

Emotional Intelligence among Banking Professionals

Sakshee Rastogi¹ and Dr. Manoj Agarwal²

¹Research Scholar, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India

²Associate Professor, Teerthanker Mahaveer University, Moradabad, Uttar Pradesh, India

ABSTRACT

When utilised in a professional setting, emotional intelligence contributes to the creation of an environment in which individuals exhibit a level of concern for their interpersonal connections that is equivalent to that of the whole community. Although businesses have known for a long time that Emotional Intelligence (EI) is extremely important in the workplace, they have not always done a good job of conveying this concept to their employees. As the relevance of emotional intelligence (EI) becomes more apparent, it will become just as important to acquire people who have acquired a high degree of emotional maturity as it will be to acquire academic qualities. Businesses that are emotionally intelligent are able to maximise their chances of achieving commercial success and significantly boost their overall level of productivity. When employees are placed in emotionally charged organisational environments, there is a greater likelihood that they will maintain positive ties with one another and give individualised services. As a consequence of improvements in technology, altering client expectations, increased levels of customer awareness, and the acquisition of additional resources, the range of services that may be supplied has expanded. Both the environment and the culture of the workplace are undergoing profound changes, and as a direct consequence, businesses are having a difficult time keeping up with the evolving needs and requirements of their target markets. Employees may go through a very stressful experience as a result of this, which may lead to challenging conditions inside the organisation. As a direct consequence of this, employees' morale, levels of happiness, levels of motivation, levels of devotion, and levels of production all decline. One sector that exemplifies this is the banking industry. As a consequence of the growth of their concept of services, which now involves offering services both online and offline, the banking business in India has become increasingly focused on satisfying the needs and wants of its customers.

Keywords: *Emotional Intelligence, Banking Professional*

1. INTRODUCTION

EI is frequently considered to be the single most important component in determining a person's level of success in both their personal and professional life. This view is supported by the fact that EI has been shown to predict success in both areas. The phrase Emotional Intelligence Quotient refers to a collection of talents that reflect an individual capacity to comprehend his or her own behaviours, emotions, and drives and to manage them in a manner that is most appropriate for the given context. These abilities may be demonstrated by an individual's "Emotional Intelligence Quotient," which is a collection of skills. In most instances, the term "emotional intelligence" is understood to involve the following: emotional "empathy; attention to, and discrimination of one emotions; accurate recognition of one's own and" others' moods; mood management or control over emotions; response with appropriate (adaptive) emotions and behaviours in various life situations (especially to stress and difficult situations); and the ability to strike a balance between the honest expression of emotions and courtesy, consideration, and respect.

When utilised in a professional setting, emotional intelligence contributes to the creation of an environment in which individuals exhibit a level of concern for their interpersonal connections that is equivalent to that of the whole community. Although businesses have known for a long time that Emotional Intelligence (EI) is extremely important in the workplace, they have not always done a good job of conveying this concept to their employees. As the relevance of emotional intelligence (EI) becomes more apparent, it will become just as important to acquire people who have acquired a high degree of emotional maturity as it will be to acquire academic qualities. Businesses that are emotionally intelligent are able to maximise their chances of achieving commercial success and significantly boost their overall level of productivity. Since individuals who belong to these organisations are more likely to develop close relationships with one another. Several aspects of the personnel, including as the fulfilment of tasks or objectives, efficient communication, good interpersonal dynamics, cohesion, and the successful management of disputes, all have an influence on the performance of the team.

In emotionally charged organisational cultures, employees are more likely to retain positive connections with one another and provide individualised services. The range of services that may be provided has expanded as a result of developments in technology, shifting client expectations, rising levels of customer awareness, and the acquisition of more resources. The workplace environment and culture are undergoing dramatic shifts, and as a result, organisations are struggling to keep up with the shifting demands and requirements of their target markets. This can be a highly stressful experience for employees and can lead to tense circumstances inside the organisation. Employees suffer from poor levels of morale, contentment, motivation, dedication, and productivity as a direct result of this. The banking industry is one example of this. The banking industry in India has grown more customer-oriented as a result of their expansion of their idea of services, which includes providing services both online and offline.

1. The theoretical foundations and the evolution of the assumptions

When it comes to bank employees the unpredictability of the financial markets coexists with the pressures of the environment competitive nature. As a result, bank employees are forced to deal with difficult situations on the job, the resolution of which is unlikely to be achieved solely through IQ ability but rather requires inspiration and support from managers and co-workers. Again, in order for managers to lead any kind of change in the organisation, they need to be able to cultivate trust, motivate and energise teams, and assist individuals to get over their apprehensions and resistances so that they can contribute to the creation of a favourable working environment. In light of the aforementioned set of considerations, we came up with a trio of hypotheses to investigate (a) whether or not "there is a significant difference of emotional states in employees of public and private sector banks; (b) whether or not the difference of emotional states leads to difference in workplace behaviour of employees in public and private sector banks; and (c) whether or not the difference of emotional states can create a positive, negative, or neutral impact on workplace behaviour of employees in public and private sector banks. After that, the theories were evaluated with the use of statistical methods".

1.1 Role of emotional intelligence on employee performance

According to the data that were uncovered by Abdullah et al. (2014), a prior study discovered that EI increases customer satisfaction, productivity, and profitability, all of which are vital for boosting the performance of a company, particularly banks. According to the findings of the research that was carried out by Godini and Baghfalaki (2015), EI is a significant factor that contributes to the level of performance achieved by an employee. Syet al. (2016) carried out research with the purpose of determining the impact that the emotional intelligence (EI) of workers and managers has on the connection between performance and employee happiness. The goal of this study was to determine how emotional intelligence (EI) relates to performance. The inquiry was carried out in order to accomplish this. It was established that an employee's high EI, irrespective of the EI of the employee's supervisor, related to an improvement in both the employee's performance at work and the level of employee satisfaction the employee experiences. This was the case regardless of the EI of the employee's supervisor. On the other hand, it was shown that an increase in a manager's EI has a considerable impact on the quantity of work that an employee is able to get done. This was one of the most surprising findings.

1.2 Factors affecting emotional intelligence of employee of banks

- **Self -awareness**

The capacity to be aware of and to comprehend one's own states of mind, feelings, and motivations, as well as those of oneself and one's surroundings, is called self-awareness.

- **Self - regulation**

The ability to keep one's emotions and impulses under control and to reroute such impulses when required is called self-control. The inclination to avoid making hasty judgements and to think things out before acting on them.

- **Self –motivation**

A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy and persistence

- **Social Empathy**

The ability to understand the emotional makeup of other people

- **Social-skills**

A mastery of the art of relationship management and the construction of networks. The capacity to connect with others and establish areas of agreement.

1.3 Impact of emotional intelligence on workplace behaviour of employees of selected the public and private sector banks

The results of an online survey served as the basis for Troy Heffernan's (2018) analysis of the relationship between emotional intelligence and the overall performance of banks. The results of the research indicate that trust may be segmented into three unique components: knowledge, expectations, and reliability. There was a significant correlation found between the financial performance of a relationship manager and trust and emotional intelligence when the three factors were analysed and compared to one another. According to the findings of a study that was carried out in 2015 by Saddam Hussain Rahim and focused on the connection between emotional intelligence and organisational performance in the banking industry in Pakistan, it was discovered that female employees had a higher level of emotional intelligence than their male counterparts. The research was focused on the relationship between emotional intelligence and organisational performance.

The amount of education a person has was discovered to have a positive correlation with the amount of emotional intelligence possessed by that individual. It was observed by Ming-Ten Tsi (2014) that the leadership style of a supervisor can have an effect on the self-efficacy of employees. This was the conclusion reached by his research on the relationships between emotional intelligence (EI) and leadership styles, self-efficacy, and organisational commitment among bank employees in Taiwan. According to the findings of the study, an emotionally intelligent leader should be able to make greater use of their leadership qualities in order to be able to boost employee self-efficacy. This ability is necessary in order for an emotionally intelligent leader to be able to lead effectively. The study also found that a person's level of self-efficacy has a significant positive influence on the amount of dedication they have to their business.

Research was carried out by Mina Beigi (2016) to investigate the influence that emotional intelligence training programmes have on the level of customer care offered by bank branches. For the purpose of the research, she chose employees working for public sector banks and mandated that they take part in an individualised EI training programme consisting of eight separate sessions. The findings demonstrate that the overall service quality is enhanced as a consequence of getting EQ training, and the findings also suggest that the EI component known as "Relationship Management" is improved as a result of obtaining EQ training. ("Nair, Impact of Emotional Intelligence on Organisational Climate and Organisational Citizenship Behaviour in Private Sector Banks 2018) dissertation reveals that emotional intelligence is a major behavioural competency that must be given a prominence" in order for the organisation to achieve both its mission and its vision. The term "emotional intelligence" refers to the individual and group-level contributions that have an influence on the environment of an organisation. These contributions can be positive or negative. In turn, the organisational environment has an influence on the behaviour of organisational citizens, and all three of these factors have a beneficial impact on each other as well as on the overall organisation.

(Mahal, 2015) carried out research to examine the connection between emotional intelligence and feeling fulfilled in one's work. According to the findings of one piece of research, there is a significant correlation between emotional intelligence and the degree of contentment that may be found in one's place of employment. The results of the study indicate that employees who have a high emotional intelligence have a greater capacity to control their impulses and maintain composure even when they are under extreme amounts of stress.

An employee's ability to regulate and manage their emotions not only enables them to keep their optimism in the face of obstacles, but also helps them develop empathy and other vital social skills. This is because being able to control and manage one's emotions is a skill in and of itself. Praveena.S. (2015) carried out research with the purpose of determining the impact that emotional intelligence has on the professional performance of bank managers working in Sri Lanka. According to the findings of one piece of research, higher levels of emotional intelligence in bank managers are strongly connected with higher levels of job performance as well as higher levels of job satisfaction in the workplace. Another conclusion of the research was that emotional intelligence is one of the most essential skills for managers to have in modern firms. This was proven to be one of the most important qualities to have since it was shown to be one of the most important qualities for managers to have.

1.4 Strategies use to improve the emotional intelligence for appropriate management

Managers that are emotionally intelligent are able to keep their sentiments in check and do not allow their emotions to dictate the direction of their careers or personal life. There is a one-to-one relationship between the emotional intelligence of a manager and the efficiency with which he performs his duties as a manager. Empathy and self-awareness lend weight to the management and decision-making processes, which may be the determining factor

between a successful and failed leader. This is due to the fact that self-awareness and management contribute weight to the processes. Despite the fact that the necessity for emotional intelligence is more than normal for all sorts of job and plays a key part in the technical skills, there is a widespread belief that emotional intelligence is not as important as technical ability. When it comes to a person's overall performance, it is generally assumed that emotional intelligence will have a stronger effect the higher up in position and authority that person is. The most senior executives in an organisation has the capacity to either produce or destroy significant quantities of economic value. It is possible for high performance to lead to tangible repercussions, such as increased profits as a result of increased productivity and sales as well as decreased expenditures. As a result of the fact that I am able to declare that a greater degree of emotional intelligence is necessary for professions that are more difficult to execute, this offers an answer to the question of who requires emotional intelligence that is above and beyond the usual.

1.5 Job Success and Emotional Acuity

People who are emotionally intelligent have a stronger control over their feelings and are seen to be more persuasive communicators with their coworkers in the professional setting because they have a better handle on their feelings. A significant number of researches in the past have had the intention of establishing a connection between the performance of employees and their EI ratings. Wong and Law (2012) discovered that there is a robustly positive correlation between EI and job performance in a particular setting of employment. According to Davar and Singh (2014), there is a direct correlation between knowledgeable enthusiasm and effective performance on the work. According to Karthikeyan and Lalwani (2017), feelings have an effect on professional relationships, the delivery of services, and the way bank officials interact with one another on an intrapersonal level. According to Praveena (2015), bank managers that have greater EI levels also report higher levels of professional contentment and performance. There is a close correlation between an employee's capabilities and the output that they produce. According to Anand et al. (2019), the world has just started to recognise the significance of this link, and the emphasis is now being coordinated to improve the employee's passionate understanding. It was discovered that there is a positive association between all of the constructs (dimensions) of emotional intelligence and contentment/adaptability among the frontline staff working with electricity utility India . Adaptability also has a favourable effect on job performance, according to Sony and Mekoth (2016). Even if the bulk of the population is impacted by EI, bank employees were still among the top list of those who were especially afflicted by the epidemic. According to the findings of the study, emotional intelligence plays an important part in the lives of bank employees, and the levels of emotional intelligence displayed by these employees were quite high (Swarnalatha and Sekar, 2016).

2. OBJECTIVES OF THE STUDY

1. To conduct research on the influence that emotional intelligence has on the behaviour of workers in the workplace
2. To conduct research on the role that emotional intelligence plays in the performance of employees

3. RESEARCH METHODOLOGY

3.1 Data collection

In order to acquire the necessary data for this investigation, a questionnaire was employed. The components of emotional intelligence were developed by conducting a review of the pertinent past research as well as the existing body of literature. This served as the basis for the construction of the emotional intelligence aspects. At a number of different commercial and public sector banks situated in Lucknow, which is the capital city of the Indian state of Uttar Pradesh, an evaluation of the employees' levels of emotional intelligence was conducted using a Likert scale with points ranging from 1 to 5. The scale's points ranged from 1 to 5. Using a questionnaire, the information was compiled by hand throughout the collection process. The findings of the study were based on the contributions of a total of 70 individuals, with 35 of those individuals coming from the public sector and the remaining 35 coming from the private sector. This study makes use of analytical methods such as vicariate data analysis processes, such as the Chi-square test, and one-way ANOVA, both of which are extremely useful tools for creating a statistical relationship between variables. These analytical tools include the Chi-square test and the ANOVA. In addition, the research makes use of these different analytical tools. In order to assess the degree to which the two groups of workers differ in terms of their emotional intelligence, a one-way analysis of variance was carried out. The goal of the analysis of variance was to determine whether or not there was a significant difference between the two groups in terms of the mean of the various emotional

intelligences held by the employees. This was done with the intention of determining whether or not there was a significant difference between the two groups.

3.2 Participants and procedure

The amount of emotional intelligence exhibited by bank employees was the focus of the investigation that this research set out to accomplish. The persons who worked in banks, both public and private, were the primary subjects of the research, and interviews with workers from a variety of positions inside those institutions were carried out. Table1, which can be seen over here, has a full description of the persons who took part in the study and their individual characteristics. As a direct consequence of this, 20% of people, 57.14.286 percent of people, 17.1428 percent of people, and 5.71428 percent of people, respectively, fall into "the age bracket of Below 35 Years, 36-45 Years, 46-55 Years, and Above 55 Years. On the other hand" there are 22.8571429% of employees who are younger than 35 years old, 65.7142857% of workers who are between the ages of 36 and 45 years old, and 11.4285714% of workers who are between the ages of 46 and 55 years old. As a point of comparison, 77% of those who work in public sector banks are married, but just 63% of those who work in private sector banks are married.

The responders from both banks have, on average, quite a bit of education behind them. When compared to their counterparts at public sector banks, workers of private sector banks tend to be younger and have less work experience, according to the facts on the time period related with the current employment and previous work experience. The sample consists of those financial institutions that have more than 25 personnel collaborating together.

Table -1 Characteristics of the Respondents' Demographic Makeup

Category	Description	Private Sector Employees	Percentage	Public Sector Employees	Percentage
		Total 35	100	Total 35	100
"Age Wise Classification"	Below 35 Years	7	20	8	21.8571429
	36-45Years	20	57.14286	23	66.7142857
	46-55 Years	6	17.14286	4	11.4285714
	Above 55 Years	2	5.714286	0	0
"Education Qualification"	Graduate	4	11.42857	5	15.2857143
	Post Graduate	17	48.57143	18	52.4285714
	Professional Qualification	12	34.28571	9	26.7142857
	Others	2	5.714286	3	8.67142857
"Marital Status"	Married	21	60	27	78.1428571
	Unmarried	14	40	8	23.8571429
"Period of Association with present position"	1-2 years	2	5.71428571	0	0
	2-3 years	18	51.4285714	15	43.8571429
	3-4 years	13	37.1428571	17	49.5714286
	4-5 years	1	2.85714286	2	5.11428571
	above 5 years	1	2.85714286	1	2.95714286
"Work Experience"	UP to 2 years	2	5.71428571	2	5.81428571
	2-5 Years	31	88.5714286	18	52.4285714
	5-10 years	2	5.71428571	13	38.1428571
	10-15 years	0	0	1	3.85714286
	above 15 years	0	0	1	3.85714286
"Size of Organization"	Less than 25 employees	2	5.71428571	2	4.71428571
	25-50 employees	14	40	31	98.5714286
	More than 50 employees	19	54.2857143	2	5.71428571

Table 2 Average Emotional Intelligence in the Banking Industry, Including Both the Private and Public Sectors

Nature of Organization	Self-Awareness	Empathy	Self Motivation	Self-Control
Private	3.4714	3.7071	3.4286	3.6000
Public	3.6429	3.8786	3.7500	3.9857
Total	3.5571	3.7929	3.5893	3.7929

According to the data presented in the table above, which displays the median of the emotional intelligence factor across both private and public sector banks, the level of emotional intelligence possessed by workers working for public sector banks is greater than that of employees working for private sector banks .

4. DATA ANALYSIS AND RESULTS

Regression analysis is a statistical approach that is a component of the discipline of statistics. Its purpose is to evaluate the relationships that exist between various variables. When the focus is on the connection between a dependent variable and one or more independent variables it entails a broad variety of techniques for modelling and assessing a number of variables at the same time. One of these tactics is called a multiple regression model. A linear regression analysis was carried out in order to discover the nature of the connection that exists between an employee's degree of emotional intelligence and their amount of professional experience. This was done so that we could determine the nature of the relationship that exists between these two factors. "The findings of the study led the researchers to the conclusion that there is a significant (p=000) link between the variables of emotional intelligence and work experience, and that emotional intelligence may explain about 31.2% of the change in work experience (Table 3) . These findings were presented in the form of a table. Self-motivation was shown to be the factor that had the largest influence on previous job experience (=0.212, p=0.098). On the other side, gaining self-awareness via one's job is a highly important experience; yet, it is associated with a negative effect (= -0.237, p=0.118).

Table 3 Model Summary

Model	R	R square	Adjusted R square	Std. error of the estimated
1	.280 ^a	.078	.022	.63391

a. "predictors, constant, self-control empathy ,self-motivation, self-awareness"

Table 4 Regression Analysis

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	1.494	1.409		1.061 .293
Self-awareness ^o	-.237	.150	-.212	-1.586 .118
Empathy	-.007	.196	-.004	-.034 .973
Self Motivation	.312	.186	.212	1.679 .098
Self Control	.131	.249	.071	.526 .600

Tests & Statistical Results

The statistical analysis that was done made use of the correlation coefficient, the ANNOVA F-test, and other statistical tools; the findings of that research are presented in the tables that are supplied further down in this page; you may find those tables by scrolling further down.

Table 5. Descriptive Statistics for Respondents

Particulars	Mean	Std. Deviation	N
Type of Emotion	2.7280	0.35652	10
Strategies Adopted	3.4570	0.12676	10

The male respondents' average rating for the sort of sensation was 2.73, with a standard deviation 0.36. On the other hand, the male respondent's average rating for the procedures that were utilised was 3.46, with a standard deviation of 0.13. It is feasible to draw the conclusion from the data that there is a high degree of congruence between the strategies adopted by male respondents and the kinds of feelings they exhibit while at work. This congruence can be inferred from the fact that there is a high degree of congruence between the two sets of information.

TABLE 6 . ANOVA TEST

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.183	1	0.183	1.523	0.252 ^b
Residual	0.961	8	0.120		
Total	1.144	9			
a. Dependent Variable: EMOTION					
b. Predictors: (Constant), STRATIGIES					

An analysis of variance was performed, and the findings showed that the strategies utilised by the male respondents, depending on the type of emotion they display while at work, are not statistically significant. This was determined by the fact that $F(1,8) = 1.523$, and p was more than 0.05. This result occurred as a consequence of the interaction of these two aspects of the situation. As a consequence of this, one may get the conclusion that there is a considerable degree of connection between the type of emotion that was exhibited and the strategies that were used by the respondents while they were at work. This is something that can be deduced from the results of the study.

In order to investigate the relationship between emotional intelligence and work performance a correlation was established between the degree of emotional intelligence possessed by each individual and their level of success in their professional life. It has been concluded, on the basis of the data, that an employee's emotional understanding and intelligence has a considerable influence on the performance that they obtain while on the job ($r = 0.556$, $\text{sig} = 0.000$); this was determined by using the correlation coefficient and the significance level. After that, this process was repeated for each and every dimension of the EI constructs, as well as for work performance and demographic data. Table 2 provides a comprehensive summary of the association in its entirety.

Table 7. Comparative correlation analysis results

	Emotional intelligence	Job performance	Managing own emotions	Managing others emotions	Perception of emotions	Utilisation of emotions
Emotional intelligence	-	0.556** Sig. 000	0.879* Sig. 000	0.651* Sig. 000	0.826* Sig. 000	0.831* Sig. 000

<i>Job performance</i>		-	0.526** Sig. 0.000	0.269** Sig. 0.000	0.434** Sig. 0.000	0.507** Sig. 0.000
<i>Managing own emotions</i>			-	0.470** Sig. 0.000	0.621** Sig. 0.000	0.605** Sig. 0.000
<i>Managing others emotions</i>				-	0.376** Sig. 0.000	0.448** Sig. 0.000
<i>Perception of emotions</i>					-	0.621** Sig. 0.000
<i>Utilisation of emotions</i>						-

Notes: ** There is a statistically significant correlation, both at the 0.01 and 0.05 (two-tailed) levels of significance.

Source: The data obtained will be used exclusively for academic purposes.

5. DISCUSSION

5.1 Regression analysis of job performance on emotional intelligence of bank employees

In this study, multiple linear regression was used to predict the value of the dependent variable, which was job performance, based on the values of the independent variables, which included emotional intelligence dimensions, age, gender, and the kind of bank. It was revealed that there was a significant regression equation ($F(4,179) = 22.422, p 0.00$), and the R2 value anticipated by the respondents was 0.334. Job performance equals 21.734 plus 0.193 (EI) plus 0.189 (age) plus 1.910 (gender) plus 2.247 (bank type), where gender is coded as 1 = males and 2 = females, bank type is measured as 1 = employees working for private banks and 2 = employees working for public banks, and age is measured as 1 = less than 35 years old, 2 = 35–41 years, and 3 = more than 41 years old. There was an average gain of 0.193 percentage points in participant work performance across all categories of bank employee, age group, and gender type. Emotional intelligence, gender, and the kind of bank were shown to be significant predictors of work performance, which was proven to be the case for three of the four independent variables.

A statistically significant regression equation ($F(4,179) = 22.668, p 0.00$) was discovered, and its R2 value was 0.336. Respondents anticipated performance to be equal to 25.837 plus 0.367 (MOE) plus 0.387 (UOE) plus 0.086 (POE) minus 0.072 (MOTE), where MOE, UOE, POE, and managing others' emotions (MOTE) are the sub-dimensions of the concept emotional intelligence. When compared to the other dimensions, the UOE and MOE factor contributed significantly more to accurately predicting the performance of employees. This helps us come to the conclusion that when it comes to emotional intelligence training, these two aspects of EQ should be given the highest attention, since individuals are not very good at regulating the emotions of their subordinates, peers, or colleagues, and are also not very good at recognising the emotions of others.

The amount that respondent's work performance improved ranged from 0.367 to 0.387 to 0.086 to -0.072. MOE and UOE were found to be statistically significant predictors of work success when compared to the other aspects of EQ. EFA was performed by the surveyor with the intention of extracting the components of variables that were going to be utilised in the study, and then CFA was performed in order to validate the components that were taken from the EFA. This was done in order to test the suggested hypothetical model. The findings of the EF analysis recovered two components from 15 items about task performance and contextual performance, and four components from 28 questions regarding managing the emotions of others, including MOE, UOE, and POE. In addition, two components were derived from 15 items regarding task performance and contextual performance, with 59% of the variation explained. Because of their poor worth to the community, just a few things were discarded.

The results of the current study, both empirically and conceptually, will contribute to the available knowledge while also adding a fresh meaning to the link between emotional wisdom (a construct that is independent from work performance) and job performance (a construct that is reliant on job performance) of bankers. The research also uncovered a comprehensive and multifaceted picture of the connection between the two by incorporating demographic information as a moderator in the model that may be utilised by aspiring researchers. Practitioners, such as bankers employed in a variety of commercial and non-commercial institutions, may find these results applicable for the purpose of fostering a good working environment for their staff members. According to Deshwal (2016), the majority of private non-governmental organisations have acknowledged the existence of a list of benefits offered by emotional intelligence and have come to the conclusion that EI and better levels of job satisfaction can boost productivity in the workplace. This is because of the availability of the list of advantages supplied by emotional intelligence. Therefore, it is of the highest importance for the success of any organisation to improve the emotional understanding and wisdom of its employees.

5.2 Effective Empathy

Effective empathy enables managers to pay greater attention to other people, such as listening, attending to the needs and wants of others, and creating connections. Empathy may also be defined as the ability to feel and understand the emotions of another person. When someone has a high level of empathy, they are more likely to be able to encourage their employees. It is easier for employees to appreciate and respect their manager when they feel that the management understands them and expresses that understanding to them. And this is how higher performance may be achieved via the practise of empathy. When a manager is held in high regard by the employees they oversee, continuity of performance is more likely to be achieved.

5.3 Implication of the study

According to the findings of the study, the factors that affect the difference in emotional intelligence between workers in private and public sector banks are self-motivation and self-control on the part of the individual workers. In light of this, it is essential for workers to always be self-driven and in complete control of their emotions in order to preserve emotional intelligence. For the purpose of enhancing their level of performance, a bank ought to be aware of emotional intelligence and the manner in which they should take into account the many aspects of emotional intelligence. Additionally, it will assist the banks in the development of their personnel, which will result in an improvement in the performance of the banks.

6. CONCLUSION

Attaining one's organization's highest possible level of productivity should be the primary focus. Because human strength is such a key factor in determining overall productivity, it is without a doubt one of the most essential factors that contributes to the success of an organisation in accomplishing its objectives. Today's most talked-about issue is emotional intelligence. It is widely acknowledged as one of the primary factors contributing to the organisational and individual levels of discomfort. It is possible that an incorrect presentation of emotional factors will have a negative influence on the goals of the company. It is essential to do in-depth study on the emotional factors that have an impact on the expansion and maturation of both individuals and organisations. Today, the importance of Emotional Intelligence (EQ) is progressively being more widely acknowledged, and at the same time, the quantity of research carried out in this field is continuously increasing. The purpose of this study is to investigate the level of emotional intelligence possessed by employees working in public and private sector banks in (INDIA), as well as the differences in emotional intelligence possessed by employees working in public and private sector banks based on their demographic characteristics, and the connection between emotional intelligence and work experience. Using a questionnaire form constructed by employing a scale generated from the relevant literature, data were collected from personnel working in a variety of banks with a diversity of working experiences in order to achieve this purpose. The relevant personnel were interviewed in order to collect these data. There are a number of factors that might influence a person's emotional intelligence, including their age and gender, amongst others. In addition, the quantity of work experience that employee has is one of a number of additional factors that play a key part in the development of emotional intelligence among them. As a direct result of this, it is abundantly evident that the studies that have been conducted provide contradictory outcomes, and it is getting more difficult to arrive at generalisations based on the available evidence. "The study also discovered that self-motivation is having the most influence on work experience out of all the factors, but emotional

intelligence can explain almost 31.2% of the change in work experience. "The study came to the conclusion that there is a significant relationship between the factors of emotional intelligence and work experience, and that emotional intelligence can explain almost all of the change in work experience. On the other side, having a very significant job experience that has a negative impact is associated with having self-awareness. When we take into account the amount of elements that have an influence on the levels of emotional intelligence as well as the type of impact that each factor has, it becomes abundantly evident that several research on this topic, carried out in different locations and utilising different variables are required. Within the framework of this environment, this study will make a contribution to the existing body of literature.

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