

Emotional Intelligence in the Leadership Styles of Women Managers in Commercial Banks

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Abstract- Globalization has initiated the need to remain competitive and efforts to remain competitive result in downsizing, outsourcing and constant restructuring. The pressures to comply with contemporary governance requirements and government regulations are also constantly increasing, directly affecting the people who inhabit these organizations. In this competitive environment, the organizations' try to get more productivity from its human resources and thus the resulting stress. A good leader can overcome this difficult situation with ease and here is where Leadership combined with Emotional Intelligence assumes great importance in the context of personal career advancement. Hence, an attempt has been made to examine the emotional intelligence of women managers in commercial banks.

Key Words: Emotional intelligence, motivation, empathy and women managers

Introduction

Women Managers in Indian Commercial Banks today play a crucial role in determining organizational forms and have a pivotal role in supporting transformation. Women joining the workforce are more day by day especially, in the banking sector after liberalization. They are also contributing to the economy of the country in a significant manner. Therefore, considerable attention has been given to the differentiating aspects of the male and female managers. Hence, an attempt has been made in this study to examine the emotional intelligence of women managers in commercial banks.

Beginning in 1970, psychologists began to depart from what was considered traditional psychology research and desired to study the combination of intelligence and emotion, resulting in exploration into the realm of "cognition and affect." In the decades that followed, more and more research focused on proving that humans possessed multiple intelligences. During 1990 to 1993, psychologists' interest in research on Emotional intelligence was gaining momentum, and the early publications on emotions as intelligence were introduced in that period.

Emotional Intelligence is defined as an array of no cognitive capabilities, competencies, and skills that influence one's ability to succeed in coping with environmental demands and pressures (Bar-On 1997).

Objectives of the Study

- To examine the emotional intelligence of women managers in commercial banks.
- To examine the role of demographic profile variables in the emotional intelligence of women managers in commercial banks.

Review of Literature

This section reviews literature on women managers in commercial banks. Bhatnagar (1987) had observed that the men in banks held more conservative attitudes about women's overall managerial competence which they accepted; men depicted a deep-rooted resistance to letting women reach the senior positions in banks. Such unfavorable and lukewarm attitudes tend to subtly hinder the organizational processes related to career growth and development. Though this exploration relates to the initial stage of their entry into banks, prevalence of such attitudes does reflect on the status of women managers at a later stage.

Mankidy (1993) looked for indices of their interest in career as bankers and leadership pattern. The career interest of these executives was clearly visible as they had acquired the professional qualifications

needed to be in the banking field. They had undertaken various assignments across units and functions which are a part of the career in banks. Their career aspirations were clearly visible. The framework to observe leadership included self-concept, locus of control, use of power base and relations with subordinates. The study revealed that those women who had reached the executive level through a normal process distinctly showed an internal locus of control, used more of referent power than sanctioned power and were more transformational-oriented. These observations are a pointer that those who have succeeded in climbing the organizational ladder have had faith in themselves and have not necessarily seen feminist as disqualifications for leadership. They have not gone by any accepted pattern of interactions or leadership behavior but perhaps followed their own behavioral pattern. The study besides drawing up a profile of successful women executives points out to the probable interaction pattern and personnel orientation that can be consciously developed among women as a strategy for their development

Mankidy(1994) investigated the position of women across the various banks in management based on the data from some banks. It revealed that a majority of the women managers were at the lower levels of management ie scale I and Scale II. This meant that they moved up from the clerical level, but further upward movement was slow thereafter.

The women's wing of the AICOBBO formed in 1981 had organized a convention in 1983 in Chennai to deliberate upon issues related to women and had put up their demands to AICOBBO. Few of their concerns as reflected in the demands were:

- Uniform transfer policy be adopted in all the banks for the lady officers and for ladies promoted from the clerical to officer cadre.
- Provision for part-time employment – break in service on request from employees – for a period of upto 10 years.

The next section of the literature deals with definition and models of Emotional Intelligence.

Definition of Emotional Intelligence

In most of the early psychological studies concerning human intelligence, the focus was centered on cognitive aspects such as memory and problem solving. There were a few researchers with different ideas such as Edward Thorndike, who maintained the nontraditional belief, the belief that non-cognitive aspects were also important. The framework of emotional intelligence was actually started with Thorndike's (1920) studies of human intelligence.

Daniel Goleman(1995), familiarized both the public and private sectors with the idea of emotional intelligence. Goleman's model outlines four main emotional intelligence constructs.

The first, **self-awareness**, is the cornerstone of emotional intelligence, and he defined the self-awareness as: "knowing one's internal states, preferences, resources, and intuitions"

Self-management, the second construct, involves controlling one's emotions and impulses and adapting to changing circumstances. This enables the individual to manage his own internal states, impulses and controls. Self-regulation also involves self-monitoring, which allows the individual to adjust his behaviour according to external, situational factors. The element of self-regulation includes aspects such as trustworthiness; self-control; conscientiousness; adaptability and innovation.

The third construct, **Self Motivation**, involves the control of emotional tendencies that facilitate reaching one's goals. There are several key elements that assist in self-motivation: achievement drive; commitment; initiative and optimism. Optimism in itself is believed to be a key pillar in self regulation and has been thought to be a key determinate of motivation and performance outcomes.

The fourth competency is **social awareness or empathy**, which is an awareness of other people's feelings. This concept of social awareness has been labeled by several authors as being a crucial component of emotional intelligence.

Finally, **relationship management**, the fourth construct, entails the ability to inspire, influence, and develop others while managing conflict. This skill involves adeptness at handling interpersonal relationships. Goleman believed that social skills involve influencing tactics; effective communication; conflict management skills; leadership abilities; change management skills; instrumental relationship management; collaboration and co-operation abilities; and effective team membership capabilities.

The present study has used Goleman mixed model of Emotional Intelligence.

Methodology

The sample comprised of 74 senior women managers from 4 public sector banks located in the various parts of the capital, Chennai of Tamil Nadu state in India. The selected banks were: State Bank of India, Canara Bank, Indian Bank and Indian Overseas Bank. The emotional intelligence of women managers were assessed through WPQei(Work Profile Questionnaire). The seven variables in the instrument are innovation, emotion, empathy, motivation, intuition, social skills and self awareness. The respondents were asked to indicate the degree to which they accept on a five point Likert Scale.

The forthcoming section examines the emotional intelligence of women managers in commercial banks. It deals with descriptive statistics for self rated emotional intelligence of women managers' of commercial banks which are presented in Table1.1.

Table 1.1: Mean and Standard Deviation of emotional intelligence`

Traits of Emotional Intelligence	Mean	S.D
Emotion	2.265	0.55078
Empathy	1.920	0.53955
Intuition	3.063	0.34754
Motivation	2.532	0.43833
Innovation	3.984	0.43205
Social Skill	2.053	0.56769
Self Awareness	2.002	0.37472

From the Table 1.1, it can be observed that the innovative trait (3.98) of women managers in commercial banks is found to be higher than the other attributes. The mean score of the trait intuition is 3.06 for women managers in commercial banks. Motivation is another important trait of emotional intelligence. The finding shows that the mean score is only 2.53. This shows that women managers in commercial banks have only considerable motivational level. They tend to be passionate about their work and have personal challenges.

The mean score of the trait self awareness for the women managers is 2.00. This indicates that the women managers are able to recognize and manage their emotional responses to people and situations. They are also aware of their emotional responses and how they can impact others. It can be observed that all the traits of emotional intelligence namely, emotion, intuition, motivation, innovation, social skills and self awareness are found in the women managers of commercial banks.

Discrimination of variables of emotional intelligence based on the years of experience of women managers in commercial banks.

The years of experience is considered as the dependent variable here, which consists of four categories namely, less than 10 years, 10 to 20 years, 20 to 30 years and more than 30 years of experience. The independent variable comprises of seven variables of emotional intelligence namely, emotion, empathy, intuition, motivation, innovation, social skills and self awareness.

Table 1.2: Mean values of emotional intelligence variables based on years of Experience.

Traits of Emotional intelligence	<10 years	10-20 years	20-30 years	>30 years
Emotion	1.95	2.19	2.92	2.48
Empathy	1.66	1.96	2.45	1.13
Intuition	1.89	2.10	2.29	2.71
Motivation	1.81	2.04	2.80	2.15

Innovation	1.98	2.16	2.84	3.10
Social Skills	1.77	1.95	2.67	2.05
Self Awareness	1.95	2.05	1.95	2.40

As it can be seen from table 1.2, there appears to be a variation in the mean values among the emotional intelligence of women managers based on their experience. It gives clear evidence that women managers with more number of years of experience are more emotionally intelligent. Hence, it is concluded that the dimensions of emotional intelligences show variability in the mean values based on the experience of women managers.

The following table presents the canonical discriminant functions for the four categories of number of years of experience

Table 1.3 Summary of Canonical Discriminant Functions

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation	Wilks' Lambda	Chi-square	Df	Sig.
1	1.356 ^a	64.0	64.0	.759	.236	198.350	21	.000
2	.718 ^a	33.9	97.9	.646	.557	80.531	12	.000
3	.046 ^a	2.1	100.0	.209	.956	6.121	5	.295

The first discriminant function (Wilks' $\lambda = 0.236$; $\chi^2 = 198.35$; $df = 21$; P-value = 0.000) is considered as significant and it explains 64% of the variance in the four categories of years of experience of the women managers. Results of second function (Wilks' $\lambda = 0.557$; $\chi^2 = 80.537$; $df = 12$; P-value = 0.000) is also significant and they discriminate the traits of emotional intelligence among the years of experience of women managers. However, the Wilks lambda of the third function is 6.121 which is not significant and accounts for only 2.1% of variance. Therefore the last function is declared to be not contributing significantly on group differences.

In order to identify the important discriminators of emotional intelligence variables among the four categories of years of experience of women managers, the standardized procedure has been followed to establish the five functions. The resultant functions with their discriminant coefficients are given in Table 1.4.

Table 1.4- Standardized Canonical Discriminant Function Coefficients

Traits of Emotional Intelligence	Function		
	1	2	3
Emotion	0.731	-0.175	0.347
Empathy	-0.079	-1.143	0.497
Intuition	-0.446	0.054	1.029
Motivation	0.579	-0.716	-0.580

Innovation	0.382	1.387	-0.078
Social Skill	0.161	0.254	-0.549
Self Awareness	-0.781	0.476	0.211

A large standardized coefficient denotes greater contribution of the respective trait to the discrimination among the four categories of experience. Since the first function has more validity and reliability, this function alone has been taken for the purpose of interpretation. The higher discriminant coefficients are noted in the case of self awareness, emotion, motivation and intuition since their coefficients are 0.781, 0.731, 0.579 and 0.446 respectively. Accordingly, these traits have emerged as strong predictors to the four categories of years of experience of women managers in commercial banks. The score for the remaining variables are quite low, which indicates that, they are not successful predictors.

Discrimination of traits of emotional intelligence based on the age of women managers in commercial banks.

The age of the women managers is considered as the dependent variable here, which consists of six categories – 26-30 years, 31-35 years, 36-40 years, 41-46 years, 46-50 years and above 50 years. The independent variable comprises of emotional intelligence represented by seven traits which are emotions, empathy, intuition, motivation, innovation, social skills and self awareness. Multiple discriminant analysis has been used to identify and analyse traits of emotional intelligence that discriminate among the six categories of age groups.

Table 1.5 showing the mean values of six categories of age group on the emotional intelligence.

Traits of Emotional Intelligence	26-30 Years	31-35 Years	36-40 Years	41-45 Years	46-50 Years	>50 Years
Emotion	3.00	2.65	2.63	3.23	1.96	2.05
Empathy	1.25	2.34	2.10	2.83	1.82	1.73
Intuition	1.75	2.64	2.21	2.80	1.92	1.89
Motivation	2.00	3.18	2.27	3.25	2.10	1.79
Innovation	2.00	2.12	2.75	2.85	2.15	2.06
Social Skill	1.50	2.39	2.37	3.00	1.80	1.89
Self Awareness	2.25	1.95	1.96	2.19	1.98	1.95

The mean values as disclosed by Table 5.4 are above 2.0 for most of the variables. In addition, reasonable variation is found in the mean values among the six categories of age group of the women managers in commercial banks. It is found that all the traits emotion (3.23), empathy (2.83), intuition (2.80), motivation (3.25), innovation (2.85), social skills (3.00), self awareness (2.19) are high for the women managers between the age group of 41-45 years. Interestingly the attributes emotion (3.00) and self awareness (2.25) are found to be high for the women managers in the age of 26-30 years.

As the age increases over fifty years the EI traits emotion (2.05), empathy (1.73), intuition (1.89), motivation (1.79), innovation (2.06), social skills (1.89) and self awareness (1.95) are found to be very low for the women managers than the other five categories of age.

The following table shows the summary of canonical discriminant functions for the five categories of age.

Table 1.6 Showing Summary of Canonical Discriminant Functions

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation	Wilks' Lambda	Chi-square	Df	Sig.
1	1.799 ^a	62.6	62.6	.802	.145	263.750	35	.000
2	.560 ^a	19.5	82.0	.599	.405	123.277	24	.000

3	.313 ^a	10.9	92.9	.488	.632	62.615	15	.000
4	.193 ^a	6.7	99.7	.402	.830	25.402	8	.001
5	.010 ^a	.3	100.0	.098	.990	1.327	3	.723

^aFirst 5 canonical discriminant functions were used in the analysis.

Out of six discriminant functions, the first discriminant function (Wilks' $\lambda = 0.145$; $\chi^2 = 263.75$; $df = 35$; $P\text{-value} < 0.001$) is considered as significant and it explains 65% of the variance in the six categories of age group of the women managers. Results of second function (Wilks' $\lambda = 0.405$; $\chi^2 = 123.28$ $df = 24$; $P\text{-value} = 0.000$), the third function (Wilks' $\lambda = 0.632$; $\chi^2 = 62.62$; $df = 15$; $P\text{-value} = 0.000$) and the fourth function (Wilks' $\lambda = 0.830$; $\chi^2 = 25.40$; $df = 8$; $P\text{-value} = 0.001$) are also significant and they discriminate the six categories of age group of women managers. However the Wilks lambda of the last function is 0.990 which is not significant and accounts for only 3% of variance. Therefore the last function is declared to be not contributing significantly on group differences.

In order to identify the important discriminators of emotional intelligence variables among the six categories of age groups of women managers, the standardized procedure has been followed to establish the five functions. The resultant five functions with their discriminant coefficients are given in Table 1.7.

Table 1.7 Showing Standardized Canonical Discriminant Function Coefficients

Traits of Emotional Intelligence	Function				
	1	2	3	4	5
Emotion	0.317	-1.838	0.136	-0.343	-0.107
Empathy	0.056	0.403	-0.030	0.480	0.515
Intuition	0.581	-0.226	0.895	0.012	-1.016
Motivation	0.952	0.425	-1.334	0.422	0.126
Innovation	-0.443	0.698	0.236	-1.371	0.435
Social Skill	-0.165	0.386	0.986	0.505	0.265
Self Awareness	-0.628	0.164	-0.575	0.407	0.474

A large standardized coefficient denotes greater contribution of the respective trait to the discrimination among the six categories of age. Since the first function has more validity and reliability, this function alone has been taken for the purpose of interpretation. The higher discriminant coefficients are noted in the case of motivation, self awareness, intuition and innovation which are 0.952, 0.628, 0.581 and 0.443 respectively. Accordingly, these attributes have emerged as strong predictors to the six categories of age groups of women managers in commercial banks. The score for the remaining variables are quite low, which indicates that, they are not successful predictors.

Discrimination of variables of emotional intelligence based on the education of women managers in commercial banks.

The education level is considered as the dependent variable here, which consists of three categories – namely Graduates, Post Graduates and Professionals. The independent variable comprises of eight variables of emotional intelligence namely, emotion, empathy, intuition, motivation, innovation, social skills and self awareness.

Table 1.8 Showing the mean values of variables of emotional intelligence based on their education

Traits of Emotional Intelligence	Graduates	Post Graduates	Professionals
Emotion	3.1902	2.1315	1.8550
Empathy	3.0272	1.7305	1.5400
Intuition	2.8370	2.9167	1.8400
Motivation	3.3315	1.9062	1.7600
Innovation	3.2717	2.1146	1.9150
Social Skill	2.9674	1.9388	3.5500
Self Awareness	2.1033	2.0312	2.7550

The mean values as disclosed by Table 5.12 are above 2.0 for most of the variables. In addition, reasonable variation is found in the mean values among the three categories of education of the women managers of commercial banks.

Table 1.9 gives the Wilks' Lambda, F value, and significance for the variables of emotional intelligence based on the level of education of the women managers in commercial banks.

Table 1.9 Showing wilks lambda

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation	Wilks' Lambda	Chi-square	df	Sig.
1	5.091 ^a	96.6	96.6	.914	.139	271.95	14	.000
2	.178 ^a	3.4	100.0	.389	.849	22.61	6	.001

Out of three discriminant functions, the first discriminant function (Wilks' $\lambda = 0.139$; $x^2 = 271.95$; $df = 14$; $P\text{-value} < 0.001$) is considered as significant and it explains 96.6% of the variance in the three categories of education of the women managers. Results of second function (Wilks' $\lambda = 0.849$; $x^2 = 22.61$ $df = 6$; $P\text{-value} = 0.001$) is also significant and they discriminate the three categories of education of women managers.

The standardized procedure has been followed to establish the functions. The resultant functions with their discriminant coefficients are given in Table 1.10.

Table 1.10 showing discriminant coefficients

Traits of Emotional Intelligence	Function	
	1	2
Emotion	0.398	-0.411
Empathy	0.633	-0.160
Intuition	0.837	-0.487
Motivation	0.423	-0.016
Innovation	0.284	0.221
Social Skill	-0.409	0.836
Self Awareness	-1.146	0.975

Function 1 has been considered for the interpretation since its validity and reliability have been proved. The higher discriminant coefficient is noted in the case of self awareness, intuition and empathy since their coefficients are 1.146, 0.837, and 0.633 respectively. Accordingly, these traits have emerged as strong predictors to the three categories of level of education of women managers in commercial banks. The score for the remaining variables are low as compared to that of other traits, which indicates that, they are not successful predictors.

Conclusion

Measuring the manager's scores in each of the Emotional intelligence components might help managers identify important and specific characteristics that influence their behavior at work. For instance, banking companies could identify innovative managers, with high self-awareness, which could turn out to be good problem solvers, motivated and with strong organizational commitment. This may help women managers to effectively match individuals and jobs, and form more productive workgroups.

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