



Emotional intelligence as a predictor of organizational citizenship behavior: A study among managerial employees

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Abstract

The present study is focused on understanding the level of Emotional Intelligence possessed by the executives. Very few tools are available to measure the EI level of a person accurately. Assessment of emotional intelligence requires lengthy time to be spent with each respondent. The present competitive world demands people who can work in teams and build team culture and can sustain the pressure of delivering more productively. And hence there is a gap between what is expected apart from the job related skills and what the professionals have. People need to develop their socializing nature and there is a need to inculcate the concept of managing emotions in the minds of the professionals so that they can lead the business smoothly and profitably and at the same time can balance their work life relationship. Theory suggests and some research supports the belief that these behaviors are correlated with indicators of organizational effectiveness. Organizational citizenship behavior has been described necessary for the growth, success, effectiveness and productivity of any organization.

Keywords: emotional intelligence (EI), organizational citizenship behavior (OCB)

Introduction

“Historically, leaders in most organizations have neglected emotions in the workplace. Today we realize that emotions are very much a part of workplace success. How individuals respond to real situations each and every day and what organizations do to foster productive emotional responses can make the difference between the organization that stumbles and the organization that thrives.”

Emotional Intelligence (EI) has an emerging track record of being linked to leadership performance. Emotional intelligence connects a leader's cognitive abilities with their emotional state. The ability for leaders to recognize the impact of their own emotions on their decision making is paramount if a leader is to make sound decisions based on the best interests of the organization. A leader must be able to read emotions in his/her peers and employees in order to be as effective as possible.

Due to the complexity of organizational change and the role emotions play in changes such as global expansion, job eliminations, leadership changes, and the stressors of day to day work, the EI of managers and how they manage their associates is an element that leadership needs to consider while moving their organizations forward. Emotional intelligence abilities, capacities and skills are becoming significant and inevitable almost in all works of life ranging from effective leadership, building teams, social skills, developing human potential and performance, and economic and political life.

The rules have changed. Companies are flattening out their structure and reducing the number of second and third level management. Organizations are entering other national boundaries. Decisions are being pushed down the chain of command and solutions needed to be identified sooner.

Employees are being asked to do more than ever before. There has been a paradigm shift and a new kind of leader is needed. These changing organizational structures provide more opportunities for efficiency and effectiveness, challenging and rewarding work, and achievement of goals. New processes and procedures are being developed to cope with rising complexity and the need for speed.

To be an effective leader, manager or professional, a person needs to understand and skillfully manage his emotions appropriately based on each person or situation and understand the emotional cues of others in order to effectively interact with others. Organizations everywhere need now to realize the benefits of primal leadership by cultivating leaders who generate the emotional resonance that lets people flourish. Research findings so far indicate that attention to emotion-related aspects of working and learning environments, and a focus on bolstering the EI skills of individuals within these contexts, can contribute to more productive, supportive, and healthy professional and academic experiences.

For most people, emotional intelligence (EQ) is more important than one's intelligence (IQ) in attaining success in their lives and careers. As individuals our success and the success of the profession today depend on our ability to read other people's signals and react appropriately to them.

Therefore, each one of us must develop the mature emotional intelligence skills required to better understand, empathize and negotiate with other people particularly as the economy has become more global. Otherwise, success will elude us in our lives and careers.

Emotional intelligence is a set of organized skills that allows people to process emotionally relevant information professionally and accurately. It is also noted that emotional

intelligence overlaps with standard measures organized by the Big Five personality traits: openness to experience, conscientiousness, extroversion, agreeableness, and neuroticism. There are four branch models of emotional intelligence that describes abilities of various areas of emotional intelligence. More specifically,

- Perceiving emotions
- Using Emotions
- Understanding emotions
- Managing emotions

Perceiving Emotion

It is the non-verbal reception and expression of emotion. Darwin stated that emotional expression evolved in animal species as a form of communication. As we know Facial expressions are universally recognizable in human beings. How human beings recognize and express emotions is the basic question behind the communication studies. The capacity to accurately perceive provides a crucial starting point for more advanced understanding of emotions.

Using Emotions

We use emotions to facilitate thought. The emotions enter into and guide the mental system and encourage rational thinking. Emotions prioritize thinking towards something that grabs our attention. Emotions are important for certain kinds of creativity to emerge. For example, both mood swings, and positive moods, have been implicated in the capacity to carry out creative thought.

Understanding Emotions

Emotions convey information: Happiness indicates an excitement towards other people; anger indicates an attack or harm to others; each emotion conveys its own pattern of possible messages, and actions associated with those messages. A message of anger, mean how the individuals feel and treated. The emotions are associated with specific sets of reactions for an action. Understanding emotional messages and the actions associated with them is important to the survival of the species. Understanding emotions involves the capacity to reason the comprehensive meaning of emotions, coupled with other meanings.

Managing Emotions

Emotions often can be managed and understood to convey information. A Person remains open to encounter emotions if they are not painful, and they try to block out those that are devastating. Within the comfort zone of emotion, it becomes possible to regulate, manage and promote one's own and others' emotions towards their personal and social goals. The means and methods for emotional self-regulation vary from person- person and situation.

Theoretical background

Understanding the five categories of emotional intelligence

Self-awareness

The ability to recognize an emotion as it "happens" is the key to your EQ. Developing self-awareness requires tuning in to your true feelings. If you evaluate your emotions, you can

manage them. The major elements of self-awareness are:

- Emotional awareness. Your ability to recognize your own emotions and their effects.
- Self-confidence. Sureness about your self-worth and capabilities.

Self-regulation

You often have little control over when you experience emotions. You can, however, have some say in how long an emotion will last by using a number of techniques to alleviate negative emotions such as anger, anxiety or depression. A few of these techniques include recasting a situation in a more positive light, taking a long walk and meditation or prayer. Self-regulation involves

- Self-control. Managing disruptive impulses.
- Trustworthiness. Maintaining standards of honesty and integrity.
- Conscientiousness. Taking responsibility for your own performance.
- Adaptability. Handling change with flexibility.
- Innovation. Being open to new ideas.

Motivation

To motivate yourself for any achievement requires clear goals and a positive attitude. Although you may have a predisposition to either a positive or a negative attitude, you can with effort and practice learn to think more positively. If you catch negative thoughts as they occur, you can reframe them in more positive terms — which will help you achieve your goals. Motivation is made up of:

- Achievement drive. Your constant striving to improve or to meet a standard of excellence.
- Commitment. Aligning with the goals of the group or organization.
- Initiative. Ready yourself to act on opportunities.
- Optimism. Pursuing goals persistently despite obstacles and setbacks.

Empathy

The ability to recognize how people feel is important to success in your life and career. The more skillful you are at discerning the feelings behind others' signals the better you can control the signals you send them. An empathetic person excels at:

- Service orientation. Anticipating, recognizing and meeting clients' needs.
- Developing others. Sensing what others need to progress and bolstering their abilities.
- Leveraging diversity. Cultivating opportunities through diverse people.
- Political awareness. Reading a group's emotional currents and power relationships.
- Understanding others. Discerning the feelings behind the needs and wants of others.

Social skills

The development of good interpersonal skills is tantamount to success in your life and career. In today's always-connected world, everyone has immediate access to technical knowledge.

Thus, “people skills” are even more important now because you must possess a high EQ to better understand, empathize and negotiate with others in a global economy. Among the most useful skills are:

- Influence. Wielding effective persuasion tactics.
- Communication. Sending clear messages.
- Leadership. Inspiring and guiding groups and people.
- Change catalyst. Initiating or managing change.

- Conflict management. Understanding, negotiating and resolving disagreements.
- Building bonds. Nurturing instrumental relationships.
- Collaboration and cooperation. Working with others toward shared goals.
- Team capabilities. Creating group synergy in pursuing collective goals.

Model of emotional intelligence and organizational effectiveness

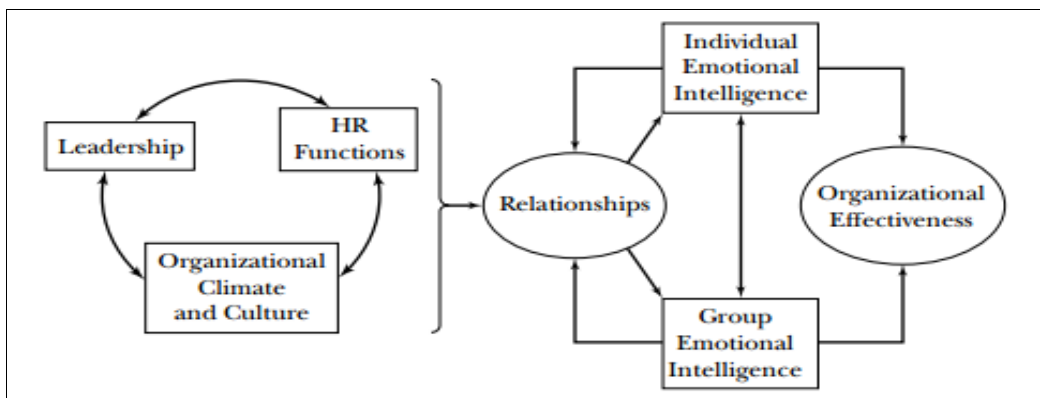


Fig 1

Emotional intelligence in workplace

The world is undergoing a metamorphosis more profound than ever. The recent global economic meltdown has posed unprecedented challenges to the corporate world. In this context, organizations require a dynamic leadership to motivate and lead human resources to tide over this crisis. Certainly, the quality of leadership can make a difference during these uncertain times. But what makes an effective leader? As Goleman points out, effective leaders require more than technical skills to execute the job. They need to possess qualities such as empathy, initiative, adaptability and persuasiveness. Goleman has proposed to call these qualities “Emotional Intelligence” (Goleman, 1995, 1998a). These qualities are essential ingredients for excellence at work which matter most for leadership.

Benefits of emotional intelligence

- There is convincing evidence that psychological states do affect health. Depression, grieving, pessimism all seem to worsen health in both the short run and long term.
- Success depends on "mature adaptations" including altruism, humour, self-management, and optimism/anticipation. People do change over time.
- 75% of careers are derailed for reasons related to emotional competencies, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or inability to adapt to change or elicit trust.
- 85-95% of the difference between a "good leader" and an "excellent leader" is due to emotional intelligence.
- Impulsive boys are 3-6 times as likely to be violent as adolescents, and impulsive girls are 3 times more likely to get pregnant in adolescence.
- Optimism is a skill that can be taught. Optimists are more

motivated, more successful, have higher levels of achievement, plus significantly better physical and mental health.

- The chronically sad/depressed are 2 times as likely to contract a major debilitating disease.
- People who accurately perceive others’ emotions are better able to handle changes and build stronger social networks.
- Emotions and reason are intertwined, and both are critical to problem solving.
- Social and emotional abilities were four times more important than IQ in determining professional success and prestige.
- This is the ability to label, recognize, and understand your own emotions. Self-awareness requires us to tune in to our feelings and not avoid our negative emotions such as anxiety, fear and sadness.
- Emotional regulation has to do with our ability to control strong emotions by not acting on raw feelings in an impulsive or destructive manner.
- Empathy is the ability to recognize how and why people feel the way they do. Empathy allows us to anticipate how our actions and behaviors influence other people as well as our own.
- Developing empathy skills enhances our experiences, relationships, and general understanding of ourselves, other people and the world around us.
- This is a very broad term. In general, having strong social skills means having the ability to communicate in a clear, concise, and courteous manner.

Organizational citizenship behavior

Organizational Citizenship Behavior has been defined by Organ (1988, p. 4) as “Individual behavior that is

discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective Functioning of the organization". (OCBs) are a special type of work behaviors defined as individual behaviors that are beneficial to the organization and are optional, not directly or explicitly recognized by the formal reward system. These behaviors arise due to intrinsic factors and the absences of such behaviors are generally not understood as punishable. OCBs are more like psychological contracts and play very important role in enhancing the general health and well being of the organization thereby creating an impact on the effectiveness and efficiency of work teams and organizations. Why are we talking about citizenship in organizational context? Essentially citizenship is usually considered in terms of a country, but if we relate both there are certain similarities that can be considered to answer this question. Both are driven by a leader with a certain set of values and distinct goals in mind, i.e. the culture, working for the development of its citizens. In addition to providing specific rights to the citizens, they motivate the citizens to contribute to their duties. In the same way the organization is driven by a strong leadership and distinct values one can help every individual to understand his or her roles importance in the organization and by fulfilling the basic rights of freedom of work it can drive them to go beyond their call of duty by making them the citizens of the company. Having a large army of employees in the company is not an enormous thing and not enough, what matters is how many citizens have been grown and nurtured in the organization. It's a proven fact that any citizen of the company would perform far better than any employee. Every citizen would take decisions which are aligned with the company's business objectives. Citizens are generally known to put their personal goals subordinate to organizational goals. The strategy and execution would work hand-in-hand delivering higher productivity, and increased business revenues.

Type of organizational citizenship behavior

- Altruism
- Courtesy
- Civic Virtue
- Conscientiousness
- Sportsmanship

Altruism

Selflessness is a concern for the welfare of others. Altruism is defined as the desire to help or otherwise assist another individual, while not expecting a reward in compensation for that assistance. A common example outside of a business setting would be someone who drives a neighbor to work when their car has broken down, while not expecting gas money or favors in compensation. In a business setting, altruistic behavior is generally related to the work or project that the business group is working on. Someone exhibiting altruistic behavior in a group setting might volunteer to work on certain special projects, voluntarily helping or assisting other employees with their work or with other tasks, and volunteering to do additional work in order to help other employees reduce their own work load. Altruism in the

workplace leads to productivity and effectiveness because it encourages good inter-employee relations; it can also reduce the stress load on other employees, such as those who are overwhelmed without a little bit of help, which will in turn increase productivity.

Courtesy

Showing of politeness in ones attitudes and behavior towards others. Courtesy is defined as behavior which is polite and considerate towards other people. Courtesy outside of a workplace setting includes behavior such as asking how someone's morning has been or asking after the welfare of a neighbor's child. In a business context, courtesy is usually exhibited through behaviors such as inquiring about personal subjects that a coworker has previously brought up, asking if a coworker is having any trouble with a certain work related project, and informing coworkers about prior commitments or any other problems that might cause them to reduce their workload or be absent from work. Courtesy not only encourages positive social interactions between employees, which improve the work environment, but they can reduce any potential stress that might occur from employees who do not have the courtesy to inform their coworkers about issues such as upcoming absences from work—and so on.

Civic Virtue

It is a moral virtue of righteous behavior that can be claimed to be important for the benefit of the society. Civic virtue is defined as behavior which exhibits how well a person represents an organization with which they are associated, and how well that person supports their organization outside of an official capacity. For example, how well someone represents their business and how they may support that business are all examples of someone's civic virtue.

Examples of civic virtue in a business setting include speaking positively about the business to friends, family and acquaintances; signing up for business events, such as charity walking events or fundraiser parties; and generally supporting the business by always representing the business to the best of their ability even when they are not working. Civic virtue encourages a sense of community within a business setting, which has been shown to be linked to job performance and job satisfaction in employees. Employees who feel a stronger connection with their place of employment are more likely to be productive and effective workers, when compared to those who do not share a sense of community.

Conscientiousness

It is the virtue of being painstaking and perfectionist. It includes virtues like self-discipline, carefulness, thoroughness, organization, deliberation, and need for achievement. Conscientiousness is defined as behavior that suggests a reasonable level of self-control and discipline, which extends beyond the minimum requirements expected in that situation. In the context of a business setting, conscientiousness is observed when an employee not only meets their employer's requirements such as coming into work on time and completing assignments on time but exceeds them. Exceeding these requirements, and thereby showing conscientiousness,

could be observed for example by an employee planning ahead to ensure that they, and their coworkers, do not become overwhelmed in their work.

Sportsmanship

Spirit of being positive and competitive. It involves competing with the situation and not with the people. Sportsmanship is defined as exhibiting no negative behavior when something does not go as planned or when something is being perceived as annoying, difficult, frustrating or otherwise negative. Outside of a business context, sportsmanship is most commonly associated with sports and games--poor sportsmanship, for example, might occur when a player on a soccer team swears stomps and argues when their team loses a soccer game. In the context of business, good sportsmanship is usually related to potential complaints about work or workloads in addition to negativity surrounding work-related surprises. For example: Imagine an employee who submits their proposal to their superior may be expecting it to be well-received and accepted it is rejected, instead, and the employee displays good sportsmanship by not complaining about the situation to other coworkers or individuals who may report their behavior to others working for the business.

Categories of organizational citizenship behavior

Intrinsic citizenship behavior

Such behavioral occurrences are due to Intrinsic factors like high understanding of the organization and personal belief in the culture of the organization. The urge to get long term profits for any individual impels them to help as well as add in the organizational results. This forces the development of citizenship amongst them and peers to achieve long term goals and bring in long term discipline. The benefits of this behavior can only be reaped if all employees turn into citizens and work together for a common goal. The individuals need to communicate the same within a smaller group and hence find endorsers to promote the same. As an organization starts seeing the benefits of this behavior, promotes the cause and hence motivates the individual and the organization on a whole. This is the time when the individuals make their importance felt and hence create a higher brand value for themselves in the organization and become indispensable.

Extrinsic citizenship behavior

In this kind of behavior, motivation does not come voluntarily but the management try's to inculcate and instill an additional responsibility where in they counsel the employees and create awareness about the benefits and need of becoming citizens. The extrinsic motivation can only be created if the employees are educated about the benefits of aligning their personal goals with the organizational long term goals. To find a leader to promote this behavior requires a strong sense of understanding and a well-crafted message.

Ways of increasing the number of citizens in the organization

Leader Spending Time with Citizens

Every leader should spend time with its citizens to communicate the business goals of the organization and also

to understand and receive their feedbacks. It gives independence and confidence to the individuals to take creative decisions, keeping in mind the business goals, it also makes it possible for the employees to keep in continuous touch with their seniors and keep a check whether or not they are in alignment with the business objectives.

Citizens Spending Time to see the Bigger Picture

Every citizen should have role clarity and should be able to decipher his or her own act in contributing to the organization, rather than just focusing upon the role described in the job profile. All individuals should have a holistic view of the basic elements and try to find out ways to improve and enhance productivity. Learning is a lifelong process, to emerge as a successful citizen there should be a focus on contributing to the company and not just meeting the requirements of the specific job profiles.

Perception

An individual's perception of his importance and the treatment received by him in the organization, might lead him to become a citizen. Perceptions regarding fairness of the employers, justice, openness, autonomy, trust, transparency, employee's participation in decision making, whether or not they are being assigned major responsibilities might have a considerable effect on employee's behavior. A positive perception will surely lead to the birth of many citizens.

Ways of increasing the number of citizens in the organization

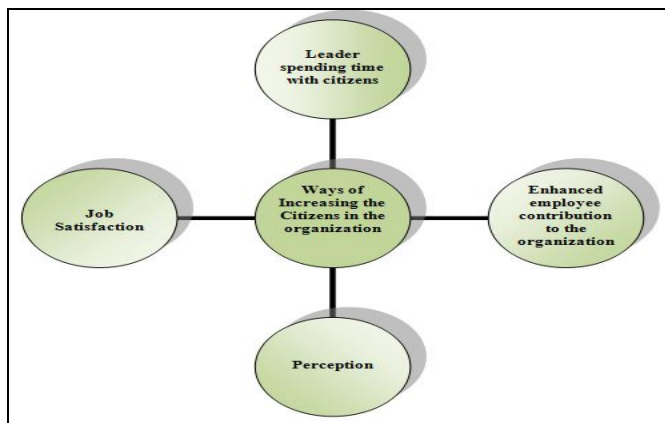


Fig 2

Job Satisfaction

It has been usually found that employees, who are satisfied with their jobs, tend to perform better, have low absenteeism, criticize the organization less and are internally motivated, are lesser inclined to move to another job and are usually more loyal, hence they give birth to citizenship behavior.

Benefits and consequences of organizational citizenship behavior

Benefits from organizational citizenship behavior that can be instrumental in organizational success are as follows:

- Increased efficiency of management and employees.

- Releasing organizational resources that can be utilized for more industrious purposes.
- Reduced needs to allocate scarce resources for functions that only maintain the status quo.
- Helping coordinating activities within and outside workgroups.
- Increased organizational ability to recruit and retain efficient employee.
- Increased sustainability of organizational performance
- Improved effectiveness and efficiency of organizational performance.

Consequences

Organizational citizenship behavior is positively related to the welfare of individuals and the smooth functioning of organizations. Nevertheless, some exceptions have been unearthed in specific settings.

Performance Appraisal & Reward Allocation

Many researches done in this area indicate that individuals who often engage in organizational citizenship behavior receive more positive performance evaluations and receive a major share in the reward allocation done by the management. All organizations believe in rewarding the employees who have contributed the maximum for the organization. Hence the citizens usually get a lion's share in comparison to the employees.

Customer Satisfaction

The citizenship behavior promotes amicable and an informal interpersonal relationships amongst employees that leads to better synchronization, ultimately improving the service to customers. Conscientiousness and courtesy ensures that employees are aware of recent developments, which can also facilitate customer satisfaction. Finally, civic virtues uncover ideas and ways of improving the communication and liaisoning between employees and customers as well as optimize products and services

Employee Turnover

Organizations and departments that are characterized by prominent levels of organizational citizenship behaviors generally come across minimum employee turnover, apparently, organizational citizenship behaviors is synonymous with higher levels of synchronization and cooperation among employees. Indeed, such behaviors are directly proportional to the team solidity and these actions of solidarity and cohesion are inversely proportional to employee turnover.

Emotional intelligence in organisatioanl behavior

People

People are the living beings who thinks and feels. They created the organizations to serve people. Organizations exist to achieve their objectives. Human Resources are the important work force in an organization. Individual employee, superior-subordinate relationship, teams inside, officials everyone are "The People". A smart working environment provided by an emotionally intelligent manager in an

organization leads to enthusiastic team who are excited to do work and get involved because they wanted to.

Structure

Official hierarchy plays a major role in organisatioanl behavior; all the employees from higher to lower level are connected. Top-level management should always ensure that the employee should see that the employers are striving to have a better future for customers as well as for them. For this, work behaviors are improved constantly with necessary requirements by using self-assessments, surveys, and other data-gathering tools to stay in tune with the organization and people with whom they work.

Organic form of organization

This system is characterized by dispersed decision-making which allows people directly involved with the job to make their own decisions. The characteristics are flexible authority, establishing informal relationship, constructive criticism of ideas among members with very few written rules and regulations to avoid negative emotional conflict and reactions towards others. This practice in organisatioanl behavior tends to create more emotional stability and be more generalist in their orientation.

Environment

No working environment exists independently. It is a part of very large chain system. It influences the attitudes of people, affects working conditions, and provides competition for resources and power. Effectively managing these situations requires highly stable mind, constant and close vigilance, adaptability to changes, and to manage problematical situations through good decisions making. Those organizations which have emotional intelligence as a part of their training program can manage their external environment more effectively than those that are materialistic. It helps people grow in self-control and responsibility and creates an environment in which all employees may contribute to the limits of their improved abilities.

Objective of the study

- To study socio-economic characteristics of the employees.
- To access levels of Emotional Intelligence among the Employees.
- To assess the level of Organizational Citizenship behavior.
- To explore the relationship between OCB and EI of respondents
- To suggest methods for enhancing Emotional Intelligence and Organizational Citizenship behavior.

Limitations of the study

- Time constraint was the biggest limitation. The project had to be completed within 4 months and hence the sample size had to be lesser.
- Due to the inadequate sample size, the funding may be generated.
- As the topic for the study is wide in nature of all the matters regarding the study could not analyzed and taken into account.

Research methodology

Research design

The study is descriptive in nature. Because it describes opinion, the emotional intelligence and organizational citizenship behavior among employees.

Sampling Method

Relay sampling technique was used to select the Sampling for the study.

Sampling size

Sample of 100 people were taken into study, and their data were collected.

Tools of data collection

The researcher adopted Questionnaire for collecting data from the respondents. The Questionnaire consists of three parts namely

- Demographic Profile
- Emotional Intelligence
- Organizational Citizenship Behavior

Emotional Intelligence Scale was produced by Iveyvic, Brackett and Mayer (2007) and Organizational Citizenship Behavior Scale was produced Sangya Dash and Rabindra Kumar Pradhan (2014).

Data analysis and interpretation

Table 1

Variables	Category	Frequency	Percentage
Age	Below 25 years	2	2
	25-30 years	42	42
	31-40 years	41	41
	Above 40 years	15	15
Gender	Male	75	75
	Female	25	25
Monthly Income	Below Rs.10,000	8	8
	Rs.10,001 - Rs.20,000	60	60
	Rs.20,001 - Rs.30,000	20	20
	Above Rs.30,000	12	12
Experience	Below 5 years	47	47
	5-10 years	29	29
	Above 10 years	24	24
Qualification	Upto HSC	13	13
	Under Graduate	64	64
	Post Graduate	23	23
Management Level	Lower level	26	26
	Middle level	54	54
	Higher level	20	20
Place of Residence	Urban area	34	34
	Semi-Urban area	44	44
	Rural area	22	22
Emotional Intelligence	High	20	20
	Moderate	45	45
	Low	35	35
Organisational Citizenship Behaviour	High	18	18
	Moderate	45	45
	Low	37	37

Correlation relationship between emotional intelligence and organizational citizenship behavior.

Table 2

Correlation		Emotional Intelligence	Organizational Citizenship Behaviour
Emotional Intelligence	Pearson Correlation	1	.456**
	Sig. (2-tailed)		0.000
	N	100	100
Organizational Citizenship Behaviour	Pearson Correlation	0.456**	1
	Sig. (2-tailed)	0.000	
	N	100	100

Correlation is significant at the 0.01 level (2-tailed).

From the above table is Correlation relationship between Emotional Intelligence and Organizational Citizenship behavior.

- The Coefficient of Correlation shows that there is a significant exists between Emotional Intelligence and Organizational Citizenship Behaviour.

Suggestion

It is evident from the current investigation that a higher level of Emotional Intelligence leads to leadership effectiveness. It is therefore becoming almost mandatory for the organization to institutionalize various mechanisms to nurture and develop the Emotional Intelligence of executives. But Emotional Intelligence cannot be developed overnight or merely by a week-long training Programme.

After the feedback, identification of the specific EI factors for development of the individuals shall carried out. Based on these inputs, a customized developmental plan may be charted for enhancement EI of the employees. The other suggestions are:-

- All Employees and supervisor may be administered the Emotional Intelligence tool and given feedback on their level of Emotional Intelligence.
- Based on the levels of Emotional Intelligence specific interventions can be planned depending on their area of improvement.
- The management may also think of using an appropriate instrument for selection of employees with required Emotional Intelligence.
- Emotional Intelligence descriptors / events may be used in interviews for selection of candidates to elicit demonstration of specific competencies by HR professionals.
- The organization may review its HR systems and practices in the light the findings from current investigation with regard to leadership interventions and practices.

Conclusion

A majority of the employees face severe stress related ailments and a lot of psychological problems. Hence, the management must take several initiatives in helping their employees to overcome its disastrous effect. Since stress in banking sector is mostly due to excess of work pressure and work life imbalance the organization should support and encourage taking up roles that help them to balance work and family. The productivity of the work force is the most decisive factor as far as the success of an organization is concerned. The productivity in turn is dependent on the psychosocial wellbeing of the employees. In an age of highly dynamic and competitive world, man is exposed to all kinds of stressors that can affect him on all realms of life. The growing importance of interventional strategies is felt more at organizational level.

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