

**Relationship between Emotional Intelligence and Quality of Work  
Life at Public Sector Banks in Calicut District**

Babitha. K.C<sup>1</sup>, G. Murugesan<sup>2</sup>

**Abstract**

This article is to study the relationship between the Emotional intelligence and quality of work life of employees at public sector banks in Calicut district. There are nearly 250 public sector banks functioning at Calicut district and 300 hundred employees were taken as sample from these banks to conduct this study. The data were collected from the employees using questionnaire and their response were marked on a five point Likert scale ranging from 5(Strongly Agree) to 1(strongly disagree.) The collected data was analyzed using Karl Pearson's correlation and simple average as the statistical tools. The analysis shows that there is very high correlation between emotional intelligence and quality of work life. That is the emotional intelligence has significant effect on quality of work life of the employees of public sector banks. Also found using simple average and coefficient of variation, that the emotional intelligence of female employees is more than the male employees. So the study can be concluded by saying that the emotional intelligence and the quality of work life are positively correlated in public sector banks and the female employees of public sector banks are more emotionally intelligent than the male employees.

**Keywords:** Emotional Intelligence, Quality of Work life, Public Sector Banks, Self awareness, Self management

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<sup>1</sup>Research Scholar, VMKVEC- Vinayaka Mission's Research Foundation-Deemed to be university, Faculty of Management studies, Department of Management studies, babsajith@gmail.com

<sup>2</sup>Prof.Dr., VMKVEC- Vinayaka Mission's Research Foundation-Deemed to be university, Faculty of Management studies, Department of Management studies, selvasahana.m@gmail.com

### **Introduction**

This study was about the relationship between emotional intelligence and Quality of work life of the employees of the public sector banks. In current scenario the public sector banks are facing tough time due to the technological development and the competition arising from new generation and cooperative banks there on. The public sector banks cannot withstand in the industry with traditional banking culture. They are forced to accept the change. As we know that every organization needs to increase their output and reduce their input. It can be possible only by providing a better and comfortable working atmosphere for the employees and making them more comfortable with their jobs. So the most essential part for this in the organization is to create a stress free environment, where employees can work freely and with full support and cooperation of their colleagues. Here the role of emotional intelligence starts, that is when an employee wants to work with tension free mind first of all he must be able to avoid the situations which causes tension to him. For that he must be aware of his own emotions and others also. The quality of work life mainly focuses on cost effective organization and productive and efficient employees. QWL always plays a key role in the organization. It helps to improve the employee's efficiency and organization performance in a great manner. If the employees are emotionally intelligent then they will be very well aware of their emotions and will be able to manage and understand the behavior of others also. Such an employee will never burst out due to hectic pressure developed during his work. This emotional intelligence and QWL balances the organization culture. It will encourage the employee to work effectively in the organization. The emotional intelligence begins from one's heart which means how we feel about the situations or about the people who are in and around the organization.

The human resources are the backbone of every organization. It is therefore, the success of every organization is based upon their growth. Hence, the human resource plays an important role in organizations. In the current era, ignoring human resource may cause a dangerous situation in the organization. Therefore it is the need of organization to give more importance to human resource and make them feel comfortable in their work place to improve the quality of work life. The paper titled "relationship between Emotional intelligence and quality of work life", was carried out to understand the emotional intelligence and its impact on quality of work life. QWL consists of the physical environment, Psychological well being, social relationships and the working of employees towards their goal achievement in the public

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sector banks in Calicut district. There are some different factors which influence the quality of work life in the public sector banks such as work environment, organization climate created by the social relationships in the organization, opportunity to achieve one's goal, impartial compensation and rewards, security and safety. Safer working conditions, fair pay, job satisfaction, recognition are some of the other factors. In the present scenario, it is the need of organization to give more importance to human resource and make them feel comfortable in their work place to improve the quality of work life. Robins in 1990 defined QWL is "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work".

As per American society of Training and development "quality of work life is defined as the process of work organization which enables its members at all levels to actively participate in shaping the organizations environment, methods and outcomes. It is a value based process which aims towards meeting the twin goals of enhanced effectiveness of organization and improved quality of work life for employees". (D.Skrovan;a brief report from the ASTD quality of working life Task force;1980)

Emotional intelligence helps an individual to understand one's own emotions and also helps to understand the emotions of other people those who are working with him. It can be defined as the capability of individuals to recognize their own emotions and those of others , to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior" (Peter Salovey & John Mayor). Mainly three components of emotional intelligence like motivation, self awareness and self management are taken as variables to study the relationship between EI and QWL. Emotional intelligence helps the individual to create a good relationship with others in the organization, which in turn results in to good working atmosphere.

More over there must be good balance between work life and personal life of the employees. If work demands more travel, late hours work, frequent transfers, more achievements etc will create stress among the employees. If an employees is emotionally intelligent only can manage this situation which effects the quality of work life. Different studies have proved that emotional intelligence and job satisfaction are related. That is people those who have high emotional intelligence can understand well the requirements for job and work

accordingly, which will lead to satisfaction. Job satisfaction measures the quality of work life. Also when an employee is motivated, he will become more enthusiastic in his work. This will make him more involved in his job. This involvement in work will make him more competent. Such a competent employee can motivate and inspire others. It will create a friendly caring working atmosphere. And also this high level of competence and job involvement creates high level of job satisfaction.

Self awareness creates emotional awareness in the person in organization and also the awareness of emotions makes the employee confident in his doings. A confident person can work efficiently in the organization and this confidence helps him to be determinant in his work. Emotional intelligence helps the employee for self management. When an employee is able to manage himself then he will acquire self control. Self managed employees can adapt easily to the changes in the organization and they will always be transparent in their dealings. A self managed employee will be very much optimistic and self initiated. In public sector banks employees are directly dealing with customers. These customers are from different back ground. So the employees have to interact with them properly and the way how they behave will attract the customers. High emotional intelligence helps the employees to deal with the customers friendly and freely. Emotional intelligence always makes the relationships healthier. Emotional intelligence always provides greater success to the employees in their work life as well as in their personal life. For a balanced life emotional intelligence plays a vital role. So through job satisfaction, proper understanding of the relationships in the organization, proper understanding of the work environment, emotional intelligence helps the employee to uplift his quality of work life.

### **Need for the Study**

This study is conducted among the employees of public sector banks in Calicut district. When compared to previous times the competition in the banking industry is too high. There are new generation banks fully equipped with latest technologies and cooperative banking sector with public friendly rates and procedures. Time taken to provide service to the public is also very less in these banks. So in this scenario withstanding with the existing old culture and technology will create a tough time for the public sector. This pressure will go directly to the employees and this may create some clashes in the relationships and also some sort of dissatisfaction among the employees. The employees of banks are interacting with the

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customers as the representation of the bank. So their behavior plays an important role in attracting the customers to the bank. Also in higher levels of hierarchy they are involving in decision making also. So the study of relationship between emotional intelligence and quality of work life is more relevant here. Emotional intelligence helps the employee to adjust with changes in the organization and also helps to understand the situation of every decision made easily. High emotional intelligence helps employees to overcome the pressurable situations wisely. The emotional intelligence helps the employees to balance between personal life and work life, and it creates a positive impact on the quality of work life of the employee .Which results in quality output and more understandable work force. An understandable and efficient work force is the biggest asset of any organization.

### **Objective**

The primary objective of the study is to analyse the relationship between emotional intelligence and quality of work life of employees of public sector banks in Calicut district. There are external and internal factors which affect the quality of work life of employees. Various studies have proved that emotional intelligence plays a very good role in uplifting the internal factors which affects the quality of work life of the employee. And also this study aims to identify the level of emotional intelligence among the male and female employees of the organization.

### **Methodology**

There are 250 public sector banks functioning in Calicut district. They have nearly 1500 employees working in it. This study was conducted among 300 employees of the public sector banks by using convenient sampling method. Research design used for this study is descriptive research design. Questionnaire is used as the data collection tool and the respondents are asked to mark their response to the five point Likert scale statements ranging from 5(Strongly agree) to 1(strongly disagree). The collected data has analyzed using Karl Pearson's correlation and simple average as the statistical tools.

### **Participants**

300 employees of public sector banks in Calicut district.

### **Data Collection Instruments**

Questionnaire is used as the data collection tool and the respondents are asked to mark their

response to the five point Likert scale statements ranging from 5(Strongly agree) to 1(strongly disagree).

### Hypothesis

Ho: There is no significant relationship between Emotional intelligence and quality of work life

Ha: there is significant relationship between emotional intelligence and quality of work life.

### Analysis of Data

The primary objective of the study was to analyze the relationship between emotional intelligence and quality of work life of employees of public sector banks in Calicut district. The null hypothesis tested was there is no significant relationship between EI and QWL. Karl Pearson's coefficient of correlation is used to find the degree of relationship between the variables emotional intelligence and quality of work life . The table I shows the correlation between the variables.

### Findings

**Table- I Correlations between EI and QWL**

		EI	QWL
EI	Pearson Correlation	1	.922**
	Sig. (2-tailed)		<.001
	N	300	300
QWL	Pearson Correlation	.922**	1
	Sig. (2-tailed)	<.001	
	N	300	300

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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The above table depicts the degree of relationship between the variables emotional intelligence and quality of work life of employees in public sector banks .Coefficient of correlation between emotional intelligence and quality of work life is 0.922, which is a high positive correlation. And probable error PE is 0.0354 which is less than coefficient of correlation ,r and the correlation is more than 0.5.So this correlation between the variables is more significant. That is the emotional intelligence and quality of work life is positively correlated. It means the employees those who have high emotional intelligence have good quality of work life. So it can be concluded that the relationship between the said variables, Emotional intelligence and Quality of work life are highly significant and positive.

Another aim of this study was to identify the level of emotional intelligence among the male and female employees of the organization. Mean and coefficient of correlation is used to compare the level of emotional intelligence of the female and male employees of public sector banks .Table II shows the mean and coefficient of variation of EI of female and male employees.

**Table II: comparison of EI of female and male employees**

<b>Report</b>		
	<b>FEMALE</b>	<b>MALE</b>
<b>Mean</b>	3.8593	3.5387
<b>N</b>	133	166
<b>Std. Deviation</b>	0.2513	0.4433
<b>Coefficient of Variation</b>	6.51%	12.53%

The above table shows the comparison of emotional intelligence of female and male employees. Mean and coefficient of variation are the statistical tools used to compare the emotional intelligence of female and male employees. It is seen from the table that the mean of emotional intelligence of female employees is 3.8593 and male employees is 3.5387.Also the coefficient of variation in EI of female employees is 6.51% and male employees is 12.53%.That is the mean of emotional intelligence of female employees is higher than the male employees and also the coefficient of variation is less in female employees when compared to the male employees. So it can be concluded that female employees have more emotional intelligence than male employees in public sector banks.

**Discussion and Conclusion**

The public sector banks are facing very tough competition from other banks like new generation banks and cooperative banks in various areas of services. New generation banks are well equipped with new technologies which make the customer happier by providing service in finger tips. So the public sector banks are forced to leave the traditional banking system and adopt the new system. Automatically this adaptation of new technology and change process in the organization creates a sort of stress among the employees .In the banking industry the employees are always interacting with the customers directly.

Employees are the representation of the organization to the public. So their behavior plays an important role in uplifting the image of the organization. Also the working time and work schedule of banks are giving hectic pressure to the employees. The employees must be able to balance their work life and personal life. The emotional intelligence helps the employee in adjusting with the organizational culture. This helps the employee to identify the good and bad and also helps to understand the decision made in its true sense. Through this the quality of work life of the employees becomes good. So it can be concluded that there is significant relationship between emotional intelligence and quality of work life of employees. Also this study “the relationship between the Emotional intelligence and quality of work life at public sector banks in Calicut district” reveals that the emotional intelligence of female employees is higher than the male employees. Testing of hypothesis in this study clearly says that there is significant relationship between the emotional intelligence and quality of work life of public sector bank employees. This relationship was examined by using the statistical tool Karl Pearson’s coefficient of correlation.

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