CHAPTER – VI

SUMMARY OF FINDINGS, CONCLUSIONS AND POLICY IMPLICATIONS

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SUMMARY OF FINDINGS, CONCLUSIONS AND POLICY IMPLICATIONS

The present study focuses on the emotional intelligence of bank executives at three different stages. Initially, the background of the executives and their personality traits has been examined since these are one of the important antecedents of emotional intelligence. It is followed by the measurement of the level of emotional intelligence and the various determinants of emotional intelligence. Finally, the associations between the components of EI and the various outcomes of EI have been focused up on. The specific objectives are confined to (i) to reveal the profile of the respondents; (ii) to examine the various dimensional personality inventories among the respondents; (iii) to analyze the various determinants (antecedents) of emotional intelligence among the respondents, (iv) to measure the level of emotional intelligence among them and also identify the important discriminant components of EI among the executives in Private and Public sector banks, (v) to examine the impact of antecedents of EI on the level of EI among the respondents, (vi) to study the various outcomes of emotional intelligence among the respondents, and (vii) to evaluate the impact of EI components on the various outcomes of emotional intelligence.

In order to fulfill the above said research objectives, the present study followed the descriptive research design. The scope of the study is confined to the executives working in private and public sector banks in Kanniya...
district. In total, there are 45 private and 142 public sector banks in the district. The total no of executives working in these banks is 669. The census method had been applied to identify the samples of the study. The relevant data were collected with the help of a pre- tested questionnaire. The questionnaire is divided into three important parts. The first part covers the profile and personality inventories among the respondents whereas the second part includes the various antecedents and components of emotional intelligence among them. The third part of the questionnaire includes the various outcomes of emotional intelligence.

The collected data were processed with the help of appropriate statistical tools. The results of the study were discussed in the previous chapters. The summary of findings, conclusions and policy implications are summarized below:

6.1. SUMMARY OF THE STUDY

1. Profile of the executives

The important gender among the executives is male and predominant age group of the executives is 41 to 45 years which is commonly seen among the both groups of executives. The important level of education among the executives is post graduation and others.
The important nativity of the executives is urban which is followed by semi-urban. The dominant marital status among the executives is married with grown up children and married with young kids.

The important nature of family among the executives is nuclear family. The dominant family size of the executives is 3 to 4 members and less than 3 members per family. The important number of dependent population among the household is only one.

. The personal income per month of the executives in PRSBs is higher than that among the executives in PUSBs. The important personal income groups per month among the executives are Rs 60001 to 70000 and above 70001. The most important family income groups per month among the executives in PRSBs and PUSBs are Rs 80001 to 100000 and Rs 60001 to 80000 respectively.

The dominant years of experience among the executives are 7 to 10 years and 3 to 6 years. The years of experience in this field among PUSBs the executives are identified as higher than among the executives in PRSBs. The important number of departments where worked so far among the executives is less than 2 departments. The number of departments where worked so far among the executives in PUSBs is higher than that among the executives in PRSBs.
2. **DPI among the executives**

The seven variables included in activeness explain it to a reliable extent. The highly correlated variable with the activeness is ‘try to do work properly as possible’. The enthusiasm among the executives has been measured with the help of six variables. The highly correlated variable in enthusiasm is ‘often gather people for participating in various functions’. The six variables included in enthusiasm explain it to a reliable extent.

The highly correlated variable in ‘trust’ is ‘I feel that all should be relied upon now-a-days’. The included five variables in trust explain it to a reliable extent. The level of ‘assertiveness’ is measured with the help of six variables whereas the highly correlated variable in it is ‘speak out without hesitation with seniors’. The six variables included in assertiveness explain it to a reliable extent.

The level of ‘optimism’ among the executives is measured with the help of seven variables and the highly correlated variable is ‘feel that I am equalent to others’. The seven variables included in optimism explain it to a reliable extent. The emotional stability of the executives is measured with the help of six variables. The highly correlated variable is ‘never feels panic’. The included six variables in ‘emotional stability’ explain it to a reliable extent.

The five variables included in ‘responsibility’ explain it to a reliable extent. The highly correlated variable in responsibility is ‘want to be a
reasonable person’. The level of ‘friendliness’ among the executives is measured with the help of five variables and the highly correlated variable is ‘easily make friendship’. The five variables included in friendliness explain it to a reliable extent.

The level of decisiveness among the executives is measured with the help of six variables and the highly correlated variable in decisiveness is ‘bold enough to face anything’. The six variables included in decisiveness explain it to a reliable extent. The level of sensitivity among the executives is measured with the help of six variables. The highly correlated variable in ‘sensitivity’ is ‘sensing the events in near future’. The included six variables in sensitivity explain it to a reliable extent.

The level of leadership among the executives is measured with the help of eight variables. The highly correlated variable in leadership is ‘ability to lead’. The eight variables included in’ leadership ‘explain it to a reliable extent. The scores of the above said eleven Dimensional Personality Inventory (DPI) have been measured by the mean score of the variables in each DPI.

The highly possessed DPIs among the executives in PRSBs are leadership and assertiveness whereas among the executives in PUSBs, these are optimism and sensitivity. Regarding the possession of DPI, the significant differences among the executives in PRSBs and PUSBs have been found in the case of activeness, assertiveness, emotional stability, responsibility,
decisiveness and leadership. The eleven DPI are mutually different from each other.

The important profile variables significantly associating with the DPI among the executives are their personal income per month, family income per month, years of experience, and age of the executives. The important discriminant DPIs among the executives in PRSBs and PUSBs are the leadership and emotional stability which are higher among the executives in PRSBs than among the executives in PUSBs.

3. Antecedents of emotional intelligence

The highly possessed coping skills variables among the executives in PRSBs are use of social support and positive reframing whereas among the executives in PUSBs these are humor and use of social support. Regarding the possession of coping skills variables, the significant differences among the executives in PRSBs and PUSBs have been noticed in all eight variables in coping skills. The eight variables included in coping skills explain it to a reliable extent. The highly possessed ‘openness to experience’ variables among the executives in PRSBs are ‘like to be innovative’ and ‘curious about many different things’ whereas among the executives in PUSBs, these are ‘ready to share the experience’ and ‘prefers the work that is innovative’. Regarding the possession of variables in openness to experience the significant differences among the executives in PRSBs and PUSBs have been found in the case of
possession of ‘active imagination’, ‘curious about many different things’ and ‘like to be innovative’. The variables included in openness to experience explain it to a reliable extent.

Totally, six variables are included to measure the ‘self-efficiency’. All the six variables in self-efficiency explain it to a reliable extent. The highly possessed variable in self-efficiency among the executives in PRSBs and PUSBs are ‘I have all capability to develop and demonstrate’. The highly possessed variable in ‘receptivity to feedback’ among the executives in PRSBs and PUSBs are ‘balancing the positive and negative feedbacks’, and ‘determination of priorities based on feedback’ and ‘careful consideration of the feedback’. Regarding the possession of variables in receptivity to feedback, the significant differences among the executives in PRSBs and PUSBs have been noticed in two out of the five variables in it.

The highly perceived antecedents of ‘emotional intelligence’ among the executives in PRSBs are ‘self efficiency’ and ‘coping skills’ whereas among the executives in PUSBs, these are ‘receptivity to feedback’ and ‘self efficiency’. Regarding the perception on antecedents of emotional intelligence, the significant differences among the executives in PRSBs and PUSBs have been noticed in the case of coping skills, openness to experience and self efficiency.
The highly associating profile variables with the perception on antecedents of emotional intelligence their personal income, family income, years of experience and family size. The important discriminant antecedents of emotional intelligence among the executives in PRSBs and PUSBs are their coping skills which are higher among the executives in PRSBs than among the executives in PUSBs.

4. Emotional Intelligence Self Description Inventory

The highly possessed variable in perception and appraisal of emotions among the executives in PRSBs is ‘no difficulty in identifying of how a person really feels’ whereas among the executives in PUSBs’, it is ‘accurate identification of a range of emotions felt’. Regarding the possession of variables in perception and appraisal of emotions, the significant difference among the executives in PRSBs and PUSBs has been noticed in all six variables in it. The included six variables in perception and appraisal of emotional explain it to a reliable extent.

The highly possessed variables in ‘facilitating thinking with emotions’ among the executives in PRSBs and PUSBs are ‘attempt to create conducive atmosphere in problem solving’ and ‘often using the excitement about a work project’. Regarding the possession of ‘facilitating thinking’ with emotions, the significant differences among the two groups of executives have been identified in the case of four out of six the variables in it.
The level of ‘understanding emotions’ among the executives has been measured with the help of five variables. All these five variables explain it to a reliable extent. The highly possessed variables among the executives in PRSBs and PUSBs ‘understand emotions among the executives’ and in PRSBs and ‘regarding the co-workers frustration’ and ‘watching other peoples’ interaction in PUSBs respectively. The six variables included in ‘regulation and management of emotions’ explain it to a reliable extent. The highly possessed variables among the executives in PRSBs and PUSBs are ‘encourage the co-workers’ when there is a disappointment’ and ‘express of genuine concern and try to help the co-workers where there is a painful events’. Regarding the possession of variables in regulation and management of emotions, the significant differences among the executives in PRSBs and PUSBs have been noticed in the case of all six variables in it.

The highly possessed Emotional Intelligence Self Description Inventory (EISDI) factors among the executives in PRSBs and PUSBs are understanding emotions and regulation and management of emotions. Regarding the possession of factors in EISDI, the significant differences among the executives in PRSBs and PUSBs have been noticed in all the four factors in EISDI. In total, the level of EISDI among the executives in PRSBs is higher than among the executives in PUSBs. The important discriminant factors in EISDI among the executives in PRSBs and PUSBs are perception and appraisal
of emotions and facilitating thinking with emotions which are higher among the executives in PRSBs than among the executives in PUSBs.

5. Emotional Quotient Inventory

The highly possessed variables in self-awareness and self-expression among the executives in PRSBs and PUSBs are ‘accurately perceive, understand and accept oneself’ and ‘effectively and constructively express one’s emotions’ respectively. Regarding the level of possession of self-awareness and self-expression, the significant differences among the executives in PRSBs and PUSBs have been noticed in the case of 4 out of 5 variables in self-awareness and self-expression. The included five variables in each explain the self-awareness and self-expression to a reliable extent.

Regarding the possession of variables in social awareness and interpersonal relationship, the significant differences among the executives in PRSBs and PUSBs have been noticed in 4 out of 5 variables in it. The highly possessed variables among the executives in PRSBs and PUSBs are ‘co-operate with others’ and ‘identifying with one’s social group’ respectively. The included five variables in it explain it to a reliable extent. The variables in emotional management explain it to a reliable extent. It is seen to be higher among the executives in PRSBs than among the executives in PUSBs.

The highly possessed variables in change management among the executives in PRSBs are ‘thinking of new situations’ and ‘thinking of external
validity’ whereas among the executives in PUSBs, these are ‘effectively solve problems’ and ‘interpersonal nature’. Regarding the possession of variables in change management, the significant differences among the executives in PRSBs and PUSBs have been noticed in all the five variables in change management. The variables in self motivation among the executives explain it to a reliable extent. The most important variables in self motivation among the executives in PRSBs and PUSBs are ‘to feel content with life in general’ and ‘to be positive’ respectively. Regarding the possession of variables in self motivation, the significant differences among the two groups of executives have been noticed in 3 out of 4 variables in it.

The highly possessed variables in social skills among the executives in PRSBs and PUSBs are ‘inspiring and guiding group’, and ‘wielding effective tactics for persuasion’ respectively. The significant differences among the executives in PRSBs and PUSBs have been seen in the possession of all four variables. The four variables included in social skills explain it to a reliable extent.

Among the executives in PRSBs, the highly possessed components of emotional intelligence are ‘social skills’ and ‘change management’ whereas among the executives in PUSBs, these are ‘self motivation’ and ‘emotional management’. Regarding the possession of components of EI, the significant differences among the executives in PRSBs and PUSBs have been noticed in
all six variables. In total, the level of emotional intelligence is identified as higher among the executives in PRSBs than among the executives in PUSBs.

The significantly associating profile variables with the level of emotional intelligence among the executives are their personal income, family income and family size. The important discriminant components of emotional intelligence among the executives in PRSBs and PUSBs are their change management and social awareness and interpersonal relationship which is identified as higher among the executives in PRSBs than among the executives in PUSBs.

The significantly and positively influencing dimensional personality inventories (DPI) on the level of emotional intelligence among the executives in PRSBs are their activeness, assertiveness, trust, optimism, emotional stability, decisiveness, sensitivity and leadership. Among the executives in PUSBs, these are level of assertiveness, trust, optimism, emotional stability, sensitivity and leadership. The changes in DPI explain that the change in emotional intelligence among the executives in PRSBs is higher than among the executives in PUSBs.

The significantly and positively influencing important antecedents of emotional intelligence among the executives in PRSBs are the ‘coping skills’ and ‘self efficiency’ whereas among the executives in PUSBs, these are ‘coping skills ‘and ‘receptivity to feedback’. The changes in important
antecedents of emotional intelligence explain the changes in the level of emotional intelligence to a higher extent among the executives in PRSBs than among the executives in PUSBs.

The significantly and positively influencing factors in EISDI on the level of emotional intelligence among the executives in PRSBs are Facilitating Thinking with Emotions (FE) and Understanding Emotions (UE) whereas among the executives in PUSBs, these are Perception and Appraisal of emotions (PE), Facilitating thinking with emotions (FE) and Regulation and management of emotions (RE). The changes in the level of factors in EISDI explain the changes in the level of emotional intelligence among the executives in PRSBs to a higher extent than among the executives in PUSBs.

6. Outcome of emotional intelligence

The highly viewed outcome variables among the executives in PRSBs are quality of performance and higher involvement of job whereas among the executives in PUSBs, these are dedication to work and organization; and helping others who are absent. Regarding the perception on outcome variables, the significant differences among the two groups of executives have been identified in the case of 30 out of the 32 outcome variables.

The important outcome of emotional intelligence identified by the factor analysis is organization learning capability, job performance, job satisfaction, continuance and career commitment, organizational citizenship behavior,
work-life balance, job involvement, altruistic behavior and affective organizational commitment. The included variables in the above said important outcomes of emotional intelligence explain it to a reliable extent.

The higher perception on the important outcomes among the executives in PRSBs has been noticed in the case of altruistic behavior and work life balance. Among the executives in PUSBs, these are job involvement and altruistic behavior. Regarding the perception on important outcomes of emotional intelligence the significant differences among the two groups of executives have been noticed in all the nine important outcomes.

The significantly associating profile variables with the organizational learning capabilities are their age, level of education, marital status, family size, personal income, family income, and years of experience whereas in the case of job performance, these are age, level of education, family size, personal income, family income and number of departments where worked so far. The significantly associating profile variables with the job satisfaction are age, family size, personal income, family income, years of experience and number of departments where worked so far since their respective ‘F’ statistics are significant at five percent level.

Regarding the level of continuance and career commitment, the significantly associating profile variables are marital status, family size, personal income, family income, years of experience and number of
departments where worked so far. The significantly associating profile variables with the level of work life balance among the executives are their age, marital status and family income whereas in the case of job involvement, these profile variables are age, level of education, marital status, personal income, family income, years of experience and number of departments where worked so far. The important discriminant outcome factors among the executives in PRSBs and PUSBs are their job performance and work life balance which are higher among the executives in PRSBs than among the executives in PUSBs.

The significantly and positively influencing emotional intelligence variables on the organizational learning capability among the executives in PRSBs are self awareness and self expression, emotional management and self-motivation whereas among the executives in PUSBs, these are emotional management, change management and self motivation. The changes in emotional intelligence (EI) explain the changes in organizational learning capability and are identified as higher among the executives in PRSBs than among the executives in PUSBs.

Among the executives in PRSBs, the significantly and positively influencing EI on the job performance are their level of self-awareness and self expression, social awareness and interpersonal relationship and emotional management, whereas among the executives in PUSBs, these are emotional management and self motivation. The changes in EI explain the changes in job
performance to a higher extent among the executives in PRSBs than among the executives in PUSBs.

The significantly and positively influencing EI factors in the job satisfaction among the executives in PRSBs are their social awareness and interpersonal relationships, emotional management and self motivation whereas among the executives in PUSBs, these EI factors are self awareness and self expression, emotional management, self motivation and social skills. The changes in EI explain the changes in job satisfaction to a higher extent among the executives in PRSBs than among the executives in PUSBs.

Among the executives in PRSBs, the significantly and positively influencing EI factors on the continuance and career commitment are their self awareness and self expression, emotional management and self motivation whereas among the executives in PUSBs, these EI factors are self awareness and self expression, emotional management, change management and self motivation. The changes in EI explain the changes in continuance and career commitment to a higher extent among the executives in PRSBs than among the executives in PUSBs.

The significantly and positively influencing EI factors on the organizational citizenship behaviour among the executives in PRSBs are emotional management, change management, and social skills whereas among the executives in PUSBs, these EI factors are emotional management, self-
motivation and social skills. The changes in ET explain the changes in organizational citizenship behavior to a higher extent among the executives in PRSBs than among the executives in PUSBs.

Among the executives in PRSBs, the significantly and positively influencing EI factors on work life balance among the executives in PRSBs are self awareness and self expression, social awareness and inter-personal relationship and emotional management whereas among the executives in PUSBs, these are social awareness and inter-personal relationship, emotional management and self motivation. The changes in EI explain the changes in work life balance to a higher extent among the executives in PRSBs than among the executives in PUSBs.

The significantly and positively influencing EI factors on job involvement among the executives in PRSBs are their emotional management, change management and self motivation whereas among the executives in PUSBs, these are social awareness and interpersonal relationship, emotional management and self motivation. The changes in EI explain the changes in job involvement among the executives in PRSBs to a higher extent than among the executives in PUSBs.

The significantly and positively influencing EI on the altruistic behavior among the executives in PRSBs are their self awareness and self expression, change management and self motivation whereas among the executives in

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PUSBs, these are emotional management and change management. The changes in EI explain the changes in altruistic behavior to a higher extent among the executives in PRSBs than among the executives in PUSBs.

Among the executives in PRSBs, the significantly and positively influencing EI factors on the affective organizational commitment are emotional management and self motivation whereas among the executives in PUSBs, these are self awareness and self expression, social awareness and interpersonal relationship and emotional management. The changes in EI explain the changes in affective organizational commitment to a higher extent among executives in PRSBs than among the executives in PUSBs.

6.2. CONCLUDING REMARKS

The present study concludes that the level of emotional intelligence among the executives in PRSBs is higher than that among the executives in PUSBs. The important determinants of emotional intelligence among the executives are their coping skills, openness to experience, self-efficiency and receptivity to feedback. The personality traits namely activeness, assertiveness, trust, optimism, emotional stability, decisiveness, sensibility and leadership have a significant positive impact on emotional intelligence. The profile variables namely personal income, family income, family size and age of the executives are significantly associating with the level of emotional intelligence. The important components of emotional intelligence namely emotional
management, change management and social skills have a significant positive impact on various outcomes namely organizational learning capability, job involvement, job performance, work-life balance, organizational citizenship behaviour and organizational commitment. The organization should realize the importance of emotional intelligence in the organizational performance and implement appropriate measures to enrich the emotional intelligence among their executives which will increase the productivity of their organization.

6.3 SUGGESTIONS:

Findings from the present study suggest several important practical implications for organizational selection, promotion and training/development systems.

1. Personality Development Programmes

The emotional intelligence of the executives may be developed with the help of the various dimensional personality inventories among the executives. In order to improve the DPI among the executives, the organizations are advised to conduct various personality development programmes for the executives. By appropriate training and development programmes, the level of emotional intelligence of the executives may be enriched. A range of programmes focused on the development of communication skills should be developed.
2. Emotional Quotient Inventory

The results of the study do support the use of the Emotional Quotient Inventory (EQI) as a functional tool in the assessment and development of individuals who are in an executive role or about to enter an executive position. Findings show that executives tend to have a different EI composition and use a variety of EI skills in order to meet the challenges that they may face. It is extremely important for individuals to know exactly what traits are needed at different times in order to be successful in their executive role.

3. Leadership Development Programmes

The organizations are advised to enrich the emotional intelligence among the executives with the help of five important sources namely peers, coach, an external source of support (boss, spouse or co-workers), instructor, and themselves. The findings concerning openness to experience, self efficiency and receptivity to feedback suggest that leadership development professionals will very likely derive differential EI gains depending upon participants’ status across these variables.

4. Intrinsic and Extrinsic measures

Organizational leaders might expand their notions of success to include both extrinsic and intrinsic measures in order to understand better the various ways that individuals gauge their own success. Success is measured in multiple ways. External measures include hierarchical position, salary, and other public
recognition of achievements. Internal measures of success involve a feeling of self-worth and a passion for the content of one’s work. Recognizing that these are different constructs for success will assist organizational leaders in understanding, motivating and rewarding those who work for them.

5. Organisational Leaders

The expression of ‘emotional intelligence competencies’ may appear differently when men and women exhibit them. Organizational leaders need to be students of these competencies and pay close attention to observing men and women demonstrating them in multiple situations. For example, emotional intelligence competencies that include behaviors faced while working with others, competencies such as team work and collaboration and developing others, must be acknowledged as important for organizational viability, growth and change when demonstrated by both group of executives.

6. Career development programmes

Special attention needs to be paid to the pace of career development for executives as well as the opportunities provided to employees that allow them to be considered for advancement. Development opportunities should be created and offered on an ongoing basis, strategically selected, based on the organizations and individuals needs. Critical for employees’ career advancement, organizations need to examine their practices, procedures and
policies on a regular basis to determine whether they are reinforcing gender stereo types and stereo typical behavior.

Organizational leaders have an obligation to speak up when they observe gender stereotypes operating in the organization. Silence continues the practices of seeing men and women through a narrow and limiting perspective of their potential contributions and gifts.

**7. Appropriate Programmes**

In order to develop the emotional intelligence among the professionals, the important factors like self-awareness and expression, social awareness, interpersonal relationship, emotional silence, motivation, influence, decisiveness and conscientiousness and integrity among the professionals have to be consistently developed with appropriate programmes.

The results of the study support empirical evidence of the importance of a certain contextual situation for managing competencies specifically EI. Therefore competencies need to be managed through a certain contextual, organizational or managerial situation.

**6.4 DIRECTIONS FOR FUTURE RESEARCH**

Future research is needed to investigate the level of emotional intelligence among various groups of employees and employees in various sectors. The emotional intelligence in organizational contexts may be studied is
near future. There may be a separate study on the antecedents of emotional intelligence and also the measures to enrich the emotional intelligence among the employees in future. The direct and indirect impact of emotional intelligence on various outcomes through the moderating variable namely; job satisfaction may be evaluated in future studies. The studies like demographic influences of EI, organizational benefits of EI, leadership and emotional intelligence, impact of EI on counter productive behavior, EI and relationship quality and, Human Resource Development and EI may be undertaken in near future.