CHAPTER – I
INTRODUCTION AND DESIGN OF THE STUDY

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INTRODUCTION AND DESIGN OF THE STUDY

1.1 INTRODUCTION

In the last decade, there were so many researches made regarding the importance of emotional intelligence for successful leadership and also the better organizational performance (Schutte et al., 2002). Emotional intelligence is the capacity to understand the emotions of ourselves and others, and to effectively manage our emotions and the emotions of others (Goleman, 1998). A sophisticated degree of emotional intelligence can be positively correlated with outstanding performance (Byatzis, 2006; Hay Goup 2002; Sosik and Megerian, 1999).

Research on emotional intelligence is commonly concentrated in the following three general areas:

i. defining what emotional intelligence is and attempting to measure it (Bar-on, 2004; Brackett and Mayer, 2003);

ii. distinguishing the phenomenon from other, seemingly related, phenomena such as cognitive intelligence and personality traits (Palmer et al., 2005; Ciarrochi, et al., 2000); and

iii. examining the relationship between emotional intelligence and various attitudes, processes or behavioural outcomes (Day and Canoll, 2004; Austin 2004; Wong and Law, 2002).

**Emotional Intelligence of Executives in Service sector**

Recent developments in globalization and increasing importance of information availability directed companies to seek new ways for better competition opportunities. Actually companies need employees who give more attention to customer satisfaction, who can do teamwork, and can easily adapt to changing environment. Each of these competencies indicates an emotional

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intelligence (EI) based on competencies. Therefore, organizations rely more on competencies while building up their human resources (HR) applications, especially their training activities. At this point, it is important to identify the competencies, which must be possessed, for every position and job.

The importance of EI and their relation to performance, lead organizations to develop and maintain emotional intelligence in their present employees (Emmerling and Goleman, 2003). Therefore, human resources (HR) departments use more emotional intelligence based applications. There are basically two ways to increase emotional intelligence in an organization.

They are:

1. Hire people who have emotional intelligence.

2. Develop emotional intelligence of the current employees (Jacobs, 2001).

For both the applications, organization need to determine competency models for every position and job that describe the key competencies that are required for a certain job (McLagan, 1980). These competency models can

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be either set for the organization itself or determined for every occupation group such as sale, marketing and HR. Due to the increasing importance of computing technology in the business world, bank executives who made important contributions to the competitive advantage of current businesses and officers who derive income to the business world, examined in order to contribute HR applications based on emotional intelligence by determining the emotional competency models.

1.2 NEED FOR THE STUDY

Emotional intelligence (EI) has emerged as a theme of widespread interest in psychological research in recent years. It affects the day-to-day life of everyone. EI is the ability to recognize our own potential as well manage everything as per situation. At work place, emotions are mainly based on two perspectors namely sociological and psychological. Many companies have found that people with EI, showed increased performance, enhanced motivation, greater leadership skills, better ability to work as a team, and high discipline. The organizations are trying to develop an optimal model for the development of EI at their organizations since the EI is related to work place through five important competencies of their employees namely instinct and affinity, social skills, self assessment, self managing and self achievement.

Especially after globalization, the organizations are trying to increase their performance through increase in the productivity of their employees. In the case of information technology field, it is highly inevitable to increase the
employees’ productivity since the competition is cut-throat. Hence, the banks have implemented various programmes and techniques to increase their employees’ productivity. One of the programmes is related to emotional intelligence. In order to analyse the worthiness of such programmes in the banking sector, it is imperative to examine the causes and effects of emotional intelligence among the employees on a continuous basis for some policy implications. Hence, the present study has been undertaken as an attempt to analyze this aspect.

1.3 STATEMENT OF THE PROBLEM

In the present dynamic scientific and business environment, there is a corresponding rapid change in human life style as it not only counts on the physical dimensions but connects to emotional aspects as well. It has also become important to achieve corporate excellence as the future hinges on learning and performance of the organization. So, with the compelling changes in the business environment following the economic crisis, both social and personal competencies are extremely important for health and productive life at work and in other aspects of life too.

There are incidences of growing emotional difficulties like anxiety regarding jobs, fearful about something unknown, pervasive obsessions, obsessive disorder, rage etc. With the right emotional intelligence skills, one can have control over these emotions and be successful at workplaces. Life at workplace can be so much more enjoyable sans these emotional spitefulness.
Emotional intelligence helps people to get in to more personal and professional relationships and progress further at work place. Apart from the above, the emotional intelligence is the ability to identity oneself and analyse and solve problems that enable one’s own development. Usually, this ability is under-utilized making people think less about themselves and start imagining problems mostly of one’s own make. When people lack the outward focus, satisfaction of achieving the goals, they are prone to mental illness. Because of modernization and automization, jobs are becoming highly intellectual. Highly-skilled jobs have increased the importance of humans, and to deal with them high EI is required.

1.4 REVIEW OF PREVIOUS STUDIES

The reviews of previous studies are summarized below:

Troy et al., (2008)\textsuperscript{15} identified three components of trust namely dependability, knowledge and expectations. These are significantly correlated with the emotional intelligence of the managers in commercial banks.

Deeter and Sojka (2003)\textsuperscript{16} pointed out that the importance of emotional intelligence to develop the communication and interpersonal skills needed to develop and improve relationship with key customers.


Rozell et al., (2004)\textsuperscript{17} pointed out to the significant positive impact of emotional intelligence (EI) on sales person’s level of customer-orientation. They used the self reporting sales, quality assessment of emotional intelligence, customer orientation and performance to prove the linkage between EI and performance.

Prati et al., (2003)\textsuperscript{18} and Daus and Ashkanasy (2005)\textsuperscript{19}, made a study to prove the linkage between emotional intelligence and performance. They found a positive relationship between EI and individual performance. They also revealed that EI skills are important in predicting job performance for at least some type of jobs.

Gardner et al., (2005)\textsuperscript{20} demonstrated that the openness to experience with other attributes is an important factor in determining the emotional intelligence among the executives.

\begin{thebibliography}{99}


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Wong and Law (2002)\textsuperscript{21} pointed out to the importance of self efficacy in the development of emotional intelligence among the leaders.

Mc Emrue et al., (2007)\textsuperscript{22} explored the intensive training related to emotional intelligence for improving the emotional intelligence among the employees.

Day and Carrol (2004)\textsuperscript{23} stated that the receptivity to feedback among the leaders is one of the important determinants of emotional intelligence among the leaders.

Dulewicz and Higg (2000)\textsuperscript{24} used seven dimensional trait-based models to measure the emotional intelligence. These are self awareness, emotional resilience, motivation, interpersonal sensitivity, influence, intuitiveness, and conscientiousness.

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Herold et al. (2002)\textsuperscript{25} used a sample of aviation trainees. They found that openness was related to a speedier mastery of skills for a multiple phase training program of piloting skills.

Downey et al., (2005)\textsuperscript{26} indicated that female managers displaying transformational leadership behaviours were more likely to display higher levels of emotional intelligence and intuition than male managers. The workplace measure of emotional intelligence (EI) was found to be a better predictor of transformational leadership behaviours than the general measure of EI.

Gardner and Shough (2002)\textsuperscript{27} showed that no relationship existed between EI and transactional leadership, despite the positive correlation between contingent rewards. They observed that there is a negative relationship between laissez-faire leadership and EI, suggesting that an absence of leadership ability could be linked with a deficit in EI.

\begin{itemize}
\item \textsuperscript{26} Downey, L.A., Papageorgion, V., and Shough, C., (2005), “Examining the relationship between leadership, emotional intelligence and intention in senior female managers”, \textit{Leadership and Organisation Development Journal}.
\item \textsuperscript{27} Gardner, L. and Shough, c., (2002), “Examining the relationship between leadership and emotional intelligence in senior level managers”, \textit{Leadership and Organisation Development Journal}, 23 (2), pp.68-78.
\end{itemize}
Palmer et al., (2001)\textsuperscript{28} found that there is a positive relationship between transformational leadership and EI whereas there is a negative relationship between laissez-faire leadership and the EI measures. The test prediction of EI are workplace specific measurements of leadership and intuition.

The emotional intelligence quotient inventory (EQI) has been shown to be positively related to team work behaviour (Sue-Chan and Latham, 2004)\textsuperscript{29} and job performance (Bachman, et al., 2000)\textsuperscript{30}, and negatively related to anxiety Summerfeldt, et al., 2006\textsuperscript{31} and depression (Dawda and Hart, 2000)\textsuperscript{32}.

Bar-on (2004)\textsuperscript{33} conducted a research using EQI to determine its construct validity. The results have shown a meaningful pattern of convergent validity with measures of psychological well-being and alexithymia. The EQI has shown adequate discriminant validity with the measures of cognitive ability and personality.

\begin{itemize}
\item \textsuperscript{33} Bar-on, R., (2004), “\textit{The Bar-on Emotional Quotient Inventory (EQ-i), Rational, Description and psychometric properties}” in Geher, G. (Ed.), Measuring Emotional Intelligence, Common Ground and Controversy, Nova Science, Hauppauge, NY.
\end{itemize}
Newsome et al., (2002)\textsuperscript{34}, found that the higher score of EQI is a predictor of high emotional intelligence skills and it predicts the effective functioning in meeting demands and challenges.

Margaret, M. Hopkins and Diana (2008)\textsuperscript{35} revealed that there were no significant differences between male and female leaders in their demonstration of emotional and social intelligence competencies. However, the gender did moderate the relationship between the demonstration of these competencies and success. Male leaders were assessed as more successful even when the male and female leaders demonstrated an equivalent level of competencies.

Wong et al., (2004)\textsuperscript{36} concluded that there is a positive relationship between emotional and social intelligence and performance. The overall emotional and social intelligence predicted sales performance.

Boyalzis and Sala (2004)\textsuperscript{37} identified that female leaders have also been found to rate higher than male leaders in measures of emotional and social intelligence.

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Sharpe (2000)\textsuperscript{38} found that women executives received higher ratings on 42 out of 52 skills measured, and Shore (1992)\textsuperscript{39} showed that women were rated significantly higher than men on six out of seven performance dimensions.

Rafaeli and Worline (2001)\textsuperscript{40} identified that the team leaders are responsible for the success of the teams they lead. They are not only responsible for their own emotion, but also of the team they lead and the clients of the team.

Gardner and Shough (2002)\textsuperscript{41} mentioned that the emotional intelligence would be an important factor in team leader effectiveness. It has been shown to be important for the success of managers and leaders.

Dickson et al. (2001)\textsuperscript{42} argued that the team leaders influence the processes, behaviour, norms and climate of the team they lead. They also found that leadership has effects on team motivation, efficacy and performance, and primarily through the development of the team’s climate.

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\end{footnotesize}
Goleman (2001)\textsuperscript{43} and Williams (1994)\textsuperscript{44} suggested that leaders who have emotional intelligence are essential to developing a climate where employees are encouraged to perform to the best of their ability. The climate that is developed maintains a coinsurance with the team leaders’ individual personality.

Offerman et al. (2004)\textsuperscript{45} found that teams with higher levels of emotional intelligence performed better than teams with lower levels of emotional intelligence.

Riggio et al. (2002)\textsuperscript{46} proposed that effective leaders possess multiple forms of intelligence, which allow them to respond successfully to various situations.

Dulewicz and Higgs (2003)\textsuperscript{47} stated that the effective leaders are alike in one crucial way: they all have a high degree of emotional intelligence and suggests that emotional intelligence is the since qua non of leadership.


\textsuperscript{44} Williams, D. (1994), \textit{Leadership for the 21st Century: Life Insurance Leadership Study}, Hay Group, Boston, M.A.


\textsuperscript{46} Rigigio, R.E., Murphy, S.E. and Parzolo, F.J. (2002), \textit{Multiple Intelligence and Leadership}, Lawrence Erlbaum Associates, Mahwah, NJ.

Rubin et al., (2005)\(^{48}\) concluded that leaders who were able to perceive emotions more accurately were rated more highly on transformational leadership behaviour, suggesting that these types of leaders were more interpersonally sensitive than leaders who rely on contingent reward behaviour.

Butler and Chino Wsky (2006)\(^{49}\) found a positive relationship between total emotional quotient (EQ) and transformational leadership and stated that 34 per cent of the variance in transformational leadership was explained by the total EQ.

Sosik and Megerian (1999)\(^{50}\) suggested that emotional intelligent people feel more secure in their ability to control and influence life events and as a result, provide individual focus on others as well as intellectually stimulate and motivate followers.

Even though there are so many studies related to the emotional intelligence among the employees, the focus on the IT field was very minimum. Even in these studies, the neglected area is the difference between male and female employees regarding their level of emotional intelligence.


Hence, the present study has made an attempt to fill up the research gap with the help of the proposed research model.

1.5 PROPOSED RESEARCH MODEL

For easy understanding of the research focus, the present study has made an attempt to present the research plan with the help of the following research model. It is shown in Figure 1.1.

FIGURE 1.1

Proposed Research Model
1.6 OBJECTIVES OF THE STUDY

Based on the proposed research model, the objectives of the present study are:-

i. To reveal the profile of the respondents,

ii. To examine the various dimensional personality inventories among the respondents,

iii. To analyse the various antecedents of emotional intelligence among the respondents,

iv. To measure the level of emotional intelligence among them and also to identify the important discriminant components of EI among the respondents,

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.

1.7 HYPOTHESES OF THE PRESENT STUDY

Based on the research model and objectives, the following hypotheses have been framed for testing. These are:
1. There is no significant association between the profile of the executives and their Dimensional Personality Inventory (DPI)

2. There is no significant association between the profile of the executives and their level of antecedents, level and outcome of emotional intelligence

3. There is no significant impact of DPI of executives on their level of emotional intelligence

4. There is no significant impact of antecedents of emotional intelligence on the level of emotional intelligence among the executives

5. There is no significant impact of various components of emotional intelligence on the various outcomes of emotional intelligence among the executives.

1.8 METHODOLOGY

Research methodology is a scientific and systematic way to solve research problems. The research methodology deals with research methods and takes into consideration the logic behind the methods. In total, the research methodology of any study includes research design, sampling, data collection, framework analysis and limitations.
1.9 RESEARCH DESIGN OF THE STUDY

Research design is in fact the conceptual structure within which the research is conducted. Bernad Philips has described the research design as a “blue print for the collection, management and analysis of data”. The research design in the present study is descriptive in nature. Since the study describes the phenomena of creativity among the professionals, relationship with the profile of the professionals and their dynamics and professional creativity and the impact of creativity on the outcome of creativity, it is descriptive in nature. Apart from this the present study has its own objectives and pre-determined methodology. It is purely descriptive in nature.

Description of the Population

The population included for the present study is the number of executives working in commercial banks in Kanniyakumari district. The total number of executives working in various commercial banks in Kanniyakumari district is presented in Table 1.1.
### TABLE 1.1

Banking Network and the executives of banks in Kanniyakumari district- Block wise

<table>
<thead>
<tr>
<th>S.no</th>
<th>Blocks</th>
<th>Number of branches</th>
<th>Number of executives in</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>PRSBs</td>
<td>PUSBs</td>
<td>Total</td>
</tr>
<tr>
<td>1</td>
<td>Agasteeswaram</td>
<td>3</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Killiyoor</td>
<td>-</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>Kurunthencode</td>
<td>2</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>4</td>
<td>Melpuram</td>
<td>2</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>5</td>
<td>Munchirai</td>
<td>6</td>
<td>13</td>
<td>19</td>
</tr>
<tr>
<td>6</td>
<td>Rajakkamangalam</td>
<td>2</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>7</td>
<td>Thiruvattar</td>
<td>3</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>8</td>
<td>Thovalai</td>
<td>-</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>9</td>
<td>Thuckalay</td>
<td>5</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>10</td>
<td>Nagercoil Municipality</td>
<td>15</td>
<td>31</td>
<td>46</td>
</tr>
<tr>
<td>11</td>
<td>Kuzhithurai Municipality</td>
<td>3</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>12</td>
<td>Padmanabhapuram Municipality</td>
<td>3</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>13</td>
<td>Colachel municipality</td>
<td>1</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>45</td>
<td>142</td>
<td>187</td>
</tr>
</tbody>
</table>

**Source:** Annual Credit Plan, K.K. district 2011-2012,

The total number of commercial banks in the district are 187 consisting of 45 under Private sector (PRSBs) and 142 under Public sector (PUSBs). The total number of executives represents the number of managers, assistant managers and officers working in these branches. The total numbers of executive working in the banks in the district are 149 and 520 in PRSBs and
PUSBs respectively. All the executives working in the bank branches are included for the present study. Hence the applied sampling procedure is census study. The total sample size came to 669 executives.

1.10 CONSTRUCT DEVELOPMENT

The present study is classified into three important parts for the development of the construct. The first part of the construct includes the demographic profile of the respondents and their Dimensional Personality Inventories (DPI). It is followed by the measurement of various antecedents of emotional intelligence and also the components of emotional intelligence among the respondents in the second part. The third part of the construct covers the various outcomes of emotional intelligence among the respondents. A proper care was taken to list out the variables included in each construct of the three different parts of the questionnaire. The review of previous studies and the views of experts had been used to identify the variables in each important construct included in the questionnaire. The pre-test was conducted among 50 bank managers working in various branches in Nagercoil Town. Based on the feedback given by the experts, certain modifications, additions and deletions were carried out. The final questionnaire was framed and sent to the bank branches to collect the relevant data required for the present research work.
1.11 FRAMEWORK OF ANALYSIS

The collected data were processed with the help of appropriate statistical techniques. The applied statistical techniques are presented below:

1. Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis has been used to analyse the reliability and validity of the variables included in each factor. The current validity of the factor was assessed by three measures: namely item reliability, construct (composite) reliability and average variance extracted (AVE) (Fornell and Larcker, 1981)\(^{51}\). Item reliability was evaluated by the size of the standardized factor loading of the variables on their corresponding factors. The loading should be at least 0.60 and ideally at 0.7 or above (Chin, 1998)\(^{52}\). Composite reliability was assessed on the basis of internal consistency. It is similar to Cronbach’s \(\sigma\). The minimum acceptable level of composite reliability is 0.5 (Gerbing and Anderson, 1988)\(^{53}\). The convergent validity was assessed with the help of AVE which should be at least 0.50 (Fornell and Lancher, 1981).

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In the present study, the Confirmatory Factor Analysis has been used to analyse the validity and reliability of variables included in the dimensional personality inventory, antecedents of emotional intelligence, components of emotional intelligence and various outcomes of emotional intelligence.

2. T-test

It is one of the hypothesis tests in order to find out the significant difference among the two groups of samples and also the scale of data in the internal scale.

In order to find out the significant difference among the two means in two different samples, the ‘t’ test is applied.

\[
t = \frac{\overline{X}_1 - \overline{X}_2}{\sqrt{\frac{(n_1 - 1) \sigma^2_1 + (n_2 - 1) \sigma^2_2}{n_1 + n_2 - 2}} + \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}\]

with degree of freedom = \((n_1+n_2-2)\)

where,

- \(t\) – t-statistics
- \(\overline{X}_1\) – Mean of the first sample
- \(\overline{X}_2\) – Mean of the second sample
- \(\sigma^2_1\) – Variance in the first sample
- \(\sigma^2_2\) – Variance in the second sample
- \(n_1\) – Number of samples in first group
- \(n_2\) – Number of samples in second group
In the present study, the ‘t’ test has been administered to find out the significant difference among the executives in PRSBs and PUSBs regarding their level on dimensional personality inventory, views on antecedents of emotional intelligence, components of emotional intelligence and outcomes of emotional intelligence.

3. Two-group Discriminant Analysis

The Discriminant Analysis is a technique for analyzing data when the dependent variable is categorized and the independent variables are internal in nature. When the dependent variables have two categories, the technique is known as Two-Group Discriminant Analysis. When three or more categories are involved, the technique is referred to as Multiple Discriminant Analysis (Malhotra, 2003)\textsuperscript{54}. The discriminant analysis model involves linear combinations of the following form:

\[ Z = b_0 + b_1X_1 + b_2X_2 + \ldots + b_nX_n \]

where

\[ Z \quad = \quad \text{Discriminant criterion} \]

\[ b_n \quad = \quad \text{Discriminant coefficients on weight} \]

\[ X \quad = \quad \text{Discriminant variables} \]

\[ b_0 \quad = \quad \text{Constant} \]

\textsuperscript{54} Naresh K. Malhotra (2003), \textit{Marketing Research: An Applied Orientation}, Pearson Education Private Ltd., India, pp.559-570.
The Wilks Lambda was calculated as a multi-variant measure of group difference over discriminating variables (Shajahan, 2005). The relative discriminating power of the variables was calculated by

\[ I_j = K_j (\bar{X}_{j1} - \bar{X}_{j2}) \]

Where

- \( I_j \) = The important value of the j\textsuperscript{th} variable
- \( K_j \) = Unstandardised discriminant co-efficient for the j\textsuperscript{th} variable
- \( \bar{X}_{jk} \) = Mean of the j\textsuperscript{th} variable for k\textsuperscript{th} groups

The relative importance of a variable \( R_j \) is given by

\[ R_j = \frac{I_j}{\sum_{j=1}^{n} I_j} \]

In the present study, the Two Group Discriminant Analysis has been administered to identify the important discriminant Dimensional Personality Inventory, antecedents of emotional intelligence, impact of antecedents of emotional intelligence on the level of emotional intelligence and impact of the

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components of emotional intelligence on the various outcomes of emotional intelligence among the executives in private and public sector banks.

4. One-way Analysis of Variance

Analysis of Variance is used for examining the differences in the mean value of the dependent variable associated with the effect of the controlled independent variables, after taking into account the influence of the uncontrolled independent variables. One Way Analysis of Variance involves only one dependent variable or a single factor. The null hypothesis may be tested by the ‘F’ statistics based on the ratio between these two estimates.

\[ F = \frac{SS_x/(c - 1)}{SS_{error}/(N - c)} = \frac{MS_x}{MS_{error}} \]

where \( SS_x = \sum_{j=1}^{c} n (\bar{Y}_j - \bar{Y})^2 \)

where \( SS_{error} = \sum_{j=1}^{c} \sum_{i=1}^{n} (\bar{Y}_j - \bar{Y})^2 \)

\( Y_i \quad \text{Individual observation} \)
\( Y_j \quad \text{Mean for category (j)} \)
\( Y \quad \text{Mean over the whole sample, or grand mean} \)
\( Y_{ij} \quad i^{th} \text{ observation in the jth category} \)
\( C \quad \text{Number of independent variables or groups} \)
\( N \quad \text{Total sample size (nxc)} \)
The ‘F’ statistics follows the F distribution, with (c-1) and (N-c) degree of freedom.

In the present study, the One-Way ANOVA has been applied to find out the significant association between the profile of executives and their Dimensional Personality Inventory, antecedents of emotional intelligence, components of emotional intelligence and the various outcomes of emotional intelligence.

1.12 LIMITATION OF THE STUDY

The present study is subjected with the following limitations:

1. The scope of the study is limited to the executives working in banking field in Kanniyakumari district only.

2. Only private and public sector commercial banks are included for the present study.

3. The executives include managers, assistant managers and officers in the commercial banks.

4. The variables included in each concept used in the present study have been drawn from the review of previous studies and also from the views of experts.

5. The nature of commercial banks among the executives has been selected as the primary variable taken for comparison and
6. The linear relationship between the dependent and independent variables has been assumed in the present study.

1.13 CHAPTERISATION

The present study is classified into six important chapters in order to present the report in a neat format.

Chapter-I includes the introduction, need for the study, statement of the problem, review of previous studies, proposed research model, research objectives, hypotheses, methodology and limitations of the study.

Chapter-II contains the definitions, evolution, components and measurements of the various concepts used in the research report.

Chapter-III explains the demographic profile of the respondents, their Dimensional Personality Inventory (DPI), association between profile of respondents and their DPI and the discriminant DPI among the respondents.

Chapter-IV examines the various determinants of emotional intelligence (EI) measurement of the level of emotional intelligence, association between the profile of respondents and their view on determinants of EI and the level of EI and the impact of determinants of EI on the level of EI among the respondents.
Chapter-V contains the measurement of the outcome of EI, the association between the profile of respondents and their view on the various outcomes, the impact of the various components of EI on the outcomes of EI and the significant discriminate outcome among the respondents.

Chapter-VI consists of the summary of findings, conclusions, research implications, managerial implications and scope for future research.