

Impact of Emotional Intelligence on Job Performance and Organizational Commitment: A Comparative Study of Selected Public and Private Banks of Nepal

Saphal Dhungana¹ & Dr. Sandeep Kautish²

¹PG Scholar, Lord Buddha Education Foundation, Kathmandu, Nepal

²Dean (Academics), Lord Buddha Education Foundation, Kathmandu, Nepal

Abstract

Emotional intelligence is the ability of individual to analyze own emotions, behaviors and feelings and then use those emotions and feelings to guide one's thinking and action. Understanding other's emotion, behaviors and feelings is the key factor in achieving the required goal. Different people have different feelings and thoughts so being able to read those feelings and then able to provide required solution to the problem ensure the success of each and every individual.

This dissertation mainly focuses on emotional intelligence of employees from private and public or government sector banks. The purpose of this paper is to demonstrate how emotional intelligence impact on job performance and organizational commitment, whether it maximize the efficiency of employee and motivate them or reduce the working efficiency of employee and demotivate them. This paper will clearly discuss the factors that will influence the job performance and work commitment. Emotional intelligence, organizational commitment and job performance, for the data collection of all three variable, different questionnaire for each variable was developed. The data is collected using 5 point- Likert scale. After collecting and validating data, t-test, correlation analysis and regression analysis is selected as the statistical tools for comparing and analyzing the data. After analyzing data, the conclusion is provided based on the result obtained.

As per the analysis, it is found that there is significant difference of emotional intelligence between private and public sector banks. Also, it is found that there is positive and significant impact of emotional intelligence on organizational commitment and job performance on both private and public sector bank's employees. Thus, it can be said that having proper emotional intelligence knowledge ensures the better job performance and better commitment from employee.

Keywords: Emotional intelligence.

1 INTRODUCTION

With the concept of helping other and also to gain profit, people are investing money on establishment of banks. With the development of different banks many people are getting easy access to money and monetary transactions. Banks are providing safeguards to the property of people. By providing different funds in the form of loan banks have been changing the hopes and dreams of people into the reality.

In the competitive world each and every individual is seeking to gain and earn maximum profit as far as possible. Banks plays important roles in managing, operating and smooth transaction of cash flow. Bank managers are the one who have the power and authority to take different decision in the banks. The ability of managers to properly understand the emotion and feelings of employee will also have impact on the job performance and organizational commitment.

1.1 Background of the study

The concept of banking transaction had been seen from ancient times yet it was not as we see in present but the concept was similar. The concept of banking was started around 8000 BC. It was felt at that time the system of banks and from that time to present there is presence of well-developed and well managed banks all around the world (Bank, 2020). Biggest change came to banking sector from 17 to 19 century with the proper concept of issuing bank debt, safety and security of public money by allowing to deposit cash in the bank by providing interest.

Many people felt the importance of emotional intelligence for the job performance and

commitment to the organization, Peter Salovey and John D. Mayer then defined the term emotional intelligence around 1990's as the ability of individual to analyze own emotions, behaviors and feelings and then use those emotions and feelings to guide one's thinking and action (Golis, 2020). Different researchers and people had studied and organized different research regarding EI, job performance and work commitment, all of the researchers and people had then concluded with positive relation of EI on job performance and organization commitment. Job performance and work commitment is dependent with EI as employee feel positive attitude towards people or managers with knowledge of EI and they can easily deal with any people and in any situations.

Different studies and research have been done by various researches regarding emotional intelligence for job performance and commitment. Neerpal Rathi and Renu Rastogi (2009) conducted a research and found the positive impact of EI on JP and OC. Hassan Rangriz and Javad Mehrabi (2010) also conducted study in Iranian Red Crescent Societies (IRCS) and found that there is significant relation between emotional intelligence and organizational commitment. Nikkheslat, Asgharian, Saleki & Hojabri (2012) also examined and found that the positive relation of emotional intelligence for job performance and organizational commitment (Goswami, 2018). In 2014 U Gunn also conducted a research paper and concluded there is positive relationship of emotional intelligence on job performance and commitment (Gunu, 2014). Another similar research paper was written by Akhtar W and his team they also provided the positive relation (W, et al., 2017).

EI is the ability of individual to use, understand and manage own emotions as per the situation in positive ways to handle and manage each and every situation and overcome the raised challenge. EI is a term which is basically understand as analyzing the feelings, behaviors and emotions of self and others, and then utilizing the acquired knowledge for solving the problem or manage things as per required situation. But the thing is it is not just about understanding feelings, emotion and behavior to solve the problem or manage things but also to providing satisfaction and also to provide the sense that he/she is truly understanding you. EI helps in understanding others feelings and emotions, but it also helps in providing strong bonding and feeling of trust among people or employee (Akduman, et al., 2015).

EI has become the highlighted topic of interest for any researchers and people for their study. Many people are talking about importance of EI on workplace, but it is not just important in workplace but it is important in every steps of life as understanding others and make them feel comfortable while talking is important to get success in every steps in life, even in making proper relationship it is important as relationship stand with trust and bonding between each other (Jain, 2015). Understanding self, other and having self-control is the key to have success and to have satisfaction as well.

Employee being considered as important asset of the organization; they must be satisfied and should be committed to the organization. Everyone prefers to have better working environment, comfort while working, flexibility, pay as per their effort and easiness to talk and interact with each and every member of the company. All these factors will ensure job satisfaction and OC of all employee. Job satisfaction can simply be understanding as the positive feelings and attitude generated automatically towards the working organization and people working over there (Srivastava, 2013). When the employee is totally satisfied with job and organization then it will ensure the organizational commitment. Organization commitment in a simple term can be defined as the feeling developed inside people or the feeling of attachment towards the working organization or people.

Bank is the organization which is considered as one of the critical sectors as it is all about transaction of money. Transaction of huge amount occurs daily in every bank so even a minor mistake can have huge consequences. Bank managers are the one who should take all the decision and manage the flow and working environment of bank. Banking managers should take many critical decisions as the decisions taken will hugely impact the outcome of the bank. Managers should be able to understand his/her emotion and feelings and use it to properly communicate with the employee and to handle different challenges effectively (Kumari & Priya, 2017). In any organization even a single motivation

factor is enough to produce the maximum output. When the employee feels their manager or boss is understanding, easy to talk and handles every situation smoothly then it provides comfort to employee and motivate them to provide maximum effort for the well-being of company or any organization.

There are many well established banks in Nepal but there is limited number of public bank and many numbers in private banks. The working environment, rules, regulation and policies of each banks are almost different to each other. Only the rules and policies that are standard which are formulated by government will be similar and other all will be different. There is huge difference in the decision-making process and policies so the way people working over private sector and public sector is totally different. There used to be 28 private banks in Nepal and now government is asking to merge or acquire the banks to reduce the number of private banks as there are many (Bank, 2019).

1.2 Problem Statement

Different people have different behaviors and emotions, many leaders and managers just try to take decision based on their own feelings and emotion without concerning other employee's emotion and views towards that decision. This causes employee being apart from organizational decision making. The gap reduces job efficiency and as a result brings lack of commitment (Kumari & Priya, 2017). Not all managers and leaders ignore emotional intelligence but many employees also do not follow or have knowledge of emotional intelligence. No matter whose negligence or ignorance or lack of knowledge, the consequences have to be faced by the organization at the end.

In organization there are people with different age group, people with different age have different perspective, behavior and emotions. This causes misunderstanding and conflict between people with different age group. Decisions taken by same age group will be easily accepted and understand by same age group. Thus, being different age group causes conflict and discrimination (Goswami, 2018). The thing is there will not be people of same age there will be young, middle age and old people in organization so this might cause problem in the organization. But the way to handle this kind of conflict is by compromise, young people are the fresher's and do not have much experience so the experienced people can just help them out understanding the situation and mechanism rather than being arrogant and superior.

Personal home is the place where each and every people feel safe and comfortable. The workplace is the place where people spent much more time being active their whole life, work place is considered as second home by every employee. So, the organization should must provide their employee the home like environment. Home like environment refers to professionalism, flexible, and psychological and mental needs of every organization which will enhance employee to provide their maximum effort and produce positive output. When people are not satisfied, they seem to feel demotivated and then seeks for better opportunity and place where they can be satisfied which will cause high turnover in every organization (Letam, 2017). It is really important for managers to understand employee's feelings and what factor will motivate them to be committed towards work and organization itself. Thus, main problem faced by many organizations is because they do not care about employee feelings and motivation factor, which causes to have high turnover and hence causing to decrease the productivity and commitment level.

1.3 Purpose of Study

There are many public and private banks in Nepal. In every banking sector the manager or leader takes the decisions without concerning the view and thoughts of others. But it is important to involve employee in important decision making so that they will feel responsible for the taken decision. Not only employee will feel responsible but the employee also feel that they are considered important members of the company which provide them happiness as well as satisfaction.

With the different concept of emotional intelligence and its importance on corporate world as well as on daily routine, this research was conducted to present the impact of EI on JP as well as on OC. There are various factors that have impact over employee performance, their working efficiency and the medium of motivation. EI is considered one of the important factors. This paper will clearly

discuss the factors that will influence the job performance and work commitment.

1.4 Objective

This paper is aiming to conduct the study on the impact of EI on job performance and organizational commitment. The objectives required to accomplish the aim of this paper are listed below:

- To investigate difference in EI among employee of public and private sector banks.
- To examine if the emotional intelligence of bank employee has impact on their organizational commitment.
- To assess effect among bank employees whether EI has impact on JP or not.

1.5 Research Questions

Some of the research questions are as follows:

- Based on private and public sector banks, is there notable variation between EI of employees?
- Is the emotional intelligence of bank employee having impact on their organizational commitment?
- Is there any effect among bank employees whether EI has impact on JP or not?

1.6 Scope and Significance of study

The major goal of every company and every individual is to get successful in life and in business. Everyone wants to be on the top. Concept of EI is evolving day by day, people are now understanding the value of their employee. Organization are now realizing that employee is the most important asset of organization than building, cars and other organizational property. Thus, understanding EI has become important factor in every organization.

The banks which are available only inside the Kathmandu valley are taken into consideration. The banks which are recently established (less than a year) are not taken for study.

This research paper is more focused on the impact of EI on JP and OC from private and public banks from Nepal. This paper will compare the concept of EI on both sector and its impact on employee. This paper will show how many people have concept of EI and have proper knowledge about and how it is impacting in organization. After collecting data and obtaining result, both sectors can review the paper and take next step to implement the EI in organization if they are lacking or take further more steps required if they are already implementing EI knowledge and concept.

1.7 Limitations

Some of the limitation are as follows:

- Due to lack of time only the banks which are available inside Kathmandu valley are taken into consideration.
- As the research is based on psychological factor the result obtained from the data collected might not be true for every one as different people have different perspective and view.
- Banking career is one of the best one so far in Nepal, so while collecting data employee might not provide detailed or negative points regarding respective bank.
- Due to pandemic caused by Corona Virus, it is not possible to contact directly with employee and only data is collected using online survey.

1.8 Key Terms

Emotional intelligence: It is the ability of individual to analyze own emotions, behaviors and feelings and then use those emotions and feelings to guide one's thinking and action.

Job Performance: It is the term used to analyze whether the employee performed well or not. Job performance is directly influenced by job satisfaction.

Organizational Commitment: When the employee is totally satisfied with the organization, they feel the organization as their own and will be willing to take responsibility seriously. Those employees who are loyal and committed towards organization feel some bonding and connection to the organization and are most loyal to organization.

1.9 Expected Deliverables

This paper will be focused to analyze the impact of EI on job performance and organizational commitment of employee from private and public bank so it is expected to gain how EI impact job performance and organization commitment in private and public sector bank. Also, it is expected to see which sector have better EI knowledge and is implementing, basic comparison between government and private sector banks. Some of the major expected outcomes can be highlighted below:

- i. The working mechanism, behaviors and system is considered totally different on private and public banks so this study will deliver the difference in EI of government and private bank employees, which sector have better emotional intelligence concept.
- ii. Provides the analysis whether EI impact on JP and OC or not in both public and private bank employees.
- iii. Also provides the type of relationship between emotional intelligence as independent variable and job performance and organizational commitment as dependent variable among general bank employee.

2 LITERATURE REVIEW

2.1 Emotional Intelligence

People are showing interest in EI, concept of EI has been implemented in academics, offices, business and in most of the institutions. EI in a simple term can be defined as the ability of individual to analyze, recognize and implement the emotion, behaviors and feelings of self and others as well (Mehta & Singh, 2013). Gainer and Meltzer (1988) had pointed that EI is very much important not just in some organizations but in every work place, it not only helps in analyzing others and self but also will help in problem solving, management and self-understanding. It also motivates the employee and will results in maximum productivity and better performance. Employee with better EI knowledge can also be considered as important assets of the organization (Aghdasi, et al., 2011).

When someone seems to understand your feelings and the way you are expressing then they will feel ease to talk and seems to be closed. This occurs simply between families and close friends but this is only possible between strangers or new people if they have concept and knowledge of EI. EI helps people to understand self-feeling and emotion and of others as well. EI can be considered as one of the talents of individual and every one can develop that talent, when one is able to develop his/her EI then he/she can be more productive and successful. Not only they can become successful by themselves but also can help become more productive and successful in life (D, 1995).

Different researches have been initiated in the field of EI. Starting with study paper of Mohammad Ranjbar Ezzatabadi (2012) and his team, a research was conducted on impact of EI on quality of hospital services provided by nurses. From their research they found that there EI have high positive impact in the hospitals and on other organizations as well. They also highlighted that to be a successful people must have the ability to understand and express the emotion and feelings in appropriate way. They concluded that the nurses with EI knowledge are able to perform beyond the patient's expectation which results in positive behaviors from the patients as well (Ezzatabadi, et al., 2012).

Divya Jain (2015) studied on EI and the relation between Life satisfactions, her hypothesis was to

check whether there is significance relation between EI and life satisfaction of females. In her study, doing research and taking various data, her results were there is significance relation between EI and life satisfaction. She concluded that there is positive relation between EI and life satisfaction (Jain, 2015). She also concluded that the person who can manage the emotions properly, that person can easily tackle the challenges in life and then get success.

Likewise, Dr. S. Yuvaraj (2018) started to study on the role of EI towards employee commitment, his objective was to check whether is relationship between EI and employee commitment exists. After various research and study, he concluded that there is positive relationship between EI and employee commitment. In his conclusion he also included that EI and employee commitment are important factors in life which determines and point out the behavior of employee in workplace. He also concluded that EI strongly influences employee commitment in an organization (S.Yuvaraj, 2018).

Samaneh Aghdasi and his team (2011) started to study about Emotional Intelligence and Organizational Commitment: Testing the Mediatory Role of Occupational Stress and Job Satisfaction. In his studied he took various hypothesis and objective among them one is to test whether EI have positive effect on employee commitment and job satisfaction. He used Trait Meta Mood Scale (TMMS) for the analysis of data. After analyzing different data, he came to conclusion that EI has direct positive effect on Job satisfaction and employee commitment (Aghdasi, et al., 2011).

Ms. Karabi Goswami and Dr. Monoshree Mahanta (2018) examined impact of emotional intelligence on organizational commitment in service organizations- an empirical study. Among the various objectives listed in the paper, one of the major objectives was to examine the relation between EI and organization commitment. Many people are more concerned regarding EI in workplace and in real life. After taking various measures they came to conclude there is positive relation between EI and organizational commitment (Goswami, 2018). EI is so important that it will not only help people to understand other and take decision as per but also it helps people to get success in life. It helps people to analyze and then take critical decision as per the requirement.

Siswoyo Haryono and team (2018) studied the effect of EI and spiritual intelligence on job performance of temporary nurses in Indonesia. They collected total of 130 nurses for their research sample. With the data collected form 130 sample they came to conclusion that EI have positive and significant relation between EI and organizational commitment but has no effect of spiritual intelligence on JP (Haryono, et al., 2018).

Priyam Dhani & Tanu Sharma (2017) examined the impact of EI oh his /her job performance, they took middle management group like assistant managers, managers, senior managers etc. for their study. After analyzing the acquired result, they concluded that there is positive relation between EI and JP (Dhani & Sharma, 2017). They also added that the people with EI have ability to perceive their own emotions and also of other which let them motivate the employee and then gain maximum output or positive outcome.

M. Theboral Victoriya and R. Angayarkanni (2019) conducted a research on EI and its impact on organizational commitment towards women employee working in BPO companies in Chennai. They set various objectives and then collected the sample size of one hundred and fifty. They took both primary and secondary method for data collection. They took personal interview and prepare questionnaires for primary data. They used Descriptive & Inferential Statistical tools for the analysis. They concluded EI having positive impact on OC. They also added that it is better for an organization to hire employee with higher EI knowledge for the long run of organization (Victoriya & Angayarkanni, 2019).

3 RESEARCH DESIGN AND METHODOLOGY

3.1 Research Framework

All the variable emotional intelligence, job performance and organizational commitment is a psychological factor, there is no concrete or universal answer to it. Emotional intelligence is independent variable in this study for job performance and organizational commitment. Job performance and organizational commitment is totally depending upon the impact of EI. The

diagram below shows the framework for this research.

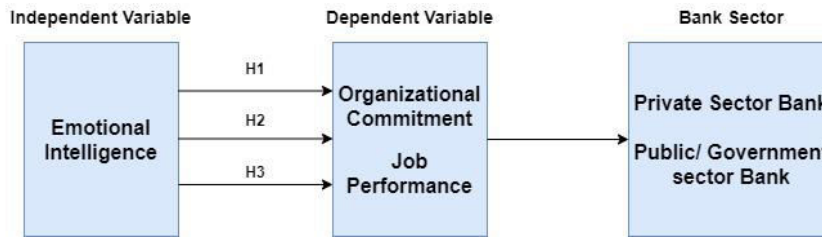


Figure 1: Research Framework

3.2 Philosophical worldview

The nature of people is, they never get satisfied. No matter what goal and objective they set, and after achieving that goal or reaching that objective they never get satisfied. They want more and more, one after another. After doing various study and research, many researchers have already concluded EI as important measures and factor for every company and even individual to get successful in life. All leaders and managers must have EI knowledge to manage the organization smoothly and get maximum output. It is not enough having EI concept with only managers and leaders but all the employee each and every member should have EI knowledge, this will ensure the sustainability and maximum output of the organization and also employee will be satisfied and will feel happy.

Emotional intelligence is becoming the highlighted topic for everyone, being able to control self-emotion and understanding other's emotion and being able to take critical decision as per the situation, this is a unique ability so everyone is concerned about EI. Taking decision which will satisfy employee is the key for organizational success and also able to do the task as the company is a key for individual success. Employee feeling satisfied with organization means they are happy and are willing to provide their maximum effort and time for organization. There are various factors that an employee wants to be satisfied like, better pay, better working environment, professionalism, flexible, understanding higher level employee or boss etc. Being able to understand the need of employee will bring satisfaction to employee and thus results in better job performance which will then ensure the organizational commitment.

3.3 Research Approach

There are various approaches that can be considered for the study like deductive and inductive approach which is used to develop a new theory or new topic. In this approach the data is gathered and then certain pattern on the result is observed and thus new theory is developed or concluded. But this study is not new topic, there are already presence of numerous researches and conclusion for impact of EI on job performance and organizational commitment. Thus, deductive approach is suitable for the study and is adopted.

Emotional intelligence being one of the most important topics of discussion and for the study. Being the highlighted topic there are already many study and research regarding emotional intelligence as well as it impacts on job performance and organizational commitment. Deductive approach is used for the study. Different literature and theories were study and then three hypotheses were developed for testing. After collecting the data, validating and then analyzing, the result is obtained and the hypothesis was accepted or not was verified according to result obtained. Deductive approach basically considered past research, theory and study and certain hypothesis is developed for testing and after collecting data and analyzing them the conclusion is provided whether the developed hypothesis is accepted or not.

3.4 Research Design

Various past researches will be properly studied and then appropriate method and steps will be taken for the collection of information and data. After collecting the data, it will be validated and then only the final conclusion will be provided. The diagram shown below is taken as the research approach for analyzing the information and then provide the appropriate conclusion.

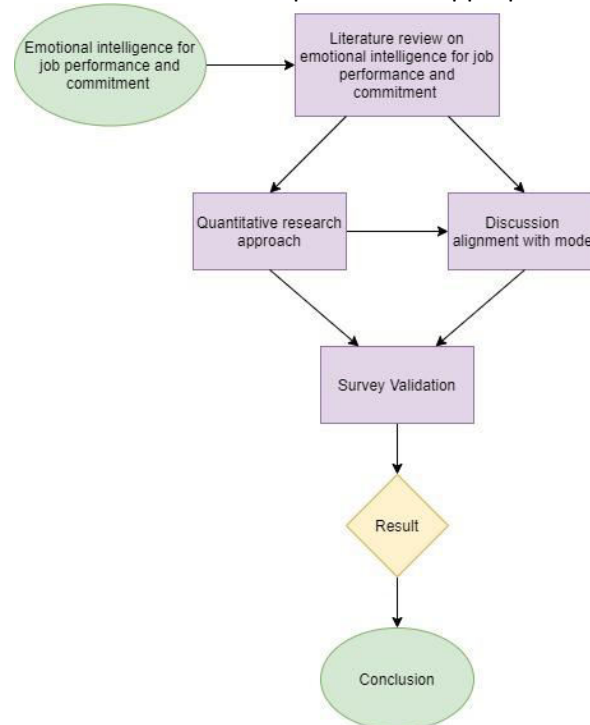


Figure 2: Chart for Research design

3.5 Research Strategy

Research is the process where certain topic is taken and then the data is collected as per the requirement of the research topic whether using primary or secondary source to find the solution for stated problem. Qualitative research method is used in this study. The major aim of this study is to find the impact of emotional intelligence in job performance and organizational commitment. Different scale developed by other researchers were used to make the questionnaires and distributed among different employee of banks.

As the variables available in the research are all abstract from, the data is not possible to gain in accurate constant number so the qualitative method was adopted and the data is collected in the basis of how strongly employee from private and public sector feel for the provided item. The item can be selected as how strongly they feel from 1 to 5, 1 being the least agree and 5 being strongly agree to the items provided to them.

3.6 Data Sources

Emotional intelligence, job performance and organizational commitment, all three variables are abstract form it can just be felt so in order to collect similar response from employee of private and public sector banks, I have prepared various questionnaires for all three variables. The questionnaires contain different level of satisfaction, employee have to express how much strongly they feel for the provided answers. The data questionnaires were prepared on google sheet and then asked them to provide response online. Employee were asked to provide their answer online as the pandemic caused by Cov-19, it was not possible to meet them in person. The major source for the data collection was by directly providing questionnaires in google sheet and collecting the response provided by them.

3.7 Sampling

Probability and non-probability are two of the sampling techniques available for the study.

Probability sampling technique simply refers that every people can equally participate in the study or have equal chance of getting selected where as non- probability sampling technique also known as convenience sampling technique which refers as the samples taken for the study is selected simply based on the researcher's subject judgement or there is no chance of calculating members being selected (QuestionPro, 2019).

Convenience sampling technique was used for the sample size of study. The data is collected from different level of employee from government and private sector bank using online google form. Initially it was aimed to collect sample of 500 responded but due to pandemic caused by Covid-19, could not collect 500. Total of 300 employees from both banks had been selected for this study, which include 150 employees with different level from each private and public sector bank.

3.8 Data Collection Method

Data collection of both variable EI and JP, scale developed by other researchers have been adopted. Emotional intelligence is further divided into five categories and four items on each category. Similarly, job performance is divided into three categories with six items on each altogether of 18 items. To analyze the response given by employee for organizational commitment, Organizational Commitment Scale developed by Allen and Meyer's (1993) was used.

The data is directly collected from the employee by preparing questionnaires online in a google form. Some employee filled data from author's email where as some filled up with reference from their colleague or another employee. The primary data was collected. As personal information should be included on data, employee was assured the privacy of their data so that the accurate data can be obtained from them.

Basic information required to fill up a form was written in the email as the data was collected online, the major purpose of this data collection was also mentioned as many will not feel comfortable to share personal data. The data was collected with google form and is stored on google sheet. After collecting data, the analysis of data was done, if the form is properly filled up or not, if something missing or not etc.

3.9 Online Questionnaire

Questionnaire were prepared on google sheet; different questionnaire was prepared for each variable. The questionnaire prepared for the collection of data is shown in Annex I.

3.10 Data Analysis method

Job performance and organizational commitment is the dependent variable of job satisfaction. Job satisfaction can be ensured with the proper knowledge and implementation of emotional intelligence. Thus, different questionnaires were prepared for each dependent and independent variable. The data is collected using 5 point- Likert scale developed by Rensis Likert (1932). After obtaining required sample it is analyzed and validated. Then the validated data was analyzed to test the result required for hypothesis testing. Steps taken for preparing final data for analysis are:

i. Data validation

Collected data might not always be correct so after collected, it is required to be checked if the data is correct or not, form is filled properly or not and if the writer information is true or not. The data obtained should be consistence, required information should be accurate and complete, data validation will help to maintain these factors (validation, 2019). This process helps to analyze whether the information is provided by respective person and the provided information is real or correct. Reliability test was conducted for validating the data.

ii. Data editing

Secondary source of data is very easier to handle as it is already prepared and validated by someone else but in case of primary data it is different thing. Primary data is a fresh data obtained from primary source so there is lot of chances of getting various errors and such errors should be edited or corrected so that accurate result can be obtained (Naeem, 2019).

iii. Data coding

When the obtained data is accurate and correct then the required result to test the analysis can be obtained. With correct and accurate data, obtained result will be accurate as well.

Data coding simply means managing and maintaining the fruitful data from the raw data that is obtained from primary source (Methodology, 2019).

3.11 Ethical Considerations

While collecting data there are various things that should be taken into consideration, some of the ethical consideration that were ensured during collection of data are:

- i. Intellectual Property Right
Each and every thing is someone's property, even books or words or sentence are someone's property so while conducting research various ideas from various books, journal, reports and websites are taken with providing credit for their work as reference.
- ii. Human Protection
No one was force to participate for collection of data, everyone filled the data on their own will and interest.
- iii. Honesty and integrity
There is high chance of biasness and fraud while collecting primary data so while collecting data it was ensured there was no fraud and biasness as far as possible. Also the conclusion and different recommendation were provided based on the final result obtained from the findings.
- iv. Confidentiality
Personal information is also kind of personal property, without one's permission it cannot be shared with another so while collecting data it was ensured to maintain the confidentiality of their information and the ensured mater will be properly maintained.
- v. Openness
Feedback and comments are the major source of improvement as they provide the missing element or mistakes or required matter for the research paper so this paper will be shared with everyone free of cost.

EI, JP, and OC are the major factor that will define the status of any organization as these are the core element which reflects the performance of employee and their dedication towards organization. Thus, this paper can be taken as reference to analyze the status of their organization and maintain the required steps for the betterment of their organization.

4 DATA ANALYSIS AND FINDINGS OF RESEARCH

4.1 Pilot Test

Pilot testing can be understanding as the method of conducting a pre research study before conducting actual main research, in a simple term it is just as rehearsal of drama before performing drama in stage (Wright, 2020). How research is going to approach, how to make respondent clear of participating in survey, how to manage time before deadline and various other strategy or method required in research or is better for research, everything is pre tested. As it is pre testing of actual research small scale is taken for analysis. All the required mechanism is carried out and then taken further improvement in main research study (In, 2017). Simply, it can also be considered as plan prepared for conducting actual research.

4.1.1 Frequency Distribution

Total of 50 respondents with different age group, designation and education qualification were taken for the analysis.

Table 1: Frequency distribution table of respondent for Pilot testing

		Frequency	Percentage (%)
Sector	Government / Public	25	50
	Private	25	50
Gender	Male	26	52
	Female	24	48
Marital Status	Single	25	50
	Married	25	50

Designation	Top level	16	32
	Middle Level	14	28
	Low Level	20	40
Age	Below 30	20	40
	31-40	15	30
	41-50	9	18
	Above 50	6	12
Education Qualification	Post-Graduation	29	58
	Graduation	20	40
	Diploma	1	2

4.1.2 Descriptive Statistics for Variables for Pilot testing

Table 2: Descriptive statistics for all variables for Pilot testing

		Statistics		
		Emotional_Intelligence	Job_Performance	Organizational_Commitment
N	Valid	50	50	50
	Missing	0	0	0
Mean		77.8800	61.4800	54.9800
Median		80.5000	58.5000	57.0000
Mode		60.00 ^a	57.00	42.00 ^a
Std. Deviation		12.56272	10.26434	10.45591
Minimum		51.00	44.00	36.00
Maximum		100.00	82.00	77.00

a. Multiple modes exist. The smallest value is shown

It is clearly seen that the mean value of independent variable emotional intelligence is higher than that of independent variables job performance and organizational commitment. Mean value of EI is 77.88, JP is 61.480 and OC is 54.98.

5 Discussion, Recommendation and Conclusion

5.1. Summary of Findings

The core aim of this research was to examine the impact of Emotional intelligence on Job performance and Organizational commitment. To examine the research, three objectives were taken into consideration and on the basis of objectives, three hypotheses were set. Various literature and theories were also studied. As per literature and researchers conducted by others and also in this research it is found that there is positive impact of EI on JP as well as on organizational commitment. Different demographic profile like age, gender, education qualification and employment level were measured. Among the collected 300 respondent, different people with different age group were taken and there was maximum employee was from below 30 group with maximum percentage of 38.3%. Similarly, as per gender wise 53% were male and 47% female so there was almost equal ratio gender wise. There was also maximum number of post-graduation employee 54.3% as banking career is considered one of the reputed professions which require proper qualification. Lastly as per the employment level, almost equal number of different levels of employee were taken for study with maximum middle level employee 36.7%.

5.2. Discussion of Findings

Different research questions were prepared while conducting the research so all the questions prepared were also answered.

Question one: Based on private and public sector banks, is there notable variation between EI of employees??

Having knowledge and concept of emotional intelligence is considered as important factor in any organization to get success and run the organization smoothly. Research first question wants to know whether there is similar emotional intelligence concept and knowledge among private sector

bank and public sector bank. To achieve the answer for this question, independent t-test was used as it provides the clear comparison between emotional intelligence of private sector bank employees and public bank sector employees. Some of the major findings are as follows:

- i. The independent sample t-test shows that significance value for Levene's test for equal variance is found to be 0.302 which is greater than 0.05 thus equal variance is assumed is considered. The significance for t-test is $p=0.000$ which is less than 0.05, hence the assumed hypothesis, there is notable difference between EI of employee in government and private sector bank is accepted. Also, the mean value of government bank sector is found to be higher than that of private sector bank and there is significant difference between them.

Question two: Is the emotional intelligence of bank employee has impact on their organizational commitment?

When the employee is totally satisfied with the organization, they feel the organization as their own and will be willing to take responsibility seriously. Employee who are committed to organization feel connected to the organization and are most loyal to organization. Research second question seeking the answer for whether emotional intelligence of bank employee has impact on their organizational commitment or not. First of all, coefficient correlation is carried out to find the nature of relation between emotional intelligence and organizational commitment and then regression analysis is carried out to find the impact of emotional intelligence on organizational commitment. Some of the major findings are as follows:

- i. It is clear that there is positive and notable relation between EI and OC as shown by coefficient correlation analysis where Pearson correlation is 0.250 and significance is 0.000 which is less than 0.05. To find if there is impact of EI on OC or not, regression analysis is carried out and the result shows that there exist impact of EI on OC on both private sector bank with value of (Beta = 0.266, sig = 0.001 which is less than 0.05) and public sector banks with value of (Beta = 0.229, sig = 0.005 which is less than 0.05).

Question three: Is there any effect among bank employees whether EI has impact on JP or not?

It is the term used to analyze whether the employee performed well or not. Job performance is directly influenced by job satisfaction. Research second question seeking the answer for if there is any effect among bank employees whether EI has impact on JP or not. First of all, coefficient correlation is analyzed to find the nature of relation between emotional intelligence and job performance and then regression analysis is carried out to find the impact of EI on OC. Some of the major findings are as follows:

- i. From the analysis done, it is found that there exists positive and notable relation between EI and JP as shown by coefficient correlation analysis where Pearson correlation is 0.701 and significance is 0.000 which is less than 0.05. To find if there is impact of EI on JP or not, regression analysis is carried out and the result shows that there exist impact of emotional intelligence job performance on both private sector bank with value of (Beta = 0.720, sig = 0.000 which is less than 0.05) and public sector banks with value of (Beta = 0.689, sig = 0.000 which is less than 0.05).

Thus, based on the result obtained on this research as well as based on the study done by other researchers mentioned above it can be concluded that there exists impact of emotional intelligence on job performance.

5.3. Comparison with Pilot testing

Total number of 50 sample was taken for Pilot testing. Before conducting actual research, pilot testing was done to properly analyze and find out proper medium to get proper and appropriate result in actual study. Some of the findings that are found in pilot testing are listed below:

- First analysis was done through correlation and it was seen that there is positive and significant relation between emotional intelligence and job performance as well as between emotional intelligence and organizational commitment.
- Second analysis was done through independent sample t-test to analyze the first hypothesis, and the result obtained from it was that the significant p-value obtained was less than 0.05

and thus the hypothesis H_01 was rejected and $H1$ is accepted which states there is notable difference between EI of employee in government and private Sector banks.

- Third analysis was done through regression analysis, to analyze the second and third hypothesis and the result shows that all four regression analysis done have significance value less than 0.05 and thus rejecting H_02 and H_03 and hence accepting $H2$ which state there is there exists impact of EI on OC among private and public sector bank and also accepting $H3$ which state there exists impact of EI on JP among private and public sector bank.

Lastly, it can be clearly said that even though there is variation in sample size, the value obtained might differ but the result and conclusion provided by both pilot testing and actual research is same. The result obtain in both pilot testing and actual study shows the existence of positive and notable impact of EI on both private and public sector banks.

5.4. Implication of study

Every organization or company all around the world have one uniform goal that is to earn maximum profit as far as possible in efficient and effective way. Employee can be considered as one of the important assets of every organization so retaining them and keeping them satisfied is the important aspect of organization to get success and to meet the acquired goal efficiently. Success of organization can be ensured by the commitment of employee and by their job performance. Rather than hiring new employee it will be effective and benefit to retain employee. When employees have concept and knowledge of emotional intelligence, they can properly analyze others thought, behaviors and action and then response accordingly as per the required situation. When bank managers have proper EI knowledge they can easily deal with every employee easily and make them satisfied. Emotional intelligence plays important role in job performance as well as on organizational commitment of the employee.

5.5. Conclusion

Retaining employee, make them feel committed towards organization and motivate them to do better job performance will ensure the success of any organization and will also ensure long term sustainability. This research was conducted with the aim to analyze the impact of EI on OC and JP among employee of private and government sector banks of Nepal.

To find the impact, different objectives were taken, hypotheses were also set and research questions were also prepared. Thus, based on above literature studied, obtained findings after analysis and discussion, following conclusions can be made:

- i. There exists positive and notable impact of EI on both OC as well as on job performance with reference to different banks of Nepal as well as with reference to different literature studied.

5.6. Recommendation

Some of the recommendation provided are listed below:

- i. The important department of organization is human resource department as they are the one responsible for hiring the experienced employee or normal one. So, while hiring employee if they hire the one with proper emotional intelligence knowledge then it might lead to employee satisfaction as organization can expect better performance and organizational commitment from him/her.
- ii. It is not only the responsibility of human resource department to take care of all development program so even the managerial level employee or even higher authorities should encourage or ask to organize different workshops and training programs related to emotional intelligence and its importance for all employee and themselves as well.

References

1. Adeyemo, D., 2007. Emotional Intelligence and the relationship between job satisfaction and organizational commitment of employee in public parastatalas in Oyo state, Nigeria. *Pakistan Journal of social science*, 4(2), pp. 324-330.

2. Aghdasi, S., Kiamanesh, A. R. & Ebrahim, A. N., 2011. Emotional Intelligence and Organizational Commitment: Testing the Mediatory Role of Occupational Stress and Job satisfaction. *Procedia - Social and Behavioral Sciences*, Volume 29, p. 1965 – 1976.
3. Aghdasi, S., Kiamanesh, A. R. & Ebrahim, A. N., 2011. Emotional Intelligence and Organizational Commitment: Testing the Mediatory Role of Occupational Stress and Job Satisfaction. *Procedia - Social and Behavioral Sciences*, Volume 29, pp. 1965-1976.
4. Akduman, G., Hatipoğlu, Z. & Yüksekbilgili, Z., 2015. A Research about Emotional Intelligence on Generations. *International Journal of Advanced Multidisciplinary Research and Review*, 3(4), pp. 124-133.
5. Alavi, S. Z., Mojtahedzadeh, H., Aminc, . F. & Pak, A., 2013. Relationship between emotional intelligence and organizational commitment in Iran's Ramin thermal power plant. *Procedia - Social and Behavioral Sciences*, Volume 84, pp. 815-819.
6. Amjad, S., 2018. Emotional intelligence, organizational commitment and job performance in Pakistan.. *Market Forces College of Management Sciences*, XIII(1), pp. 56-69.
7. Bandi, D. S. & Chauhan, M. N., 2019. Effect of Emotional Intelligence on Employee Performance. *ISBR Management Journal*, 1(4).
8. Bank, N. R., 2019. Annual Report, Kathmandu: Bank Supervision Department.
9. Bank, W., 2020. THE HISTORY OF BANKS. [Online] Available at: <https://www.worldbank.org.ro/about-banks-history> [Accessed 09 02 2020].
10. Bhardwaj, D., Chouhan , S. & Meena, S., 2014. Job satisfaction and organizational commitment among private and public engineers. *The international journal of Indian Psychology* , 4(2), pp. 109-119.
11. Deshwal, S., 2015. A Comparison of Emotional Intelligence between Government and private employees. *International Journal of Applied Research*, 1(4), pp. 177-178.
12. D, G., 1995. Understanding and Developing Emotional Intelligence. In: *Emotional intelligence: why it can matter more than IQ. s.l.:s.n.*, pp. 329-339.
13. Dhani, P. & Sharma, T., 2017. The impact of individual's emotional intelligence on his/her performance: An imperical study in Indian context. *International Business Management*, 11(7), pp. 1419-1428.
14. Dr.B.Radha & Shree, A., 2017. Impact of Emotional Intelligence on Performance of Employees and Organizational Commitment in Software Industry. *International Academic Research Journal of Business and Management*, 6(2), pp. 17-28.
15. Ezzatabadi, M. R. et al., 2012. Nurses' Emotional Intelligence Impact on the Quality of Hospital Services. *Iran Red Crescent Med J*, 14(12), pp. 758-763.
16. Golis, C., 2020. Practical Emotional Intelligence. [Online] Available at: <https://www.emotionalintelligencecourse.com/history-of-eq/> [Accessed 09 02 2020].
17. Goswami, M., 2018. Impact of emotional intelligence on organizational commitment in service organizations- An empirical study. *EPRA International Journal of Economic and Business Review*, 6(2), pp. B 88-B 93.
18. Gunu, U., 2014. Impact of Emotional Intelligence on Employees' Performance and Organizational Commitment:A Case Study of Dangote Flour Mills Workers. *University of Mauritius Research Journal*, Volume 20.
19. Gunu, U. & Oladepo, R. O., 2014. The impact of EI on employee's performance and organizational commitment: A case study of Dangote Flour Mills Workers. *University of Mauritius Research Journal*, Volume 20.
20. Haryono, S., Rosady, F. & MdSaad, M. . S., 2018. Effects of Emotional and Spiritual Intelligence on Job Performance among Temporary Nurses at Abdul Riva'i Regional General Hospital, Berau District, East Kalimantan Province, Indonesia. *Management Issues in Healthcare System*, Volume 4, pp. 42-54.

21. Jabri, B. A. & Ghazzawi, I., 2019. Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*, 11(1), pp. 78-119.
22. Jain, D., 2015. *Emotional Intelligence its relationship with Life Satisfaction*, India: Pacific University India.
23. Kalaiarasi, M. V., Amaravathi, D. & Soniya, M. T., 2014. Emotional Intelligence and Organizational Performance. *Journal of Exclusive Management Science*, 3(12).
24. Kaur, J. & Sharma, . A., 2019. Emotional Intelligence and Work Performance. *International Journal of Recent Technology and Engineering (IJRTE)*, 8(2), pp. 1658-1664.
25. Khan, A., Masrek, M. N. & Nadzar, F. M., 2014. The relationship between emotional intelligence and organizational commitment of Pakistani university librarians. *PAKISTAN JOURNAL OF INFORMATION MANAGEMENT & LIBRARIES*, 15(1), pp. 11-21.
26. Kumari, P. & Priya, B., 2017. Impact of emotional intelligence on job performance and organizational commitment. *International Journal of Interdisciplinary and Multidisciplinary Studies*, 4(3), pp. 300-311.
27. Kumar, A., Rajpurohit, V.S. and Kautish, S., 2020. A Study on Technology-LED Solutions for Fruit Grading to Address Post-Harvest Handling Issues of Horticultural Crops. In *Modern Techniques for Agricultural Disease Management and Crop Yield Prediction* (pp. 203-221). IGI Global.
28. Kaur, R., & Kautish, S. (2019). Multimodal Sentiment Analysis: A Survey and Comparison. *International Journal of Service Science, Management, Engineering, and Technology (IJSSMET)*, 10(2), 38-58.
29. Niraula, P. and Kautish, S., (2019) Study of The Digital Transformation Adoption in The Insurance Sector of Nepal. *LBEF Research Journal of Science, Technology and Management*, 1(1), pp.43-60.
30. Sampathkumar, A., Rastogi, R., Arukonda, S., Shankar, A., Kautish, S. and Sivaram, M., 2020. An efficient hybrid methodology for detection of cancer-causing gene using CSC for micro array data. *Journal of Ambient Intelligence and Humanized Computing*, pp.1-9.
31. Kautish, S., 2008. *Online Banking: A Paradigm Shift*. E-Business, ICFAI Publication, Hyderabad, 9(10), pp.54-59.
32. Rani, S. and Kautish, S., 2018, June. Association Clustering and Time Series Based Data Mining in Continuous Data for Diabetes Prediction. In *2018 Second International Conference on Intelligent Computing and Control Systems (ICICCS)* (pp. 1209-1214). IEEE.
33. Kautish, S., & Thapliyal, M. P. (2013). Design of new architecture for model management systems using knowledge sharing concept. *International Journal of Computer Applications*, 62(11), 27–30.
34. Laldardi, M. N. & Mohamadkhani, K., 2012. Emotional Intelligence and Organizational Commitment between the Hotel Staff in Tehran, Iran. *American Journal of Business and Management*, 1(2), pp. 54-59.
35. Letam, D.-B., 2017. conducted a research on EI and organizational commitment in three industrial sub sectors in river state. *International Journal of Advanced Academic Research | Social & Management Science*, 3(9).
36. Mehta, D. S. & Singh, N., 2013. A Review paper on emotional intelligence: Models and relationship with other constructs. *International Journal of Management & Information technology*, 3(2278-5612), pp. 342-353.
37. Methodology, D. C. i. R., 2019. Sahifa. [Online] Available at: <http://readingcraze.com/index.php/data-coding-research-methodology/> [Accessed 29 11 2019].
38. Naeem, S., 2019. Helping Research writing for student & professional researchers. [Online] Available at: <http://researcharticles.com/index.php/data-editing-in-research/> [Accessed 29 11 2019].

39. Pradhan, R. K. & Jena, L. K., 2017. Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), pp. 1-17.
40. Priya, B. & Kumari, P. P., 2017. Organizational Commitment: A Comparative Study of Public and Private Sector Bank Managers. *International Journal of Business and Management Invention*, 6(1), pp. 38-47.
41. QuestionPro, 2019. QuestionPro. [Online] Available at: <https://www.questionpro.com/blog/probability-sampling/> [Accessed 10 4 2020].
42. S.Yuvaraj, D., 2018. The role of emotional intelligence towards employee commitment. *International Journal of Pure and Applied Mathematics*, 119(7), pp. 371-379.
43. Sen, A., Chandan, P. (. C. & Sen, A., 2018. Impact Of Emotional Intelligence On Organizational Commitment Of Managerial Personnel.. *International Research Journal of Management Sociology & Humanity*, 9(12).
44. Serrat, O., 2017. understanding and developing Emotional Intelligence. In: *Knowledge Solutions*. s.l.:s.n., pp. 329-339.