

“IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT & EMOTIONAL INTELLIGENCE ON EMPLOYEES’ PERFORMANCE OF BANKING SECTOR IN REWA REGION”

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ABSTRACT

The research in its course will look into the forms of transactional and transformational theories of leadership. In addition it will also explore the domains of employee’s organizational behavior, job satisfaction of professional and the concept of organizational support. All these aspects are in close relativity which the organizational behavior of an employee. In its scope this research will also look into the areas of job satisfaction of employees and that of organizational support which will be in relation to the leadership styles of transactional and transformational guidance and the organizational citizenship behavior of the employees of a company. It will be clearly pointed out that the ability to understand our own feelings and the other people who are around us and to manage our own emotions can help to improve the performance of employees in a big way and also their commitment to the company. the research in its course will point out that emotional intelligence is very important to predict a person's organizational commitment and assess their performance at their work in this context managing a person's emotions is very important.

Keywords: *transformational leadership, emotional intelligence, job satisfaction, organizational support, transactional leadership.*

I. INTRODUCTION

In the 1990 the scholars exhibited a growing interest in the domain of emotional intelligence. Sy et al, stated that professional who had a high index of emotional intelligence were likely to exhibit a more promising standard of job performance as they happen to have a greater affinity of controlling and improving their own emotion as compared to other employees who had a comparatively lower emotional intelligence. Wong and Law have opined that people who had a greater amount of emotional intelligence often exhibited much better performance at work as they happened to experience much more positive vibes and are able to control their emotions effectively while at work. For all those to whom emotional intelligence is a fairly new concept it is but a type of social intelligence that will include the caliber to control your emotions and also those of others. These people are often able to distinguish their own emotions and use them in a constructive manner to improve their thought process and actions. The domain of emotional intelligence which will include both nonverbal as well as verbal expression deals with your own emotions and those of others around you.

Researchers have often contested that emotional intelligence is an attribute in employees that can be an indication of their performance and also job satisfaction. Job performance has been explained as a type of activity where the employees are successful in completing that task which has been assigned to them using the resources that are at their disposal. In the current times where work environment is fast evolving, organizations must work to improve the performance of their employees in the market and hence the organization must investigate the aspects which are closely related to the context of job performance [1].

POS or Perceived Organizational Support is something that can be explained as the extent till which the employees happened to perceive their companies to be actually worried about their growth and well-being and also value the contributions they happened to make to the company as a whole. It is generally believed by professional individuals that their organization has a supportive attitude toward them. Most of the employees believe in this particular concept which is used to develop interpersonal relationships and also establish their valuation as done by their employees. In many cases the result is mainly related with POS, like OCB job satisfaction, organizational commitment, job performance and other behavioral pattern which are related with POS like turnover intentions and tardiness. In most cases the employers believe that their employment is but an exchange relationship which leads to a considerable dependence that is beyond any kind of formal contract. This kind of mind set is much imperative to investigate in the context of any company as both the employees as well as the employees are in a reciprocal relationship. Examining just one side of this relationship is never adequate and the support that is extended by the organization is just as important. Employees who have a high emotional intelligence and their employers who offers them good organizational support leads to better performance level of the workforce of the company as a whole [2].

People with proactive personality often have a tendency of taking initiative so that a positive environment can be established. These people are successful in creating many positive alterations in their places of professional engagement no matter the number of challenges that are thrown in their way. these people has been the centre of several investigations and researches and have clearly illustrated the fact that proactive mind set can be the starting point of several important changes leading to better productivity at workplaces. Many investigators and scholars have stated that people with the proactive personality are better disposed to accept alterations in their employment segments since they have the mind-set to not only identify new opportunities but also respond to them and finally gather greater interest at their work. To offer support to this finding experiment has been conducted which shows that people with a proactive personality are better disposed to vocational adaptability when thrown against samples in situations. Nevertheless in this context there exists a little understanding of the subservient mechanism which can influence the rise of these effects. analyzing these mechanism offers psychologists and counselors with certain substitute that can be used for further intervention to cite an example this mechanism allows the expert to gain an advanced understanding of the way proactive people often feels mentally empowered [3].

The aspect of psychological empowerment indicates at the active orientation of the employee in the context of their job role where we see that the empowered employees perceive their work environment as a phenomenon that can be altered or reshaped by their performance. This is one of the concept which helps to enhance their creative behavior and it also serves as an effective mediator that helps to transpire the influence of proactive individual for better job satisfaction. Hence this research tries to investigate the effect of contextual characteristics like POS in the context of job satisfaction in general. In fact it has been seen that psychological

empowerment is very important in mediating between POS and job satisfaction. People with proactive personality of a moderate the connection between POS and that a psychological empowerment.

There are some Scholars who have investigated the connection between behavior at work place and that of emotional intelligence and have dealt with aspects like job satisfaction, turnover intentions, sales performance, emotional commitment, job performance etc. Vigoda-Gadot and Meisler have investigated the connection between emotional intelligence and perceived organizational justice and have tried to explore the domains of turnover intention applying the model of ability in different financial organizations of Israel. Law et al have researched the influence of emotional intelligence on entrepreneurial behavior and POS.

The rule of modulation that is pitted by perceived organizational support in the context of other inferior versus and better performance have been investigated by Lyncn et al. Armstrong have also research the role of modulation of perceived organizational support in context to appreciated work status and that of performance. Hess and Bacigalupo have also research the role of modulation of POS in context between work and the achievement test and elder care demands [4].

The Indian banking sector maintains a huge share of the overall national service sector and over time its contribution is only increasing. Gradually the banking sector is beginning to become all the more competitive especially for the small and medium companies all across the world. Naturally there is a greater need for banks to create a different image of themselves from their competitors at an augmented level. It is for this reason we find banks are increasingly focusing on the performance of their employees as it helps to bring a greater competitive edge to the Institution. in the recent times we see that many of the traditional practices have been replaced by modern ones but the nature of working still remains to be the same and that are a set of problems which were common from the yesteryears that happens to be just as unsolved. You can still find several dissatisfied employees from Banks who are engaged in their employment to provide the basics to their family. This job dissatisfaction gradually tends to destroy the productivity of the employees and brings in problems like fatigue, depression, lack of development, sleep problems for the bank employees. these are some of the aspects that have negatively affected the performance of the bank employees as a whole [5].

II. REVIEW OF LITERATURE

A. *Perceived Organizational Support*

POS or perceived organizational support is described as the global belief of employees regarding the extent to which their companies value their contribution and are concerned about their well being. The theory of POS has suggested that when the social needs and emotional requirements of an employee are satiated they tend to provide positive results for both the employee as well as the organization. POS is expected to decrease the adverse psychological reactions like Burnout amongst employees by offering them supportive resources by the employing organization. This theory further provides that the employee often assigns human like features to their employers' organization. This means that employees often see the decisions and behavior of the Organizational Management as the reactions of the organization as a whole. The viewpoint of the employee regarding its treatment by the employees can affect the image of the organization in terms of the support it provides to its manpower. Employees who have a positive disposition towards their organizations are often able to provide better work and family balance which again has a very positive influence on their productive output.

Similarly if the employee has a negative view of this entire practice it can affect their productivity and their ability to achieve the organizational goals. Hence a positive view of the supportive orientation on the part of the organization can help an employee to provide better productivity for the company as a whole and keep psychological problems like burnout at a bay [14].

Eisenberger et al have described POS as the extent till which any company values the contribution of their employees and cares for their well-being. Organizations that are supportive of their manpower are committed to their employees. In this context Eisenberger has further suggested that often discretionary actions on the part of the management are perceived as a supportive gesture by the employees. This is when the employees of a company get motivated to repay such a favorable actions on the part of their employees and become more committed and extra hard working towards their jobs. In addition to such treatment the Organizational Management must also provide extra support like the correct kind of resources, the right kind of training and a supportive management.

A positive and supportive treatment on the part of the Organizational Management will only motivate the employees to work harder and give their full to their job profile. Further the actions of rewards and appraisals of the employees is an added indication of the favorable disposition of the management towards the betterment of their employees which improves the employee's emotional relation with their companies in the long run.

Research so far has clearly established the fact that perceived organizational support is a phenomenon that will always help employees to offer their best performance for attaining their organizational goal. It is one of the most important ways through which any employee assesses the disposition of their organizations towards them and the motive to compensate their efforts for the growth of the company as a whole [15].

B. Emotional Intelligence

Swarnalatha (April 2016) in her thesis try to investigate the four major aspects that influences emotional intelligence, they are self control, self awareness, social skills and empathy. The investigation at the end revealed the finding that emotional intelligence makes a major contribution in the life of the bank employees. The employees who have a relatively higher emotional intelligence exhibit positive influences. It reveals the fact that age is in no way related to emotional intelligence of an employee [6].

Ripudaman Kaur (July 2017) in his research have revealed the finding that the employees in the banking sector exhibit an emotional intelligence index of about 77.3%. The findings further exhibits that as an employee become more senior his emotional intelligence did not happen to increase. Emotional intelligence also seems to depend on the aspect of gender, the type of a bank and the marital status of the employee. Emotional intelligence did not depend on age. Apart from the variable that has been mentioned so far the nature of work experience also makes a difference. Similarly the factors of the job role of the employee, his or her qualification are some of the other important aspect which again did not create any impact on emotional intelligence level [7].

Subhankar Das (April 2018) in his thesis tried to assess the customer's perception of 10 different top rated banks about their service quality and try to assess the emotional intelligence of the bank employees of these ten Bank on a scale of 5 points. Including managing emotions, and self awareness, recognizing emotions amongst others self-motivation and handling relationship the results of this research revealed that these Bank employee happen to be emotionally intelligent and they used this aspect to improve their service quality. The act of service quality

is directly related to emotional intelligence of the people. This means the higher the emotional intelligence of the service provider the better will be the service quality. Better service quality always enhances the performance and trust of the banking employees and hence improved customer loyalty over time [8].

The domain of emotional intelligence is fast receiving greater amount of attention from Scholars and researchers. The topic has been found to be extremely important for the domains of Management and business. John Mayer and Peter Salovey came up with this idea for the very first time in 1990. The most popular definition of emotional intelligence are provided by these two researchers who opines that the caliber of an individual to understand, appraise and also express emotions and the ability to create, facilitate thought along with the ability to recognize emotional knowledge and emotions, regulate these emotions to promote intellectual growth can be termed as emotional intelligence. Definition of Mayer and Salovey's has led to the formation of the model of emotional intelligence. Wong and Law have said that emotional intelligence will also include the four components of appraising self emotions, appraising emotions amongst others, emotional Regulation and using emotion for further development [9].

The theory of emotional intelligence by Bar-On was first established in 1985 and led to a number of improvised versions. It was found that emotional intelligence did play a very important role in developing and maintaining proper social relationships, predict certain aspects of different situations that involved social exchange. Emotional intelligence could both hamper or improve the process of social exchange. In this context Mayer and Salovey have opined that emotional intelligence happens to be a set of social intelligence that includes the caliber to observe your own and others' emotions, to make discrimination among them and to use this data in your process of thinking and different action. Ravi Chandra et al further defined that emotional intelligence was the caliber to realize, understand and also analyze your own feelings as well as the feelings of people around you. It is the ability to use this knowledge in your actions and thought process. In continuation to this the definition Serrat have further opined that emotional intelligence indicates at the ability, skill and capacity of assessing and managing not only your own emotions but also those of others around you. People who have a high emotional intelligence often happens to be much more optimistic in their nature, productive and resilient not only in their personal but as well as professional sphere. Mayer and Salovey have established the concept of emotional intelligence on the basis of four parameters [10]:

1. **SEA or self emotions appraisal:** This is an attitude that indicates the caliber of a person to understand their own emotions and their ability to express them in the proper way, after this the need to apply this knowledge of their emotions to create positive results and outcome.
2. **OEA or the other emotions appraisal:** This is the ability of a person to observe emotions amongst others and understand them to the best possible extent. A person who has a high ability in this particular category will be successful in observing emotion amongst people around them and predict their reactions in the future in different circumstances.
3. **UOE or use of emotions:** This is the aspect that evaluates the caliber of a person to generate and access their own emotions to improve their personal performance. People who have a high use of emotion ability will be successful in bouncing back to their normal self even after suffering severe depression or after being extremely upset.

4. **ROE or regulation of emotion:** This is the ability of a person to regulate their emotions to attain a desired outcome and the ability to stay in a psychologically balanced condition keeping mental distress at bay to help them to solve problems better [11].

C. Emotional Intelligence and Job Performance

Emotional intelligence seems to have a strong impact on feelings of individuals and hence happens to have more effective relation with the work environment of an individual. The relation between performance and emotional intelligence has been established in a number of researches. In this context Lam have argued that emotional intelligence makes a major contribution in cognitive performance. Wong and Law have indicated at a positive connection between job performance and emotional intelligence.

Job performance can be related positively with emotional intelligence of employee. it has been seen that employees with higher emotional intelligence are better disposed at appraising their emotions, regulating them - which leads to a greater self confidence, control, better motivation, more proactive decisions and action; all of which together leads to a much better performance. Emotional intelligence definitely has a positive effect on the job performance of employees. People with a lower emotional intelligence have comparatively lower performance as compared to the Employees with higher emotional intelligence. in the light of this discussion researches have pointed out that emotional intelligence can have a significant impact on the workplace as a whole [13].

D. Job Performance

Talking about work performance it is the way a person habitually performed. It indicates at the extent to which they receive assistance from their organizations to attain strategic goals of the company. Moorman et al described job performance as the actions that include regular job descriptions and have stated that it is influenced by different variables like absenteeism, keeping good interpersonal relations and withdrawal behavior. Other aspects like behavioral hazards and substance abuse can also affect these phenomena. Belfort and Hatstrup have stated that job performance is much affected by the job demand, the mission and goals of the company and behavior and beliefs which are mainly valued by the Organizational Management. Carmeli have further emphasized that Employees with the high emotional intelligence can often manage feeling better to maintain a positive state of mind that will help them to improve their job performance in the future [12].

E. Relationship between Perceived Organizational Support, emotional Intelligence and employee's performance

When employees feel like they have the backing of their superiors and coworkers, they are more likely to feel confident in their own talents and experience a flurry of pleasant feelings. Such good sentiments may assist recuperate workers' emotional weariness in emotional labor. To workers, organizational support is a vital external energy supply that supports emotional recovery when they undertake emotional labor. Employees in the hotel industry may benefit from organizational support in a number of ways, including increased self-assurance and competence in their treatment of clients, who often need emotional labor. Employees' perceptions of their organization's support have been shown to have a significant impact on their ability to handle stress, to prevent negative emotions from building up and spreading, and to close the gap between their true feelings and the positive ones they need to project when interacting with customers. When workers choose either a deep

acting strategy or a surface acting strategy, Brotheridge and Lee [13] discovered that they needed to expend emotional energy. The morale and productivity of a company's workforce rises when workers feel their efforts are valued and rewarded. The alternative is that workers experience emotional tiredness, job burnout, and other unfavorable outcomes due to a lack of balance in their resources. With a high level of perceived organizational support, workers may better integrate, regulate, and utilize their emotions, as predicted by the COR theory [14]. They will have more tools at their disposal as a result of increased emotional intelligence, and will be more likely to use these tools to embrace "deep acting" in their professional responsibilities. However, when workers don't feel they have much support from their superiors, they may find their emotional reserves depleted. If workers aren't paid for wasted time or money, they'll cut down on similar actions to prevent more waste [14]. Employees will use up their reserves as they try to keep up with the demands of the task, therefore surface acting may be used to prevent the drain of internal resources. Stress is lessened, and workers are more motivated to put out effort in pursuit of organizational objectives, if they think that their requirements for social and emotional support will be met.

III. METHODS

F. Study Design

The sample selected to appear for this investigation will be given question as to be completed through online platforms. In the first stage of the systematic process of review of screening the Abstract and the title of the article will be closely and very carefully assessed, in the process of which several articles will be removed considering the criteria of exclusion and inclusion. In the second stage of the assessment which is basically evaluation of eligibility the complete text of the thesis that has been obtained after the initial screening process will be closely analyzed as per the criteria. On completion of this second stage the studies that were found to be irrelevant will be removed.

G. Sampling Design and Sample Size

The process that is used to select a correct size of population for the investigation is known as sampling. The size of the sample will depend on the exact nature of the design of the investigation the population of the thesis can be the population of people, cases of recipients, of certain treatment, etc. Different methods are used for the process of Sampling like systematic sampling, simple random sampling and stratified sampling is applied. You should be careful to ensure the correct sample size is taken so that the required findings and results can be obtained out of the investigation. The size of the sample must be adequate to accommodate different kinds of test, to establish statistical significance. The samples must represent the population and should be dependable. Minimizing the size of the sample can lead to major errors [15].

H. Data Collection

This is the process which is used to collect pertinent. Relevant. Correct and needed information for the investigation from different sources. The different sources in this context will indicate at the secondary and the primary sources of data. We also see that various methods of data collection are also used to arrive at the correct conclusion. When we talk about primary data it means the original authentic information that has been developed by the researcher. This information is very close to truth, happens to be highly original in the nature

and is very close to being error-free. This data is often collected from the respondents of the survey directly. The next source we come to is the secondary source which is derived from the soft and the hard copy of different journals, annual reports of departments, data from different website etc [16].

IV. CONCLUSION

Maintaining a positive and motivated workforce is vital for commercial banks and has become one of the pressing needs of the Bank's management. When an employee leaves his organization, the company must face the cost of not only losing the employee but also the cost of recruiting a new person in his or her place. This is a process which often proves to be rather expensive that includes releasing of advertisement, conducting interviews, selection, hiring, induction, joining, training, etc. As, researches have pointed out, at the efficacy and the role of emotional intelligence which plays a major role in sustainable and success of bank employees which in turn happens to be highly important for the banks as major financial organizations of the modern world.

The current research in its scope has tried to delve into the domain of emotional intelligence and its effect on impact upon the work place. The research has tried to establish the fact that emotional intelligence can help a person to perform better in their work place and can help to create a favorable balance between their professional and personal lives. This can help a professional to keep burnout at bay. It can also diminish the extent of attrition rate in companies. This is one of the main reasons why the managements of modern companies must pay a close attention to the aspect of emotional intelligence. They must help their employees to develop this trait better so that they can turn out to be better resources of the organization as a whole.

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