ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

EMOTIONAL INTELLIGENCE OF WOMEN IN BANKS AS A KEY DRIVER FOR CHANGE MANAGEMENT

Pagireddy Gari Ashritha[1], Dr Jahnavi M[2]
[1]*RV Institute of Management*
[2]*Associate Professor, RV Institute of Management*

Article DOI: https://doi.org/10.36713/epra22908
DOI No: 10.36713/epra22908

ABSTRACT

The banking sector is constantly evolving, driven by technological advancements, regulatory changes, and shifting customer expectations. In this dynamic environment, successful change management is crucial for organizational growth. Women in banking, particularly those in leadership roles, often bring strong emotional intelligence (EI) skills that help navigate these transitions effectively. EI comprising self-awareness, empathy, adaptability, and interpersonal skills enables leaders to understand employees concerns, foster collaboration, and create a supportive workplace culture during change.

This paper explores how the emotional intelligence of women in banks acts as a key driver for managing change, ensuring smoother transitions and employee acceptance. Through surveys and interviews with women professionals in banking, the study aims to highlight the ways in which emotionally intelligent leadership fosters resilience, trust, and innovation. The findings reveal that women with high EI contribute significantly to reducing resistance to change, improving team morale, and enhancing overall organizational performance. By leveraging EI, banks can cultivate a more adaptable and progressive work environment. This research study concludes that integrating emotional intelligence into leadership development programs can strengthen change management processes, making transitions smoother and more effective.

KEYWORDS: *Emotional Intelligence, Women Leaders, Banking Sector, Change Management, Workplace Adaptability.*

INTRODUCTION

Change is an inevitable part of the modern banking industry. From digital banking transformation to evolving regulatory frameworks, financial institutions must continuously adapt. However, managing change is not just about implementing new policies or technologies it's about guiding people through transitions with confidence and clarity. This is where emotional intelligence becomes a powerful tool.

Women in banking are been recognized for their ability to lead with empathy, communication, and emotional awareness. These qualities make them well-suited for handling workplace challenges, managing resistance to change, and fostering a positive work environment. An emotionally intelligent leader understands employees fears and motivations, helping them embrace new ways of working rather than resisting them.

This research explores the significant role that emotional intelligence plays in change management within banks, particularly focusing on women professionals. By examining real-world experiences and case studies, this study seeks to uncover how EI-driven leadership can transform organizational culture, enhance employee engagement, and ensure smoother transitions during change.

BACKGROUND

The Indian banking sector has undergone significant transformation, emphasizing modernization, inclusivity, and adaptability in response to globalization and technological advancements. Traditionally, banking leadership structures were male-dominated and hierarchical, limiting women's participation in decision-making and change initiatives. However, increasing representation of women in managerial and leadership roles highlights the need to explore how their unique competencies contribute to organizational change. Emotional Intelligence (EI), defined as the ability to recognize, understand, and manage emotions, has emerged as a key factor influencing leadership effectiveness, adaptability, and employee engagement.

EI empowers women leaders to navigate complex interpersonal dynamics, foster inclusive work environments, and drive strategic transformations crucial in the evolving banking sector. Despite these advantages, challenges such as gender biases, glass ceiling effects, and resistance to change continue to hinder women's leadership trajectories. This study investigates how women in Indian banks leverage EI as a catalyst for effective change management, bridging both emotional and strategic gaps to achieve sustainable organizational outcomes.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

Literature Review

Studies on Emotional Intelligence (EI) and its role in leadership and change management, focusing on women in banking. It highlights how EI supports resilience, relationship management, and organizational change, while identifying gaps on gender-specific applications of EI in driving change. This forms the theoretical base for the present study.

Sl. No.	Year	Author(s)	Title of the Article	Contribution
1	2022	Amrita et al.	Drivers and barriers for women entrepreneurs in Italy	Identified micro-level factors (networks, culture, knowledge) affecting women's entrepreneurial success; suggested policy interventions.
2	2021	Kimbu et al.	Entrepreneurial experiences of Maldivian women	Demonstrated women's resilience and innovation despite gender and financial barriers; advocated for policy reforms.
3	2021	Abbasi et al.	FinTech innovations and corporate governance in banking	Highlighted female directors' enhanced oversight in FinTech-driven governance; emphasized inclusive governance structures.
4	2021	African American Women Leaders (Anonymous)	African American Women Leaders' Lived Experiences With Emotional Intelligence in the Oil Industry	Showed how EI aids minority women leaders in overcoming biases and fostering resilience in male-dominated oil sector.
5	2020	Adejugbe	A framework for digital transformation in retail banking	Proposed AI, blockchain, and IoT integration for efficiency; emphasized EI-driven change management and upskilling.
6	2016	Sahoo & Lenka	Breaking the glass ceiling: Strategies and benefits	Discussed strategic advantages of increasing women in leadership to drive innovation and improve performance.
7	2016	Smither, Houston, & McIntire	Organization Development: Strategies for Changing Environments	Integrated EI, diversity, globalization, and sustainability into modern OD strategies with practical applications.
8	2015	Paoloni & Dumay	Relational capital in women-owned micro-enterprises	Highlighted importance of networks in resource access and business development for women entrepreneurs.
9	2015	Harper	Comparison of emotional intelligence and leader's self-efficacy perception	Women demonstrated higher EI, leader self-regulation, and emotional appraisal; suggested EI measurement for leadership skills.
10	2015	Siegling, A. B., Nielsen, C., & Petrides, K. V.	Trait emotional intelligence and leadership in a European multinational company	Found higher EI levels and leader self-efficacy in women; proposed using WLEIS and LEQ for EI and self-efficacy assessment.
11	2015	Danquah	Emotional intelligence and financial performance of commercial banks in Ghana	Demonstrated EI's strong positive correlation with relationship marketing, service quality, customer satisfaction, and financial performance.
12	2015	Ali et al.	The role of spiritual intelligence in HRD	Argued for integrating spiritual intelligence in HRD for holistic employee development and ethical performance.
13	2018	Adeoye & Torubelli	Self-management and innovativeness within entrepreneurial orientation	Found a positive link between self-management (EI) and innovativeness in tertiary institutions; recommended EI training.
14	2019	Collins, C. S.	Higher education and global poverty: University partnerships and the World Bank in developing countries	Conceptualized EI's role in strengthening researcher-participant connection in qualitative research.
15	2011	A.P. Brief et al.	Emerging developments in organizational behavior	Highlighted integration of emotions and diversity in OB research through mood theory, AET, EI, and emotional labor.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

Research Gap

1. **Limited sector-specific focus:** Few studies specifically examine how women in the banking sector apply Emotional Intelligence (EI) to drive change management processes.
2. **Lack of gendered analysis:** Although EI and leadership have been widely studied, research on how women leaders uniquely utilize EI for organizational transformation is scarce.
3. **Scarcity of empirical evidence in developing countries:** There is limited empirical data, especially in emerging economies like India, linking women's EI to measurable organizational outcomes in banks.
4. **Integration of EI in change management models is underexplored:** Existing change management frameworks rarely incorporate EI as a strategic lever, particularly from a female leadership perspective.
5. **Limited exploration of challenges faced by women leaders:** Research inadequately addresses how EI helps women overcome gender-specific barriers while implementing organizational change in banks.

Objectives

- To examine the relationship between emotional intelligence and change management effectiveness among women employees in banks.
- To analyze the impact of emotional intelligence components (such as self-awareness, empathy, and self-regulation) on managing organizational change.
- To identify strategies through which emotionally intelligent leadership among women can facilitate smoother transitions and employee engagement during change initiatives.
- To examine the relationship between age and emotional intelligence dimensions

Hypothesis Formulation

- **H_0**: There is no significant relationship between Emotional Intelligence and Change Management among women in banks.
  H_1: There is a significant positive relationship between Emotional Intelligence and Change Management among women in banks.
- **H_0:** There is no significant influence of age on emotional intelligence dimensions.
  H_1: Age has a significant influence on emotional intelligence dimensions.

RESEARCH METHODOLOGY

Research Design

This research adopts a quantitative research methodology with elements of both descriptive and causal research designs. The descriptive component of the study seeks to capture the current status and levels of emotional intelligence and change management capabilities among women working in banks. Meanwhile, the causal aspect is employed to examine whether emotional intelligence exerts a significant influence on change management. The objective is to establish not only the presence of a relationship but also the strength and direction of this relationship between the two constructs.

Scope of the Study

The scope of this study includes public sector banks, private sector banks, cooperative banks, and foreign banks. The research encompasses women employees occupying all hierarchical levels, ranging from junior-level staff to senior management. By including participants across job levels and diverse banking institutions, the study aims to offer a comprehensive understanding of how emotional intelligence influences change management in the banking sector.

Population and Sample Size

The target population for this study comprises all women employees engaged in the banking sector. A total sample size of 213 respondents was drawn to represent this population. Due to practical considerations of accessibility and resource limitations, the study employed a convenience sampling technique, which allowed the researcher to collect data from respondents who were readily available and willing to participate.

Data Collection Method

Primary data for the study was gathered through a structured self-administered questionnaire designed to assess both emotional intelligence and change management competencies. The questionnaire comprised five sections, each focusing on a distinct dimension of emotional intelligence and change management. The first four sections assessed the dimensions of self-awareness, self-regulation, empathy and social awareness, and relationship management and conflict resolution, which collectively contributed to the emotional intelligence score. The fifth section focused on leadership and change facilitation, contributing to the change management score.

DATA ANALYSIS AND INTERPRETATION

This chapter presents the statistical analysis of the data collected from 213 respondents. The primary objective of this analysis is to examine the relationship between Emotional Intelligence (EI) dimensions and Change Management (CM) effectiveness. The chapter includes reliability analysis, descriptive statistics, correlation analysis, and regression analysis to test the hypotheses formulated in Chapter 3.

Reliability Testing

To ensure the consistency and reliability of the research instrument (questionnaire), Cronbach's Alpha was computed for the combined items measuring Emotional Intelligence and Change Management. A Cronbach's Alpha value of **0.912** indicates excellent internal consistency and reliability, confirming that the scale items are highly reliable for further statistical analysis.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

Case Processing Summary1			
		N	%
Cases	Valid	213	93.8
	Excluded[a]	0	0
	Total	213	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
.912	18

Descriptive Statistics

Descriptive Statistics			
	Mean	**Std. Deviation**	**N**
CM_Score	4.6698	.40437	213
EI_Score	4.6471	.35679	213

Descriptive statistics indicate that the average Change Management score (CM_Score) among the respondents is 4.67 (SD = 0.40), while the average Emotional Intelligence score (EI_Score) is **4.65** (SD = 0.36). These high mean scores suggest that women employees in banks generally rate themselves favorably in both Emotional Intelligence and Change Management capabilities, with moderate consistency in responses as indicated by the standard deviations.

- **H_0**: There is no significant relationship between Emotional Intelligence and Change Management among women in banks.
  H_1: There is a significant positive relationship between Emotional Intelligence and Change Management among women in banks.

Correlation Analysis

Correlations			
		CM_Score	**EI_Score**
Pearson Correlation	CM_Score	1.000	.767
	EI_Score	.767	1.000
Sig. (1-tailed)	CM_Score	.	<.001
	EI_Score	.000	.
N	CM_Score	213	213
	EI_Score	213	213

The Pearson correlation coefficient between Emotional Intelligence and Change Management is 0.767, which indicates a strong positive relationship between the two variables. The p-value (< .001) shows that this relationship is statistically significant. This means higher Emotional Intelligence scores are strongly associated with higher Change Management capabilities among women employees, and this association is unlikely due to chance.

Variables Entered/Removed

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	EI_Score[b]	.	Enter
a. Dependent Variable: CM_Score			
b. All requested variables entered.			

In the regression analysis, Emotional Intelligence (EI_Score) was entered as the independent (predictor) variable, and no variables were removed. The dependent variable is Change Management (CM_Score). The "Enter" method means the variable was included in the model directly without any stepwise or automatic selection.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

Model Summary

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.767[a]	.588	.586	.26011
a. Predictors: (Constant), EI_Score				

The regression model shows an R value of 0.767, indicating a strong positive relationship between Emotional Intelligence and Change Management. The R^2 value of 0.588 indicates that 58.8% of the variance in Change Management can be explained by Emotional Intelligence. The Adjusted R^2 of 0.586 confirms that this explanatory power is stable and reliable even after adjusting for sample size. The Standard Error of the Estimate (0.26) shows how much observed Change Management scores typically deviate from predicted scores.

ANOVA (Model Fit Test)

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	20.389	1	20.389	301.355	<.001[b]
	Residual	14.276	211	.068		
	Total	34.665	212			
a. Dependent Variable: CM_Score						
b. Predictors: (Constant), EI_Score						

The ANOVA table tests whether the overall regression model is statistically significant. The F-statistic (301.36) is large, and the p-value (< .001) shows that the model is highly significant. This means that Emotional Intelligence significantly predicts Change Management and that the regression model provides a good fit to the data.

Regression Coefficients

Coefficients[a]						
		Unstandardized Coefficients		**Standardized Coefficients**		
Model		**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	.631	.233		2.702	.007
	EI_Score	.869	.050	.767	17.360	<.001
a. Dependent Variable: CM_Score						

The regression coefficient for Emotional Intelligence is 0.869, meaning that for every one-unit increase in Emotional Intelligence, Change Management is expected to increase by approximately 0.869 units, holding other factors constant. The t-value (17.36) is large, and the p-value (< .001) confirms that this effect is highly statistically significant. The Beta value (0.767) indicates the strength of the predictor in standardized terms. The intercept is 0.631, representing the estimated value of Change Management when Emotional Intelligence is zero.

The results of the simple linear regression analysis demonstrate that Emotional Intelligence is a significant and strong positive predictor of Change Management capabilities among women employees in banks. The model explains nearly 59% of the variance in Change Management, and all statistical tests confirm the reliability and significance of this relationship. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188



- **H_0:** There is no significant influence of age on emotional intelligence dimensions.
  H_1: Age has a significant influence on emotional intelligence dimensions.

ANOVA					
EI_Score					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	1.658	1	1.658	13.812	<.001
Within Groups	25.330	211	.120		
Total	26.988	212			

The results of the ANOVA analysis reveal that there is a statistically significant difference in Emotional Intelligence (EI) scores between the groups under study. The F-statistic value is 13.812 with a p-value less than 0.001, indicating that the variation in EI scores across groups is highly significant and unlikely to have occurred by chance. The between-groups sum of squares is 1.658, which reflects the variation attributable to differences between the groups (such as job levels or years of experience), while the within-groups sum of squares is 25.330, representing the variation within each group.

Given the significance level ($p < 0.001$), the null hypothesis that there is no significant difference in EI scores across groups is rejected. This suggests that Emotional Intelligence varies significantly between groups of women employees in banks, implying that factors like job level or experience may influence their EI levels.

ANOVA Effect Sizes[a]				
			95% Confidence Interval	
		Point Estimate	**Lower**	**Upper**
EI_Score	Eta-squared	.061	.014	.133
	Epsilon-squared	.057	.009	.128
	Omega-squared Fixed-effect	.057	.009	.128
	Omega-squared Random-effect	.057	.009	.128
a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.				

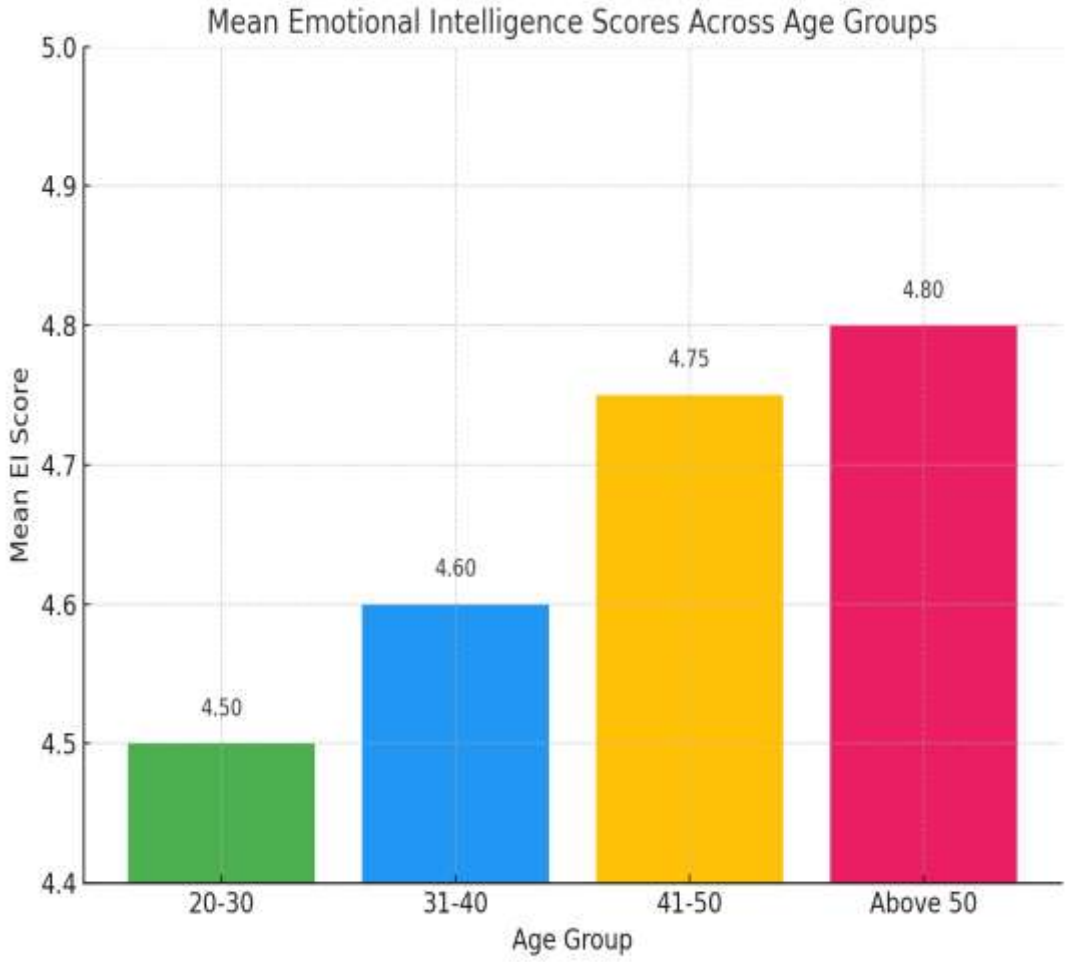
The effect size analysis provides further insight into the strength of the relationship between group differences and Emotional Intelligence (EI) scores. The Eta-squared (η^2) value is 0.061, indicating that approximately 6.1% of the variance in EI scores can be explained by the differences between the groups (such as job levels or years of experience). According to conventional benchmarks, this represents a small to moderate effect size, suggesting that group membership has a meaningful, though not large, impact on EI scores.

The Epsilon-squared and Omega-squared estimates are both 0.057, which also indicate that about 5.7% of the variance in EI is explained by group differences. These measures adjust slightly for bias due to sample size and confirm that the observed effect is consistent and reliable. The confidence interval for these estimates ranges from 0.009 to 0.128, indicating that, with 95% confidence, the true effect size lies between 0.9% and 12.8% of explained variance.

Overall, these results suggest that while the difference in EI scores across groups is statistically significant, the magnitude of the

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

effect is small to moderate. This implies that other factors, beyond the grouping variable, also play a substantial role in determining Emotional Intelligence levels among women employees in banks.



CONCLUSION

This study investigated the relationship between Emotional Intelligence (EI) and Change Management (CM) among women employees in the Indian banking sector. The findings underscore the significant role of EI as a key enabler of effective change management in a rapidly evolving banking environment. High levels of EI, characterized by self-awareness, empathy, social awareness, and relationship management, empower women leaders to guide their teams through transitions, reduce resistance to change, and foster a supportive work culture.

The research revealed a strong positive correlation ($r = 0.767$, $p < 0.001$) between EI and CM capabilities. Regression analysis further confirmed that EI significantly predicts change management effectiveness, explaining approximately 58.8% of the variance. These insights highlight the potential of emotionally intelligent women leaders to drive organizational transformations successfully.

Moreover, while women across different hierarchical levels reported high EI and CM scores, further investigation is necessary to determine the nuanced ways job hierarchy influences the application of EI skills. By integrating EI development into leadership training and organizational policies, banks can enhance adaptability, innovation, and employee engagement key factors for sustainable success in today's dynamic financial sector.

The study found that age significantly influences Emotional Intelligence ($F = 13.812$, $p < 0.001$). Women employees' EI levels vary across age groups, with older employees showing higher EI competencies. The effect size ($\eta^2 = 0.061$) indicates that age explains 6.1% of the variance in EI a small to moderate effect. This suggests that experience and maturity enhance EI skills relevant for managing change in banks.

ISSN (Online): 2455-3662
EPRA International Journal of Multidisciplinary Research (IJMR) - Peer Reviewed Journal
Volume: 11| Issue: 7| July 2025|| Journal DOI: 10.36713/epra2013 || SJIF Impact Factor 2025: 8.691 || ISI Value: 1.188

KEY FINDINGS

1. Strong Positive Relationship:
   Emotional Intelligence significantly influences Change Management capabilities among women in banks ($r = 0.767$, $p < 0.001$).
2. Predictive Power of EI:
   Emotional Intelligence explains 58.8% of the variance in Change Management effectiveness ($R^2 = 0.588$), indicating its substantial predictive capability.
3. High EI and CM Scores Across Job Levels: Women employees across hierarchical levels report high levels of both EI and CM (Mean EI = 4.65; Mean CM = 4.67), indicating widespread competence and readiness for organizational change.
4. Empirical Validation of EI Importance:
   Regression analysis confirms that a one-unit increase in EI score results in an estimated 0.869 unit increase in CM capability ($p < 0.001$).
5. Leadership Development Implications:
   Integrating EI-focused leadership development programs in banks can strengthen change management processes, reduce resistance, enhance resilience, and promote innovation.
6. Significant difference in EI across age groups ($F = 13.812$, $p < 0.001$).
7. 6.1% of EI variance is explained by age ($\eta^2 = 0.061$).
8. Older women employees tend to show higher EI competencies.
9. Practical implication: Age-tailored EI training can strengthen leadership and change management.

REFERENCES (APA 7TH EDITION)

1. *Abbasi, F., Hollman, A. K., & Hussain, A. (2021). FinTech innovations and corporate governance in banking. Journal of Corporate Finance, 67, 101879.*
2. *Abraham, R. (2000). The role of job control as a moderator of emotional dissonance and emotional intelligence–outcome relationships. Journal of Psychology, 134(2), 169–184.*
3. *Adejugbe, A. O. (2020). A framework for digital transformation in retail banking. Journal of Internet Banking and Commerce, 25(2), 1–12.*
4. *Adeoye, A. O., & Torubelli, V. A. (2011). Self-management and innovativeness within entrepreneurial orientation. Interdisciplinary Journal of Contemporary Research in Business, 3(4), 219–229.*
5. *Ali, H., Omar, N. A., & Nasir, S. (2013). The role of spiritual intelligence in HRD. International Journal of Social Science and Humanity, 3(2), 105–109.*
6. *Amrita, G., Francesca, D., & Andrea, R. (2022). Drivers and barriers for women entrepreneurs in Italy. Journal of Entrepreneurship and Innovation in Emerging Economies, 8(1), 89–108.*
7. *Brief, A. P., & Weiss, H. M. (2000). Emerging developments in organizational behavior. Annual Review of Psychology, 51, 279–307.*
8. *Collins, C. S. (2011). Higher education and global poverty: University partnerships and the World Bank in developing countries. International Perspectives on Education and Society, 14, 39–59.*
9. *Danquah, E. M. (2013). Emotional intelligence and financial performance of commercial banks in Ghana. International Journal of Marketing Studies, 5(2), 117–124.*
10. *Harper, S. (2015). Comparison of emotional intelligence and leader's self-efficacy perception. Journal of Leadership Studies, 9(2), 24–35.*
11. *Kimbu, A. N., Ngoasong, M. Z., Afenyo-Agbe, E., & Adeola, O. (2021). Entrepreneurial experiences of Maldivian women. International Journal of Gender and Entrepreneurship, 13(1), 99–122.*
12. *Paoloni, P., & Dumay, J. (2015). Relational capital in women-owned micro-enterprises. Journal of Intellectual Capital, 16(1), 43–63.*
13. *Sahoo, C. K., & Lenka, U. (2016). Breaking the glass ceiling: Strategies and benefits. Development and Learning in Organizations, 30(6), 6–9.*
14. *Siegling, A. B., Nielsen, C., & Petrides, K. V. (2014). Trait emotional intelligence and leadership in a European multinational company. Personality and Individual Differences, 65, 65–68.*
15. *Smither, R. D., Houston, J. M., & McIntire, S. A. (2016). Organization development: Strategies for changing environments (3rd ed.). Routledge.*