Chapter-IV

RESULTS AND DISCUSSION
The present study was an attempt to study emotional intelligence, TABP and organizational commitment in relation to performance of managers in private banks. The study was based on a correlational paradigm. The results are described for middle level private bank managers.

Table 4.1 is an inter-correlation matrix of 13 variables obtained from 200 subjects (total sample). These obtained inter-correlations constitute the correlations between five components of Emotional Intelligence, i.e. appraisal of negative emotions, appraisal of positive emotions, inter-personal conflicts and difficulties, interpersonal skills and flexibility and emotional facilitation and goal orientedness, four of TABP i.e., Type A, speed and impatience, job involvement and competitiveness and hard driving; three components of Organizational Commitment, i.e., affective, normative and continuance commitment and self-rating as a component of the end variable, i.e., performance.

**Table 4.1**

Inter-correlation matrix for 13 variables obtained from middle level private bank managers

<table>
<thead>
<tr>
<th></th>
<th>ANEGEMOT</th>
<th>APOSEMOT</th>
<th>IPCD</th>
<th>ISF</th>
<th>EFG</th>
<th>TYPEA</th>
<th>SPPEDSCA</th>
<th>JOBSCALE</th>
<th>HDCS</th>
<th>AFFECT</th>
<th>NORMAT</th>
<th>CONTINOS</th>
<th>SELFRAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANEGEMOT</td>
<td>1.0</td>
<td>-.221**</td>
<td>-.278**</td>
<td>-.099</td>
<td>.111</td>
<td>.351**</td>
<td>.313**</td>
<td>.030</td>
<td>.275**</td>
<td>-.080</td>
<td>.294**</td>
<td>.051</td>
<td>-.180*</td>
</tr>
<tr>
<td>APOSEMOT</td>
<td>.100</td>
<td>1.000</td>
<td>.461**</td>
<td>.544**</td>
<td>.373**</td>
<td>-.130</td>
<td>-.303**</td>
<td>.231**</td>
<td>-.036</td>
<td>-.123</td>
<td>.209**</td>
<td>1.000</td>
<td>.151**</td>
</tr>
<tr>
<td>IPCD</td>
<td>.257**</td>
<td>1.000</td>
<td>1.000</td>
<td>.153*</td>
<td>.079</td>
<td>.239**</td>
<td>.135</td>
<td>-.024</td>
<td>-.084</td>
<td>-.151*</td>
<td>.126</td>
<td>.086</td>
<td></td>
</tr>
<tr>
<td>ISF</td>
<td>.275**</td>
<td>.257**</td>
<td>1.000</td>
<td>.135*</td>
<td>.079</td>
<td>.239**</td>
<td>.135</td>
<td>-.024</td>
<td>-.084</td>
<td>-.151*</td>
<td>.126</td>
<td>.086</td>
<td></td>
</tr>
<tr>
<td>EFG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TYPEA</td>
<td>-.239**</td>
<td>-.059</td>
<td>.057</td>
<td>.318**</td>
<td>-.002</td>
<td>-.008</td>
<td>-.052</td>
<td>.188**</td>
<td>.392*</td>
<td>.306**</td>
<td>.091</td>
<td>.205</td>
<td></td>
</tr>
<tr>
<td>SPPEDSCA</td>
<td>.631**</td>
<td>.050</td>
<td>.181**</td>
<td>.303**</td>
<td>.030</td>
<td>.160**</td>
<td>.096</td>
<td>.332**</td>
<td>.060</td>
<td>.131</td>
<td>.208**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JOBSCALE</td>
<td>.000</td>
<td>.1000</td>
<td>.284**</td>
<td>.078</td>
<td>.280**</td>
<td>.131</td>
<td>.208**</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>HDCS</td>
<td>.284**</td>
<td>.078</td>
<td>.280**</td>
<td>.131</td>
<td>.208**</td>
<td>.131</td>
<td>.208**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>AFFECT</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NORMAT</td>
<td>.214**</td>
<td>.084</td>
<td>.232</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONTINOS</td>
<td>.100</td>
<td>.010</td>
<td>.213*</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SELFRAT</td>
<td>.04</td>
<td>.100</td>
<td>.04</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

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

*Correlation is significant at the 0.05 level (2-tailed).
Correlations

Table 4.1 exhibits the correlations between 13 variables, i.e., appraisal of negative emotions, appraisal of positive emotions, inter-personal conflicts and difficulties interpersonal skills and flexibility, emotional facilitation, Type A, speed and impatience, job involvement, hard driving and competitiveness, affective, normative and continuance commitment and job performance.

The first hypothesis stated that there would be a positive relationship between emotional intelligence (appraisal of negative emotions, appraisal of positive emotions, inter-personal conflicts and difficulties, inter-personal skills and flexibility and emotional facilitation) and performance. The hypothesis, when analyzed dimension wise, on the basis of inter- correlation matrix, revealed that:

(a) Appraisal of negative emotions bears a negative relationship with performance, as is depicted by the obtained correlation values i.e., -.180 which is significant at .05 level.

It signifies that those managers who appraise negative emotions more, have a deteriorating effect on their performance. On the other hand, those bank managers who have low appraisal of negative emotions, are productive in terms of their job performance. Yang and Mossholder (2004) anticipated that the negative mood individuals bring into a team will influence the emotions experienced by these individuals during team interactions and how they contribute to team processes. This will have a subsequent negative impact on the overall performance of that team.

The obtained results are in congruence with the first hypothesis of the study.

(b) Appraisal of positive emotions has also been found to bear a positive and significant relationship with performance, where the correlation value is .151 which is significant at .05 level. It implies that those private bank managers who appraise positive emotions more are better performers. The obtained results are in congruence with the findings by several researchers.
People who knew their emotions and are good at reading others emotions may be more effective in their jobs (Afolabi and Adesina, 2006). The ability to manage emotions can help people nurture positive affect, avoid being overwhelmed by negative affect, thereby contributing to performance (Afolabi, 2004). Latham (2004) found that emotional intelligence is related to the classroom performance of managers and professionals. Recent findings suggest that emotionally intelligent persons are better performers than their counterparts (Law et al; 2004; Van-Rooy and Viswesvaran, 2004).

Tans (2003) found that there exists a positive relationship between emotional intelligence and other criteria such as contextual performance. Fox, 2008 showed that the substructure of most important decisions, the most active and profitable organizations and the most satisfactory and successful lives is emotional intelligence rather than the cognitive one or mind power. A very recent and excellent review of the EI literature (Dulewick and Higgs, 2000) demonstrates clearly that EI impacts on work success. Work success was defined in this review as advancement in one’s work organization. Hingstman, 2007 reported that people with high emotional intelligence cope more successfully with the conflicts arising from modern work life.

The five factor personality variables may also be related to the performance of emotional tasks at work such as performing emotional labour (Bono and Vey, 2007).

Lane, 2009 found that positive emotions correlate positively with more successful performance, vigor, happiness and calmness. Ciarrochi et al. (2001) stress that being able to understand, perceive and express emotions in an appropriate way can determine whether an individual is successful or not as an employee in a career. Another study conducted among the Air Force recruiters generated similar findings; the Air Force revamped its selection criteria. A follow up investigation found that future hires that had high emotional intelligence scores were 2.6 times more successful than those who did not have. New results have shown that the substructure of most important decisions, the most active and profitable organizations and the most satisfactory and successful lives is emotional intelligence rather than the cognitive one or mind power (Fambrough and Kaye Hart, 2008). Paulo N. Lopes et al. (2006) examined 44 analysts and clerical
employees from the finance department of a fortune 400 insurance company to see the relation between emotional intelligence, assessed with a performance measure, and positive workplace outcomes. The findings suggested that emotionally intelligent individuals received greater merit increases and held higher company rank than their counterparts. They also received better peer or supervisor ratings of interpersonal facilitation and stress tolerance than their counterparts. Jones, 2006 stated that social skills and other communication constructs with various organizational outcomes including job performance (Ferris, Witt & Hochwarter, 2001).

(c) Interpersonal conflicts and difficulties bears a positive relationship with job performance with a correlation value of .06. However, this is non-significant. But it implies that those private bank managers, who face more inter personal conflicts and difficulties have poor level of performance. Those who are not able to maintain co-ordinations with their colleagues are not good performers.

Boyatzis (2009) reported that emotionally intelligent people cope better and are more involved with their jobs. Other empirical evidence also show that managers, who enjoy high levels of emotional intelligence, will take necessary actions with more readiness and skill than others to resolve the newly established contradicitors, long-run secret relations and bilateral darkness. (Elizabeth, 2005).

(d) Inter-personal skills and flexibility have also been found to bear a positive relationship with job performance, where the value of correlation is .086, which is however non-significant. This depicts that those managers who have healthy relations with their sub-ordinates and other counterparts are better performers. Those who can adjust readily with the existing job demands and interpersonal behaviors are good performers.

Ciarrochi, Chan and Bajgar (2005) found that emotional intelligence is positively correlated with quality positive relations with others and have fewer negative interactions with close friends, thereby enhancing and enriching their job performance. Rotundo and Sackett (2009) suggested that those managers who are flexible by nature have high levels of job performance. Emotional intelligence may contribute to work performance (as
reflected in salary, salary increase and company rank) by enabling people to nurture positive relationships at work, work affectively in teams and build social capital (Seibert et al.; 2004). Kelley and Caplan (1993) studied the characteristics of Bell Laboratories Engineers who were rated as stars by their peers. They concluded that the so-called stars were better at relating to others, which means that it was emotional intelligence, not academic intelligence that characterized their high performance. Emotional intelligence may contribute to the quality of people’s relationships at work because emotions serve communicative and social functions, conveying information, about thoughts and interactions, and helping to coordinate social encounters (Keltner and Haidt, 2001).

(e) Emotional facilitation and goal orientedness also bears a positive and significant relationship with job performance, the correlation value being .392. This value has been found to be significant at .01 level. It signifies that those bank managers who can keep a check on their stream of emotions can prove to be good performers at the workplace. Not getting carried away by the emotional state, they can perform well in their work settings.

Engelberg and Sjoberg (2004) found that job performance was better among personnel with a high ability to transfer emotions, whereas performance was worse among those with less of this ability. Sy et al. (2006) found that emotionally facilitated managers are good performers as they are better at relating to others suggesting that emotional intelligence characterizes high performance.

Boyatzis (2005) revealed that among managers and executives, top performers are able to balance their drive and ambition with emotional self-control, thereby facilitating their emotions. With high levels of emotional intelligence, they harness their personal needs in the service of the organization’s goals.

Thus, it can be extracted from the results that the obtained correlation values clearly suggest that the first hypothesis gets proved.
The second hypothesis stated that there would be a positive relationship between TABP (Type A, speed and impatience, job involvement and hard driving and competitiveness) and performance of the private bank managers.

The obtained results revealed that:

(a) Type A personality dimension bears a positive correlation with job performance, where the correlation value is .205 which is significant at .01 level. This reveals that those bank managers who possess type A personality traits like work-alcoholism, impatience, and competitiveness perform better at their jobs as compared to calm, slow and steady managers. Type A behavior may also contribute to increased job performance, which is rewarded in organizations, although the evidence linking Type A to productivity is mixed.

Notwithstanding the negative view of Type A behavior, some profitable outcomes do relate this behavior pattern. Type As are seen as having a heightened sense of self-efficacy, mastery and personal competence (Bryant & Yarnold).

Muhammad et al. (2010) took a sample of 153 public and private public sector employees of oil and gas sector in Pakistan and found that affective commitment is positively related with employees’ performance. There is evidence that Type As are significantly higher performers than Type Bs.

A recent study by Alarcon et al. (2009) confirmed that employees with type A personality are high performers. A study comparing the performance of Types A and B indicates that teams consisting mainly of Type A were consistently more productive than their Type B team counterparts when performing both competitive and non-competitive tasks (Keinan & Koren, 2002).

(b) The results revealed that the speed and impatience dimension of TABP also correlates positively and significantly with performance. The correlation value being .332 is significant at .01 level. It implies that those bank managers who are speedy in their pace at work and try to complete / finish the given task at the earliest possible, and that too without exhibiting any patience in their work behavior, are actually good performers.
Job involvement the third dimension of TABP also bears a positive and significant correlation with job performance, with the correlation value of .208. This is significant at .01 level. This signifies that those private bank managers who are highly involved with their job duties, are regarded as better performers as compared to those who are not that absorbed and lack seriousness towards their work.

The fourth and last dimension of TABP, i.e. hard driving and competitiveness also bear a positive relationship with performance. However, the relationship is non-significant. But it suggests that those individuals who are competitive by nature and believe in accomplishing the given task with their full vigor are better performers as compared to those who fulfill the task just for sake of doing it.

Rayburn and Rayburn (2006) found that Type A individuals are more ethically oriented, thereby more committed to their organization and adding to its productivity by their high performance standards.

TABP is mostly found in highly industrialized countries especially among individuals engaged in competitive vacations. A study by Kunnanatt (2003) explored the existence of Type A behavior among 132 bank managers of a leading commercial bank of India. Results indicated that a large majority of the managers possessed Type A behavior and the highest performers among them were the ones possessing the most marked TABP.

Thus, the correlation values, as shown in table 4.1(a) have revealed that the results have been found in congruence with second hypothesis. The third hypothesis states that there would be a positive relationship between organizational commitment (Affective, normative and continuance) and performance.

The inter-correlations revealed that:

Affective commitment bears a positive but non-significant relationship with performance, with the correlation value of .023. It shows that those managers who wish to remain with the organization because of an emotional attachment perform better as compared to those who do not feel this way. Luchak & Gellatly (2007) their famous
article named “A comparison of linear and non-linear relations between organizational commitment and work outcomes found that affective commitment was positively associated with work efforts and performance. Similarly, Suliman and Lles (2002) also found that all three dimensions of organizational commitment, affective, continuance and normative commitment were positively correlated with performance.

Lee and Olshfski (2002) studied the behavior of organizational commitment of the firefighters in New York and found that those five fighters who were attached with the job, behave according to the expectations attached to the job.

Clarke (2006) studied commitment in UK based health care units and found that commitment may play a significant role in performance outcomes, where affective commitment was found to be positively related to performance.

Shore, Barksdale and Shore (1995) studied 231 managers and 339 subordinates in multinational firms in United States and found that affective commitment and job performance are positively correlated.

(b) Normative commitment, the second dimension of organizational commitment has also been found to bear a positive and significant relationship with performance. Results indicate a correlation value of .213, which is significant at .01 level.

Lopes et al. (2005) stated that evidence is accumulating that emotional intelligence is associated with important outcomes such as high quality social relationships. It suggests that those bank managers who stay with the organization because of their value-system and who believe that they owe it to the organization, are better performers as compared to those who are not committed normatively to the organization. Muhammad et al. (2010) found that normative commitment was positively related with employees performance. Suliman and Lles (2002) also found a positive association between normative commitment and performance.

Samad, 2007 stated that normatively committed employees are normally high performers that contribute towards organizational productivity.
Somers (2009) conducted research on 288 hospital nurses to study their commitment profiles. Results indicated that the most positive work outcomes are associated with the affective normative dominant profile which included lower turnover intentions and lower levels of psychological stress.

Several other researchers studied organizational commitment with its three components and came out with various findings:

Lee and Olshfske (2002) studied the behavior of organizational commitment of the firefighters in New York and their study led to believe that organizational commitment offers considerable promise in describing the positive behaviors. Furthermore, individuals take jobs, identify with the role attached to the job, they become committed to doing the job, and behave according to the expectations attached to the job.

Chen, Silverthorne and Hung (2006) studied the relationship between organizational commitment and job performance. Their research findings indicated that there are positive relationships between the two variables. This finding suggested that companies strengthen their processes in order to strengthen their professionals organizational commitment and job performance.

Rashid, Sambasvani and Joari (2003) studied 202 managers in Malaysian companies and their research findings suggested that corporate culture and organizational commitment are interrelated and both have for reaching impacts on performance.

The above research findings suggest that there is some definite relationship between organizational commitment and employees’ job performance.

(c) The third component of continuance commitment bears a positive relationship with performance but is non-significant at both the levels. The correlation value, as per the table is .04. It means that those bank managers who receive great monetary benefits in their organization show high performance.

(d) Suliman and Iles (2002) found a positive relationship between continuance commitment and performance.
Muhammad et al. (2010) in their article titled “The impacts of organizational commitment on employee job performance”, found that continuance commitment was positively correlated with employees’ performance.

This way the third hypothesis seems to be in line with the obtained results.

The fourth hypothesis states that there would be differential relationship between various variables and job performance.

**Regression**

In order to prove this hypothesis, stepwise multiple regression was done to identify the role of components of emotional intelligence: appraisal of positive emotions, interpersonal conflicts and difficulties, emotional facilitation and goal-orientedness; three components of TABP: speed and impatience, job involvement and hard driving and competitiveness; one component of commitment; normative commitment in the determination of job performance. In case of total sample (200 middle level managers).

Emotional facilitation and goal orientedness, when regressed upon performance, i.e., the end variable, has emerged as a significant contributor in the determination of performance of middle level bank managers. Its contribution being the maximum, i.e., 38% speed and impatience has also emerged as a second significant contributor in the determination of the independent variable (performance). Its contribution is 14%.

Other factors have also some contribution in the determination of performance but the percentage share is non-significant.
Table 4.2

Modelwise multiple regression and % of variance accounted for by emotional facilitation and goal orientedness; speed and impatience and emotional facilitation and goal orientedness and normative commitment

<table>
<thead>
<tr>
<th>Model</th>
<th>Multiple R</th>
<th>R square</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Emotional facilitation and goal orientedness</td>
<td>.382</td>
<td>.146</td>
</tr>
<tr>
<td>2. Speed and impatience and emotional facilitation and goal orientedness</td>
<td>.521</td>
<td>.271</td>
</tr>
<tr>
<td>3. Normative commitment</td>
<td>.560</td>
<td>.313</td>
</tr>
</tbody>
</table>

This table explains that 38% of variance is accounted for by emotional facilitation and goal orientedness which is the most significant predictor of job performance. Speed and impatience, along with emotional facilitation and goal orientedness accounted for total of 52% \((0.50 - 0.38 = 0.14)\). 4% of variance is accounted by this model.

These three factors accounted for total of 56% rest of the variance, i.e., 100-56% = 44%, was accounted for by other factors but they have not emerged as significant contributors.
Table 4.3

Describing sum of square (SS), mean square (MS) and ‘F’ values of predictors in relation to criterion variable (job performance)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Sum of square of</th>
<th>Mean square</th>
<th>F</th>
<th>Level of significance</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Emotional facilitation and goal orientedness</td>
<td>459.157</td>
<td>1</td>
<td>33.054</td>
<td>0.001</td>
<td>17</td>
</tr>
<tr>
<td>2. Speed and impatience</td>
<td>854.945</td>
<td>2</td>
<td>427.472</td>
<td>0.001</td>
<td>166</td>
</tr>
<tr>
<td>3. Normative commitment</td>
<td>987.693</td>
<td>3</td>
<td>329.231</td>
<td>0.001</td>
<td>31</td>
</tr>
</tbody>
</table>

Table no. 4.3 deals with three models of the contributors of job performance, explaining the value of sum of squares, df, mean square, F, its level of significance and mean. Model 1 (emotional facilitation and goal orientedness) has 459.157 mean square value, df is 1, value of F is 33.054, value of sum of square is 459.157 and level of significance is 0.001. Model 2 has mean square value of 427.472, value of sum of square is 854.945, df is 2, value of F is 35.885 at 0.001 level of significance. In the same way, the third model, i.e. normative commitment has sum of square as 987.693, mean square of 329.231 with df = 3, 29.180 at 0.001 level of significance.
Table No. 4.4

Describing regression coefficients of all the independent variables and their correlation (R) with job performance

Dependent variable / criterion variable = job performance

Mean of job performance = 20.136

<table>
<thead>
<tr>
<th>Variables predictors</th>
<th>Mean $\bar{X}$</th>
<th>Regression coefficients</th>
<th>Level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Emotional facilitation and goal orientedness</td>
<td>17.3909</td>
<td>.38</td>
<td>0.001</td>
</tr>
<tr>
<td>2. Speed and impatience</td>
<td>166.1909</td>
<td>.36</td>
<td>0.001</td>
</tr>
<tr>
<td>3. Normative commitment</td>
<td>31.4455</td>
<td>.21</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Table 4.4 is a matrix constituting mean values, regression coefficients (b) and its probability values. This matrix explains three models, i.e. emotional facilitation and goal orientedness, speed and impatience and formative commitment. The emotional facilitation and goal orientedness model reflects that increment in 1 unit of emotional facilitation and goal orientedness would lead to .38 increment in job performance of private bank managers. In other words, it can be stated that emotional facilitation and goal orientedness in the work set-up serves as a buffer in enhancing the job performance of employees.

The speed and impatience model reflects that the increment in 1 unit of this important component of TABP would lead to .36 increment in the job performance. In simple words, it can be stated that in private banks, where there is a cut-throat competition and need of the hour is to meet the targets by hook or crook, involves the
pivotal role of speedy behavior in relation to the meeting of the objectives, thereby increasing the productivity.

The normative model reveals that increment in 1 unit of normative component of organizational commitment would lead to .21 increment in the job performance. It means that normative components i.e., an employee’s obligation to remain with the same organization also plays an important role in the overall job performance.

Overall, these three factors, i.e., emotional facilitation and goal orientedness, speed and impatience and normative commitment, belonging to emotional intelligence, TABP and organizational commitment respectively, have emerged as significant contributors, playing a pivotal role in the job performance.
Chapter-V

SUMMARY
The present study aimed at studying emotional intelligence, TABP and organizational commitment in relation to performance of managers in private banks. Private banks included ICICI Bank, Axis Bank, IndusInd Bank, Kotak Mahindra Bank.

Emotional intelligence, TABP and organizational commitment are the independent variables and performance is the dependent variable in our study.

Emotional intelligence has been defined as the ability to perceive emotions, to access and generate emotions, to assist through, to understand emotions and emotional knowledge and to reflectively regulate emotions to promote emotional and intellectual growth (Mayer and Salovey, 1997). TABP has been described as a pattern of behaviors that were once considered to be a risk of coronary heart disease. This personality dimension was identified as the coronary prone behavior pattern as it seemed to consist of a combination of behaviors associated with coronary disease. Today, this dimension is more commonly referred to as Type A – Type B or just Type A.

Organizational commitment has been described as a state in which an employee identifies with a particular organization and his membership in the organization (Blau, 1987).

Three dimensions of organizational commitment, i.e., affective, normative and continuance were measured. Job performance has been defined as a set of actions set to achieve that goal which is based on a specific standard. Job performance is a commonly used concept in industrial and organizational psychology. Keeping the above mentioned variables in view, the following hypotheses were formulated:-

1. There would be a positive relationship between emotional intelligence (appraisal of negative emotions, appraisal of positive emotions, inter-personal conflicts and difficulties, inter-personal skills and flexibility and emotional facilitation) and performance.
2. There would be a positive relationship between TABP (Type A, speed and impatience, job involvement and hard-driving and competitiveness) and performance of the private bank managers.

3. There would be a positive relationship between organizational commitment (affective, normative and continuance) and performance.

4. There would be differential relationship between various variables stated and job performance.

The study focused on the middle managerial level of private banks.

A correlational design was used to fulfil the objectives of the study. A sample of 200 managers working in private banks in the age range of 25-35 years was employed. The subjects taken had been working there from the last 1 – 1.5 years. Standardized tools, i.e., emotional intelligence scale by – (Jenkins Activity Survey by Rosenman and Friedman (1979), Organizational Commitment Scale by Allen and Meyer (1990) and Performance Rating Scale) were administered.

All these tests were individually self-administered. The scoring was done manually.

The data was subjected to two types of analysis, i.e., correlation and stepwise multiple regression. The objectives of the present study were:

1. To study the relationship between emotional intelligence, TABP, organizational commitment and job performance amongst private bank managers.

2. To examine the relative contribution of each of the independent variables (emotional intelligence, TABP, organizational commitment) to the end variable, which is, job performance.

As per the hypotheses formulated, findings revealed that there exists a positive relationship between emotional intelligence (appraisal of negative emotions, appraisal of positive emotions, inter-personal conflicts and difficulties, inter-personal skills and flexibility and emotional facilitation) and performance. It means that bank managers with
high emotional intelligence levels are better performers at work as compared to those who stand low on emotional intelligence.

As per the second hypothesis, a positive relationship was found between TABP and performance of the private bank managers. Further, a positive relationship between organizational commitment (affective, normative and continuance) and performance was found from the analysis of the results (as per the third hypothesis).

As per the fourth hypothesis, stepwise multiple regression was done to identify the role of emotional intelligence (appraisal of positive emotions, appraisal of negative emotions, inter-personal conflicts and difficulties, inter-personal skills and facilitation and emotional facilitation and goal orientedness), TABP (Type A, speed and impatience, job involvement, hard driving and competitiveness and organizational commitment (affective, normative and continuance) in the determination of job performance.

Emotional facilitation and goal orientedness emerged as the most significant predictors accounting for 38% of variance. Speed and impatience alongwith emotional facilitation and goal orientedness accounted for a total of 52%, where speed and impatience contributed 14% of variance. Further, normative commitment accounted for a total of 4% of variance. Thus, the total variance accounted for by the three factors was 56%. Rest of the variance (44%) was accounted for by other factors but they have not turned out to be significant contributors.
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