ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

THE IMPACT OF EMOTIONAL AND SPIRITUAL INTELLIGENCES ON EMPLOYEE JOB PERFORMANCE IN COMMERCIAL BANKS IN NUWARA-ELIYA DISTRICT

Velu Ramani [1], Perumal Prasath [2], Renuka Prasath[3]

Article DOI: https://doi.org/10.36713/epra17774
DOI No: 10.36713/epra17774

ABSTRACT

The workplace environment keeps on changing, indicating its dynamic nature as well as unpredictability. Organizations require its employees to be more committed as well as to have a better cohesive working interrelationship. Emotional intelligence (EI) and spiritual Intelligence (SI) are the most important concepts introduced to psychology and management in the last decade and individual job performance (JP) is highly important for an organization. Hence, there is a need to identify the influence of EI and SI on JP. In addition to that only few studies so far have been conducted to explore impact of EI and SI on JP of employees which show an empirical knowledge gap. Hence, the main aim of this study is to emphasize the impact of EI and SI on JP of employee. In this study EI and SI are independent variables and JP as dependent variable. EI has four dimensions and SI has three dimensions.

A cross-sectional survey using structured questionnaire was used to collect data from to 165 employees in selected Commercial Banks in Nuwara-Eliya District and all the items in the independent and dependent variables were tested through reliability test to ensure the consistency of the scale. Univariate analysis was carried out and the results show employees have high level of contribution of EI and SI to determine the JP. The correlational analysis was carried out and the result indicated there was a medium positive relationship between SI and EI, EI and JP and also SI and JP. The multi linear regression analysis was carried out and the results revealed that EI and SI significantly and positively impact on JP of employees. Moreover the above stated empirical knowledge gap has been filled certain extent through this research findings in banking sector.

KEYWORDS: *emotional intelligence, spiritual intelligence, job performance*

1. INTRODUCTION

In today's uncertain environment, any organization should try to apply its resources correctly to achieve competitive advantage. Due to very rapid growth of banking industry in Sri Lanka many Commercial Banks performs momentous functions in the present day for overall economic development and even for social and environmental development of the country with their dynamic employees and they are competing in perfectly competitive market conditions. Consequently, there is an increased need for banks to differentiate themselves from competitors at the augmented product level. One way is that this might be achieved to develop longer-term relationships with their key customers through effective and well developed employees who have cognitive as well as non-cognitive abilities to deal with the customers.

Therefore banking sector is increasingly turning towards their employees for differentiation and competitive advantages. In banking sector human factors always play a pivotal role in providing superior services to their customers that create some sort of a connection between employees and customers. As banks continue to survey in today's competitive business world, it is required that they have the qualified employees, and they try to keep these employees in the banks. Also, raising the success of banks depends on emotional and spiritual abilities in addition to the cognitive intelligence.

It is usually said that people with high intellectual intelligence (IQ) would achieve more in life, but recent researches indicate that greater predictor of success can be person's emotional intelligence (EI) and spiritual intelligence (SI) rather than his/her intellectual intelligence (Goleman, 1995). Moreover, EI contribute JP by allowing people to control own emotions and manage stress, further ensure good performance even under pressure by adapting to organizational change (Lopes, Grewal, Kadis, Gall, & Salovey, 2006). Parallel to the growing interest in EI, there is an emerging interest in combining the constructs of spirituality and intelligence into SI (Zohar & Marshall, 2000). With both these EI and SI happening in the workplace, the environment will be more conducive. A better working environment relates to a higher level of productivity.

Employee performance is frequently the most significant scenario in an organization. It could either impact in a negative or positive manner towards an organization. Research shown there is a relationship between both EI and SI, people with higher level of EI and SI have healthier, happier and more productive lives at work (Tischler, 2002). Businesses have increasingly recognized the importance of EI and SI. More particularly, there is a scarcity of research linking EI and SI to JP in a business relationship setting.

Hence, there is need for a theoretical synthesis on the question of how EI and SI ultimately affect JP of employees. This study search for empirical evidence in this field, by examining the

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

impact of EI and SI on JP in Commercial Banks. Because very little researches have examined EI and SI in the relationship area (Kaur, Sambasivam, & Kumar, 2015). In addition to that the lack of solid empirical evidence showing that emotional intelligence is related to positive workplace outcomes (Matthews, Zeidner, & Roberts, 2002).

There are only few researches investigating the relationship of EI, SI and JP in a holistic model. This may cause empirical knowledge gap in explain how the employees' EI and workplace SI predict the JP of employees in banking sector. Therefore this study wants to close the proposed gap and aim to investigate the specific and ultimate research question of this study is:

"Whether EI and SI impact on JP of employees in Commercial Banks in Nuwara-Eliya District?" Therefore the main purpose of the study is to explore the impact of EI and SI on JP of employee in Commercial Banks in Nuwara-Eliya District. Meanwhile it has further Sub objectives such as to identify the level of EI, SI and JP, relationship between EI and JP, relationship between SI and EI and also relationship between SI and JP.

2. LITERATURE REVIEW

2.1 Emotional Intelligence

According to Gardner (1993) in his theory of multiple intelligences, offers a more refined view of intelligence within the context of this more general definition. He defined intelligence as *"the ability to solve problems, or to fashion products, that are valued in one or more cultural or community settings"* (p. 239). In 1993, Gardner included social intelligence as one of the seven intelligence domains in his theory of multiple intelligences which are 1) linguistic 2) logical-mathematical, 3) music, 4) bodily-kinesthetic, 5) spatial, 6) interpersonal and 7) intrapersonal. In a subsequent revision of his multiple intelligence theory, Gardner emphasized more cultural and contextual factors in the development of intelligence (Gardner, 1999). He retained the original seven intelligences, but acknowledged the possibility of adding new intelligences to the list. EI and SI are included within the context of multiple intelligences (Gardner, 1999).

The concept of EI can be discovered to Thorndike's (1920) research on social intelligence (Carmeli & Josman, 2006). Thorndike (1920) argued that intelligence is a three-faceted construct that relevant to 1) the ability to understand and manage ideas (abstract intelligence), 2) concrete objects (mechanical intelligence), and 3) people (social intelligence). In his research the concept of social intelligence defined as *"the ability to understand and manage men and women, boys and girls to act wisely in human relationships"* (Thorndike, 1920, p. 228). Therefore EI is rooted in social intelligence. Their initial definition of EI was *"the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions"* (Salovey & Mayer, 1990, p. 189).

2.1.1 Theories and Models of Emotional Intelligence (EI)

There are three popular models related to EI such as 1) ability model, 2) trait model and 3) mixed model. The first model of EI is ability model. The researchers viewed EI as an ability or skill. in 1997 Mayer and Salovey redefined EI to correspond more closely with emotional ability and proposed four abilities that contribute to EI, such as: 1) Perception: It involves accurate verbal and non-verbal expression and appraisal of emotion, 2) Assimilation: It involves generation of emotion to assist in problem-solving, 3) Understanding: It involves acquisition of emotion knowledge designed to promote intellectual and emotional growth and 4) Management of emotion: It involves regulation of emotion in the self and in others. This above conceptualization and subsequent assessment instrument is generally referred to as *"the ability model of EI"* (Mayer, Salovey & Caruso, 2004, p. 199).

Contrary to the ability model, there are also a trait model and a mixed model of EI. The second model of EI is trait model. Petrides and Furnham (2000) first introduced the trait model of EI. According to Petrides (2011) the trait model of EI defined as *"a constellation of self-perceptions located at the lower levels of personality hierarchies"* (Petrides, 2011, p. 657). The basic approach of the trait model is that EI is based on emotion-related behavioral dispositions, including empathy, optimism, impulsivity, self-awareness, motivation, and happiness (Petrides, Pita, & Kokkinaki, 2007).

The third EI model is mixed model. Bar-On and Parker (2000) model of EI and Goleman's (1995) emotional competence model are generally viewed as mainstream mixed models of EI. The basic premise of the Bar-On and Parker (2000) model indicates that EI is *"a multi-factorial array of interrelated emotional, personal, and social abilities that influence one's overall ability to cope actively and effectively with daily demands and pressures"* (Bar-On, 2000, p. 373-385).

2.1.2 Dimensions of Emotional Intelligence (EI)

EI has several dimensions. Out of these dimensions, only four dimensions are highly related with research studies. In this study, we used below four dimensions to measure EI provided by Davies et al., (1998) and Law et al., (2004) such as: 1) Self-Emotion Appraisal (SEA): Appraisal and expression of emotion in the self refers to one's abilities to evaluate and express his or her emotion, 2) Others-Emotion Appraisal (OEA): Appraisal and recognition of emotions in others demonstrates the abilities to better evaluate and recognize the emotions of other people, 3) Regulation of Emotion (ROE): ROE in the self and others is related to one's abilities to better regulate his or her emotion and the emotion of others and finally 4) Use of Emotion (UOE): The UOE to facilitate performance is related to one's abilities to use his or her emotion to achieve better personal performance and behaviors.

2.2 Spiritual Intelligence (SI)

The terms spiritual and spirituality relate to the spirit, the unseen makeup of humans (Garrett, 2004). According to Beazley (1997), spirituality is to identifying oneself with the spirit. Spirituality is a multidimensional notion, and hundreds of potential customs of living spiritually exist. The most prominent feature of spirituality is oneness with all beings in the universe, and therefore, Krishnan (2008) conceptualized spirituality as oneness with all other beings. Thus according to Ashmos and Duchon (2000, p. 139) defined spirituality at work

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

as *"recognition of an IL that nourishes and is nourished by MW that takes place in the context of community",* and they subsequently used *"SI"* to denote the existence of this communal spiritual cognition.

Meanwhile connecting spirituality with work success and developing workplace spirituality is now a mainstream management and leadership research interest (Garcia-Zamor, 2003; George, 2006; Jurkiewicz & Giacalone, 2004), which has been dimensionalized as a team's SOC, alignment with organizational values, sense of contribution to society, enjoyment at work, and opportunities of IL (Rego & Cunha, 2008).

2.2.1 Dimensions of Spiritual Intelligence (SI)

There are several dimensions to measure the SI indicated by many authors. This research framework is based on "at work" and "through work" dimensions of workplace spirituality. The "at work" dimension involves that employees consider spirituality to have a significant role in the workplace and that employees have an IL that is nourished by MW, which takes place in the context of community (Ashmos & Duchon, 2000; Marques, 2006; Stewart, 2002). The "through work" dimensions emphasize that the work itself is/can be spiritually uplifting, and that when work is oriented beyond one's sense of self.

According to Ashmos and Duchon (2000), workplace spirituality is considered the dimensions of 1) Meaningful Work (MW): MW means engaging work. Accordant with Ashmos and Duchon (2000, p. 141), the aspect of meaning in work reflects *"a sense of what is important, energizing, and joyful about work"*, 2) Sense of Community (SOC): It is based on the idea that spiritual beings live in connection to other human beings and here community refers to *"the notions of sharing, mutual obligation and commitment that connect people to each other"* (Duchon & Plowman, 2005, p. 814) and 3) Inner Life (IL): IL means spiritual connection which means search for purpose and meaning. Mitroff and Denton (1999, p. 15) noted that spirituality is *"the basic desire to find ultimate meaning and purpose in one's life and to live an integrated life".* Thus this study used the above three dimensions to measure SI.

2.3 Employee Job Performance (JP)

Human performance is defined as a result of the actions set to achieve pre-specified goals based on a specific standard. It is the percentage of using the capacity of people in order to complete a work successfully in a certain period of time (Yildiz, Dagdeviren, & Cetinyokus, 2008). This may include actions or behavior of all non-observable mental processing such as problem solving, decision-making, program planning, reasoning (Bailey & Robert, 2003). Thus, performance should be considered in order to provide benefits to the company. This is because the benefits depend on individual employee performance (Yao, 2009).

"Performance is associated with quantity of output, quality of output, timeliness of output, presence / attendance on the job, efficiency of the work completed effectiveness of work completed" (Mathis & Jackson 2009, p. 324).These performances may measure with quantitative and qualitative method. Qualitative performance in a sense, ability to get along with co-workers, willingness to cooperate, ability to lead, attendance, appearance and personal initiative, etc., should be evaluated. In this study qualitative work performance has taken to measure JP of employee in Commercial Banks.

2.4 Relationship between Spiritual Intelligence and Emotional Intelligence

According to Wigglesworth (2002), the emotional abilities come earlier than spiritual abilities. Both of these abilities are related to each other. They strengthen each other's' abilities. Further, Orr (2001) argues that growth in EI contributes to spiritual development. Conversely, EI may be developed through mindfulness meditation, a practice aimed at the spiritual development of consciousness (Cherniss & Goleman, 2001). And also some authors have asserted that SI influences EI (Hosseini et al., 2010; Zohar & Marshall, 2000). Based on recommendations by Mayer et al. (2000), it was hypothesized that a low to moderate positive correlation would be observed between the EI and SI and also Jimoh (2007) found a significant positive correlation when paired adjustment with SI and EI. On account of these arguments the first hypothesis is developed in this study as follows:

H_1: There is significant positive relationship between SI and EI of employees in Commercial Banks.

2.5 Relationship between Emotional Intelligence and Job Performance

EI may contribute to work performance (as reflected in salary, salary increase, and company rank) by enabling people to nurture positive relationships at work, work effectively in teams, and build social capital. Work performance often depends on the support, advice, and other resources provided by others (Seibert, Kraimer & Liden, 2001). Hence, Goleman (2001) found that EI is positively related to JP. According to Goleman (1995, 1998) believes that the prediction of EI for individuals is successful life and work. Due to the influence of EI on each aspect of individuals' work life, high-level possessed EI employees are considered as star performers. As a result, as stated in the previous sections, there exist a positive correlation between EI and JP. Based on these arguments the second hypothesis is developed in this study as follows:

H_2:There is significant positive relationship between EI and job performance of employees in Commercial Banks.

2.6 Relationship between Spiritual Intelligence and Job Performance

In stressful situation the unlearned source which can help them is spirituality because it gives meaning and purpose to life (Faribors, Fatemeh, & Hamidreza, 2010). These would like to relate their spiritual selves with their professional lives. As a whole, it can be proposed that SI can be used as a factor of influence in work performance. Many researchers examined the significant relationship between SI and work performance (Alexander, Swanson, Rainforth, Carlisle, Todd, & Oates, 1993). Based on these earlier results the third hypothesis is developed in this study as follows:

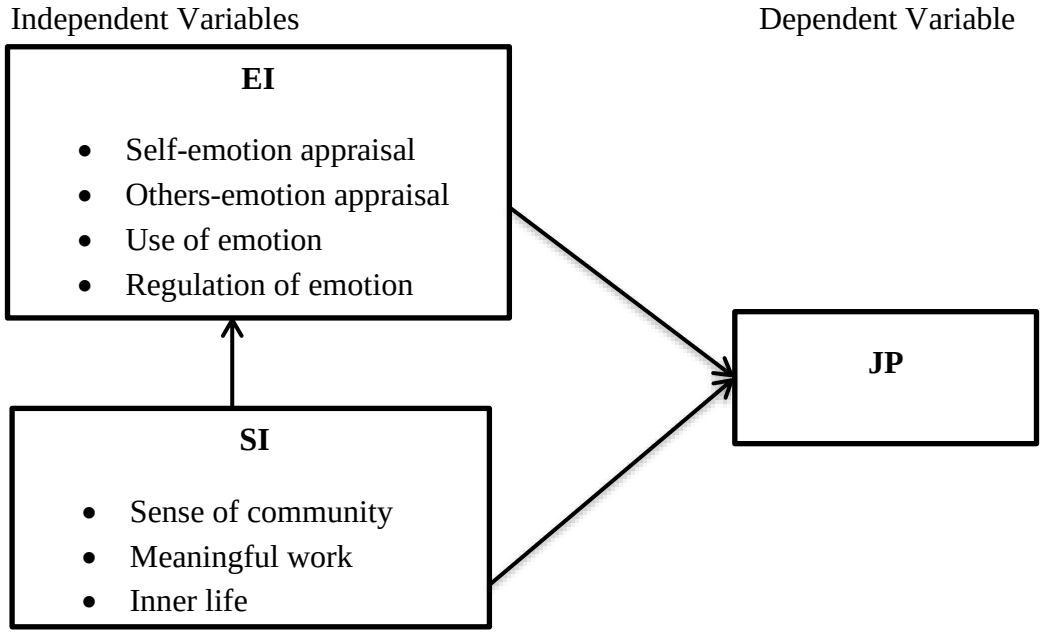
ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

H_3:There is significant positive relationship between SI and job performance of employees in Commercial Banks.

2.7 Conceptual Framework

This conceptual framework is used to indicate the relationship between the variables, which are involved in the study. In this study, the JP of employees in Commercial Banks is examined with the help of two independent variables such as EI and SI. The diagram gives conceptual frame work to determine the relationship between SI and EI and impact of EI and SI on job performance.

Figure 2.1 Conceptual Framework



(Source: Adapted from Tischler, Biberman, & McKeage's (2002) five possible models).

3. RESEARCH METHODOLOGY

3.1 Participants and procedure

A cross sectional study conducted through administering questionnaire to the 165 bank employees to collect primary data for the findings of this study. The researcher has not interference with the normal activities in the selected banks. As far as this study is conducted in a non-contrived setting because this study is conducted in the natural environment where work proceeds normally. Regarding objectives of this study unit of analysis is the individual staff of the selected Commercial Banks in Nuwara-Eliya District.

Population of this study is known by the researcher which considered as all the staff in the selected Commercial Banks such as People's Bank, Bank of Ceylon, Hatton National Bank, Commercial Bank and Seylan Bank in five divisional secretariats in Nuwara-Eliya District such as 1) Kotmale, 2) Walapana, 3) Hanguranketha, 4) Nuwara-Eliya and 5) Ambagamuwa. And also the stratify random sampling method is used to choose the sample size in selected Commercial Banks

Table 3.1: Sampling Framework

No.	Name of Commercial Banks	Population	Sample Size
1	People's Bank	190	60
2	Bank of Ceylon	180	57
3	Commercial Banks	45	14
4	Hatton National Bank	70	22
5	Seylan Bank	40	12
Total		**525**	**165**

(Source: Survey Data)

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

3.2 Measures

This questionnaire includes two main parts such as respondent personal information and research information. First part of respondent personal information covers age, gender, educational qualifications, job title and work experience of the employees. Second part of the questionnaire considers about research information and the questionnaire asked banking staff about their perception of EI and SI on JP.

Variable of this study are measured as follows. EI was measured with the 16 items from Wong and Law EI Scale (Wong & Law 2002). Christie, Jordan, Troth, and Lawrence (2007) used the WLEIS and reported that it is a valid measure. The WLEIS instrument assesses four sub-dimensions: 1) SEA, 2) OEA, 3) UOE and 4) ROE. SI was measured by reducing Ashmos and Duchon's (2000) original 66-items scale down to a 15 items. It included the three sub-dimensions of SOC, MW and IL. JP was measured with five items from Babin and Boles (1998) and all these items incorporating a five-point Likert scale where 1 = strongly disagree to 5 = strongly agree.

Univariate analysis is used to measure the degree of EI, SI and JP of employees. Bivariate analysis is used to measure correlation between SI and EI, EI and JP, SI and JP and to measure hypothesis. And multiple regression analysis used to measure the impact of EI and SI on JP of employees. These are the methods used to analyze the research objectives by using SPSS 19.0 version.

4. FINDINGS AND DISCUSSIONS

4.1 Demographic Profile of Respondents

Among 165 of employees 61.8% (102) of them are male, remaining 38.2% (63) of them are female. Male employees are higher than female employees and about 63.6% (105) of employees are aged between 20-30 and 66.7% (110) of employees are non-managerial staff and 33.3% (55) of them are managerial staff had majority advance level qualification of 76.4% (126) of employees with about 61.2% (101) employees have above five years experience in the Commercial Banks in Nuwara-Eliya District.

4.2 Reliability and Validity Analysis

Table 4.1: Cronbach's Alpha Coefficient for Overall Variables

Variables	Number of Statements	Cronbach's AlphaCoefficient
EI	**16**	**.87**
SI	**15**	**.90**
JP	**5**	**.84**

(Source: Survey Data)

According to this study the results of the reliability test, it is found the variable of EI against the sixteen questions, a Cronbach's Alpha of 0.87 is obtained, thus all the sixteen questions are reliable. For the variable of SI, the Cronbach's Alpha obtained is 0.90, thus the fifteen questions are reliable. The next result for JP has found a Cronbach's Alpha of 0.84, thus the five questions are reliable (refer to Table: 5.1). Thus the reliabilities for all dimensions of variables are good and acceptable since all of the coefficients are greater than 0.70.

4.3 Univariate Analysis

Table 4.2 Overview of Univariate Analysis

Objectives	Variables	Mean	Std. Deviation	Level of Contribution
Objective 1	EI	3.86	.46	High Level
Objective 2	SI	3.83	.52	High Level
Objective 3	JP	3.87	.58	High Level

(Source: Survey Data)

4.4 Bivariate Analysis

According to employees' rating, the Table 4.1 shows the mean value for the overall EI is 3.86 and it is deviated from 0.46. Based on these findings and analysis EI dimensions and its indicators have a high level of contribution to determine the EI. Therefore overall EI is contributing in high level to determine JP of employees in Commercial Banks. SI had a mean value of 3.83 and it is deviated from 0.52 which shows SI dimensions show a high level of contribution of SI to determine of JP of employees in Commercial Banks. The JP is measured with five indicators and JP had a mean value of 3.87 and it is deviated from 0.58 which the findings show that most of the employees have high level of JP in Commercial Banks in Nuwara-Eliya District.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

Table 4.3: Overview of Bivariate Analysis of the Study

Objectives	Relationship Between Variables	Pearson Correlation	Sig.(2-tailed)	Sum of Squares and Cross-Products	Covariance	N	Hypothesis
Objective 4	SI and EI	.400	.000	16.142	.098	165	P<0.05 H_1: Accept
Objective 5	EI and JP	.481	.000	21.662	.132	165	P<0.05 H_2:Accept
Objective 6	SI and JP	.436	.000	22.183	.135	165	P<0.05 H_3: Accept

Dependent Variable: JP; (Source: Survey Data)

Based on the results the Table 4.3 shows the correlation between SI and EI is 0.400 (r = 0.400, p< 0.01). The significance is at 0.00 level (2-tailed), and coefficient of correlation (r) is less than 0.5. Therefore SI and EI have significant and medium positive relationship. And also based on this evidence the null hypothesis of this study is rejected in relation to alternative hypothesis. Hence, the first hypothesis of this study is accepted. Similar to this finding, the previous study conducted by Jimoh (2007) found a significant positive correlation when paired adjustment with SI and EI. Moreover, based on recommendations indicated by Mayer et al., (2000), it was hypothesized that a low to moderate positive correlation would be observed between the EI and SI.

The correlation between EI and JP indicate that the coefficient of correlation (r) value is 0.481 at the 0.01 (2-tailed) significant levels. The coefficient of correlation (r) is less than 0.5 which is proved significant and a medium positive relationship between the EI and JP (r = 0.481, p = 0.000). Hence, in the second hypothesis, the null hypothesis is rejected and instead, the alternative hypothesis is accepted. In a similar manner several researchers have argued that EI had a positive effect on JP (Slaski& Cartwright, 2003; Goleman, 1995, 1998; Law et al., 2008) and sales performance (Wong et al., 2004). An account of this Goleman (2001) found that EI is positively related to JP.

The correlation between SI and JP indicate that the coefficient of correlation (r) value is 0.436 at the 0.01 (2-tailed) significant levels. The coefficient of correlation (r) is less than 0.5 fall on second decision rule and this is proved a medium positive significant relationship between the SI and JP (r = 0.436, p = 0.000). Hence, in the third hypothesis, the null hypothesis has been rejected and instead, the alternative hypothesis is accepted. A parallel argument in the previous study is examined the significant relationship between SI and work performance (Alexander, Swanson, Rainforth, Carlisle, Todd, & Oates, 1993).

4.5 Multi Linear Regression Analysis

Model summary indicates the computed value of F (F = 35.057, df = (1,163)) shows that the model is statistically significant. EI and SI are significantly and strong positively related to JP of employees (r = 0.550, p< 0.01) and the "R Square" (R^2) statistic in this study analysis is 0.302, which suggests that EI and SI explain 30.2% of the variance of the JP. Also Adjusted R-Square (R^2) is adjusted value of 29.3% of changes in JP is explained by EI and SI. Multi linear regression analysis indicates EI has significant t value is 0.000 (t = 5.106, p<0.05) which shows EI statistically significant and positive (b = 0.462) impact on JP of employees. Likewise SI has significant t value of .000 (t = 4.038, p<0.05) which show SI statistically significant and positive (b = 0.323) impact on JP of employees (refer to Table 4.4).

Table 4.4 Model Summary of Multi Linear Regression Analysis

		R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
Objective 7	EI and SI	.550	.302	.293	.494	.302	35.057	1	163	.000
	Coefficient Table Summary of Regression Analysis									
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound		
	Constant	.852	.363		2.348	.200	.136	1.569		
	EI	.462	.090	.366	5.106	.000	.283	.640		
	SI	.323	.080	.289	4.038	.000	.165	.481		

Dependent Variable: JP
(Source: Survey Data)

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

5. CONCLUSION AND RECOMMENDATIONS

The finding of the study clearly show that the high level of contribution of EI to determine the JP of employees. This shows when the employees are good understanding of their own emotions, this lead to high level of EI of employees. This contributes to do their job well. SI has high level of contribution to determine JP of employees and high work engagement, provide meaningful life and job, joy in the work and spiritual environment increase the MW towards increase of SI of employees in the selected Commercial Banks. Moreover, the JP of employees has a high level in Commercial Banks is clearly shown in this study. In addition to that it shows understanding of services delivered to customers, better customer relationship and know about customer expectation of employees are high in determine high level of JP of employees in the Commercial Bank.

The study findings clearly show that SI has significant and medium positive relationship with EI of employees in Commercial Banks. Therefore when employees have SI, it reflects in their positive EI in the workplace and these are interrelated with each other in the selected Commercial Banks. And EI has significant and medium positive relationship with JP of employees in commercial Banks. Therefore emotional abilities are correlated with performance of employees in the work place. Thus, results clearly show that there is significant and medium positive relationship between SI and JP of employees in Commercial Banks. Therefore SI also has a positive correlation with JP of employees. It predicts that if SI of employees increases, that positively reflect on JP of employees in selected Commercial Banks.

In addition to that, the adjusted R square it gives 0.298, which indicates that 29.8% variation in dependent variable of JP is explained by independent variables of EI and SI. The results show, EI and SI significantly and positively impact on JP of employees in selected Commercial Banks in Nuwara-Eliya District. Thus as stated in the research problem, the empirical gap has been closed certain level throughout the study. Therefore when EI and SI of employees are positive the employees have positive performance in the work place.

5.1 Recommendations

The manager and employees can use these study findings as an improvement tool in their banks. Since, if they know that EI and SI positively impact their performance then they can consider on that in the workplace. In addition, relationship managers and employees should be aware of the concept of EI and SI, their level of EI and SI and also how they can improve the various elements of EI and SI. This is because an increase in EI and SI should result in enhanced to increase performance and that reflect in organizations performance.

Further, the human resource management department or administration department of Commercial Banks should consider EI and SI when recruiting staff. Staff with high EI and SI, and an awareness of its importance, should be better able to generate effective relationships, particularly in customer service positions. This study also help to banking sectors employees as conduct training in personal development so that employee can have a better understanding in identifying, understanding and managing their own emotions and others especially emotions of their colleagues and the respective customers.

The present study has provided many potential paths for future researchers. First, future researchers might consider using a different EI instrument to compare its outcome with the findings of the present study. Second future research may consider compare study between private bank and state bank employees performance on this topic. Third it might consider about relationship between EI and SI with other variables of job satisfaction, leadership performance, organizational commitment and organizational performance are fruitful. In addition to that if this same research will be conducted to different sample like school teachers and nurses in the public hospitals, it might be worth more.

5.2 Limitations

As other empirical studies, this research might also have some limitations. First, this study carried out only in five Commercial banks among thirteen Commercial Banks in Nuwara-Eliya District. For this reason, results might be lack of generalizability. If it considered all Commercial banks then this findings further conformed.

Second, this study is a cross-sectional study. The causal relationships between the variables cannot be empirically validated. The third limitation is the study has used only the quantitative approach, using qualitative research approach such as interviews and observation will be effective to get more explanation regarding EI and SI on JP.

REFERENCES

1. *Alexander, C. N., Swanson, G. C., Rainforth, M. V., Carlisle, T. W., Todd, C. C., & Oates, R. M. (1993). Effects of transcendental meditation program on stress reduction, health and employee development: A prospective study in two occupational settings. International journal of Anxiety, Stress and Coping, 6(3), 245-262.*
2. *Ashmos, D. P., & Duchon, D. (2000) Spirituality at work: a conceptualization and measure. Journal of Management Inquiry, 9(2), 134-45.*
3. *Babin, B. J., & Boles, J. S. (1998). Employee behavior in a service environment: a model and test of potential differences between men and women. Journal of Marketing, 62(2), 77-91.*
4. *Bar-On, R. & Parker, J. D. A. (2000). Theory, development, assessment, and application at home, school, and in the workplace. The Handbook of EI, Jossey-Bass, San Francisco, 373-385.*
5. *Beazley, H. (1997). Meaning and measurement of spirituality in organizational settings: Development of a spirituality assessment scale. Dissertation Abstracts International, 58(12), 4718.*
6. *Carmeli, A., & Josman, Z. E. (2006). The relationship among EI, task performance and organizational citizenship behaviors. Journal of Human Performance, 19 (4), 403–419.*
7. *Cherniss, C., & Goleman, D. (2001). Training for emotional intelligence: A model. The emotionally intelligent workplace. The Wall Street Journal of Digital Membership, 1, 209-233.*

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 10| Issue: 7| July 2024|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2024: 8.402 || ISI Value: 1.188

8. *Davies, M., Stankov, L., & Roberts, R. D. (1998). EI: in search of an elusive construct. Journal of Personality and Social Psychology, 75(4), 989-1015.*
9. *Duchon, D., & Plowman, D. A. (2005). Nurturing the spirit at work: Impact on work unit performance. The Journal of Leadership Quarterly, 16(5), 807–833.*
10. *Faribos, B., Fatemeh, A., & Hamidreza, H. (2010). The relationship between nurses' SI and happiness in Iran. Procardia Social and Behavioral Sciences, 5, 1556-1561.*
11. *Gardner, H. (1999). Intelligence reframed: multiple intelligences for the 21st century. New York: Basic Books.*
12. *Garrett, R. (2004). 10 Gendered bodies and physical identities. Body knowledge and control. Studies in the sociology of physical education and health. Routledge, Tailor & Francis Group, 140-156.*
13. *George, M. (2006). How intelligent are you … really? From Intelligent Quotient to EI to SI, with a little intuition along the way. Training & Management Development Methods, 20 (4), 425–436.*
14. *Goleman, D. P. (1995). EI: Why it can matter more than Intelligent Quotient for character, health and lifelong achievement. Batnam books, 1-343.*
15. *Goleman, D. (1998). Working with EI. New York: Bantam Books, 1-384*
16. *Goleman, D. (2001). An EI-based theory of performance, in Cherniss. Jossey-Bass, San Francisco, 27-44.*
17. *Hosseini, M., Elias, H., Krauss, S. E., & Aishah, S. (2010). A review study on SI, adolescence and SI: Factors that may contribute to individual differences in SI and the related theories. Journal of Social Sciences, 6(3), 429- 438.*
18. *Jimoh M. O. (2007). SI, EI and Intelligent Quotient as predictors of adjustment to teaching profession among the voluntary teaching corps scheme employees in Ogun State. Dissertation, University of Ibadan.*
19. *Kaur, D., Sambasivan, M., & Kumar, N. (2015). Impact of emotional intelligence and spiritual intelligence on the caring behavior of nurses: a dimension-level exploratory study among public hospitals .Malaysia. Applied Nursing Research, 28(4), 293-298.*
20. *Krishnan, V. R. (2008). The impact of transformational leadership on followers' duty orientation and spirituality. Journal of Human Values, 14(1), 11–22.*
21. *Law, K. S., Wong, S. C., & Song, J. L. (2004). The construct and criterion validity of EI and its potential utility for management studies. Journal of Applied Psychology, 89(3), 483-496.*
22. *Lopes, P. N., Grewal, D., Kadis, J., Gall, M., & Salovey, P. (2006). Evidence that EI is related to JP and affect and attitudes at work. Psicothema, 18, 132-138.*
23. *Marques, J. (2006). The spiritual worker: An examination of the ripple effect that enhances quality of life in- and outside the work environment. Journal of Management Development, 25(9), 884.*
24. *Matthews, G., Zeidner, M., & Roberts, R. D. (2004). Emotional intelligence: science and myth. Cambridge, MA: MIT Press paperback edition. 1-30.*
25. *Mayer, J. D., Salovey, P., & Caruso, D. R. (2000). EI as zeitgeist, as personality, and as a mental ability. The Handbook of EI, Jossey-Bass, New York.*
26. *Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). EI: Theory, findings, and implications. Journal of Psychological Inquiry, 15(3), 197-215.*
27. *Mayer, J. D. & Salovey, P. (1997). What is EI? Emotional development and EI: implications for educators. Basic Books, 3-31.*
28. *Mitroff, I. I. & Denton, E. A. (1999) A study of spirituality in the workplace. Sloan Management Review, 40(4), 83–92.*
29. *Petrides, K. V. (2011). Ability and trait EI. In The Wiley-Blackwell Handbook of Individual Differences, 657.*
30. *Petrides, K. V., & Furnham, A. (2000). On the dimensional structure of emotional Intelligence. The Official Journal of Personality and individual differences, 29(2), 313–320.*
31. *Petrides, K. V., Pita, R., & Kokkinaki, F. (2007). The location of trait EI in personality factor space. British Journal of Psychology 98(2), 273-289.*
32. *Rego, A., & Cunha, M.P., (2008). Workplace spirituality and organizational commitment: an empirical study. Journal of Organizational Change Management, 21 (1), 53–75.*
33. *Salovey, P., & Mayer, J. D. (1990). EI. Imagination, Cognition and Personality, 9(3), 185-211.*
34. *Seibert, S. E., Kraimer, M. L., & Liden, R. C. (2001). A social capital theory of career success. Academy of Management Journal, 44, 219-237.*
35. *Thorndike, E. L. (1920). Intelligence and its uses. Harper's Magazine, 140, 227-235.*
36. *Stewart, C. S. (2002). Soul time. Potentials, 35 (9), 92.*
37. *Tischler, L., Biberman, J., & McKeage, R. (2002). Linking EI, spirituality and workplace performance; definitions, models and ideas for research. Journal of Managerial Psychology, 17 (3), 203–218.*
38. *Yildiz, O., Dagdeviren, M., & Cetinyokus, T. (2008). Employee performance evaluation of a decision support system and application. Gazi Üniversitesi Mühendislik-Mimarlık Fakültesi Dergisi, 23(1).*
39. *Wigglesworth, C. S. G. (2002). SI and why it matters. Retrieved From http://www.conscious pursuits.com.*
40. *Zohar, D., & Marshall, I. (2000). Spiritual intelligence: The ultimate intelligence. Bloomsbury Publishing.*