

Influence Of Work Life Balance And Emotional Intelligence On Employee Performance

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Abstract

This chapter presents a breakdown of the concept of emotional intelligence, outlines the objectives of the study, discusses the research methodology, and states the problem under investigation. It also includes interviews with selected participants. Furthermore, the chapter examines how emotional intelligence influences the quality of customer service provided by Indian private sector banks and how this link is shaped by the banks' capability to identify and respond effectively to customer needs. Data analysis was conducted using the SPSS software. To explore the relationships among the various examined variables, several statistical methods were employed, such as descriptive statistics (mean and standard deviation), t-tests, correlation coefficients, and regression analysis. Both primary and secondary data sources were used for information gathering. Among these, the most significant methods of primary data collection were structured questionnaires and in-depth interviews.

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].

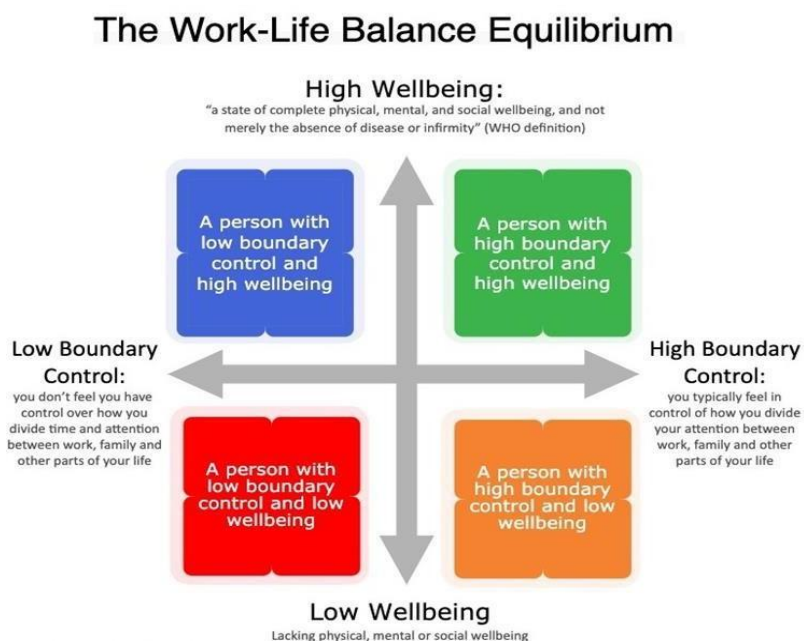


Figure 2: Work-life balance equilibrium

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:

1. To analyze the direct and indirect effects of emotional intelligence on the quality of relationships with customers.
2. To better understand how EQ impacts the success and longevity of business partnerships.
3. To analyze the connection between emotional intelligence and endogenous and exogenous factors affecting service quality.
4. To 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 Bengaluru 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 Bengaluru 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
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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- Sample T- Test of variables of Emotional Intelligence

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 positivemood	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

	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.

Overall Perception of Bank Employees on Five Dimensions of Emotional Intelligence

Table 9: Perception on Five Dimensions

Dimensi ons	HD FC Ban k	ICI CI Ban k	Axi s Ba nk	Kotak Mahi n dra Bank	Karna t aka Bank	Ye s Ba nk	Indus Ind Bank	IN G Ba nk	DC B Ba nk	J & K Ba nk	Fede ral Bank	Over all Aver age
Mean Score												
Self-Awaren ess	4.25	4.22	4.19	4.16	4.13	4.09	4.01	3.97	3.89	3.81	3.74	4.04
Managi ng Emotion s	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-Motivati on	4.18	4.16	4.17	4.18	4.10	4.08	4.00	3.88	4.00	3.95	3.88	4.05
Recogni zing the Emotion s 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
Handlin g Relation ship	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**

Dimensio ns	HD FC Ban k	ICI CI Ban k	Axi s Ba nk	Kota k Mahin dra Bank	Karnat aka Bank	Ye s Ba nk	Indus Ind Bank	IN G Ba nk	DC B Ba nk	J & K Ba nk	Fede ral Ban k	Ove rall Aver age
Mean Score												
Tangibilit y	4.17	4.13	4.1 0	4.06	4.03	4.0 0	3.99	3.9 6	3.9 0	3.8 5	3.83	4.00
Assurance	4.20	4.19	4.1 8	4.15	4.11	4.0 5	4.03	4.0 5	3.9 8	3.9 6	3.93	4.08
Empathy	4.10	4.08	4.0 7	4.03	4.07	3.9 8	3.94	3.9 1	4.0 3	4.0 3	4.00	4.02
Reliability	4.11	4.12	4.1 0	4.07	4.04	4.0 2	3.99	3.9 8	3.9 1	3.9 1	3.83	4.01
Responsiv eness	4.22	4.18	4.1 6	4.12	4.09	4.0 7	4.10	4.0 7	4.1 2	4.1 3	4.09	4.12
Overall Average	4.16	4.14	4.1 2	4.08	4.06	4.0 2	4.01	3.9 9	3.9 8	3.9 7	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. 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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