CHAPTER VII
FINDINGS AND SUMMARY

7.1 INTRODUCTION
Following the analysis and interpretation of the data presented in the previous chapter, this chapter provides discussion of the key findings of the study, anticipated contributions (i.e., theoretical, measurement and managerial implications), limitations of the study, and also proposes future research directions. This chapter is divided into seven sections: 1) Findings of the Study, 2) suggestions, 3) implications for managerial policy, 4) Conclusions of the study, and 6) Limitations 7) Directions for future research and finally it also brings to the fore a proposed “interactive emotional relations model” to indicate and emphasize how future research could take up the cues from the present study. In order to improve productivity of the employees and facilitate a positive working environment, the banking organizations should reduce excessive bureaucratic paperwork and regulations, empower their employees and induce EI environment, which will help employees to feel motivated and satisfied with their jobs. Since the primary focus of attention in a service sector is meeting the expectation of the clients, the provision of autonomy would allow employees to take responsibility for performance and enable them to exercise better control over performing their job tasks. Given that the employees often have to deal with varied client requirements, granting them the freedom over the contents of their interactions with clients will stimulate a sense of personal achievement and help reduce their stress levels.

7.2 FINDINGS OF THE STUDY
The key findings of the research comprise the following:

1. Emotional intelligence was found to be prevalent in both private and public banking sector organizations.

2. Bank employees in both sectors were found to have high emotional intelligence and they also achieved high score on the individual dimensions of emotional intelligence. None of the respondents were in the low range of any of the five factors of emotional intelligence. All lie in the normal and high ranges of all the factors.

3. The findings reveal that the respondents have an understanding of emotions of others. One of the reasons for this finding is that since the employees are supposed to manage and guide their team members, it is essential for them to understand what others feel and like doing in a particular set up.

4. The respondents showed a high score on emotional management. This means employees who are able to manage positive and negative emotions and are able to control very strong emotions from affecting the way they interact and behave in the workplace, also reported feeling satisfied with external aspects of their job.
5. The respondents showed a high score in organizational commitment. This indicates that employees who are more committed are more loyal and honest to the management and to their colleagues, and have no wrong intention of doing something disrespectful for the organization which makes them highly satisfied and resolute for the organization.

6. The respondents showed a high score in teamwork and cooperation. This reveals that the employees tend to work in teams and see to the development of other team members or new employees joining the organization.

7. Emotional intelligence was found to be positively associated with workplace behavior of the employees in the banking sector. This clearly states that the employees with high emotional intelligence displayed positive workplace behavior.

8. There was a significant difference of the impact of emotional intelligence on workplace behavior between private and public sector banks which implies that people develop different level of emotional intelligence depending upon the workplace environment conditions.

9. The impact of emotional intelligence on workplace behavior is more in public sector than private sector which implies that employees are highly emotionally intelligent in public sector banks which results in a positive work behavior and hence better service orientation.

10. Emotional intelligence was found to be positively associated with organizational commitment which implies that employees high in emotional intelligence were more connected to the organization, hence had high organizational commitment.

11. The findings also reveal that high amount of occupational stress leads to deviant workplace behavior in private sector banks -- this implies that the work environment is more dynamic/volatile in private sector banks as compared to public sector banks.

12. The findings revealed that there was a positive correlation between emotional intelligence and working conditions. Although the relation was not that strong which depict that there may be certain other factors which may affect the working conditions at the workplace that may directly or indirectly impact the emotional states of the employees.

7.3 SUGGESTIONS

To become a competent manager, it takes a varied set of skills/ability from understanding the intricacies of sustaining and running a profitable trade or business to having a rapport with employees and clients. There is a multitude of training programmes available for management that offers a comprehensive overview of what it takes to climb the career ladder and become a good manager, but there are many new ideas in the pipeline that appear to run against traditional management training techniques. A thought from new school advocates the use of emotional intelligence in the settings of workplace.
Emotional intelligence covers a wide range of skills such as building a rapport, demonstrating empathy and encouraging motivation. These skills rely on an ability to communicate well and in return, to listen. By engaging with co-workers in this way, sense of solidarity will be achieved and working towards a common goal will be easier. Learning and embracing the motives behind this type of management training will bring vitality and dynamism to an organization.

Lists of suggestions/recommendations are given below that organizations can incorporate in their training modules to boost up the emotional intelligence competencies of their employees:

- Emotional learning process calls for more frequent practice than any other type of learning, as old and ineffective/unproductive neural connections need to be weakened or drained out and new more effective ones need to be established/ incorporated. Learners need on job practices for such a transfer to occur. Therefore, organizations should try to maximize the opportunities to practice emotional intelligence intervention programmers.

- Actions speak louder than words. Therefore, the words and actions of supervisors are important, where encouraging participation of employee is concerned. Employees are more likely to participate in skill enhancement or development activity if their superiors support it. Implementing emotional intelligence initiatives or interventions in organizational settings often is a challenging job. Even with the support of good timing and powerful sponsors, one is possibly to come across much resistance from employees. Success and prosperity depends on the EI of those who orchestrate/coordinate the implementation effort at workplace.

- To facilitate the emotional intelligence development and training into the mainstream, it is advisable and useful to find different ways of presenting and positioning it in the organization. For instance, different variants of EI programs can be developed and introduced for different groups & departments. Multiple infusions help to generalize and normalize the concept. It also helps in creating a culture in which individuals or groups are repeatedly reminded of what they have educated/learned and thus are more likely to apply it the work settings and on job.

- A good training programme begins with a proper diagnosis and need assessment. The foremost challenge in developing emotional intelligence skills in employees is to make them believe that emotional training is as much crucial as technical training and that there is a strong linkage between emotional intelligence and various workplace outcomes like conflict resolution, better teamwork and stress & anger management etc. The second challenge is to identify the emotional competencies/skills that are significant for being successful. Employees’ profile of strengths and weaknesses should be prepared to identify the areas in which they need to improve. It is pointless to train employees in competencies they already possess or do not need/require.

- Employees need, goal and learning style preference should be given due consideration while designing emotional intelligence intervention programmes. Learning is more effective and useful when individuals direct their own learning programs; tailoring/modifying it to their unique circumstances, needs, and wants. In addition to
allowing individuals to set their own learning goals, they should be made in charge of their learning throughout the learning programmes.

- Individuals are most motivated and encouraged to pursue change or adjustment that fits with their hopes, beliefs, and values. If a change matters little to employees, they won’t follow and pursue it. Organizations should extend help to employees in understanding that a given change fits with what matters them most.

### 7.4 LIMITATIONS OF THE RESEARCH

1. It was observed that not all employees were aware of the term emotional intelligence especially in the public sector. Most of the employees in the public sector were of the age 35 years and it was challenging to explain them the concept of the research.

2. It was a challenge to make the managers understand that the research will be used for only academic purpose.

3. Some of the top management level employees could not be reached for any comment because of their busy schedules and also obtaining information from the Human Resources personnel was quite challenging because personnel information is not easily given out to employees.

4. The mood of the respondents might have affected the answers. It is quite possible that their individual pressures might have affected their mood. The limitation of doing research work individually may also be visible.

### 7.5 CONCLUSION

To conclude the above observations and obtained results, it can be affirmed that there is a relationship between emotional intelligence and workplace behavior which varies in private and public sector banks. In other words, due to certain factors for example the working environment, adaptability, stress, communication etc. there is difference of impact of emotional intelligence on workplace behavior between private and public sector banks which brings new challenges. High emotional intelligence is related to positive workplace behavior that results in increase in performance and hence organizational commitment. On the other hand, high emotional intelligence enhances organizational commitment as it brings a sense of belongingness in employees’ which increases the efficiency of the employees as well as the bank. Lastly, it was computed that physical working conditions is one of the factors considered for high emotional intelligence which may affect the work attitudes of the employees’.
7.6 IMPLICATIONS FOR THE MANAGERIAL POLICY

In the light of the present findings, awareness Emotional Intelligence as a concept is not negligibly present in the Indian Banking sector. Emotional intelligence should be considered a very crucial element for the successful operations of the banks. As the employees spend half of the time on the job, it is very important to make them aware of their own self which will help them realize certain skills they need to improve upon. The Indian Banking sector is considered to be one of the most challenging work fronts as it involves time management, accuracy, service orientation, accountable responsibility and work pressure. An employee has to sustain all the above factors simultaneously on a daily basis which requires lot of energy and positive attitude. It was also observed that employees in the senior positions have low emotional states. Thus, the findings will help human resource managers to introduce emotional intelligence in their regime and analyze the potential of the employees working to grow faster and create better results. Leading with emotional intelligence has become very important for all the people working in different organizations. This study will help in making the Human Resource managers to understand the importance of being emotionally intelligent and introduce various training programmes and developmental activities in their workplace for employees at every level in order to create better management of talent and performance on the one hand, and more effective team outcomes, service outcomes and relationship outcomes on the other. Also, the study will help managers to give various other practical trainings to become emotionally stronger in order to handle bigger responsibilities and handle pressure in dynamic situations. It will also help managers for an effective resource allocation in order to include only those components of emotional intelligence which are more correlated as per the outcome of the employees’ performance.

7.7 IMPLICATIONS OF FUTURE RESEARCH

This study helps the firms to identify the impact of emotional intelligence on workplace behavior of the employees in public and private sector banks. Future research can take up how to nurture the emotional intelligence of employees in the banking industry, given the high pressures involved in their jobs. Also the future research can take into account how national culture can affect the emotional intelligence and workplace behavior of the employees depending upon the type of industry as different organizations have different contextual factors as well as expectations. Future research can also be on the difference in emotional states between the genders and designations using various moderating variables.
7.8 Interactive emotional inter relations model for organizations/ Future Implications

The above model displayed has been named by the research scholar as “interactive emotional inter relations model” has been presented by taking into consideration the present findings of the research and what can be the future implications for the managers in the Indian banking industry.

As the banking sector is the most dynamic environment. The above figure explains that there is an interface between how an organization is influenced by the internal and the external environment and a vice-versa situation that how the environment is influenced by the operations of the organization. In relation to the present research, Indian banking industry is influenced by
the economy globally that requires tremendous amount of adaptability by the banks as well as the employees’ working for those banks. Employees in this industry might be working individually or as a team which again influences the bank in a way that exhibits whether the employee has the capability to act in a team as well as to accept the daily challenges that occur. In other words, how emotionally intelligent an employee is to work individually and to work in a team. The working environment of the bank as well as the external environment affects the emotional intelligence of the individual and the team which may result in either positive behavior, neutral behavior depending on situations or negative behavior which in turn exhibits the extent of the impact that may vary from different employees working in the different banks. Once the impact is known, it is very important to know about the degree or shades of the impact whether the level of the impact is high or low and what is the scope of improving the same. Another question arises can we develop emotional intelligence of the employees. Various studies have been done on this. According to Mayer and Salovey’s (1997), improvements in emotional intelligence can be achieved through specific emotions focused training interventions developed around a four branch model of emotional intelligence training efficacy debate. In order to develop emotional intelligence competencies, first the organizations and the employees’ working need to know how emotional intelligent they are and what is impact or affect of the same on your work attitudes along with how is the organization supporting to improve the same. Another situation arises in this case is if an employee has a low emotional intelligence level, Is he ready to improve the same or is the employee ready to change his deviant behavior into positive behavior. The last part of the model depicts the solution to improve the emotional intelligence of the employees which can be done on the job like various training programmes which helps them to develop different skills by making them analyze which skills needs to be nullified, minimize, optimize, maximize by delivering provisions of interpersonal skills and emotional intelligence interventions. Organizations should realize that emotional intelligence improves the relational and behavioral aspects at work along with performance enhancement.

As per the present scenario, we can see that technology has replaced human interaction and human contact is on the decline so whatever the human interaction and inter relation that occurs or will occur will be emotional sensitive as through these interactions different emotions will be created that will result in inter personal relations that may impact professional environment in banks. Also this research is not only applicable for Indian context but can have global applicability. Lastly, the implication is not only to the managers but all those involved in such interactions which are internal or external to the banks.

Further research suggestions are to plan how to develop emotional intelligence of the employees and sustain the same in such a dynamic environment especially in the Indian banking industry where everyday there is a new challenge. For this how to make the employees aware of this concept by specific type of trainings that aims at analyzing and improving various interpersonal and intrapersonal skills which will lead to job enhancement and organizational commitment. This study can also be developed for the other sectors other than banking sector as it can be seen that employees’ have to be adaptive to new challenges that occur every day.