CHAPTER VI
DISCUSSION OF RESULTS

6.1 DISCUSSION

Workplace behavior has been defined as voluntary behavior that may or may not violate significant organizational norms and in doing so aﬀects the well-being of the organizations or its members or both (Robinson & Bennett, 1995). The organizations in which people work aﬀect their thoughts, feelings and actions in the workplace and away from it. Likewise, people’s thoughts, feelings, and actions aﬀect the organizations in which they work. Workplace behavior is an area of inquiry concerned with both sorts of inﬂuence: work organizations on people and people on work organizations. Whilst the process of deviance workplace behavior has been researched for a decade, the important role of dealing with emotions eﬀectively during this process is only just beginning to be recognized (Spector and Goh, 2011). Emotions normally are associated with speciﬁc events or occurrences and are intense enough to disrupt thought processes. Knowing this, it is important to systematically study the relationship between the workplace behavior and how much we deal with emotions in order to understand whether the ability to eﬀectively deal with emotions is related to positive or negative behavior at our workplace.

Essentially, it is important to understand whether employees diﬀering in their ability to manage their emotions in the workplace also diﬀer in terms of how they behave at their workplace. Emotional intelligence is a relatively new construct in psychological research and provides an opportunity to systematically study the role of emotional management in the workplace. Utilizing this construct may aid in the understanding of the role of dealing with emotions for the workplace behavior process. Thus, the overall aim of the present study is to empirically examine the relationship between emotional intelligence and workplace behavior and the relationship between emotionally intelligent and outcomes of workplace behavior.

The relationship between emotional intelligent and workplace behavior was initially explored so as to gain a systematic understanding of the way the EI dimensions relate to workplace behavior dimensions. Although previous literature has examined the relationship between emotional intelligence, the current study diﬀers from previous work in that it utilizes a workplace speciﬁc measure also along with emotional intelligence and investigates the relationships between these variables within a large group of bank employees.

6.2 EVALUATION OF THE STUDY

Evaluation of the present study involved a general exploration of the relationship between emotional intelligence dimensions and workplace behavior in a large sample of bank employees. This involved:

1. Exploring the emotional intelligence states among the public and private sector bank employees
2. Exploring the impact of emotional intelligence states on workplace behavior of the employees
3. Exploring the difference of the impact of EI states on workplace behavior in public and private sector banks
4. Exploring the relationship between EI variables and organizational commitment
5. Exploring the relationship between EI variables and working conditions in the organizations.

These factors were investigated comprehensively, examining the role of emotional intelligence in different states of behavior of the employees’ working in the banking sector. They were also investigated to identify whether the impact of Emotional intelligence on workplace behavior is different in public and private sector banks.

6.3 DISCUSSION OF THE RESULTS

Summated scales are often used in survey instruments to probe underlying constructs that the researcher wants to measure. Reliability comes to the forefront when variables developed from summated scales are used as predictor components in objective models. Since summated scales are an assembly of interrelated items designed to measure underlying constructs, it is very important to know whether the same set of items would elicit the same responses if the same questions are recast and re-administered to the same respondents. Variables derived from test instruments are declared to be reliable only when they provide stable and reliable responses over a repeated administration of the test. One of the most popular reliability statistics in use today is Cronbach’s alpha (Cronbach, 1951). Cronbach’s alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability. In many data analysis tasks, a large number of variables are being recorded or sampled. Testing the reliability of the present research was done for three structures i.e. emotional intelligence, workplace behavior and working conditions. The results of the instruments were considered highly reliable which encouraged the researcher to float the instrument for data collection. One of the first steps towards obtaining a coherent analysis is the detection of outlaying observations (Rodriguez, 2004). Although outliers are often considered as an error or noise, they may carry important information. Detected outliers are candidates for aberrant data that may otherwise adversely lead to model misspecification, biased parameter estimation and incorrect results. It is therefore, important to identify them prior to modeling and analysis (Williams et al., 2002; Lier et al., 2004). Outliers were detected for all the variables of emotional intelligence and workplace behavior, organizational commitment and working conditions. A considerable amount of outliers were detected, the values of which were removed to obtain the desired result and avoiding unwanted outcomes. Certain far out values and extreme values were detected in some independent and dependent variables like self awareness, emotional self control, responsibility, adaptability, organizational commitment, tolerance, communication, working conditions, workplace behavior which could lead to unwanted results. Outlier’s detection helped in determining the presence and magnitude of the positive and negative outliers in the study which could further disrupt accurate estimation and thus warrant correction. Barnett and Lewis (Barnett and Lewis 1994) indicate that an outlaying observation, or outlier, is one that appears to deviate markedly from other members of the sample in which it occurs. Hence, the values were removed to keep the results consistent.
After removing outliers the normality test was conducted to see whether the series is normally distributed or not. Shapiro-Wilk normality test was conducted. The Shapiro-Wilk test is a test of normality in frequent statistics. This test utilizes the null hypothesis principle to check whether a sample came from a normally distributed population. The null hypothesis of this test is that the population is normally distributed. The results of the test revealed a lesser significance value of the emotional intelligence (.000) and workplace behavior (.003) structures than the chosen alpha value. Hence, the data has significantly deviated from normal distribution.

To overcome this scenario, Descriptive statistics were interpreted. Mean values, median, standard deviation; Skewness and Kurtosis were determined for all the dependent and independent variables of all the respondents. Descriptive statistics are useful for describing the basic features of data, for example, the summary statistics for the scale variables and measures of the data. In a research study with large data, these statistics help in managing the data by presenting it in a summary table along with establishing the validity of the sample as a representation of the sampled population. The findings of the Skewness and Kurtosis from the descriptive statistics revealed that the data was not normal and a high amount of Skewness and Kurtosis present in the variables. Hence, it was considered that the data was not normally distributed.

The results of the correlation analysis revealed that the employees high on emotional intelligence demonstrate positive workplace behavior as compared to employees who scored less in emotional intelligence. On the basis of the results obtained, it may be interpreted that an employee’s emotional intelligence adversely affects the level of how he/she behaves in the organization. This implies that there is a significant relationship between emotional intelligence and workplace behavior. The present findings can be discussed within the framework of Goleman (1995) which highlighted that Emotional intelligence is considered as a cluster of emotional awareness and emotional management skills, which provide the ability to balance emotion and reason to maximize productivity, happiness and better emotional adjustment at workplace. Several researches have been conducted worldwide to find out the association of emotional intelligence with other organizational factors such as its relationship to leadership effectiveness (Goleman et. al, 2002; Palmer et. al, 2002), work attitudes and outcomes (Carmeli, 2003), job satisfaction and organizational commitment (Adeyemo, 2007). Correlation analysis was depicted for all the variables of emotional intelligence with all the variables of workplace behavior which exhibited that all the variables had a positive relation with each other with 100 percent significance level. It was found that employees who scored more were self aware of their emotions and were more positive and careful in their behavior at workplace. Also, it was observed that employees who were more committed to the organization were more loyal and honest with their management and colleagues. High correlation was also found between employees who scored high in teamwork and cooperation and as a result their involvement in the development of their members. These employees helped new colleagues in their growth and development in the organization. Hence, it was observed that emotional intelligence states of the employees affect their attitude and behavior at their workplace. In supporting evidence by Carmel (2003), reported that a critical component of managerial skills-emotional intelligence augments positive work attitudes. Martin, Knopoff and Beckman (1998) were of the opinion that employees’ emotional intelligence plays a role in controlling deviant behaviors. Similarly, Khalid et al. (2009) found that emotionally intelligent people aptly control their emotions and are more able to avoid misbehaviors that could harm their organizations. Hence, it can be rightly
said that high emotional intelligence results in positive work attitudes which further contributes to higher engagement and organizational commitment. As the study is directed towards the Indian banking sector which was further narrowed down to comparing the impact of emotional intelligence on workplace behavior in public and private sector banks. The banking sector is considered to be a predominant sector in the economy as it plays a very crucial role in the overall economic development of the country. Therefore, emotional intelligent approach to work behavior is essential for this sector as its business performance largely depends on the high quality engagement it offers to customers.

As per the findings of the study, there was a minimum difference of correlation between emotional intelligence and workplace behavior in public and private sector banks. This implies that there may not be a significant difference in the EI states of the employees working in public and private sector banks. Hence “There is a positive correlation between emotional intelligence and workplace behavior in employees in Indian banking sector.”

Correlation analysis was also performed for emotional intelligence and organizational commitment as hypothesized. The finding revealed a positive correlation between emotional intelligence and organizational commitment. This indicated that an employee who was high on emotional intelligence would be high in his organizational commitment. These results get support from the research done by Sharma (2005) by a study conducted on understanding the relationship between emotional intelligence and organizational commitment of the executives working in manufacturing and service sectors for at least 10 years. Also, correlation between personal competencies and social competencies of emotional intelligence and organizational commitment was determined. The results depicted a positive and a significant correlation between all the variables. Personal competencies exhibited a stronger relationship with organizational commitment as compared to social competencies. This states that employees who are emotionally intelligent are able to find themselves more concerned with the organization; their emotions get pacified with the working environment, which makes them more committed. Committed employees are able to adapt themselves more quickly and can work in teams cordially by thinking about the development of the team members. Hence, they are considered to be more socially competent. Also the result implies that employees high in EQ are more loyal towards their organization by discharging their duties with responsibility and are not affected negatively during critical times. Hence, “Emotional intelligence and Organizational commitment were positively and significantly related to each other.”

Correlation analysis was also computed for working conditions and emotional intelligence states of the employees in Indian banking sector. The findings revealed a positive but not a very strong correlation between the both. The present findings can be discussed with the support of Nina (2005) which highlights that employees with high emotional intelligence levels perceived less stress related to lack of rewards, uncertainty in workplace, social relations, unpleasant work conditions, lack of control and lack of support and responsibility compared to those employees having low levels of emotional intelligence. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstorm, 1994). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. Various literature pertain to the study that factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a
major role in the loss of employees productivity (Carnevale 1992, Clements Croome 1997). Hence, looking at the results, it can be depicted that working conditions may relate to the emotional intelligence states of the employees’ up to 36 percent. 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. Hence, “There is a positive correlation between working conditions and emotional intelligence states of the employees.”

Independent t-test was performed to compare the means of emotional intelligence states of the respondents between public and private sector banks. The independent t-test compares the means of two independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. This test is a parametric test performed on continuous and dependent variable. In the present study, in order to meet the assumptions of t-test, the dependent variable i.e. workplace behavior was measured at a continuous scale by including a 5 point likert scale ranging from almost never to almost always. Also, the independent variable i.e. emotional intelligence consisted of two groups categorized into public and private sector banks. Significant outliers were also removed as one of the assumptions to perform independent t-test to come to valid conclusions. The results of the independent t-test revealed that there is no significant difference between the significant values of the two groups i.e. there was no significant difference between the EI states of the employees working in private and public sector banks. To overcome the situation of data being not normal, Mann-Whitney U test was performed.

As the data was non parametric in nature, i.e. the data was not normally distributed, Mann-Whitney test was performed for the same. The Mann-Whitney U test is often considered the non parametric alternative to the independent t-test although this is not always the case. This test is used to compare differences between the two independent groups when the dependent variable is either ordinal or continuous, but not normally distributed. In the present study, in order to meet the assumptions of Mann-Whitney test, the dependent variable i.e. workplace behavior was measured at the ordinal level by including a 5 point likert scale ranging from almost never to almost always. Also, the independent variable i.e. the emotional intelligence consisted of two groups categorized into public sector and private sector banks having different observations. Lastly, this test was used because both the emotional intelligence and workplace behavior were not normally distributed. Since there was no significant difference between the emotional intelligence states of the employees working in public and private sector banks, a regression analysis was performed to find out its impact on workplace behavior of the employees. Hence, “There was no significant difference in the emotional intelligence states of the employees working in different public and private sector banks.”

Regression estimates are used to describe data and to explain the relationship between one dependent variable and one or more independent variables. Other than correlation analysis, which focuses on the strength of the relationship between two or more variables, regression analysis assumes a dependence or casual relationship between one or more independent and one dependent variable. Linear regression was done to explore the impact of emotional intelligence on workplace behavior of the employees working in different public and private sector banks.

The results exhibit the linear regression model with the workplace behavior as dependent variable and emotional intelligence as independent variable in the first regression model. In this model summary $r^2$ is called the coefficient of determination; the $r^2$ explains that how much of the
The variance in the dependent variable is explained by the independent variable or the amount of variation in the response that is due to the variability in the predictor variable. The value of $r^2$ close to 0 means that estimated model is a poor one while values close to 1 imply that model does a great job explaining the variation. In the current model the value of $r^2$ is .865 which means that 86.5% variation in workplace behavior could be explained by emotional intelligence. Anova in SPSS regression output tells us of the association between the variables is statistically significant that is if there is a significant linear regression. The results for anova were found to be 100 percent significant. The Coefficients table provides us with the necessary information to predict dependent variable from independent variable, as well as determine whether independent variable contributes statistically significantly to the model by looking at the "Sig." column. The result shows that all coefficients were positive, so it could be interpreted that the relationship is direct or positive, meaning that higher value of the dependent variable is associated with higher value of the independent variable. As value of B is .649 so it could be concluded that for every one unit increase in emotional intelligence score, there is a corresponding increase in workplace behavior of 64.9 percent. This suggests that employees who are more aware of the emotions of others in their workplace, who are more likely to pick up on the emotions of others and who are more able to control their own strong emotions from affecting the way they think and behave are less likely to have an unclear sense of what they are expected to do and how they should be spending their time. This ties into the earlier suggestion that an employee who feels in control of a situation is likely to appraise it differently to an employee who lacks this feeling of control (Spector & Goh, 2001). An employee who is able to control their own emotions and who has awareness of what others are feeling are more likely to have a clear sense of what they need to do and of what others expect of them.

The second regression model explained a significant variance for each competency of EQ with workplace behavior to state as to which competency of emotional intelligence have a major impact on workplace behavior. It was observed from the coefficients that personal competency has a major impact on the workplace behavior of the employee accounting for 71.4 percent of the variation on how an employee behaves with a change in personal emotional competency as compared to 58.7 percent variation in the workplace behavior due to a change in social competency of emotional intelligence with an $r^2$ of .866. This state that personal competency impacts more on how the employee behaves at workplace than the social competency. This can be supported by the research done by Mayer and Salovey’s (1997) four-branch model of EI which is arranged hierarchically from the more basic psychological processes to higher, more psychologically integrated processes. Using this model they suggest that individuals develop EI in stages and that each of the EI dimensions are related to one another and must be developed before the individual can progress to the next stage/ability. Also, the results suggests that employees who report being able to recognize emotions in themselves, who express emotions appropriately in the workplace, who are able to manage positive and negative emotions and who 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 – such as the position they hold, their level of job security and the way they feel about management in their organization. Perhaps it is the components of EI related to emotional regulation and expression of appropriate emotions that contribute to effective social skills in the workplace and increase effective communication such that if an employee were dissatisfied with an aspect of their job they would have the skills necessary to rectify this dissatisfaction and promote greater
satisfaction for themselves. Emotions normally are associated with specific events or occurrences and are intense enough to disrupt thought processes which may be positive or negative leading to job enrichment or workplace deviance respectively (Staw 1994, Lee 2002, Weiss 2002).

The third regression model explained a significant variance between the emotional intelligence and workplace behavior in public sector banks. Regression analyses results exhibited a change in the workplace behavior of the employees to .629 with every one unit change in emotional intelligence of the employees of public sector banks with an $r^2$ of .873. On the other hand, a significant variance was explained by the fourth regression model between emotional intelligence and workplace behavior in private sector banks. The results of which depicted a change in the workplace behavior of the employees to .675 with every one unit change in emotional intelligence of the employees working in the private sector banks with a $r^2$ of .887. Hence, a minor and a significant difference of the impact of emotional intelligence on workplace behavior of the employees was seen between the employees working in public and private sector banks from regression models 5.17 and 5.18. This can be supported by a study done by Meisler (2010), which stated a significant behavioral difference between the employees of private and public sector banks. The research shows that emotional intelligence has a much greater impact on private sector employee’s perceptions and attitudes compare to public sector employees. The study also revealed that in the private sector, emotional intelligence contributes to forming desirable attitudes towards the organization, such as organizational justice, satisfaction at work and emotional commitment to the organization. High levels of emotional intelligence also reduce negative attitudes, such as burnout, intentions to leave and the tendency to neglect work. The impact of emotional intelligence in the public sector, on the other hand, was not as strong. Results of regression analysis and correlation explain the association between emotional intelligence level of employees and its impact on workplace behavior encouraging us to accept the fourth hypothesis. Also, emotions in the workplace play a large role in how an entire organization communicates within itself and to the outside world. Events at work have real emotional impact on participants. The consequences of emotional states in the workplace both behavioral and attitudinal have substantial significance for individuals, groups and society (Weiss, 2002). Hence, “There is a difference of Emotional Intelligence states & its impact on Workplace behavior in Private and Public sector banks.”

Since the hypothesis is validated hence it is concluded that there is a significant difference of the impact of emotional intelligence on workplace behavior of the employees in private and public sector banks. Positive correlation among emotional intelligence competencies and workplace behavior attributes has also been observed. Lastly, Anova output shows that all coefficients are positive, so it could be interpret that the relationship is direct or positive between these two variables.

The above discussion and findings reveals that employees with high level of emotional intelligence display positive behavior at their workplace as compared to employees with less emotional intelligence. Therefore, it can be concluded that there is a strong impact of EI competencies on workplace behavior of the employees with a difference of the same between the employees working in public and private sector banks. Also, a significant and a positive relation was computed between Emotional Intelligence with Organizational commitment and Working conditions. Hence, the findings of the current study substantiate the objective and hypothesis of the research.
This chapter examined the analysis and discussions of the studies developed in the first four chapters of this research. The chapter accomplished this through results computed in chapter 5. The next chapter presents the findings, implications (i.e., theoretical, measurement, management), and limitations of the study as well as proposed future research from this study.