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MASTER THESIS

**THE IMPACTS OF EMOTIONAL
INTELLIGENCE ON
EMPLOYEES' PERFORMANCE
IN BANKING SECTOR: CASE
STUDY OF BAKU**

**EMOCINIO INTELEKTO
POVEIKIS DARBUOTOJŲ
VEIKLAI BANKŲ SEKTORIJE:
BAKU ATVEJO TYRIMAS**

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INTRODUCTION

Emotional intelligence (EI) is regarded as a ground-breaking, paradigm shift, and one of the major business ideas that are influential in the present age (Goleman, Boyatzis, & McKee, 2013). Pahuja and Sahi (2012) indicated that Emotional intelligence is seen as the ability of someone to his or her emotions as well as other people's emotion, it was further noted that this is to help in the discrimination among the different types of emotions and provide appropriate label for them in order to guide the behavior and thinking of individuals.

Emotional intelligence in an organization is a significant skill because of its significant role in various aspects of a business, most especially in the development of employees, performance of employees as well as the productivity of employees (Goleman et al., 2013). At the present time, different organizations and establishments focus majorly on emotional quotient (EQ) rather than on intelligent quotient (IQ) of potential job incumbents along with academic credentials and work experience (Qualter & Pool, 2018).

Aim and Goals of the Study

The aim of the study is to reveal the impact of emotional intelligence on employees' performance. The objectives to achieve the stated aim are to:

- i. To explore emotional intelligence concept and employee performance through theoretical point of view
- ii. examine the level of employees' awareness of the importance of emotional intelligence in selected banks in Baku;
- iii. investigate the significance of emotional intelligence on the performance of employees in selected banks in Baku.

Research Hypothesis

The hypothesis that will be tested in this study is:

H₀: There is no significant relationship between emotional intelligence and employees' performance in selected banks in banking sector in Baku.

H₁: There is significant relationship between emotional intelligence and employees' performance in selected banks in banking sector in Baku.

Motives for Choosing a Particular Topic

The researcher is motivated by lifestyle magazine LIFEHACK where it was made known that low or no emotional intelligence can have serious implications on various aspects of human life. The researcher got to know from the magazine that it is important to take a good care of our bodies most especially, it is important to manage our stress because it has a great impact of our wellness as this is directly linked to our emotional intelligence. It was indicated in the magazine that we can only maintain good health and manage our stress by getting acquainted and getting aware of our reactions to stress and our emotional state.

Research Methods

This is a quantitative and qualitative study in which data for all the objectives was collected through the use of structured questionnaire and semi-structured interview. Purposive and convenient sampling technique (Saunders et al., 2012) was used for the questionnaire administration. In the same vein, data gathered from questionnaire administration will be analyzed with the use of charts, frequency tables and percentage tables, the data gotten quantitatively was analyzed thematically while the hypothesis stated in the study was tested with the use of Chi-square and regression analysis.

Problems of the Study

With the global acceptance of the concept of emotional intelligent in the 21st century, there have been greater emphasis from practitioners and scholars on the important skills possessed by employees in the process of hiring, development of employee as well as the promotion of employee. In the present time, several organizations are confronted with the problem of low level of emotional intelligence among employees most especially in the banking sector.

Banks in Azerbaijan are operating in a highly competitive environment, it can be noted that one of the major factor that serves as basis or tool for their competition is customer satisfaction and quality of service. High level of competition and a good number of middle class who are educated are important factors that foster businesses or organizations to review their customers' service strategies. In Azerbaijan or Baku precisely, the employees' awareness about emotional intelligence has not been empirically investigated.

Despite the fact that several studies have examined how emotional intelligence is important to an organization (Ashkanasy et al., 2002; Caruso and Wolfe, 2001; Goleman, 1995, 1998; Cherniss, 2000) little or no studies have been carried out to examine the perception of employees about emotional intelligence in Baku banking sector. Furthermore, several studies have focused on the impact of emotional intelligence on the job satisfaction of employees (Abraham, 2000; Carmeli, 2003;

Lounsbury et al., 2003), effective leadership (Bass, 2002; Caruso et al., 2002; Higgs and Aitken, 2003), and productivity (Boyatzis et al., 2000). None of these studies have been exclusively focused on Baku banking sector. For this purpose, this research is an attempt to provide answers for the following questions:

- i. What is the level of employees' awareness of the importance of emotional intelligence in selected banks in Baku?
- ii. What are the perceptions of employees about emotional intelligence in selected banks in Baku?
- iii. What are the significances of emotional intelligence on the performance and productivity of employees in selected banks in Baku?

Originality and Value

A lot of studies have been carried out on emotional intelligence. But, this research will be a useful reference to provide information on the level of employees' awareness of the importance of emotional intelligence in the banking sector as well as other sectors; the knowledge of this will help an organization to determine if there is need for their organization to educate the employees on what emotional intelligence is all about. This study will add to the existing body of knowledge in the field. It will also serve as basis for future researchers who are willing to carry out studies related to this or further this study.

Scope, Limitation, and Difficulties of the Study

This study will focus on banking sector in Baku, and it covers the level of employees' awareness of the importance of emotional intelligence in selected banks in Baku; the perceptions of employees about emotional intelligence in selected banks in Baku and the significances of emotional intelligence on the performance and productivity of employees in selected banks in Baku. The study is limitation in several aspects, one of the major limitations is attributed to bias that often comes with utilising a convenience sample. While the goal was to administer the questionnaire to the employees, it was difficult to ensure that this sample properly represented the population. Also, respondents' bias was present. The respondents responded in ways was not completely truthful, in order to please the researcher. Being that most subjects were selected because of personal connection, often times, respondents responded in a way that suggested they are not being completely truthful in order to please the researcher. Furthermore, the researcher faced difficulties due to the ravaging pandemic, it was hard to have physical contacts with the employees as people have to obey the rules of social distancing.

1. THEORETICAL ASPECTS OF EMOTIONAL INTELLIGENCE AND EMPLOYEES' PERFORMANCES

A literature review is a representation of the research that has been conducted on a particular topic. Literature review is assimilation and collection of theory, models, concepts, and observations. The literature review for the current study has various applications (Altinay, 2016). The themes, models, and discussions will assist the researcher in the analysis, interpretation, and discussion. The findings of this study will be analyzed and interpreted, compared to existing academic theories and models.

This chapter provides a review of the literature regarding the most relevant studies in the emotional intelligence and employees' performance. The review of literatures in this section provides a strong basis for the study as several scholars have carried out researches on emotional intelligence in organizations.

1.1. The concept of Emotional Intelligence

Emotional intelligence (EI) is very vital in terms of achieving success in the workplace, this should be practiced and nurtured by everyone confronted with problems in competitive business. Emotional intelligence simply means the ability of an individual that exists inwardly to control and manage their emotions and the emotions of others in the process of interaction. Emotional intelligence needs to be encouraged in the workplace in order to foster the creation of human relationship which can help to achieve common goals as well as effectiveness of an organization (YengKeat, 2009).

Emotional intelligence is an effective understanding of other people and ourselves in order to have a good relationship with others as well as to cope with the condition of an environment in order to achieve success in handling the demands emanating from the environment (Bar-On, 2000 in Jorfi, et. al., 2010). Emotional intelligence simply refers to the ability to adequately understand and provide an explanation to emotional characteristics of people as well as oneself. In another way round, Emotional intelligence is the ability to increase our thinking (Mayer & Caruso, 2002).

Emotional intelligence is an integral part of social intelligence which involves the ability to control the feelings and emotions of others and that of oneself to differentiate among these emotions and making use of the information to control the actions and thinking of a person (Salovey et. al., 2007). Furthermore, emotional intelligence also means the capability owned and shown by people in

any condition or situation (Salim and Nasir, 2010). Hence, people who have the ability to make use of the dimension of feeling in themselves and that of others are the people who can be regarded as the ones who have a high level of emotional intelligence.

Similarly, emotional intelligence is seen as the capability of an individual to handle intrapersonal and interpersonal relationships with others (Fletcher, 2007). This can also be regarded as a set of competencies shown in the understanding and control of our emotions and that of others. Emotional competence is the ability to learn on the basis of emotional intelligence which brings about performance at a superior level. Furthermore, it is seen as a dimension of intelligence that is responsible for the ability of a person to effectively manage own self as well as relationship with others and the skills that is used in the determination of one's response to both internal and outside world (Hee Kim, 2010).

Emotional intelligence is used to understand others as well as ourselves (Ciarrochiet. al., 2006). With the proper understanding and knowledge of emotional intelligence we can help ourselves about emotional approach which is a signal in order to understand emotions. This is however because with the theory of emotional intelligence, people can identify and denote the ways in which emotion serves as a source of vital and valuable information. With the knowledge of emotional intelligence, important signal regards the things that happened and the way in which people interact can be provided. It is also useful in analyzing situations in a particular area based on the emotional information available to help in making better decisions. Furthermore, the knowledge of emotional intelligence will help in improving self-management. Many people have different conflicts which spring out from the head as well as the heart in the process of making important decisions. This is however because there is no way in which one can choose between the heart and the head because they are two different things which also relates with each other.

However, emotional intelligence can be used to solve these problems, as it provide a complete and better understanding about a dilemma as well as to foster the best thinking regarding thoughts and feelings (Ciarrochi et. al., 2006). Customers and employees who is characterize with a high level of emotional intelligence often have the ability to understands customer needs and also have the capacity to provide solution to the various needs of customers using several perspectives (Yao, 2009). These set of people are also characterized with the ability to control their emotions and display moods that are positive when confronted with challenges, stress and complaints from customers. Through these skills and abilities, it is easier for them to win the trust and satisfaction of customers than employees that have low level of emotional intelligence.

In workplace, emotional intelligence is very important. Several studies (Bachman, Stein, Campbell, & Sitarenios, 2000; Wong & Law, 2002 and Prati, Douglas, Ferris, Ammeter, & Buckley, 2003) has found out that it is an important factor that contributes to the success of an organization, the data gotten from the studies in various industries and organizations have contributed immensely to the knowledge base of emotional intelligence. Emotional intelligence also plays significant roles in the prediction of work related individuals such as job performance and job satisfaction (Ferris, Ammeter, & Buckley, 2003).

Furthermore, emotional intelligence plays a significance role in the quality of workplace relationship most especially because it is important in social and communicative functions, provides valuable information regarding the intentions and thoughts and helps in coordinating social gatherings (Keltner & Haidt, 2001).

It also play important role in the process of influencing customers' positive emotions, however, employees who relates with customers directly need to manage and recognize their own emotions and that of their customers. This is however because emotional intelligence possess the ability for this, it also helps in achieving close relationship with customers (Hee Kim, 2010). For instance, an employee who is a seller often interacts and relates with customers, these set of people requires a high level of emotional intelligence in order to gain and retain customers. There is need for sellers to have an adequate knowledge about sales but it is more important for them to get sales performance, they need to develop skills to peacefully resolve conflicts, solve social problems and enhance a way of thinking that is flexible when relating with their customers (Hee Kim, 2010).

Emotional intelligence is important as it is an element that helps to create a productive working environment (Smigla & Pastoria, 2000 and Yeng Keat, 2009). A large percent of about 80% success in workplace is dependent on emotional intelligence while 20% depends on Intelligence Quotient (Martinez, 1997 and Tucker, 2001).

1.2. Employee Performance

Achievement of goals in an efficient and effective manner is employee performance (Rotundo & Sackett, 2002). It can also be regarded as the variable level of individual that contributes significantly to the general performance of an organization (Rexhepi & Berisha, 2017). Employee performance is mainly divided into two dimensions which are in-role performance and extra-role performance. In-role performance simply means the process of completing tasks that are obligatory and formally needful in a job while extra-role performance means behaviors of organizational citizens that take part significantly in the process of achieving the goals of an organization through the creation

of positive impact on organizational psychological and social conditions (Samiuddin, Ahmad, & Kazmi, 2017).

In terms of global competition and economic development, many organizations still flourish; most of these organizations survive as a result of employee performance. It is important to improve employee performance as it is key to the development and survival of businesses. There is need for organizations to appropriately consider job performance is the vision of the company is towards expansion and growth (Yao, 2009).

Performance simply means the characteristics of the success of individuals works, it involves the calculation of the of the level of output of individual, production, sales or success level in comparison with the organizational expectations (Kazemi& Abbas, 2002). Performance of individuals is based on the actions and goals set to be achieved with certain standards. This involves and relates to the behavior and actions of all mental processes which cannot be observed. It involves the process of problem solving, planning of programs, reasoning as well as making decisions (Bailey & Robert, 2003).

The assessment of employees' performance usually involves the work and results gotten from individuals evaluated based on the ways in which employees do their work as well as the results achieved (Soltani&Iraj 2003). In organizations, performance is used in relation to human resources personnel, management and industrial psychology. It is however very difficult to define without taking into consideration its importance and popularity. Job performance can be said to be the observable behaviors and non-observable behaviors which can be assessed (Gryn, 2010). Job performance in an organization can be summarized to be a multidimensional concept that indicates the way in which a person completes a task with emphasis on efficiency, skills, initiatives as well as the resources used (Rothmann&Coetzer, 2003). In the same vein, action which involves the process and product is known as job performance.

Furthermore, individual processes can have effect on the organizational overall performance, this is simply because individual performance is not only determined by actions, but it also determined by external factors as well. The external factors include the availability of resources, political factors, social factors, economic and organizational culture. Performance is a product or services that is provided or produced by a group of people or a person (Winarno, 2008). However, job performance can be seen as a result which is achieved when a person is doing his or her duties effectively and efficiently and evaluated by a supervisor or he company.

The feedback from an organization or supervisor about an employee is known as job performance, it is the performance result or consequence of an employee activity over a period of time (Shahzaet. al., 2010). Job performance is regarded as a result gotten from a certain activity within a certain period of time (Bernardin& Russel, 2006). In conclusion, job performance is an appearance characteristic that human must possess in order to achieve certain objectives. Different researchers have different ideas about what job performance is, however most researchers define this in the same way as the result that is achieved at the end of a job or assignment.

1.3.Relationship between Emotional Intelligence and Employee's Performance

There is a direct connection between emotional intelligence and employee's performance in all types of jobs (Rexhepi & Berisha, 2017). Emotional intelligence is vital success factor that plays an important role more than managerial intelligence and intelligence quotient (IQ) in employee performance (Dulewicz and Higgs, 2000). Emotional intelligence contributes significantly in the overall performance of an organization and the success of businesses (Bagshaw, 2000).

Therefore, employers are now hiring employees that possess a high level of emotional intelligence (Cadman & Brewer, 2001). Aside from the various types of jobs, several studies have indicated that there is direct relationship and association in several industries between emotional intelligence and job performance (Karimi, 2014; Bande, Fernández-Ferrín, Varela, & Jaramillo, 2015; Sony & Mekoth, 2016; Samiuddin, Ahmad, & Kazmi, 2017 and Zeidner & Matthews, 2017). An enhanced level of emotional intelligence brings positive results most especially in employee performance.

This relation and association has captured the attention of various scholars to unveil the context, effects and constructs of emotional intelligence as it can be learnt and improve employee performance. It is however believed by researchers that emotional intelligence skills need to be learnt through the process of coaching and training. Improved level of intelligence would contribute positively to the enhancement of the performance of employee.

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1.4.Theoretical analysis of emotional intelligence and employee performance

The study employs the use of Emotional Intelligence Model as the theoretical basis for the study. Emotional Intelligence Model is divided into three aspects which are the ability, traits and combination of the ability and traits which is regarded as mixed model of emotional intelligence. The ability model deals with the capability to monitor our feelings and emotions as well as that of others, in a bid to differentiate among emotions and feelings as well as to make use of the information to guide the actions and thinking process of an individual. The traits model deals with non-cognitive competencies which include self-actualization, self-esteem, general welfare and general mood. The combination of these models is referred to as mixed model of emotional intelligence (Danquah, 2014).

The study also employs the use of Bar-On theory as the theoretical basis for the study. The Bar-On theory has several components which explain the effective emotional function that brings about the psychological wellbeing. The theory has five components of composite and fifteen subscales. The five components include interpersonal, adaptability, interpersonal, general mood and stress management (Bar-On, 2000) in (Jorfi, et. al., 2010). Intrapersonal refers to self-esteem, self-actualization, emotional awareness assertiveness and independence. Individuals that possess these characteristics will have control over their feelings and have a positive feeling about the things they do in life. They are always independent and have their ability to show case their feelings strong and confident in themselves when conveying certain ideas and beliefs. Interpersonal deals with the characteristics of interpersonal relationships, empathy and social responsibility. People that possess these characteristics are acquainted with good social skills which makes them to interact, understand and relate with others. In conditions where interaction is required, either in relation to others or in a team, these people functions effectively (Bar-On, 2000).

Furthermore, adaptation deals with problem solving, flexibility and testing of individual reality. People who possess this are more realistic, flexible and always have effective understanding in terms of problems and have high level of competence in coming up with appropriate solution, when confronted with challenges, they always come up with a way out (Bar-On, 2000).

Control of impulse and tolerance of stress are all encompass in stress management. People who possess these characteristics are always seen to be relaxed and are effective in situations where there is pressure. They are able to handle tasks that are related to emergency, stressful stimuli and hazardous substances. These individuals display mood through optimism and joy and always positive, hopeful, hopeful, optimistic and cheerful (Bar-On, 2000).

Furthermore, another theory that serves as basis for this study is the Mayer-Salovey Four-Branch model of emotional intelligence. This theory has four branches of skills that are related with emotional intelligence. These four branches are interrelated with each other, the first two includes facilitation and perception, the two branches is regarded as experiential emotional intelligence because of its close relationship with feelings. The third and the fourth are related to strategic emotional intelligence, these two branches are related with the calculation and planning of information regarding emotion. Precisely, the third deals with the understanding of emotions, knowledge of emotional changes as well as the way in which emotion ill foster changes in someone's life and behavior. The forth branch specifically deals with emotional management, this branch deals with the way in which logic can be integrated with emotions in order to make an effective decision (Mayer & Caruso, 2002). It can however be said that these four branches or skills are interrelated and however they perform different functions.

The last theory that serve as the basis for this study is the Goleman Theory, this theory indicated that there are five factors of emotional intelligence; they include self-control, self-awareness, empathy and social skills and self-motivation. Self-awareness deals with the ability of an individual to understand feelings in certain situation as well as the ability of someone to make decision. An individual who possess this characteristic also have the ability to truly assess their capabilities, they also have a self confidence that is strong. Secondly, self-control is referred to as the ability of an individual to manage emotions so that it will not be a disturbance when managing a task, these individuals who possess their quality are always self-alert and can adequately manage negative feelings. People who have self-control can effectively manage stress and recover quickly from emotional stress. Thirdly, people who have self-motivation have the ability to drive actively towards achieving a set goal. This skill or quality have the capability can enhance an individual to make use of intuitive and hardworking skills to improve themselves. They do not easily give up when control with difficulties and frustrations. Lastly, empathy is regarded as a factor that can help people to identify the feelings of others, it enhances people to understand and see the thinking styles of others or perspective of others, they are friendly, easily compatible with people despite the fact that they have different background from others. These individuals have the ability to know the feelings of others in terms of difficulty, pain or ambiguity about certain thing (Goleman, 2004).

2. METHODOLOGY FOR RESEARCHING THE IMPACTS OF EMOTIONAL INTELLIGENCE ON EMPLOYEES' PERFORMANCE IN BANKING SECTOR

In the previous chapter of this research we explained the concept of emotional intelligence, job performance and the relationship between emotional intelligence and job performance among others. Therefore, the present empirical study is dedicated to explore and investigate the impacts of emotional intelligence on employees' performance in the banking sector of Baku. The empirical chapter consists of two sections. In the first section, methodological approaches are explained in more details and the subsections include research model, research approach, research instrument, sampling and research implementation, sample size, designing questionnaire, designing the semi interview, methods of data analysis and the research limitations. And, in the second section, data analysis and research finding are discussed and finally conclusions and suggestions for this research.

2.1. Methodology evolution and the research design

This section discussed the research model, research approach, research instrument, sampling and research implementation, sample size, designing questionnaire, designing the semi interview, methods of data analysis and the research limitations.

2.1.1. Steps for Research

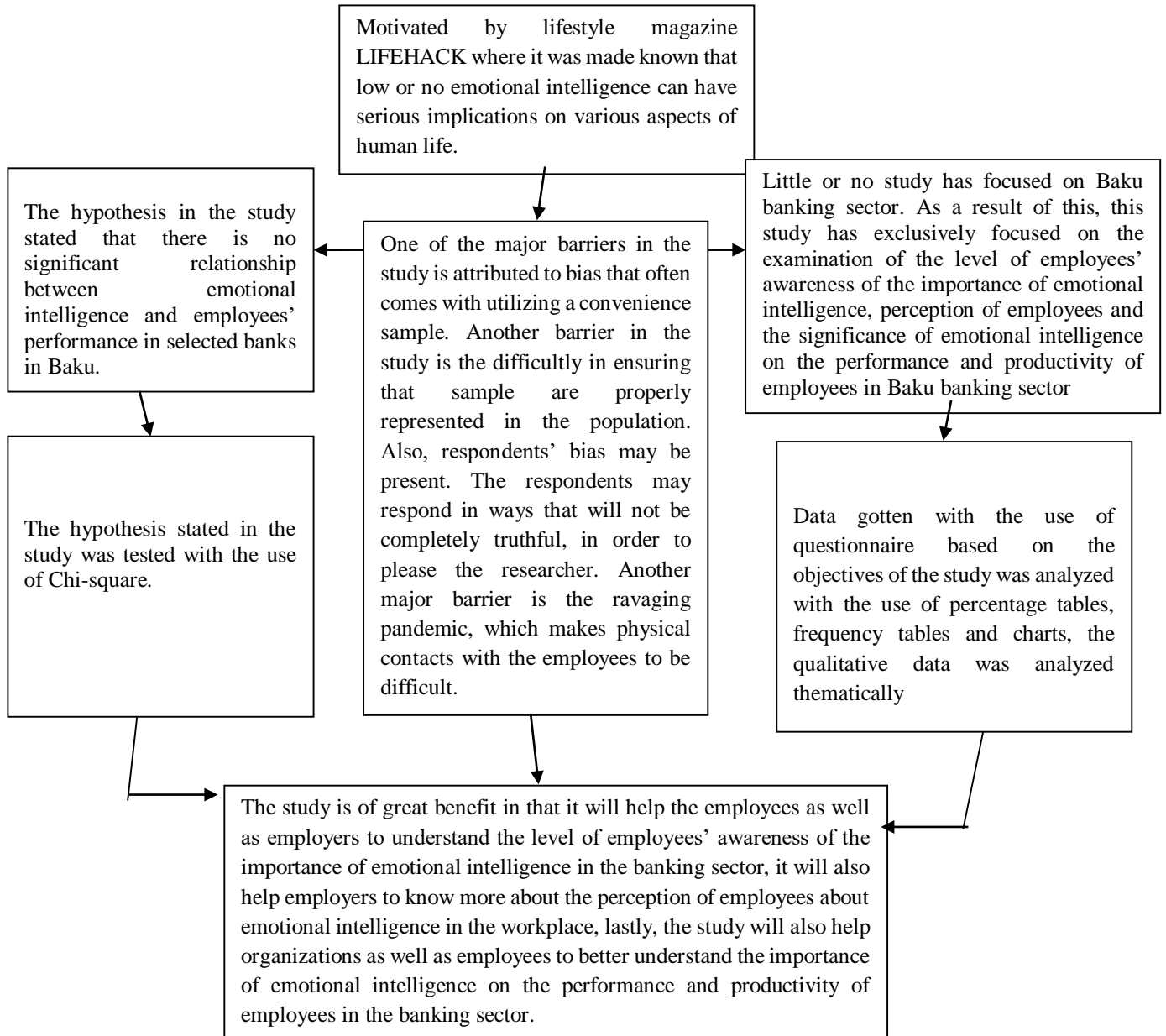


Figure 1: Steps of Research

Source: The Researcher, (2020)

2.2. Research Approach

Research approach helps in developing a research format in relation to the topic. Research approach includes deductive research approach and inductive or adductive research approach. Keeping in mind the availability of data and information, the study employed the use of deductive research approach among other research approaches. It should be noted that inductive research

approach is often employed in research topics that are related to creating new models as well as theories while deductive approach is often selected in research that relates to discussing existing theories based on the research topic. However, it was considered appropriate to employ the use of deductive research approach in order to derive reliable information gotten from existing theories, literatures and other relevant information that relates to the topic.

2.3. Research Instrument

Research instruments refers to as various research tools or measurement devices which includes survey, interview, participant observation, questionnaire, test among others employed in order to gather data for analysis. The research instruments for the research were the questionnaire and the semi interview. The semi interview was conducted in a formless manner, each of the interview lasted for about five minutes maximum and the data gotten were recorded by writing the answers in a book. A structured closed questionnaire was employed in this study to collect necessary information, the questionnaire contained questions related to the objectives of the study, the questionnaire was divided into four sections, section A contained the questions related to the demographic characteristics of the respondents, section B contained questions related to the first objective of the study, Section C contained questions related to the second objective of the study, section D contained questions related to the third objective of the study. Questionnaire and the interview questions employed in this study were subjected to strict scrutiny by my supervisor and other experts in the field in order to measure up to standard and to ensure the questionnaire is adequate enough to achieve the stated objectives of the study. The questionnaire was administered by physical contact with the selected respondents with the use of three research assistants.

2.4. Sampling and Research Implementation

Sample in research is often considered as a group of people, objects as well as items that a researcher needs to select from a larger population in order to collect data. Samples selected from the larger population often are often used as a representative fraction from the entire population and the data gotten from the selected samples are often generalized for the whole population. The population of the study involved all the bank employees in Baku, Azerbaijan. Sampling is often regarded as a technique employed to select a research sample from a larger population. It refers to as the techniques employ in the selection of samples for the study. The technique to be employed for selecting a research sample from the larger population is determined by the nature as well as the type of research and

method of analysis. The sampling concept of Yamane (1967) was used to calculate the number of samples needed for the research.

2.5.Sample Size

A total of five banks in Baku were selected as sample size for the study with the use of purposive and convenient sampling techniques. From these five banks, with the use of the sampling concept of Yamane (1964), a total of 10 employees were selected from each bank, this means a total of 50 employees were selected as respondents to the questionnaire; this selection was done with the use of both convenient and purposive sampling technique. The selected sample size makes up to 60% of all employees in the selected banks with error margin of + or - 4.4%. In the qualitative method, the study employed the use of semi-structured interview. From these five selected banks, with the use of the sampling concept of Yamane (1964), a total of 1 employee was selected from each banks, this means a total of 5 employees were selected participants in the interview; this selection was done with the use of both convenient and purposive sampling technique.

2.6.Designing Questionnaire

Questionnaire is a structural arrangement of questions based on the objectives of the study (Saunders et al., 2012), This is often used for a quantitative research. This study will employ the use of structured questionnaire. The questionnaire will be divided into four sections, section A will be based on the demographic characteristics of the respondents, section B will elicit information on the level of employees' awareness of the importance of emotional intelligence, section C will be centered on perceptions of employees about emotional intelligence, section D will be centered on significance of emotional intelligence on employees' performance, all these sections will be analysed quantitatively with the use of frequency tables, percentage tables and charts. Sections C and D will be designed with the use of agreed, strongly agreed, disagreed and strongly disagreed.

2.7.Analysis of Regression and Correlation

According to the data analysis outcomes, the majority of bankers who participated in this research project are from undergraduate and professional training programs. According to the research data analysis, bankers are highly interested in making this research successful by applying appropriate measures. Majority of the bankers are aware of the importance of improvements in banking sector issues. However, the questions used in the survey questionnaire also focused on measuring understanding of bankers regarding improvements in banking sector issues and importance. Total four

questions were asked about improvements in banking sector issues to measure the understanding level of bankers. According to the data analysis, the average cumulative score for understanding related questions was 9.75. While on the other hand, the cumulative average score for questions focused on attitude is around 9.67. In the following table, average score, mode (maximum score), and standard deviation are presented for these three main sections of the research project.

Following this table, the majority of bankers have sufficient knowledge and understanding of improvements in banking sector issues. However, still many bankers lack knowledge about this issue because of misconceptions. The two studied misconceptions are about the responsibility of cleansing and improvements in banking sector issues waste materials (including plastic, steel products, and unnecessary papers).

2.8. Statistical Tests

Two main statistical tests are used for the data analysis task. The applied statistical tests are to measure variance and relationship strength between identified variables of research interests. The cross-analysis of data using regression test represented the following results.

Table 1: Correlation analysis

Correlation			<i>Total</i>
	<i>Total R</i>	<i>Total A</i>	<i>MB</i>
Total R	1		
Total A	0.734570203	1	-
Total MB	-0.24625987	0.203432921	1

Table 2: Regression analysis

<i>Regression Statistics</i>	
Multiple R	0.734570203
R Square	0.539593384
Adjusted R Square	0.52747742
Standard Error	0.799637404
Observations	40

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	28.47704082	28.47704	44.53574	6.82355E-08
Residual	38	24.29795918	0.63942		
Total	39	52.775			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	3.606122	0.918145	3.9276	0.000	1.747434	5.464810	1.7474	5.464810
	449	098	17	35	871	027	35	027
	0.622448	0.093271	6.6735	6.82E	0.433630	0.811267	0.4336	0.811267
Total R	98	601	1	-08	495	464	3	464

Section A: Demographic Characteristics of Respondents

This section is developed in order to examine and categorize the demographic characteristics of the respondents, this will make it possible to see how demographic characteristics are included in the survey.

N.B:-Please tick() as appropriate.

1. Sex: (a) Male (b) Female
2. Marital Status: (a) Single (b) Married (c) Widow (d) Widower (e). Divorced
3. Age: (a) 20 years and below (b) 21-40 years (c) 41-60 years (d) 61 and above
4. Educational Qualification: (a) No Formal Education (b) Primary School Certificate (c) Secondary School Certificate (d) Tertiary Certificate (e) others
5. How long have you been working in this organization? (a) 5 years and below (b) 6-10 years (c) 11-15 years (d) 16 years and above

Section B: Level of employees' awareness of the importance of emotional intelligence

This section will ask questions that are related to the level of awareness of the respondents. This is designed with the use of closed ended questions with a, b, c options.

6. Are you aware of what emotional intelligence is in workplace? (a) no (b) yes (c) not sure
7. Was there any training conducted for you by the management about emotional intelligence? (a) no (b) yes (c) not sure
8. If yes, how often are these trainings conducted? (a) very often (b) often (c) not often
9. How can you rate your level of awareness about emotional intelligence in the workplace? (a) very high (b) high (c) low

Section C: Perceptions of employees about emotional intelligence

This section will ask questions that are related to the perceptions of employees about emotional intelligence of the respondents. This is designed with the use of closed ended questions with the use of strongly agreed, agreed, disagreed and strongly disagreed option in light of Saunders et al. (2012) as shown below.

Choose from the options below choose the level of your agreement on the perceptions of employees about emotional intelligence

S/N	Perceptions of employees about emotional intelligence	Strongly agreed	Agreed	Strongly Disagreed	Disagreed
10	Emotional intelligence is necessary in the workplace				
11	It is important for employees to be taught and trained about emotional intelligence				
12	It is important for me to be personally taught and trained about emotional intelligence				

13. Do you think there is any relationship between emotional intelligence and your workplace performance? (a) no (b) yes

Section D: Significance of emotional intelligence on employees' performance

This section will ask questions that are related to the significance of emotional intelligence on employees' performance. This is designed with the use of closed ended questions with the use of strongly agreed, agreed, disagreed and strongly disagreed option in light of Saunders et al. (2012) as shown below.

Choose from the options below choose the level of your agreement on the significance of emotional intelligence on employees' performance

S/N	Significance of emotional intelligence on employees' performance	Strongly agreed	Agreed	Strongly Disagreed	Disagreed
14	If properly trained about what emotional intelligence is, I will perform better at workplace				
15	If properly trained about what emotional intelligence is, it will help me to achieve better relationship with my customers				
16	If properly trained about what emotional intelligence is, it will help me to achieve a better relationship with my fellow employees and management				
17	If properly trained about what emotional intelligence is, it will make me more productive				

2.9.Designing the Semi Interview

According to Saunders et al. (2012), semi interview is an important research instrument that should be designed in an orderly manner in relation to the focus or objectives of the study. For the purpose of this study, because of time constraint and covid-19 measures, the questions will be limited to four in order to reduce the time for the interview as well as obeying the regulations of covid-19. The interview will each participant will last for about five minutes and relevant questions as stated below will be asked.

1. Do you think employees in this organization are aware of what emotional intelligence is?
2. Do you think employees in this organization see emotional intelligence as important?
3. Do you think employees in this organization employ the use of emotional intelligence in their dealings with fellow employees, management and customers?
4. Do you think emotional intelligence will improve the level of productivity and performance of employees in this organization?

2.10. Methods of Data Analysis and Research Limitations

Data gotten with the use of questionnaire was analyzed with the use of percentage tables, frequency tables and charts, the qualitative data was analyzed thematically, while the hypothesis stated in the study was tested with the use of Chi-square. According to Saunders et al. (2012), analysis with the use of frequency tables and charts is regarded as part of a quantitative research, while the thematically analysis is referred to as a qualitative research.

The research was conducted ethically by ensuring that all ethical considerations were adhered to and followed. The research participants were informed about the research aims and the purpose to which their responses were to be used (Creswell and Pothi, 2017). They were allowed to give their consent via an informed consent document that made them aware of their rights (the right to withdraw from the research at any time, the right to not answer any given question) as well as asked them to give a voluntary consent for participation. In addition, the researcher made sure that the questionnaire was administered and interviews were conducted keeping the security, safety and comfort of the participants in focus. The research also maintained confidentiality for the participants as none of the responses were identified with the speakers, who were kept anonymous (Creswell and Pothi, 2017). This was done to give the participants protection for speaking out freely and also to instill a sense of security and freedom among them. Also, the researcher promised not to share the personal data of participants, like their names, designations, personal contact information, and organization's name to any third party. This was done to ensure privacy of the participants. The responses that were recorded during the interviews are expected to be destroyed after six months of submission of the research work.

3. RESULTS OF INTERVIEWS AND STATISTICAL ANALYSIS ON EMPIRICAL DATA

The results were analysed using descriptive (percentage tables and charts), inferential method of data analysis and the thematic analysis. A total of 50 copies of questionnaire were administered to 50 selected employees across the 5 banks selected for the study. However, a total of 1 respondent was selected from each of the 5 banks selected for this study, which means a total of 5 respondents were selected for the semi-interview.

Section A: Demographic characteristics of the respondents

Table 3: Gender of the respondents

Responses	Frequency	Percentage %
Male	22	45
Female	27	55
Total	50	100

Source: Field work, 2020

The data in table 1 and figure 2 denoted that 45% of the respondents were male, while 55% of the respondents were female. This simply implies that the questionnaire administration cut across the two genders.

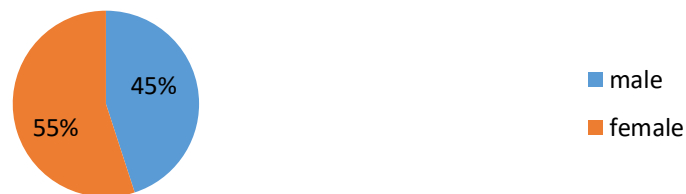


Fig. 2: Gender of the respondents

Source: Field survey, 2020

Table 4: Marital status of the respondents

Responses	Frequency	Percentage %
Single	12	24
Married	20	40
Widow	5	10
Widower	8	16
Divorced	5	10
Total	50	100

Source: Field work, 2020

From the data in table 2 and figure 3, 24% of the respondents were single, 40% of the respondents were married, 10% of the respondents were widows, 16% of the respondents were widowers while just 10% were divorced. However, this implies that a good number of respondents were married.

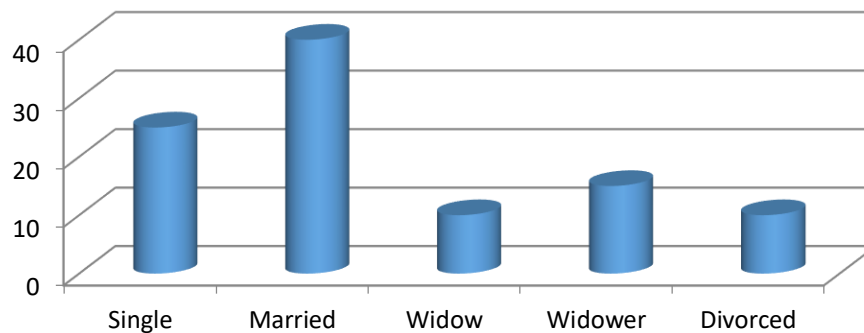


Figure 3: Marital status of the respondents

Source: Field survey, 2020

Table 5: Age of the respondents

Responses	Frequency	Percentage %
20 years and below	2	4
21 – 40 years	32	64
41 – 60 years	10	20
61 years and above	6	12
Total	50	100

Source: Field work, 2020

From the data presented in table 3 and figure 4, it can be seen that 4% of the respondents were between the age range of 20 years and below, 64% of the respondents were between the age range of 21-40 years, 20% of the respondents were between the age range of 41-60 years, while 12% were between the age range of 61 years and above. From the above, it can be deduced that a good number of matured people responded to the questionnaire.

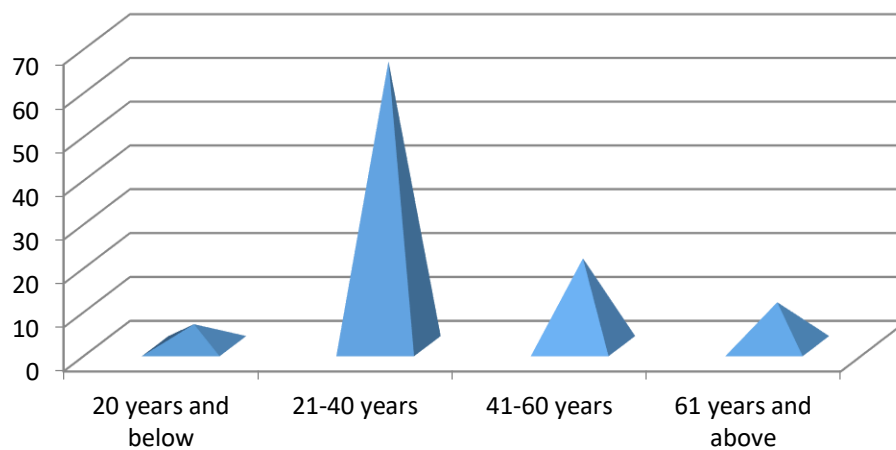


Figure 4: Age range of the respondents

Source: Field survey, 2020

Table 6: Educational qualification of the respondents

Responses	Frequency	Percentage %
No formal education	-	-
Primary education	2	4
Secondary education	20	40
Tertiary education	25	50
Others	3	6
Total	50	100

Source: Field work, 2020

The data presented in table 4 and figure 5 shows that 50% of the respondents had a tertiary education, 40% of them had secondary education, 4% of the respondents had primary education while just 6% of the respondents had other forms of education. However, this implies that majority of the respondents are learned, thus, understood the subject matter.

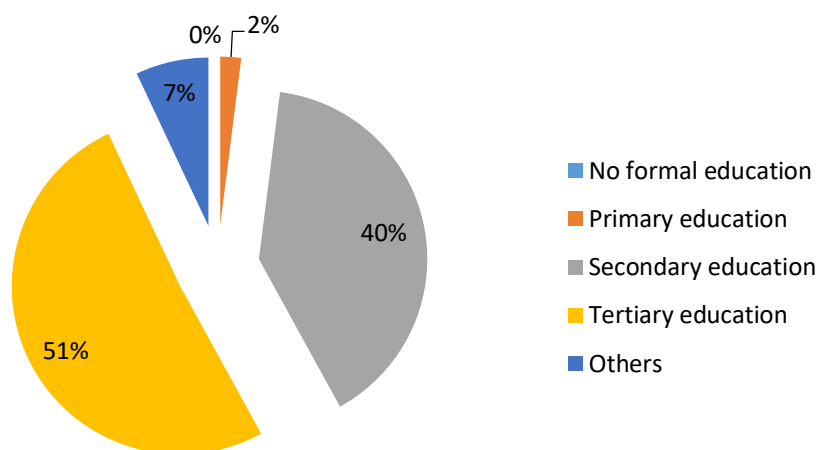


Figure 5: Educational qualification of the respondents

Source: Field survey, 2020

Table 7: Length of service in the banking sector

Responses	Frequency	Percentage %
5 years and below	36	72
6 – 10 years	12	24
11 – 15 years	2	4
16 years and above	-	-
Total	50	100

Source: Field work, 2020

In table 5 and figure 6, it can be seen that 72% of the respondents have been working in the banking sector for the past 5 years and below, 24% of them have been working in the banking sector for the past 6-10 years, while just 4% of them have been working in the banking sector for the past 16 years and above. This shows that majority of the respondents have been working in the banking sector for a couple of years which gives them the ample opportunity to understand the concept of emotional intelligence among employees in the banking sector.

Section B: Level of employees’ awareness of the importance of emotional intelligence

Table 8: Employees’ awareness about emotional intelligence

Responses	Frequency	Percentage %
Yes	20	40
No	25	50
Not sure	5	10
Total	50	100

Source: Field work, 2020

Table 6 and figure 7 indicated that 50% of the respondents made it known that they were not aware of emotional intelligence while 40% of the respondents indicated that they were aware of

emotional intelligence. Lastly, 10% of the respondents revealed that they were not sure if they are aware of it.

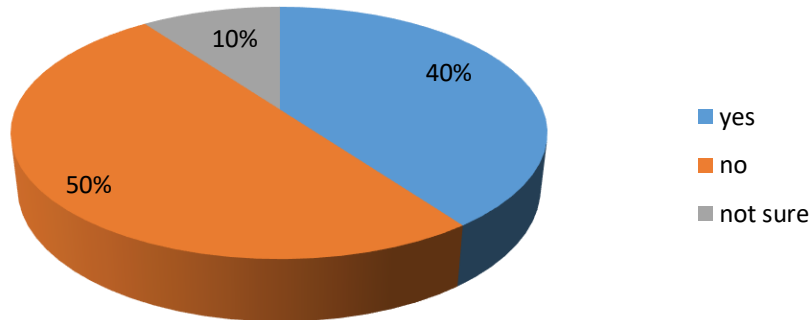


Figure 7: Employees' awareness about emotional intelligence

Source: Field work, 2020

Table 9: Rating of employees' level of awareness about workplace emotional intelligence

Responses	Frequency	Percentage %
Very high	-	-
High	5	10
Low	15	30
Very low	30	60
Total	50	100

Source: Field work, 2020

The data presented in table 7 and figure 8 revealed that 60% of the employees indicated that the general level of employees awareness about workplace emotional intelligence in the Baku banking sector is very low, 30% of them indicated that the employees level of awareness about workplace emotional intelligence in the Baku banking sector is low while just 10% of them indicated that there is high level of awareness about workplace emotional intelligence among employees in the Baku banking sector.

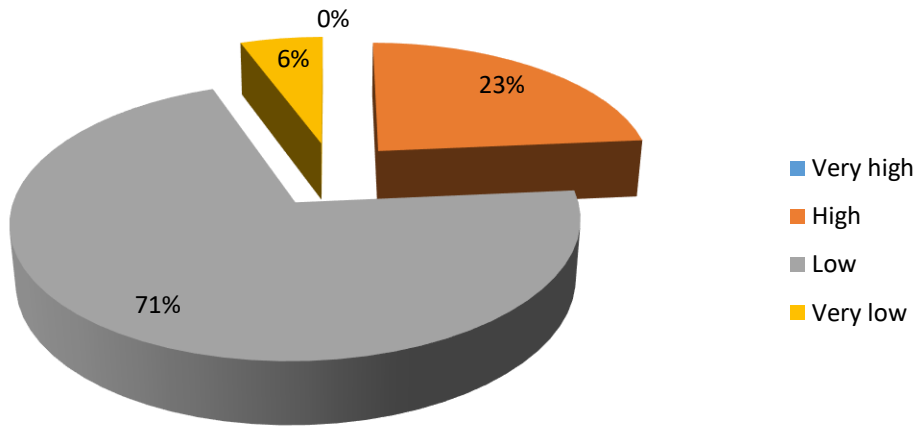


Figure 8: Rating of employees' level of awareness about workplace emotional intelligence

Source: Field work, 2020

Table 10: Training is conducted for the employees on emotional intelligence

Responses	Frequency	Percentage %
Yes	10	20
No	35	70
Not sure	5	10
Total	50	100

Source: Field work, 2020

From the data presented in table 8 and figure 9, it can be seen that 70% of the employees indicated that there is no training conducted for the staff in the banking sector of Baku on emotional intelligence in the workplace, 20% of the respondents revealed that there is a level of training given to them on emotional intelligence, while 10% of them were indifferent.

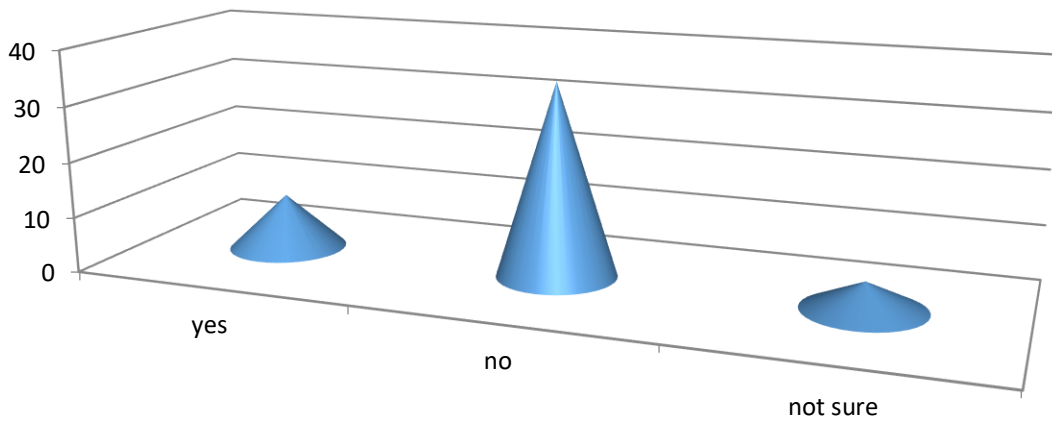


Figure 9: Conduction of training for the employees on emotional intelligence

Source: Field work, 2020

Table 11: Frequency of training conducted for the employees on emotional intelligence

Responses	Frequency	Percentage %
Very frequent	-	-
Frequent	-	-
Not frequent	10	100
Total	10	100

Source: Field work, 2020

The data in table 9 indicated that out of the 10 respondents who indicated that they were trained about emotional intelligence revealed that the training given to them is not on a regular basis, which means it is not a frequent training, this further contributes to the low level of awareness about workplace emotional intelligence among employees in the Baku banking sector.

Section C: Perceptions of employees about emotional intelligence

Table 12: Emotional intelligence is necessary in the workplace

Responses	Frequency	Percentage %
Strongly agreed	8	16
Agreed	10	20
Disagreed	25	50
Strongly Disagreed	7	14
Total	50	100

Source: Field work, 2020

From the data presented in table 10 and figure 10, it can be seen that 50% and 14% of the respondents were of the opinion that they perceived that emotional intelligence is not necessary in the banking sector workplace as they disagreed and strongly agreed respectively. On the other hand, 16% and 20% of the respondents indicated that that emotional intelligence is necessary in the banking sector workplace.

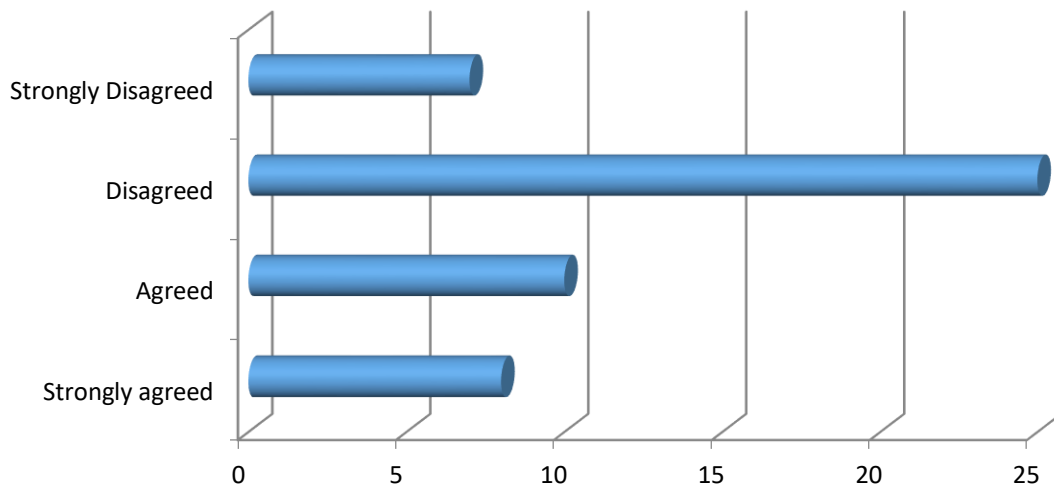


Figure 10: Emotional intelligence is necessary in the workplace

Source: Field work, 2020

Table 13: It is important for employees to be taught and trained about emotional intelligence

Responses	Frequency	Percentage %
Strongly agreed	25	50
Agreed	10	20
Disagreed	10	20
Strongly Disagreed	5	10
Total	50	100

Source: Field work, 2020

From the data presented in table 11 and figure 11, it can be seen that 50% and 20% of the respondents were of the opinion that they perceive that it will be of great importance for employees in Baku banking sector to be trained and taught about what emotional intelligence is. On the other hand, 20% and 10% of the respondents disagreed and strongly disagreed respectively.

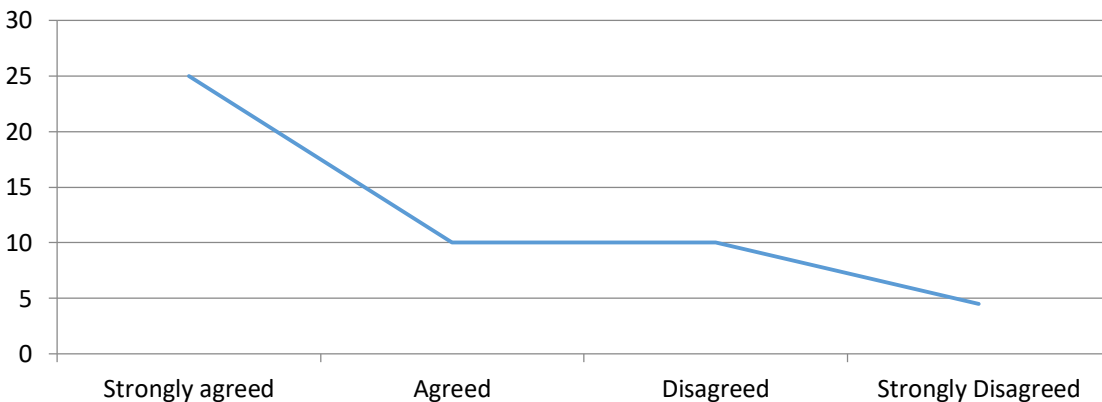


Figure 11: It is important for employees to be taught and trained about emotional intelligence

Source: Field work, 2020

Table 14: It is important for me to be personally taught and trained about emotional intelligence

Responses	Frequency	Percentage %
Strongly agreed	35	70
Agreed	4	8
Disagreed	10	20
Strongly Disagreed	1	2
Total	50	100

Source: Field work, 2020

From the data presented in table 12 and figure 12, it can be seen that 70% and 8% of the respondents were of the opinion that they perceive that they personally need to be trained and thought about emotional intelligence. On the other hand, 20% and 2% of the respondents disagreed and strongly disagreed respectively.

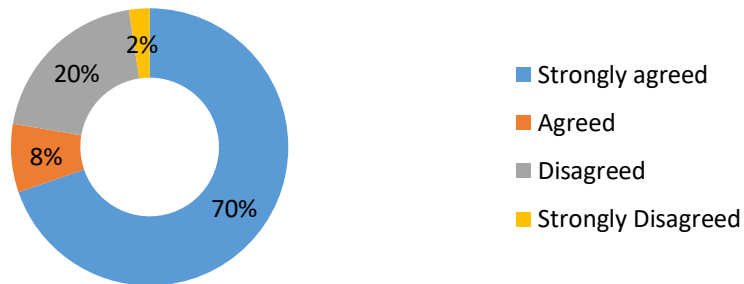


Figure 12: It is important for me to be personally taught and trained about emotional intelligence

Source: Field work, 2020

Section D: Significance of emotional intelligence on employees' performance

Table 15: Proper training about emotional intelligence will enhance better performance at workplace

Responses	Frequency	Percentage %
Strongly agreed	20	40
Agreed	18	36
Disagreed	7	14
Strongly Disagreed	5	10
Total	50	100

Source: Field work, 2020

In the data presented in table 13 and figure 13, it was shown that 20% and 36% of the employees who responded strongly agreed and agreed respectively that if properly trained about what emotional intelligence is, they will perform better at workplace. While on the other hand, 7% and 5% of the respondents were of a different opinion.

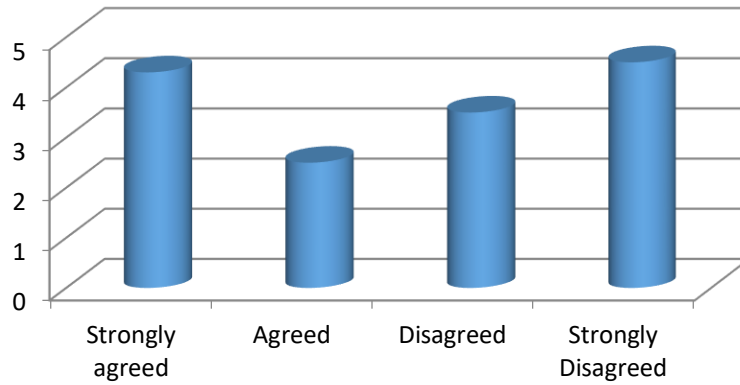


Figure 13: Proper training about emotional intelligence will enhance better performance at workplace
 Source: Field work, 2020

Table 16: Proper training about emotional intelligence will enhance better relationship with customers

Responses	Frequency	Percentage %
Strongly agreed	13	26
Agreed	22	44
Disagreed	10	20
Strongly Disagreed	5	10
Total	50	100

Source: Field work, 2020

In table 14 and figure 14, 26% and 44% of the respondents strongly agreed and agreed respectively that proper training about emotional intelligence will enhance better relationship with customers in the banking sector; while on the other hand, 20% and 10% of the respondents had a different opinion.

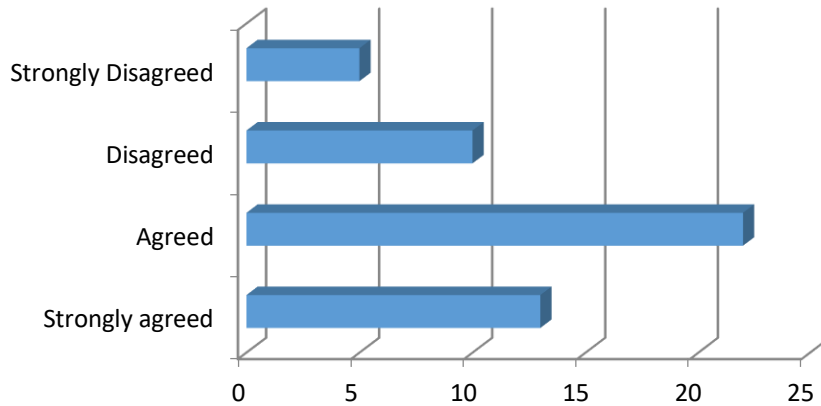


Figure 14: Proper training about emotional intelligence will enhance better relationship with customers

Source: Field work, 2020

Table 17: Proper training about emotional intelligence will enhance better relationship with fellow employees and management

Responses	Frequency	Percentage %
Strongly agreed	18	36
Agreed	15	30
Disagreed	10	20
Strongly Disagreed	7	14
Total	50	100

Source: Field work, 2020

The data presented in table 15 and figure 15 revealed that 36% and 30% of the respondents strongly agreed and agreed respectively that proper training about emotional intelligence will enhance better relationship with my fellow employees and management while on the other hand, 20% and 14% of the respondents were of a different opinion.

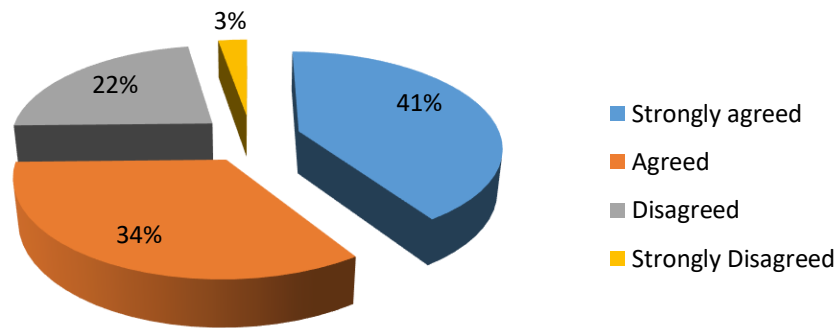


Figure 15: Proper training about emotional intelligence will enhance better relationship with fellow employees and management

Source: Field work, 2020

Table 18: Proper training about emotional intelligence will enhance better productivity

Responses	Frequency	Percentage %
Strongly agreed	20	40
Agreed	13	26
Disagreed	12	24
Strongly Disagreed	5	10
Total	50	100

Source: Field work, 2020

The data presented in table 16 and figure 16 revealed that 40% and 26% of the respondents strongly agreed and agreed respectively that proper training about emotional intelligence will enhance better productivity of employees in the banking sector while on the other hand, 24% and 10% of the respondents were of a different opinion.

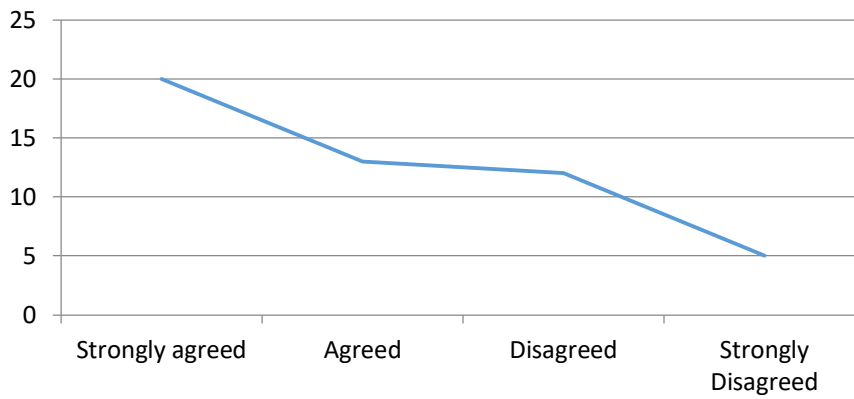


Figure 16: Proper training about emotional intelligence will enhance better productivity
 Source: Field work, 2020

Section E: Inferential Analysis

This section presents the inferential analysis of the hypothesis of the study using Chi-Square (χ^2). The Chi-Square (χ^2) test was carried out at 5% level of significance.

Hypothesis

H_0 : There is no significant relationship between emotional intelligence and employees' performance in selected banks in Baku.

H_1 : There is significant relationship between emotional intelligence and employees' performance in selected banks in Baku.

Table 19: Analysis of Chi square test

Items	χ^2	$\chi^2_{0.05}$	Degree of freedom (df)
There is no significant relationship between emotional intelligence and employees' performance in selected banks in Baku.	13.052	9.488	4

Source: Field work, 2020

From the Chi-Square result in Table 17, the chi-square calculated (χ^2) is greater than the chi-square tabulated ($\chi^2_{0.05}$), hence, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). We therefore conclude that there is significant relationship between emotional intelligence and employees' performance in selected banks in Baku. This is further proved and shown by the descriptive analysis done above. There is a direct connection between emotional intelligence and productivity in all types of jobs (Rexhepi& Berisha, 2017). Emotional intelligence is vital success factor that plays an important role more than managerial intelligence and intelligence quotient (IQ) in employee performance (Dulewicz and Higgs, 2000). Emotional intelligence contributes significantly in the overall performance of an organization and the success of businesses (Bagshaw, 2000). In an organization, emotional intelligence is a tool that fosters individual productivity. It also enhances the validation of personnel selection as well as methods necessary for motivating and recognizing the workers. It also serves as a source through which personnel obtain information and training needs and a means of examining the level of effectiveness of organizational intervention (Riggio, 2009).

Section F: Analysis of Semi-interview data

Do you think employees in this organization are aware of what emotional intelligence is?

In response to this question one of the respondents revealed that “*many of the employees in this organization are not aware of what emotional intelligence is, although we always advise ourselves to manage our workplace emotions*” (interviewee 1). From the response of this person, it shows that the employees know little about emotional intelligence, although they know that they need to control their emotions in the workplace, yet there is need to be aware of the fact that they also need to handle the emotions of others. Another interviewee in her response revealed that “*many times the management use to advise us to ensure we control our emotions at work so that we can ensure effective service to the customers*” (interviewee 3). From these two responses, it can be deduced that the employees in the banking sector have a shallow knowledge about emotional intelligence as they only know what emotions are, but the practical and theoretical knowledge and skills of emotional intelligence not only with customers but also among fellow employees as well as the management is can still be considered to be shallow. This brings about the need for Emotional intelligence to be encouraged in the workplace in order to foster the creation of human relationship which can help to achieve common goals as well as effectiveness of an organization (YengKeat, 2009).

Do you think employees in this organization see emotional intelligence as important?

In response to this question one of the interviewee indicated that *“I think employees generally need to get acquainted with what emotional intelligent is before they apply the skills in their dealings within the organization, many of us at times finds it hard to control our emotions while at work which often time results to misunderstanding”* (interviewee 5). This response revealed that many employees most especially in the banking sector sees the handling of emotions as something that is important in the workplace, but the application of that practical skill is not adequate as it ought to be. Although some are aware of the importance of emotional intelligence, however, it is expedient for all employees to be skillful when it comes to handling emotions as this is important for the growth and development of an organization. Furthermore, another respondent made it known that *“it is not all employees in an organization that sees the importance of emotional intelligence, many behaves as if is the company of their father at times”* (interviewee, 4). From the response above, it can be deduced that the concept of emotional intelligence is not well known by employees not only in the banking sector but also in other sectors; many do not see or know the importance of handling their emotions at workplace.

Do you think employees in this organization employ the use of emotional intelligence in their dealings with fellow employees, management and customers?

In response to this question, one of the respondents stated that *“among us as staff, there is a considerable low level of emotional intelligence as a skill, with little thing you will see that many would have reacted, even in meetings with management, many would flare up at”* (interviewee, 3). From the response above, it can be deducing that the application of emotional intelligence among employees, management and customers in workplace is still very low, as the interviewee stated that during meetings may still flare up at a little opportunity. Furthermore, another respondents made it known that *“I think there is need for the management of banking industry to create seminars and training programs for employees both old and new employees on how to manage emotions of themselves and that of others at workplace, if someone is corrected here right now, it will turn to another thing such as possibly malice and even argument which is not supposed to be so if the skill to handle emotions at workplace is well learnt and practiced”* (interviewee, 2). The respondent in his response was more critical by indicating that organizations needs to create programs to tutor employees on workplace emotional management in order to reduce the incidence of flaring up when corrected and misunderstanding among staff, management and even customers.

Do you think emotional intelligence will improve the level of productivity and performance of employees in this organization?

In response to this question, one of the interviewee indicated that “*yes, I think if emotions during interpersonal relations among staff, management and customers are effectively managed, there will be better productivity*” (interviewee 1). From this response it can be deduced that emotional intelligence is useful in analyzing situations in a particular area based on the emotional information available to help in making better decisions. The knowledge of emotional intelligence will help in improving self-management. Many people have different conflicts which spring out from the head as well as the heart in the process of making important decisions. This is however because there is no way in which one can choose between the heart and the head because they are two different things which also relates with each other. The application of this skill by every single individual in a workplace will help in putting aside differences and focus on achieving better productivity. Another interviewee in her response supported the response of interviewee 1, as she stated that “*the ability to manage emotions among employees in the banking industry will help to better focus on achieving better customer service, gaining and retaining more customers as well as keeping the aim and objectives of the organization in view putting aside all personal differences*” (interviewee 4). These responses indicated that better productivity can be achieved in the banking sector if the employees handle their workplace emotions effectively.

4. DISCUSSIONS

4.1. Level of employees' awareness of the importance of emotional intelligence

From the descriptive analysis, it can be seen that there is still a considerable low level of awareness about emotional intelligence among the employees in the banking sector in Baku, this corresponds with the findings of Samiuddin (2017) who stated that in majority of the sectors most especially in the hospitality sector, there is low level of awareness about emotional intelligence among the staff. In the same vein, from the study of Rexhepi (2017), it was revealed that employees' awareness about workplace emotional intelligence is generally low most especially in the private sectors which often affect their productivity and performance. Furthermore, there is low level of training given by the managements of banking sector in Baku about emotional intelligence; this contributes to the low level of awareness about emotional intelligence in workplace. This supports the study of Saasongu (2015) who revealed that one of the major problem confronted by employees in the workplace is as a result of low level of training about emotional intelligence. Lastly, the training given to them is not on a regular basis, which means it is not a frequent training, this further contributes to the low level of awareness about workplace emotional intelligence among employees in the Baku banking sector.

Fletcher, (2007) indicated that the capability of an individual be it employee, management and customers to handle intrapersonal and interpersonal relationships with others is needed in an organization. He further stressed that a set of competencies shown in the understanding and control of our emotions and that of others emotional intelligence. Emotional competence is the ability to learn on the basis of emotional intelligence which brings about performance at a superior level. Furthermore, it is seen as a dimension of intelligence that is responsible for the ability of a person to effectively manage own self as well as relationship with others and the skills that is used in the determination of one's response to both internal and outside world (Hee Kim, 2010). This skill need to be employee in an organization as all the people in an organization are people with different character, different background, different culture and even different level of understanding.

4.2. Perceptions of employees about emotional intelligence

In the view of Maamari (2017) that emotional intelligence is a necessary tool that all employees need to know and make use of practically in the workplace. Majority of the respondents does not see emotional intelligence as necessary among employees in the banking sector, this can also

be said to be tied to the low level of training and awareness of employees in the banking sector about emotional intelligence, the employees perceived that employees need to be trained about what workplace emotional intelligence is.

In the study of Keltner (2001), it was revealed that there is need for organizations to create programs to help better the understanding of employees on how to handle their workplace emotions. This is in line with this finding, as many of the employees perceived that they need to be taught and trained about how to handle their emotions and the emotions of others at workplace.

Emotional intelligence is important in solving several interpersonal problems, as it provide a complete and better understanding about a dilemma as well as to foster the best thinking regarding thoughts and feelings (Ciarrochi et al., 2006). Customers and employees who is characterize with a high level of emotional intelligence often have the ability to understands customer needs and also have the capacity to provide solution to the various needs of customers using several perspectives (Yao, 2009). These set of people are also characterized with the ability to control their emotions and display moods that are positive when confronted with challenges, stress and complaints from customers. Hence, there is need for employees and management to see the importance of emotional intelligence in workplace.

4.3. Significance of emotional intelligence on employees' performance

Findings from the study further stressed the need for employees in the Baku banking sector and other sectors to be trained and get acquainted with emotional intelligence as majority of them revealed that they will perform better at work if trained on how to handle their emotions and the emotions of others at workplace. This is in correspondence with the findings of Hee (2010) who found out that ability to handle emotions at workplace will help to improve the performance of employees. Majority of the employees who responded were of the opinion that emotional intelligence will enhance the improvement of relationship with customers, this will further help to improve customer satisfaction as well as retain and gain more customers. These findings were further build on the findings of Bande (2014) on the effects of emotional intelligence, Bande revealed that emotional intelligence is a tool to achieve good customer relationship in an organization.

Emotional intelligence is a tool that fosters better relationship among service providers (Danquah, 2014), the finding further proofed this assertion by Danquah to be true as majority of the employees who responded revealed that ability to effectively manage their emotions and that of other employees and members of the management will helps to create better relationship among individuals working in the banking sector.

The practical employment and use of emotional intelligence by workers in an organization brings about improvement in business results (Lee, 2015). The finding supports the assertion of Lee, as majority of the employees who responded were of the opinion that emotional will help to improve productivity in the banking sector, individual workers or employees who have the skills to understand the workplace emotion will be achieve better productivity that other employees who does not. This is supported by Ahuja (2015), who opined that emotional intelligence is the common component that impacts the various manners by which individuals in an organization grow, handle disappointment, control their feelings, and build relations with others in order to become better productively.

4.4. Interpretation of Analysis

Banking is just like business which lending money and accepts deposits for public. It works as financial institution for the people. They lend the money to public in the form of loan and perform the functions of safeguarding the money. In other words, we can say that simple banking means investing and lending of money from public, which is repayable on their demand. Banks are the main part of every society that deals all the transactions of money that occur among the people and provide many facilities to people in dealing their money.

Normally people prefer to keep their money in banks for the purpose of safeguard and banks are responsible for their money. However, with saving facility, banks also utilize this money in better form as they provide loans to people in case of need and fulfill their requirement of money. Banks are the responsible to utilize the money in beneficial purpose because banks has to give loan with proper security and they never waste the money instead they utilize the money of people in better way by investing in some batter purpose and help the economy to become instable form.

Framework is the basic structure of any system that explain how the system is going to work and what strategies and methods it is going to follow to perform its functions. It explains all its functions and operations in effective manner that help to explain all the major areas of the system, so banking framework is the complete system that help the banks to run all its operations according to its specified rules and regulations.

Framework of banks explain all its operations and functions that how the functions are going to perform, how the operations accomplish and what results going to generated after the accomplishment of operations. As we know that bank is the dealing of money so its framework explains that how the money is going to collected and utilize for beneficial purpose, as for lending how the banks give loans

to other people and what criteria is going to follow to get back that amount of loan. So basically inflow and outflow of money within the banks all happen according to its framework. (bis.org, 2017)

Every country has its own framework because every country is going to follow its own rules and regulations and its complete formatting depend on the economy of the country. Every bank has to follow its own framework because without framework no any banks can run its operations because its whole system is depending on its framework. Framework design the strategies of the bank that how the banks are going to perform its operations and also explain each and every step in proper sequence. Framework is the basic of every banking system that help to run the banking system in right direction.

Frameworks are essential for every kind of bank in any country because it prepare the complete system of banking and also help to maintain the functions in accurate manner. The whole functions in the banking system must be establish according to its framework and also help for effective running of its operations in specified way according to its framework. So banking framework is the backbone of every bank for running its all operations and functions. Regulatory framework helps to safeguard the stability and soundness of the financials system of the country.

Banking model explain that in what direction the bank is going to perform its functions and adopt what methods. Different banks are going to use different type of models according to its functions and operations. Banking model help the banks to run its business in effective manner. In past ten to twenty years ago, the banks were follow old and simple method of generating income and they have no any additional services that help the banks in generating income but now the time is going to change. Now banks are following different models to earn maximum revenue and also provide more facilities and services to its all users.

Actually never waste the money of people and try to utilize the money is productive way so according to this approach, banks have to follows some kind of models that include lending, margin, fee, high leverage and investment. Banks is the best way of making the money according to business point of view. Many little right things must be done to make the banking successful. The difference is going to appear between a top performer banks and an average banks with few examples like profitable cline management, fantastic underwriting, a solid sale culture, having engaging marketing, building the product and provide good customer service. (The new business models of banking, 2019)

All these model of banks have their strengths and challenges that make the banks more successful. Banks have to determine its weak areas and strong areas and then select the model of bank according to these requirements, which suits in environment and core competencies. With effective model, the banks can follow strong tactical decisions and develop strong strategies. So different banks are use different kind of model in the following five models but they have to understand their strengths and weakness and then follow the model that can handle their matters in effective manner and also help to explain operations and functions of banks in such a way to generate more profit. These models also help to make the banking machine more focused and help to implement better strategic direction and show that how much risk is going to involve in the transactions. Therefore, model of the banks helps to identify the right direction of the banks and support their functions in right way to generate better results and provide more benefit to banks and customers as well. (csbcorrespondent.com, 2019)

As we discuss in the above part that banking framework are the essential parts of every banking system because without these frameworks no any bank can run its system in proper manner. Now we are going to discuss that how the framework is legally adopt by the banks. Legal framework is very important for every banks because it ensure the mandate and necessary powers of the banks according to law. Banking company's ordinance 1962, state bank of Pakistan 1956, the foreign exchange regulation act 1947, the microfinance institution ordinance 2001 and many others are laws that are implement in the banks according to their nature of operations and legally give benefit to the customers. Legal implementation is very much important because without legal authority no any business can run and involve money and consider illegal. So legal framework is basic part of development of the banking system and establishes all the rules and regulation of the banks that it has to follow in any case. (sbp.org.pk, 2016)

Because legal framework establishes according to laws of the country and follow all the regulations that implement in the country for the safety and security of the people. Law is going to develop for the safety of people so development of framework according to law is essential for the banks because money is the core element of the banks and fir building the trust factor and provide security the involvement of law is very implement to run the operations of banks without any threat or loss. So different laws are going to develop according to banking requirement and according to services of the banks to provide better safety to all its customers. Proper laws and practices must be establishing in the banks that prepare all the framework of the banks according to specify rules and regulations that specify by law.

Different banks in the Italy have great importance. The central bank of Italy has supervisor and regulatory authority as part of the European system of central banks and the monetary policy role. It gives more focus on the on the soundness and safety of the institution according to its jurisdiction. The Italy 'banks give more attention on the stability of the financial system of the country. These banks have enforcement powers and rulemaking authority and for financial system show complete competitiveness, efficiency and stability.

Different category of banks is also present in the Italy and they can deal with all sorts of business transactions in all manner. Banks of Italy include cooperative banks, Limited companies or mutual cooperative. The banking system of Italy includes many different features like interlocking directorates, cross shareholdings and concentrated ownership. When the financial crises are present, it is very important to make stable the banking system of the country

Because the working of the Italy banks is use like banks of other countries but the main issues is that the financial condition. The financial condition of the banks was not too much stable and has to manage the country financial issues according to its requirement. There are lots of people who are willing to take transactions with the banks and now the banking sector of Italy is move at stability condition due to effective strategies and services that provided by the banks to its all customers. As we know that the Italy banking system has strong credit facilities so government of Italy provide compete support to its banks related to its transactions.

According to international point of view, the banking model use in the Italy include four different types that include specialized, retail oriented, investment oriented and diversified. These four models help to explain the different functions of the banks are also explaining the basic working and function criteria. The models are developing according to the functionality of the banks. Because there are also many other elements that explain the what is the actual purpose of the banks and how they can improve the economy level by stable the economic condition of financial system of the country

Italy banks want to provide more investment opportunities and have capability to beat the Germany and France banking market because high competitors also follow the same strategies and for this purpose, the financial market facing very tough competition. Because people want to secure their business and generate profit through their transaction of banks, provide more opportunities to

expand their business and also attract more customers who have finance by having no better option to utilize their money.

Banking system includes many different features that belong to profit generation and make a stable position in the international market. The main source of revenue includes interest income, service income, facility provider, decision-making and investment. so the different banking models of Italy also promote its function and operations' and try to provide maximum benefits to its all customers according to its requirement and for managing the financial condition of the country.

5. CONCLUSION AND RECOMMENDATIONS

From this study, it can be concluded that there is still a considerable low level of awareness about emotional intelligence among the employees in the banking sector in Baku, as this corresponds with the findings of Samiuddin (2017) who stated that in majority of the sectors most especially in the hospitality sector, there is low level of awareness about emotional intelligence among the staff. From the study of Rexhepi (2017), it was revealed that employees' awareness about workplace emotional intelligence is generally low most especially in the private sectors which often affect their productivity and performance. It can also be concluded from the study that there is low level of training given by the managements of banking sector in Baku about emotional intelligence as this also contributes to the low level of awareness about emotional intelligence in workplace.

Furthermore, the employees did not see emotional intelligence as necessary among employees in the banking sector which is as a result of the low level of training and awareness of employees in the banking sector about emotional intelligence. Hence, it is concluded that the employees perceived that there is need to be trained about what workplace emotional intelligence is. In the study of Keltner (2001), it was revealed that there is need for organizations to create programs to help better the understanding of employees on how to handle their workplace emotions, as many of the employees perceived that they need to be taught and trained about how to handle their emotions and the emotions of others at workplace. It can be concluded that majority of them revealed that they will perform better at work if trained on how to handle their emotions and the emotions of others at workplace. This is in correspondence with Hee (2010) who found out that ability to handle emotions at workplace will help to improve the performance of employees.

It is also being concluded that emotional intelligence will enhance the improvement of relationship with customers, improve customer satisfaction as well as retain and gain more customers. Furthermore, it is also being concluded that ability of employees to effectively manage their emotions and that of other employees and members of the management will helps to create better relationship among individuals working in the banking sector. Emotional intelligence is a tool that fosters better relationship among service providers (Danquah, 2014). It is also being concluded that emotional will help to improve productivity in the banking sector, individual workers or employees who have the skills to understand the workplace emotion will be achieve better productivity that other employees who does not. It is also being concluded that emotional intelligence needs to be encouraged in the workplace in order to foster the creation of human relationship which can help to achieve common

goals as well as effectiveness of an organization (YengKeat, 2009). It is also being concluded that there is significant relationship between emotional intelligence and employees' performance in selected banks in Baku as Rexhepi & Berisha (2017) also supported that there is a direct connection between emotional intelligence and productivity in all types of jobs.

It is therefore suggested that level of emotional intelligence of employees should be appropriately considered and seen as an important part of services and interpersonal relations in banks. It is important for management of banks to foster the reorientation of ideologies regarding the relevance of emotional intelligence in order to increase the level of awareness of employees about emotional intelligence.

It is also suggested that Human Resources Officers of banking sector to ensure and bear in mind that it is not only the intelligence or brilliance of potential employees that should be considered in the process of hiring new employees, emotional intelligence should also be considered.

Furthermore, it is suggested that there should be efforts towards the improvement and development of the level of emotional intelligence of employee as this could be achieved through organization of training programs.

Lastly, it is suggested that management of banks should create education programs for employees about emotional intelligence. Human Resources Department should deem it fit to ensure the education of employees regarding the relevance of emotional intelligence. This will help them to develop themselves individually on how to handle workplace emotions, personal emotions and interpersonal emotions within and outside the organization.

However, the study could be further researched by examining the factors affecting the level of emotional intelligence of employees, management and customers of banking sector.

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7. SUMMARY IN ENGLISH

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THE IMPACTS OF EMOTIONAL INTELLIGENCE ON EMPLOYEES' PERFORMANCE IN BANKING SECTOR: CASE STUDY OF BAKU

Final Master Thesis

Academic supervisor: Prof. Dr. Danute Diskiene

Vilnius University, Faculty of Economics and Business Administration

Global Business and Economics

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Thesis aim and task: The study examined the impacts of emotional intelligence on employees' performance. This was achieved by examining the level of employees' awareness of the importance of emotional intelligence in selected banks in Baku; the perceptions of employees about emotional intelligence in selected banks in Baku and the investigation of the significance of emotional intelligence on the performance and productivity of employees in selected banks in Baku.

Research methodology: The study employed the use of deductive research approach in order to derive reliable information gotten from existing theories, literatures and other relevant information that relates to the topic. Data for the study were collected with the use of questionnaire and the semi interview. The population of the study involved all the bank employees in Baku, Azerbaijan, the sampling concept of Yamane (1967) was used to calculate the number of samples needed for the research, a total of five banks in Baku were selected as sample size for the study with the use of purposive and convenient sampling techniques and a total of 10 employees were selected from each bank, this means a total of 50 employees were selected as respondents to the questionnaire. In the qualitative method, the study employed the use of semi-structured interview in which banks were selected, with the use of sampling concept of Yamane (1964), a total of 1 employee was selected from each banks. Data gotten with the use of questionnaire was analyzed with the use of percentage tables, frequency tables and charts, the qualitative data was analyzed thematically, while the hypothesis stated in the study was tested with the use of Chi-square.

Concrete, tangible work results: Findings from the study revealed that there is a considerable low level of awareness about emotional intelligence among the employees in the banking sector in Baku, it was also revealed in the study that emotional intelligence have significant impacts on the performance of employees in the banking sector.

Main conclusions: The study concluded that there is low level of awareness about emotional intelligence among workers most especially in the banking sector in Baku. As this is often seen in the way in which the employees handle emotions in workplace. Furthermore, it can be concluded that emotional intelligence is an important skill for workers in an organization in order to tailor themselves as well as that of other employees to meeting the set goals and objectives of the organization in which they work. Hence, every worker must get acquainted with emotional intelligence as an important skill in the workplace.

8. SUMMARY IN LITHUANIAN

Baghirov Firudin

EMOCINIO intelekto poveikis DARBUOTOJŲ VEIKLAI BANKŲ SEKTORIUJE: BAKU ATVEJO TYRIMAS

Baigiamasis magistro darbas

Akademinis vadovas: Prof. Dr. Danute Diskiene

Ekonomikos ir verslo administravimo fakultetas

Pasaulinis verslas ir ekonomika

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Dydis: 67 puslapiai, 16 paveikslų, 19 lentelių, 2 priedai

Darbo tikslas ir užduotis: Tyrime buvo nagrinėjamas emocinio intelekto poveikis darbuotojų rezultatams. Tai buvo pasiekta ištyrus darbuotojų supratimo apie emocinio intelekto svarbą pasirinktuose bankuose Baku lygį; darbuotojų suvokimas apie emocinį intelektą pasirinktuose Baku bankuose ir emocinio intelekto reikšmės darbuotojų rezultatams ir produktyvumui Baku bankuose tyrimas.

Tyrimo metodika: Tyrime naudotas dedukcinio tyrimo metodas, siekiant gauti patikimą informaciją, gautą iš esamų teorijų, literatūros ir kitos susijusios informacijos, susijusios su tema. Tyrimo duomenys buvo surinkti naudojant klausimyną ir pusiau interviu. Tyrime dalyvavo visi banko darbuotojai Baku, Azerbaidžane. Tyrimui reikalingų mėginių skaičiui apskaičiuoti buvo naudojama „Yamane“ (1967) atrankos koncepcija. Iš viso penki bankai Baku buvo atrinkti kaip imties dydis. tyrimas, naudojant tikslingus ir patogius atrankos metodus, ir iš kiekvieno banko buvo atrinkta 10 darbuotojų, tai reiškia, kad iš viso kaip anketos respondentai buvo pasirinkti 50 darbuotojų. Atliekant kokybinį metodą, tyrime buvo naudojamas pusiau struktūruotas interviu, kurio metu buvo pasirinkti bankai, naudojant „Yamane“ (1964) atrankos koncepciją, iš kiekvieno banko buvo pasirinktas po 1 darbuotoją. Duomenys, gauti naudojant klausimyną, buvo analizuojami naudojant procentų lenteles,

dažnio lenteles ir diagramas, kokybiniai duomenys buvo analizuojami tematiškai, o tyrime pateikta hipotezė buvo išbandyta naudojant Chi kvadratą.

Konkretūs, apčiuopiami darbo rezultatai: Tyrimo išvados atskleidė, kad Baku bankų sektoriaus darbuotojai yra pakankamai žemai informuoti apie emocinį intelektą, taip pat tyrime buvo atskleista, kad emocinis intelektas daro didelę įtaką darbuotojų bankų sektoriuje.

Pagrindinės išvados: Tyrime padaryta išvada, kad darbuotojai yra mažai informuoti apie emocinį intelektą, ypač Baku bankų sektoriuje. Tai dažnai pastebima tuo, kaip darbuotojai elgiasi su emocijomis darbo vietoje. Be to, galima daryti išvadą, kad emocinis intelektas yra svarbus organizacijos darbuotojų įgūdis, siekiant pritaikyti save, kaip ir kitus darbuotojus, siekti užsibrėžtų organizacijos ir organizacijos tikslų. Taigi kiekvienas darbuotojas privalo susipažinti su emociniu intelektu kaip svarbiu įgūdžiu darbo vietoje.

9. APPENDIX I

QUESTIONNAIRE

Dear Sir/Ma,

I am an MBA student of the University of Vilnius. I am conducting a research on the impacts of emotional intelligence on employees' performance in banking sector in Baku. I wish to solicit for your kind assistance, understanding and cooperation in completing the attached questionnaire. Your quick response would be highly appreciated. I also wish to assure you that the information you provide would be treated with absolute confidentiality.

Yours faithfully,
Firudin Baghirov

Section A: Demographic Characteristics of Respondents

N.B:-Please tick() as appropriate.

10. Sex: (a) Male (b) Female
11. Marital Status: (a) Single (b) Married (c) Widow (d) Widower (e). Divorced
12. Age: (a) 20 years and below (b) 21-40 years (c) 41-60 years (d) 61 and above
13. Educational Qualification: (a) No Formal Education (b) Primary School Certificate (c) Secondary School Certificate (d) Tertiary Certificate (e) others
14. How long have you been working in this organization? (a) 5 years and below (b) 6-10 years (c) 11-15 years (d) 16 years and above

Section B: Level of employees' awareness of the importance of emotional intelligence

15. Are you aware of what emotional intelligence is in workplace? (a) no (b) yes (c) not sure
16. Was there any training conducted for you by the management about emotional intelligence? (a) no (b) yes (c) not sure
17. If yes, how often are these trainings conducted? (a) very often (b) often (c) not often
18. How can you rate your level of awareness about emotional intelligence in the workplace? (a) very high (b) high (c) low

Section C: Perceptions of employees about emotional intelligence

Choose from the options below choose the level of your agreement on the perceptions of employees about emotional intelligence

S/N	Perceptions of employees about emotional intelligence	Strongly agreed	Agreed	Strongly Disagreed	Disagreed
10	Emotional intelligence is necessary in the workplace				
11	It is important for employees to be taught and trained about emotional intelligence				
12	It is important for me to be personally taught and trained about emotional intelligence				

14. Do you think there is any relationship between emotional intelligence and your workplace performance? (a) no (b) yes

Section D: Significance of emotional intelligence on employees' performance

Choose from the options below choose the level of your agreement on the significance of emotional intelligence on employees' performance

S/N	Significance of emotional intelligence on employees' performance	Strongly agreed	Agreed	Strongly Disagreed	Disagreed
14	If properly trained about what emotional intelligence is, I will perform better at workplace				
15	If properly trained about what emotional intelligence is, it will help me to achieve better relationship with my customers				
16	If properly trained about what emotional intelligence is, it will help me to achieve a better relationship with my fellow employees and management				
17	If properly trained about what emotional intelligence is, it will make me more productive				

10.APPENDIX II

Semi Interview Questions

1. Do you think employees in this organization are aware of what emotional intelligence is?
2. Do you think employees in this organization see emotional intelligence as important?
3. Do you think employees in this organization employ the use of emotional intelligence in their dealings with fellow employees, management and customers?
4. Do you think emotional intelligence will improve the level of productivity and performance of employees in this organization?