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, interpersonal conflicts and difficulties, interpersonal 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 along with 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.