

Impact of Emotional Maturity on Work Performance : A Study on Bank Managers

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Abstract

Now-a-days emotional maturity has been used as a deciding factor for recruitment in different organizations. Huge numbers of organizations have started realizing the importance of non-cognitive intelligence. Emotional maturity includes the ability to deal constructively with reality and tends to reduce emotionalism and encourages constructive problem solving which results into increased work performance. An attempt has been made to explore the relationship between emotional maturity and work performance of the selected bank managers. The results obtained from regression analysis and one way anova depicted that a significant positive association existed between emotional maturity and work performance of the bank managers.

Keywords: Emotional Maturity, Work Performance, Bank Managers

Introduction

People in most basic nature, are ruled by their emotions but emotions also define people's perceptions about each other. This is specially intensified in the workplace where our worth and value depends on how we are viewed by others. In the workplace emotions can be an asset or a liability depending on how we display, use or control it. We cannot control our 'emotions' but we can choose to control how we display them. Extremely emotional displays are not only frowned upon but may be extremely detrimental to our professional life. In the most extreme scenario, having control over our emotional states can mean the difference between becoming successful and being fired. For leaders, especially, the success of an organization depends a lot on the leader's ability to deal with his/her own emotions as well as those of the others around.

Performance in any endeavour is largely contingent upon mental preparation, psychological strength and emotional maturity. Just as one prepares for competition by practicing physical skill as well as increasing his/her strength and endurance, one must also prepare himself/herself mentally as well as emotionally. Emotions are great motivating forces throughout the span of human life; affecting aspirations, actions and thoughts of an individual. Emotion denotes a state of being moved, motivated or aroused in some way. An emotion involves feelings, impulses and physiological reactions. As emotions do play central role in the life of an individual, one is expected to have higher emotional maturity in order to lead an effective life. It is also true that our behavior is constantly influenced by the emotional maturity level that we possess.

It has been said that a person's emotional reaction to a happening depends both upon the nature of the happening itself and upon his own inner state. The same thing or happening make create joy in one and grief in another, all depending on the inner state of the individual. A mature person views life experience as learning experiences and, when they are positive, he enjoys and revels in life. When they are negative, he accepts personal responsibility and is confident and can learn from them to improve his life. When things do not go well, he looks for an opportunity to succeed. The immature person curses the rain while a mature person sells umbrellas. When things do not go as anticipated, the immature person stamps his feet, holds his breath and bemoans his fate. The mature person considers using another approach or going another direction and moves on with life. Rathee and Salh (2010) found that International players are significantly better in emotional maturity as compared to state players. When frustrated, an immature person looks for someone to blame. The mature person looks for solution. Immature people attack people; mature people attack problems. The mature person uses his anger as an energy source and, when frustrated, redoubles his efforts to find solutions to his problems.

“Head Knowledge” and “Heart Knowledge” are two separate levels of awareness. It's a given that nearly everyone hired in a business who presents a resume and successfully completes an interview process will possess “Head Knowledge.”

Emotional maturity is the key to a happy, fulfilled life. Without which, the individual falls an easy prey to the dependencies and insecurities. In the present circumstance, lack of emotional maturity is giving rise to many psychosomatic problems such as anxiety, tensions, frustrations and emotional upsets in the day-to-day life. Emotional Maturity is a measure of one's capacity to create

in a positive mental attitude. Emotional Maturity is the process of impulse control through the agency of self. *Morgan (1924)* stated the view that an adequate theory of Emotional Maturity must take an account of the full scope of the individual powers and his ability to enjoy the use of his powers. Emotional Maturity actually is, “A process of readjustment, the infant learns under parental supervision what situations after permissible opportunities for emotional reactions and to what extent, so that primitive elemental psychological response that we call ‘emotion’ becomes patterned in accordance with approved from the expression and repression favoured by culture” – *Frank (1963)*.

Maturity plays a large role in many different aspects of life. If one wants to make the most of his career or work environment, we need to be mature and surround ourself with similar people. If we work in a place where there is a lot of gossip, pranking and other immaturity going on, it may be hard for us to succeed or excel in our job.

When it comes to work life, there is need to be emotionally mature and able to act professionally in every situation so that it can be viewed in this light by the managers. If we act like an immature child, management will likely see that way, and treat accordingly. Emotional maturity isn't all about behaving and acting professional, however it is also about controlling our anger and our personal feelings when something is work related, because we don't want to get the two confused. We might have a disagreement with a coworker, but that doesn't mean that we can get angry –or worse yet, physically harm them. Sometimes we simply need to let it go, relax, and focus on the task at hand, which is our work. It's always nice to make friends and interact socially in the workplace, but the best work environments are those where there aren't tangled webs of gossip and relationships that are keeping people from being productive. These things show signs of great immaturity on the entire company's part.

Need of the Study

In today's competitive world, companies are looking ways to boost productivity and profits, and one way to do this is to promote job satisfaction and well-being among their employees. Improving work-place efficiency and understanding employee behavior are key objectives for industrial psychologist, as it enables companies to do the following:

1. To help workers to do their jobs effectively.
2. To treat employees fairly.

3. To make jobs more interesting and satisfying.

The Emotional maturity becomes important in the behavior of individuals. As the Managers are the pillars of the organization, who work to achieve overall goals by aligning with the long term vision of the organization. So the present study intends to measure the Emotional Maturity of the managers of the bank managers. It has been seen in the current scenario that these two sectors of the industry are highly stressful, as the managers of these industries work to achieve targets of the organization within the stipulated time, which becomes highly challenging for all the employees of the organization. To overcome the various hurdles in achieving these challenges, one needs to be emotionally mature. It is hypothesized that if a manager tends to be emotionally mature, he might face the challenges with enthusiasm and work with positive attitude to achieve them, which ultimately will enhance their performance. Similarly we assume that emotionally immature person will react excessively in difficult situations and will not be able to control his emotions successively to overcome the hurdles in achieving the targets. A lot of research has been conducted on emotional maturity, which has a deep impact on the performance. The study of these parameters have been carried out individually and particularly on college going and school going students , but very little work has been done on the service sector industry. The present study aims to find the impact of emotional maturity on the performance of the managers of the service sector Industries. The overall goal is to understand human behavior in the workplace.

Objectives of the study

1. To study the relationship between performance level and emotional maturity of the bank managers.
2. To study the categorical differences amongst emotional maturity, identifying that whether all the four categories are similar or significantly different from one another.

Research Design

The present study being followed is **descriptive** in nature, where efforts have been made to explore the performance in relation to Emotional Maturity.

Sampling Design

400 bank managers were surveyed from public and private sector banks. Among the public sector banks, the data is collected from, **Oriental Bank of Commerce, State bank of India, Punjab and Sind Bank, Canara bank**. Among the private sector banks namely **Axis bank, HDFC, ICICI, Indusind bank** were surveyed for data collection.

Scope of the study

The data was collected from the managers of service sector industries located in state of **Punjab, Haryana & U.T of Chandigarh**, where such managers are of the age group between 25-40 years of the age.

Application of Standardised Scale

Standardized scales by Dr Yashvir Singh and Dr Mahesh Bhargava have been administered on the respondents to measure the emotional maturity. On the basis of that five broad factors of emotional maturity have been identified, namely, Emotional stability, Emotional progression, Social adjustment, Personality integration and Independence. For measuring performance, 12 variables have been identified, namely, Organizing ability, Job knowledge and clarity, Communication skills, Decision making, Judgmental skills, Sociability, Leadership skills, Integrity and dependability, Commitment and loyalty, Creativity and innovation, Attitude and target achievement.

Analysis and Interpretation

The following statistical techniques were used in the present study for the analysis of collected data.

1. Regression analysis
2. One Way Anova

Regression Analysis

Regression analysis is a statistical technique for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis help us to understand how the typical value of the work performance changes when the independent variable (emotional maturity) is varied.

The model summary is shown in the Table 1.1

Table 1.1 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381 ^a	.145	.143	15.36376

a. Predictors: (Constant), Score of respondents on EM

b. Dependent Variable: Score of respondents on Performance

The strength of association is measured by the square of multiple correlation coefficient R square, which is also called coefficient of multiple determination. The value of R square is 0.145 indicating variance 14.5%.

Table 1.2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15884.046	1	15884.046	67.292	.000 ^b
	Residual	93473.884	396	236.045		
	Total	109357.930	397			

a. Dependent Variable: Score of respondents on Performance

b. Predictors: (Constant), Score of respondents on EM

The F-Statistic is conducted, the value of F is 67.292, which is significant at $\alpha=0.05$.

Table 1.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	63.348	2.698		23.476	.000
	Score of respondents on EM	.234	.028	.381	8.203	.000

a. Dependent Variable: Score of respondents on Performance

The results of regression analysis are shown in the table 1.3, the partial regression coefficient (B) for emotional maturity is 0.234 and the corresponding beta coefficient is 0.381. so the estimated regression equation is

$$\text{Work Performance} = 63.348 + 0.234 (\text{Emotional Maturity}).$$

The results clearly indicate emotional maturity and work performance are strongly positively associated. In nut shell, managers with high emotional maturity tend to show high performance. Similarly managers with low emotional maturity level tends to deliver poor performance.

Table 1.4 Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	74.5589	108.6591	84.5628	6.32536	398
Residual	-44.92206	52.92387	.00000	15.34440	398
Std. Predicted Value	-1.582	3.809	.000	1.000	398
Std. Residual	-2.924	3.445	.000	.999	398

a. Dependent Variable: Score of respondents on Performance

One-Way ANOVA

In order to study the categorical differences among the categories of emotional maturity, one way ANOVA is conducted, where emotional maturity is independent variable and work performance is the dependent variable. The different interactions that can arise when conducting ANOVA are shown in the table 1.5

Table 1.5 Descriptives

Score of respondents on Performance

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Extremely emotionally mature	167	77.5808	11.69663	.90511	75.7938	79.3679	51.00	112.00
Emotionally mature	64	86.9531	15.71111	1.96389	83.0286	90.8776	58.00	116.00
Emotionally immature	96	85.8958	13.79586	1.40803	83.1005	88.6911	55.00	119.00
Extremely emotionally immature	70	97.7143	21.18459	2.53204	92.6630	102.7656	55.00	145.00
Total	397	84.6524	16.52134	.82918	83.0222	86.2825	51.00	145.00

Table 1.6 Test of Homogeneity of Variances

Score of respondents on Performance

Levene Statistic	df1	df2	Sig.
16.625	3	393	.000

Table 1.7 ANOVA

Score of respondents on
Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	20781.268	3	6927.089	31.181	.000
Within Groups	87308.762	393	222.160		
Total	108090.030	396			

The value of F for emotional maturity is 31.181, which is significant, so the null hypothesis is rejected, we conclude that the population means for four levels of emotional maturity are indeed different. The relative magnitudes of means of four categories indicate that extreme emotional maturity leads to high performance.

Post-Hoc Tests

The post-hoc tests are made after the analysis. These are generally multiple comparison tests. They enable to construct the generalized confidence intervals that can be used to make pair-wise comparisons of all treatment means.

The multiple comparisons between the categories of Emotional Maturity (Independent variable) and Work Performance (dependent variable) are indicated in the table 1.8

Table 1.8 Multiple Comparisons

Tukey HSD

(I) Categorization on the basis of EM score		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Extremely emotionally mature	Emotionally mature	-9.37229*	2.19124	.000	15.0258	-3.7188
	Emotionally immature	-8.31500*	1.90905	.000	13.2404	-3.3895
	Extremely emotionally immature	20.13345*	2.12226	.000	25.6090	14.6579
Emotionally mature	Extremely emotionally mature	9.37229*	2.19124	.000	3.7188	15.0258
	Emotionally immature	1.05729	2.40529	.972	-5.1485	7.2631
	Extremely emotionally immature	10.76116*	2.57778	.000	17.4120	-4.1103
Emotionally immature	Extremely emotionally mature	8.31500*	1.90905	.000	3.3895	13.2404
	Emotionally mature	-1.05729	2.40529	.972	-7.2631	5.1485
	Extremely emotionally immature	11.81845*	2.34262	.000	17.8625	-5.7744
Extremely emotionally immature	Extremely emotionally mature	20.13345*	2.12226	.000	14.6579	25.6090
	Emotionally mature	10.76116*	2.57778	.000	4.1103	17.4120
	Emotionally immature	11.81845*	2.34262	.000	5.7744	17.8625

Table 1.8 presents that the mean difference for the categories of emotional maturity, i.e, extremely emotionally mature and extremely emotionally immature are indeed different as the mean difference is significant at 0.05 level.

Table 1.8 depicts that two categories of emotional maturity, i.e., emotionally mature and emotionally immature are not significantly different as the mean difference is insignificant at 0.05 level.

Homogeneous Sub-Sets

Table 1.9 indicates the homogeneous sub-sets, which again reveal that the two categories of emotional maturity, i.e. emotionally immature and emotionally mature fall into the same sub-set (2), indicating that they are not indeed different, whereas the other two categories, i.e. extremely emotionally mature and extremely emotionally immature fall into the different sub-sets i.e. 1 and 3 respectively indicating that they are indeed different.

Table 1.9 Score of respondents on Performance

Tukey HSD

Categorization on the basis of EM score	N	Subset for alpha = 0.05		
		1	2	3
Extremely emotionally mature	167	77.5808		
Emotionally immature	96		85.8958	
Emotionally mature	64		86.9531	
Extremely emotionally immature	70			97.7143
Sig.		1.000	.966	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 86.364.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Therefore, the homogeneous sub-sets confirm the results obtained in the post-hoc tests through multiple comparisons.

Conclusions

The analysis of the study reveals that that emotional maturity and performance are strongly positively associated. Emotional maturity tends to have positive impact on the work performance of the managers. In nut shell, managers with high emotional maturity tend to show high performance. Similarly managers with low emotional maturity level tends to poor performance.

The study also concluded that all the four levels of emotional maturity, that is, extremely emotionally mature, emotionally mature, emotionally immature and extremely emotionally immature, are indeed different. The relative magnitudes of means of four categories indicate that extreme emotional maturity leads to high performance.

The multiple comparison tests indicate that the mean difference for the categories of emotional maturity, i.e, extremely emotionally mature and extremely emotionally immature are indeed different as the mean difference is significant at 0.05 level. An also concluded that two categories of emotional maturity, i.e., emotionally mature and emotionally immature are not significantly different as the mean difference is insignificant at 0.05 level.

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