, and social competence. These new standards are increasingly being used to determine who gets hired, who gets fired, who stays put, and who gets passed over for a promotion. To connect the traditional "can do" ability drivers of job success with the "will do" dispositional determinants, emotional intelligence may be the (long-sought) missing link. Training in "emotional intelligence" or "emotional competence" is now a common offering from progressive businesses. Their managers and leaders foster a pliable, accountable, rewarded, transparent, and committed workplace for them.

Working in banking means dealing with people on a daily basis, including clients, coworkers, and managers. This research looks at how EI affects efficiency on the job for those working in the customer care departments of commercial banks. Employees in the banking industry need EI, defined as the "capacity to perceive, use, understand, and manage emotions," in order to do their jobs well.

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