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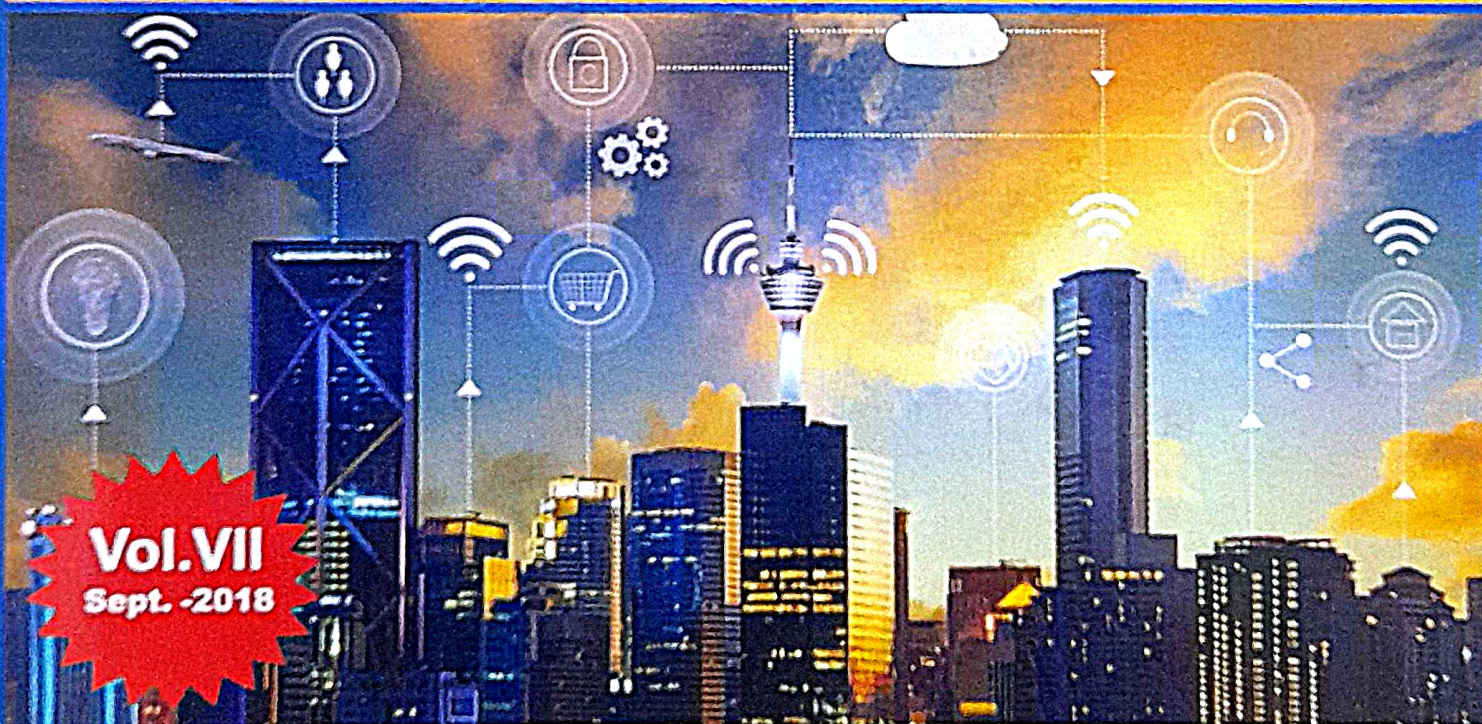
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EMOTIONAL INTELLIGENCE AND LEADERSHIP EFFECTIVENESS AMONG THE EMPLOYEES OF HDFC BANKS IN ERODE REGION

Dr. R . Shanthi¹

K.Noorjahan²

Abstract

Emotional intelligence is essential for effective leadership. Emotional intelligence builds leadership capability, promotes productivity, and creates better workplaces. If leaders in banking sector are unaware of how they are feeling, it is difficult, if not impossible, to accurately understand others and provide leadership direction. The main objective of this study is to find out whether Emotional Intelligence affects Leadership Effectiveness in banking sector. In this research 200 bank employees are randomly selected and Emotional Intelligence is measured through its dimensions namely Empathy, Self-control, Social skills and Self-awareness. ANOVA and Regression are used for analyzing the data. The result indicated that there is a significance relationship between Emotional Intelligence and Leadership Effectiveness. It is concluded, the management of the banks may give greater insertion to develop and refine the emotional intelligence and competencies of the manager so that the upkeep services towards the maximum capability to make the customers satisfied and also the service delivered in the banks.

Keywords: Leadership Effectiveness, Emotional Intelligence, Performance and Bank Employees

Introduction

Emotional intelligence is widely known to be a key component of effective leadership. Emotional Intelligence can make the difference between good and poor leaders. Leaders with high Emotional Intelligence skills are well satisfied with their work. Individuals with high Emotional Intelligence experience continuous positive moods and feelings that generate higher levels of satisfaction and well-being compared to individuals who experience anger, depression and disappointment. The banking sector has a high level of attrition amongst its employees belonging to the marketing and sales department. The marketing and sales employees are the front end employees of a company. The department is target driven and usually operates under higher levels of stress and anxiety. Thus the study was focused on employees to find out whether emotional intelligence helps such employees in handling stress and anxiety in a better way.

Review of literature

Bhaskar, Haritha and Neeraja (2012) reported that the upper the stage of a job's difficulty and power, the greater the blow of exceptional presentation on the outcome. Organization considers emotions as too personal and quirky phenomena which give less to competence and profit. Emotional intelligence allows us to sense the touching tone of groups, actions and message. **Sangeetha and Premalatha (2012)** studied the emotional aptitude of Bank workers and create

that 33 percent of the bank people have high level of emotional intelligence suggestive of that they are touching in the right way. Employees who scored average and low on emotional intelligence should extend interpersonal and intrapersonal skills by accepting their own emotions. **Lopez-Zafra et al. (2012)** deliberate on both transformational leadership and emotional intelligence have analyzed the relationship connecting emotions and leadership. In this study, they investigate the relations among transformational management, emotional intelligence, and gender stereotypes. Results showed important differences across the diverse disciplines and illustrate that emotional intelligence and gender roles predict transformational leadership. **Pillay et.al., (2013)** aimed to determine the relationship connecting self-reported emotional intelligence and leadership styles in a South African background and to decide whether emotional intelligence can forecast an efficient leadership style. Answer indicated positive correlations between self-reported emotional intelligence (specifically adaptability) and transformational leadership. **Rogelberg and Justice et.al (2013)** meant to advance research and theory on self-leadership by investigative leader self-talk and its rapport to effectiveness and strain. Extensive changeability among leaders in constructive self-talk was found. Exemplars of positive and dysfunctional self-talk are obtainable. Positive self-talk positively related to useful leadership of others and originality/originality as evaluated by subordinate and

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Table - 2 : ANOVA

Test	Particulars	F	Sig.	Hypothesis
Emotional	Gender	0.007	0.933	Accepted
	Age group	0.089	0.966	Accepted
	Qualification	1.784	0.151	Accepted
	Marital Status	0.976	0.324	Accepted
	Experience	0.144	0.933	Accepted

The above table shows that all P value are greater than 0.05 which indicates that Null hypothesis is accepted at 5 % level of significance. Hence it is concluded that there is no significant difference among gender, Age, Qualification, Marital Status and Experience with regard to Emotional Intelligence

Regression Analysis

H6: Empathy is not having a significant influence on leadership effectiveness

H7: Self-control is not having a significant influence on leadership effectiveness

H8: Social skills is not having a significant influence on leadership effectiveness

H9: Self-awareness is not having a significant influence on leadership effectiveness

Table - 3 : Model Summary

Model Summary				
Model	R	R Square	R Square	Std. Error of the Estimate
1	.650a	.423	.423	8.16632

a. Predictors: (Constant), Empathy, Self-control, Social skills, Self-awareness

Table - 4 : ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2409.409	3	2409.409	85.421	.000 ^a
	Residual	2764.231	197	28.206		
	Total	5173.640	200			

a. Predictors: (Constant), Empathy, Self-control, Social skills, Self-awareness
b. Dependent Variable: Leadership Effectiveness

Table - 5 : The regression coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.504	6.501		6.231	.000
	Self Awareness	1.338	.221	.377	6.045	.000
	Self Control	-0.002	.123	.000	-.015	.988
	Social Skills	0.881	.173	.299	5.084	.000
	Empathy	0.644	.199	.191	3.240	.001

a. Dependent Variable: Leadership Effectiveness

Summary of Regression analysis

1. Dependent Variable	:	Leadership Effectiveness (Y)
2. Independent Variable	:	Self-awareness (X_1)
	:	Self-control (X_2)
	:	Social skills (X_3)
	:	Empathy (X_4)
3. Multiple R value	:	0.650 ^a
4. R square value	:	0.423
5. Adjusted R square	:	0.411
6. F value	:	85.421
7. P value	:	0.000

The outcome can be presented in form of following equation:

$$\text{Leadership Effectiveness} = 40.504 + 1.338 \text{ Self-awareness} - 0.002 \text{ Self-control} + 0.881 \text{ Social skills} + 0.644 \text{ Empathy}$$

The table shows that P value is less than 0.05 which indicates that Null hypothesis is rejected at 5 % level of significance. Hence it is concluded that Empathy, Self-control, Social skills, Self-awareness is having a significant influence on leadership effectiveness

Conclusion

Leadership is a quality which is essential for a manager or supervisor or one who manages employee. A leader is one who goes along with his subordinates but not one who goes before employees. Effective leadership plays a vital role in developing the organization and maintaining peaceful environment. The demographic and socio economic factors also influence a person's leadership skill. Skill, capability, efficient doesn't mean that one is having good leadership qualities.

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