SELF MANAGEMENT AMONG MANAGERS AND ITS IMPACT ON NON-MANAGERIAL EMPLOYEES’ JOB SATISFACTION IN THE BANKING SECTOR

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ABSTRACT

Self Management is regarded as a vitally important concept that leaders have to learn for the success of any organization. In reviewing the Indian research literature for the purpose of finding the ways to enhance the Job Satisfaction among bank employees, the researcher could identify Self Management of the managers as one of the most important but abandoned concepts. The purpose of this study was to investigate the impact of Managers’ Self Management (which is one of the key indicator of emotional intelligence) on Non-Managerial Employees’ Job Satisfaction in the banking sector in Madurai. The sample consisted of 400 non-managerial employees selected randomly from the Commercial Banks. Collected data were analyzed using regression analysis, Cronbach Alpha, Pearson correlation coefficient and Spearman’s rho correlation coefficient. The results of the study indicated that Self Management had a significant positive relationship with Job Satisfaction. The data indicated that self-management indicators were significantly and positively correlated with Job Satisfaction. It is recommended here that self management quality of the managers should be enhanced to improve the Job Satisfaction of the non-managerial employees.

Key Words: Job Satisfaction, Manager, Non-managerial employees, Self Management
INTRODUCTION

Economy or production process largely depends upon how efficiently the financial sector in general and the banks in particular perform the basic functions of financial transformations. This factor assumes further significance in a country like Sri Lanka. The banking sector is the dominant sub-sector within the financial sector. It plays the positive and important role in respect of the overall development of a country. The performance of the banking sector directly affects the other industrial and service sectors of the economy (Bankers Journal, 2004, P.43).

Business performance of the banking sector largely depends upon the high quality services. Service quality is the ability to provide professionally required and customer expected applications of business (Naeem et al., 2008). The efficient and quality services are not the result of a single causal factor; it is a result of the multiple factors. According to Naeem et al., (2008) human effort and Emotional Intelligence are more important determinants of service quality. The banks as the service providers are required to be adaptive towards the demands and behaviors of the customers, it is basically Emotional Intelligence that helps managers in responding effectively towards the customer needs. The learning and practice of these skills help to improve the performance of service providers and thus to increase customer satisfaction. By using Emotional intelligence, organizations can have increased knowledge about customers and greater ability for recognizing and regulating the quality of service according to the desires of customers (Naeem et al., 2008).

Emotional Intelligence is regarded as a vitally important concept that leaders have to learn for the success of any organization. Daniel Goleman who brought the concept of emotional intelligence to the world’s attention said that effective leaders are alike in one crucial way. They all have a high degree of emotional intelligence. Furthermore, he explained that emotional intelligence is the sine qua non of leadership (Goleman, 1998). Goleman by his different kind of research studies clearly points out that leaders’ emotional intelligence directly affect his or her effectiveness and success in an organization (Goleman, 1995; 1998; 1999). A growing number of academic and senior managers have recently recognized that the importance of emotional intelligence for the leader’s effectiveness and success of an organization. Further, they explained that emotional intelligence managers can improve the Job Satisfaction among their employees. Job satisfaction is a positive emotional response towards the various aspects of job resulting from what the employees want and value from their job (Olsen, 1993). It is closely associated with life satisfaction, job performance, Organizational Commitment, Job Involvement, physical and mental health, absenteeism, turnover, labour problem, labour grievances (Buitendach & De Witte, 2005).

Emotional Intelligence and Job Satisfaction

Salovey and Mayer (1990) were the first who defined emotional intelligence, as “The ability to monitor one’s own and others’ feelings, to discriminate among them, and to use this information to guide one’s thinking and action”. Later, Mayer and Salovey (1997) developed the four-branch model or ability model of emotional intelligence, analyzing the perception of emotion, the ability reason using emotions), the ability to understand emotions and the ability to manage emotions. During the popularization of emotional intelligence, Goleman (1998) defined emotional intelligence as “Knowing ones’ emotions”, “Managing emotions”, “Motivating oneself”, “Recognizing emotions in others” and “Handling relationships”. Bar-On (1997), defined emotional intelligence as the “skills which influence one’s ability to succeed”, in his book Bar-On Emotional Quotient Inventory: A measure of emotional intelligence (1997).
Job satisfaction was firstly defined by Locke (1976), as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Job satisfaction is highly related to employees’ behavior (Edwards & Fisher, 2004; Kraut, 1996) and is connected to the motives that can be provided in the business environment.

LITERATURE REVIEW

The study of Orhan & Dincer (2012) focused on the relationship between emotional intelligence and job satisfaction. In addition the study of Abi & Jijo (2012) showed how the work experience and the marital status affect the emotional intelligence and satisfaction at work. The results showed very high positive correlation between emotional intelligence and job satisfaction. The research of Jawahar & Samanvitha (2012) in India has shown that there is a strong correlation between emotional intelligence and at the level of job satisfaction and performance. Besides Webb (2011) examined the levels of emotional intelligence of employees in relation to their satisfaction from their work and dedication in leading vision, concluding that there is a remarkable importance of high satisfaction and commitment among employees.

Khouly et al. (2010) came to the result that individuals who have high emotional intelligence are more satisfied with their jobs than it happens with employees who have low emotional intelligence. Also, gender and job satisfaction do not correlate significantly, while emotional intelligence and job satisfaction are highly correlated and emotional intelligence and gender interact to affect job satisfaction.

Choi et al (2011), through their research among 288 workers in South Korea, concluded that emotional intelligence is positively associated with the behaviors of workers at the workplace (job satisfaction and commitment to the company). Viewing the above, a further investigation should be proposed concerning the generalization of the research results, both in the public and private sector at an over time basis.

The Self-Management Cluster: Managing Internal States, Impulses, and Resources

The Self-Management cluster of EI abilities encompasses six competencies. Heading the list is the Emotional Self-Control competence, which manifests largely as the absence of distress and disruptive feelings. Signs of this competence include being unfazed in stressful situations or dealing with a hostile person without lashing out in return. Among small business owners and employees, those with a stronger sense of control over not only themselves but the events in their lives are less likely to become angry or depressed when faced with job stress or to quit (Rahim & Psenicka, 1996). Among counselors and psychotherapists, superior performers tend to respond calmly to angry attacks by a patient, as do outstanding flight attendants dealing with disgruntled passengers (Boyatzis & Burrus, 1995; Spencer & Spencer, 1993). And among managers and executives, top performers are able to balance their drive and ambition with Emotional Self-Control, harnessing their personal needs in the service of the organization’s goals (Boyatzis, 1982). Those store managers who are best able to manage their own stress and stay unaffected have the most profitable stores, by such measures as sales per square foot, in a national retail chain (Lusch & Serkenci, 1990).

The Trustworthiness competence translates into letting others know one’s values and principles, intentions and feelings, and acting in ways that are consistent with them. Trustworthy individuals are forthright about their own mistakes and confront others about their lapses. A deficit in this ability operates as a career derailer (Goleman, 1998). The signs
of the Conscientiousness competence include being careful, self-disciplined, and scrupulous in attending to responsibilities. Conscientiousness distinguishes the model organizational citizens, the people who keep things running as they should. In studies of job performance, outstanding effectiveness in virtually all jobs—from the bottom to the top of the corporate ladder—depends on Conscientiousness (Barrick & Mount, 1991). Among sales representatives for a large U.S. appliance manufacturer, those who were most conscientious had the largest volume of sales (Barrick, Mount, & Strauss, 1993). If there is any single competence our present times call for, it is Adaptability. Superior performers in management ranks exhibit this competence (Spencer & Spencer, 1993). They are open to new information and can let go of old assumptions and so adapt how they operate. Emotional resilience allows an individual to remain comfortable with the anxiety that often accompanies uncertainty and to think “out of the box,” displaying on-the-job creativity and applying new ideas to achieve results. Conversely, people who are uncomfortable with risk and change become naysayers who can undermine innovative ideas or be slow to respond to a shift in the marketplace. Businesses with less formal and more ambiguous, autonomous, and flexible roles for employees open flows of information, and multidisciplinary team-oriented structures experience greater innovation (Amabile, 1988). David McClelland’s landmark work The Achieving Society (1961) established Achievement Orientation as the competence that drives the success of entrepreneurs. In its most general sense, this competence, which I call Achievement Drive, refers to an optimistic striving to continually improve performance. Studies that compare star performers in executive ranks to average ones find that stars display classic achievement-oriented behaviors—they take more calculated risks, they support enterprising innovations and set challenging goals for their employees, and so forth. Spencer and Spencer (1993) found that the need to achieve is the competence that most strongly sets apart superior and average executives. Optimism is a key ingredient of achievement because it can determine one’s reaction to unfavorable events or circumstances; those with high achievement are proactive and persistent, have an optimistic attitude toward setbacks, and operate from hope of success. Studies have shown that optimism can contribute significantly to sales gains, among other accomplishments (Schulman, 1995). Those with the Initiative competence act before being forced to do so by external events. This often means taking anticipatory action to avoid problems before they happen or taking advantage of opportunities before they are visible to anyone else. Individuals who lack Initiative are reactive rather than proactive, lacking the farsightedness that can make the critical difference between a wise decision and a poor one. Initiative is key to outstanding performance in industries that rely on sales, such as real estate, and to the development of personal relationships with clients, as is critical in such businesses as financial services or consulting (Crant, 1995; Rosier, 1996).

Problem of the Study

The problem addressed in this study was to investigate how and in what ways Self management of managers affects Job Satisfaction of non-managerial employees in the banking sector in Madurai.

Objectives of the Study

The main objective of this research was to fill up the research gap by investigating the impact of self management of managers on Job satisfaction of other employees and to identify the effect of each dimension of Self management on Job Satisfaction.
Hypothesis
H1: There is a positive & significant relationship between Managers’ Self Management and other non-managerial employees Job Satisfaction.

METHODOLOGY

Population and Sample

All the managers and non – managerial employees of the commercial banks in Madurai were the population of the study. The sample of this study was 400 employees in the Commercial banks in Madurai. The sample method of the survey was the convenience sampling. Thirty of the managers were women; ninety were married. Their average age and tenure in the organization were 43.96 years (SD = 8.35) and 20.03 (SD = 6.27), respectively. Twenty two managers have a bachelors degree, whereas seven have a masters degree or higher. Two hundred and eight of the respondent Employees who are other than managerial position were women; Two hundred and thirty six were married. Their average age and tenure in the organization were 33.57 years (SD = 9.77) and 11.70 (SD = 8.02), respectively.

Dependent Variable: The non – managerial employees’ job satisfaction was evaluated by using overall job satisfaction questionnaire that were assessed on a five-point scale (ranging from 1 = strongly disagree, to 5 = strongly agree).

Independent Variable: The self management questionnaire measures the level of emotional self management of the managers by using six dimensions (Self control, Transparency, Adaptability, Initiative, Achievement and Optimism) on a five point scale (ranging from 1 = strongly disagree, to 5 = strongly agree).

DATA ANALYSIS

The collected data were analyzed by using SPSS version 17. The regression analysis, Cronbach’s Alpha, Pearson correlation coefficient and Spearman’s rho correlation coefficients were used to assess the relationship between self management and job satisfaction.

Spearman’s rho correlation is a nonparametric measure of statistical dependence between two variables. This measure takes values between -1 and 1, showing the extent of how correlated the variables under study are (Caruso, Cliff, 1997).

To predict the relationship between two factors, the implementation of the simple linear regression model is suggested. The factor that is being predicted is called the dependent variable and the variable that is used to predict the dependent variable is called the independent variable. The simple linear regression model is represented like Y= a + b*X + e, where Y the dependant and X the independent variable respectively. The term e represents the error term in the model (Kenney, Keeping, 1962).

Cronbach’s alpha is performed to test reliability of constructs used in the questionnaire. The reliability can be considered appropriate if cronbach’s alpha returns 0.6 to 1.0, and if its > .9 that is excellent (Hair, Babin, Money, & Samouel, 2003).

Pearson correlation coefficient is a type of correlation coefficient that represents the relationship between two variables that are measured on the same interval or ratio scale, ranging from -1 to +1. A value of +1 is the result of a perfect positive relationship between two or more variables. Conversely, a value of -1 represents a perfect negative relationship. It has been shown that the Pearson coefficient can be deceptively small when it is used with a non-linear equation.
FINDINGS OF THE STUDY

For the study of the main research hypothesis, the correlation analysis between the variables of self management and job satisfaction were used.

The Spearman coefficient equals 0.142 and the corresponding value p-value equals 0.116. At a confidence level of 90%, it seems that there is no correlation between transparency of managers and job satisfaction of employees.

The Spearman coefficient equals 0.148, with the corresponding p-value value equals 0.102. It seems, therefore, emotional self control of managers have marginally positive correlation with job satisfaction of employees at 90% confidence level.

The Spearman correlation coefficient calculated by SPSS equals 0.316. The corresponding p-value of statistical test is 0.000. As the confidence level of this study is 90%, p-value is less than 0.10 (100%-90%) Therefore, it is considered that Adaptability is positively correlated with job satisfaction.

The Spearman coefficient is calculated 0.248 with p-value 0.005. At 90% confidence level, there seems to be a positive correlation between initiative quality of manager and job satisfaction.

The Spearman coefficient equals 0.168 with corresponding value p-value 0.062 and therefore, achievement orientation of managers is positively correlated with job satisfaction of employees.

The Spearman coefficient was calculated-0.048. The p-value value equals 0.593, fact that implies that there is no correlation between the level of optimism among managers and job satisfaction of employees at 90% confidence level.

<table>
<thead>
<tr>
<th>Table 1: Spearman Coefficient of Correlation</th>
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<tbody>
<tr>
<td>Spearman’s rho</td>
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<tr>
<td>----------------</td>
</tr>
<tr>
<td>Transparency</td>
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<tr>
<td>Emotional self control</td>
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<td>Adaptability</td>
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<td>Initiative</td>
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<td>Achievement</td>
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<td>Optimism</td>
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</table>

Source: Results of the survey questionnaire

Table 2: Results of Regression Analysis: Influence of Self Management among Managers on Job Satisfaction of Employees

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Management</td>
</tr>
<tr>
<td>β</td>
</tr>
<tr>
<td>t value</td>
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<tr>
<td>P value</td>
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<tr>
<td>R square</td>
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Correlation is significant at the 0.01 level. It is also supported the research hypothesis (β = .46, p < .01).
Table 3: Reliability analysis of self management and job satisfaction.

<table>
<thead>
<tr>
<th>Source: Results of survey questionnaire</th>
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<tbody>
<tr>
<td>Job Satisfaction</td>
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<tr>
<td>Self Management</td>
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</table>

Table 4: Pearson correlation analysis between Self management and job satisfaction

<table>
<thead>
<tr>
<th>Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
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</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>adaptability</td>
<td>.352</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative</td>
<td>.081</td>
<td>.294</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transparency</td>
<td>-.093</td>
<td>.029</td>
<td>-.032</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional self control</td>
<td>-.081</td>
<td>.232</td>
<td>.178</td>
<td>-.202</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Optimism</td>
<td>-.165</td>
<td>-.418</td>
<td>-.095</td>
<td>-.155</td>
<td>-.221</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievement oriented</td>
<td>.365</td>
<td>.672</td>
<td>.150</td>
<td>.057</td>
<td>.147</td>
<td>-.313</td>
<td>...</td>
</tr>
</tbody>
</table>

Source: Results of survey questionnaire

The Pearson Correlation between Job satisfaction and self management variables (see Table 4) showed significant association; so the frequency of Job Satisfaction, adaptability, and achievement oriented variables \( r (400) = .352, p < .001 \) and \( r (400) = .365, p < .001 \) respectively, were strongly correlated. The correlation result showed that two variables adaptability and achievement oriented out of seven were highly correlated with Job satisfaction of non-managerial employees.

RESULTS & DISCUSSION

The main objective of this study was to examine the effect of self management of managers on job satisfaction of non-managerial employees in the banking sector in Madurai. The test result shows that the managers’ self management was positively and significantly correlated with job satisfaction of the non-managerial employees.

The effect of each dimensions of self management of managers on job satisfaction of non-managerial was assessed to provide a more specific examination of self management of managers on job satisfaction. In this study, the adaptability, initiative and achievement orientation of managers are the most influencing factors of job satisfaction among other employees in Bank.

CONCLUSION

The findings of this research have highlighted the importance of self management of managers on the improvement of job satisfaction of the employees. The importance of self management quality for a leader has not limited to particular organization. It is equally important for any types of organizations in the economy. The banking sector, the dominant
sector in the economy plays very positive and important role in the overall economic development of a country. Therefore, the self management leadership is essential for improving the job satisfaction in the banking sector other than the other sectors.

RECOMMENDATION

The findings of this study clearly explain the importance of Self management leadership to enhance the job satisfaction of the non – managerial employees. Therefore, all the leaders and managers need to concentrate this concept. When the managers are trained, it is very important to implement effective self management training as a part of their overall EI training. It is a set of personal and social skills that are improved through practice and discipline. Self Management can be learned, but the process is not easy, it takes time and commitment.

Therefore, the banks are suggested to rethink about the recruitment strategies that go beyond merely assessing IQ measures and technical skills in recruiting new managers. Selecting managers who have high self management quality have a positive impact on the extent to which an organization succeeds in retaining its most critical workforce. Self Management plays an important part in every aspect of peoples’ lives, in everyday life, having a high self management may help us develop stable and trusting relationships, understand others better, and interpret actions of others more clearly. Therefore, the awareness program on self management is also needed for each and every employee in the banking sector.

LIMITATION

The results must be considered in the context of several limitations. First limitation was of relying on self-reported data. The level of self management of the managers and job satisfaction of the non - managerial employees were measured according to the respondents’ own attitudes. Second limitation is the difficulty of exploring the psychological factors like self management through the structured questionnaire was another limitation of this study.

SCOPE FOR FURTHER RESEARCH

The present study provides many potential paths for future researchers. In this study self management and job satisfaction were the major variable of interest. However, exploration of how self management regulates other areas in an organization and life may be fruitful. The research study attempted to demonstrate the direct relationship between self management and job satisfaction. The further researches would be advantages to explore potential moderators for these connections. This research focused only the banking sector. But other researchers can expand the sample to the other service organizations or different organizations in Madurai. This study considered only one dimension of emotional intelligence (self management) for evaluating job satisfaction of employees, which can also use other dimensions of emotional intelligence in future.
REFERENCES