

ROLE OF EMOTIONAL INTELLIGENCE IN SERVICES MARKETING – AN EMPIRICAL STUDY WITH REFERENCE TO COMMERCIAL BANKS IN ODISHA

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Background

This thesis examines the role of emotional intelligence of the employees on the innovation and creativity in the marketing of banking services in the commercial banks of Odisha. Given that emotional intelligence is a scientifically founded and empirically validated construct, the issue of assessing and measuring this construct has fundamental significance for research on the marketing of services in commercial banks. Although emotions have been viewed as unpredictable, irrational and not worth measuring, the conceptualizations of emotional intelligence have helped encounter this criticism and offer a promise of a useful concept for predicting workplace performance. However, the use of emotional intelligence measures in research and organizational settings has been varied and controversial. The reason lies in how the construct should be measured, and which theory it shall be based on. This study helps in understanding the importance of emotional intelligence and marketing creativity of services in commercial banks.

Aims

Broadly the aims of this thesis were to investigate these proposals: a) To check the awareness level of bank employees regarding emotional intelligence b) To examine the importance of emotional intelligence among bank employees c) To know about the factors affecting emotional intelligence among bank employees d) To understand the modes of developing emotional competence among the bank employees e) To explore the emotional intelligence of employees through analysis of emotional intelligence components like Self awareness, Emotions Control, motivation, social skills, empathy f) To investigate the emotional intelligence of employees on the innovation and creativity in the banking service products of commercial banks g) To investigate the emotional

intelligence of employees on the innovation and creativity in the banking service pricing of commercial banks h) To investigate the emotional intelligence of employees on the innovation and creativity in the banking service promotion of commercial banks i) To investigate the emotional intelligence of employees on the innovation and creativity in the banking service distribution of commercial banks j) To verify the relationship between emotional intelligence and marketing of banking services in commercial banks, through analysis of emotional intelligence components of self-awareness, and emotions control, motivation, social skills, empathy and their impact on innovation and creativity in marketing of commercial banks k) To know the employees' personal and functional variables, sex, age, education, marital status and experience, have an impact on the relationship between emotional intelligence and innovation and creativity in marketing of commercial banks l) The possibility to present a set of recommendations for those who are concerned in improving managerial behaviour in banks in the manner that helps to increase innovation and creativity in marketing of commercial banks.

Methodology

Data collected from Primary and Secondary sources. For the purpose of the study, the primary data was collected by administering the predesigned questionnaires. This study uses the descriptive analytical approach since it is suitable to study the relationship between emotional intelligence and innovation & creativity in the marketing of commercial banks in Odisha. The study population consists of all employees in commercial banks of the Odisha. Because the study population is large enough, the researcher selected a convenience sample totalling 500 employees. The data collected from Berhampur, Bhubaneswar, Cuttack and Rourkela. The respondents were customers of top four public sector banks i.e State Bank of India, Punjab National Bank, Bank of Baroda and Industrial Development Bank of India whereas customers of other public sector banks like ICICI Bank, HDFC Bank were included in others category. The banks mentioned above were in top four positions according to ranking agency India-ranker based on their financial performance. Mostly the respondents were approached in front of banks and their respective ATMs and respondents were also approached on personal contact basis. Samples of 392 employees of Commercial banks were responded from Berhampur, Bhubaneswar, Cuttack and Rourkela. The sample was

selected in each city and included only commercial banks serving in the cities of Odisha. To understand the emotional intelligence of the employees of commercial banks, 500 employees were selected from the branch offices of commercial banks in the above place with a response rate of 79.8%.

Various references were used to cover the theoretical part of the research such as books, periodicals, researches, published articles, and theses that are related to the research topic in addition to many articles and studies published on the websites. The research used the questionnaire as a tool for information collection which includes a set of questions that measure research variables. To achieve research objectives, a questionnaire designed according to research questions and hypotheses. The questionnaire consists of three parts. a) Sample's personal and functional information (gender, age, marital status, educational qualification, and years of experience) b) Emotional intelligence statements: measuring the self-awareness, measuring emotions control, measuring motivation, measuring social skills and measuring sympathy and c) Marketing mix of Banking Services statements relating to innovation and creativity in banking service products, banking service pricing, banking service promotions and banking service distribution in the commercial banks.

The research hypotheses of the study are as follows: **Hypothesis 01:** There is no impact of Employees' emotional intelligence on their innovation and marketing creativity in services of commercial banks. **Hypothesis 02:** There is no significant impact of self-awareness on innovation and marketing creativity in services of commercial banks. **Hypothesis 03:** There is no significant impact of emotion control on innovation and marketing creativity in services of commercial banks. **Hypothesis 04:** There is no significant impact of motivation on innovation and marketing creativity in services of commercial banks. **Hypothesis 05:** There is no significant impact of social skills on innovation and marketing creativity in services of commercial banks. **Hypothesis 06:** There is no significant impact of sympathy on innovation and marketing creativity in services of commercial banks. **Hypothesis 07:** There are no statistical significant differences of impact of employees' emotional Intelligence on innovation and marketing creativity in services of commercial banks due to demographic and functional variables – sex, age, educational qualification, marital status and years of experience.

For the analysis of collected data various statistical tools like Chi-square, Regression analysis, various Ratios, Averages will be used at different levels. A number of graphs, charts, maps, furnished to make the study more effective and significant. For the purpose of the calculations the collected data be presented in the form of annexure, tables etc. to make the study more clear.

Findings of the Study

The dimensions of emotional intelligence of the respondents under study were considered. The study focused the fact that Emotional Intelligence as a trait can be learnt only through self management (24%) and self motivation (21%) followed by empathy (18) % and self awareness (18%). The study discovered that communication skills (Rank 1), assertiveness (Rank2) problem solving capacity (Rank 3), social intelligence (Rank 4) and optimism (Rank 5) are the factors that affect the emotional intelligence the most. Hence it can be concluded that those who can communicate well and are assertive are found to be more emotionally intelligent, as they are able to express themselves well. In order to reveal the level of EI among bank employees, likert scale was administered using statements related to various aspects of emotional intelligence. The results are as follows: The various statements given to employees revealed the fact that majority of the surveyed employees were not emotionally intelligent as they agree to the statement that they feel Upset (Summated Score 358), depressed and consider themselves losers (Summated Score 338) often. This is a serious concern for banking sector and sufficient efforts should be done to decrease stress among employees and make them more emotionally stable. The survey revealed that self motivation and adaptability were the two main qualities possessed by majority (13%) of the respondents followed by assertiveness, emotional expression and relationship skills (12%). The emotional factors least possessed by employees were self management and stress management (5%). This is to be noted here that stress management and self management need to be improved as bank employees have to deal on daily basis with stressful work. The study also revealed that (32%) employees feel that problem solving ability is the most required EI trait in order to build customer relation. The results are supporting the study by (Berry, 1983), which states that customer relationship building is based on the problem solving ability of employee.

Further the survey highlighted that identification of feelings and emotions and understanding the both is required in order to win the customers.

The survey revealed that majority (35%) of the respondents instead of reacting in any manner ask for the grace time so that they can solve the crisis situation while other major chunk (29%) reacts aggressively to the situation. This clearly depicts that the bank employees need to be give certain emotional control training programs in order to achieve better results and good customer rapport. The attitude of Respondents towards Self Awareness in Emotional Intelligence is very significant. The attitude of Respondents towards Emotions Control Factors becomes significant for the better performance in the organisation. The attitude of Respondents towards Motivation Factors plays a major role. The attitude of Respondents Towards Social Skill Factors is very much significant at their workplace. To measure the innovation in Banking Services marketing Mix, the attitudes of respondents towards the statements related to Banking Services Marketing mix factors are very much significant. There is impact of employee's emotional intelligence on innovation and creativity in marketing of banking services in Commercial banks. By using stepwise regression it was found that the emotions control has the highest effect on the innovation and creativity in marketing of banking services. There is great impact of self-awareness on innovation and creativity in the marketing of banking services in commercial bank.

RECOMMENDATIONS & SUGGESTIONS

Finally, some recommendations are made to the employees of commercial banks of Odisha to make the banks more effective and efficient tool of improving the standard. Eventually, it would be ideal to enhance the creditworthiness of commercial banks; those have contributed a lot by building financial discipline and social requirements.

The research work done will be immensely useful for the corporate world. Emotional intelligence helps an individual to deal with daily work situations in a better way. The ability to understand, react and deal with various situations on a regular certainly basis helps an employee to remain in control of their work and environment.

The future research will significantly lead to examine and adopt appropriate techniques to boost emotional intelligence and improve the strategies for the

achievement of marketing objectives in the commercial banks. Public and Private Sector Banking companies can use the research finding to sensitize employees about the importance of emotional intelligence at work.

CONCLUSION

Despite the rapid growth of interest in emotional intelligence, the measurement of emotional intelligence using ability-based indices is still in an early stage. The area of emotional intelligence is in need of energetic. Investigators interested in helping to refine the ability-based assessment of emotional intelligence, and subsequently, studying the predictive validity of emotional intelligence on the innovation and creativity in the marketing of banking industry. The fact is, we are in the early phase of research on emotional intelligence, both in terms of measuring it as ability and in showing that such measures predict significant outcomes. We need to remind ourselves that work on emotional intelligence is still in progress, and what the field and general public need is more investigators treating it with serious empirical attention.

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