

Relationship between Emotional Intelligence and Stress Management (A Study of Zenith Bank Plc. Enugu)

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Abstract: *The research examined the relationship between emotional intelligence and stress management. The objectives which the study achieved were to examine the relationship between self-awareness, self-management, social awareness, relationship management and stress management. The research design adopted for the study was the survey research design. Some research questions were also posed which the study provided answers to; in conducting the study data were sourced from both primary and secondary sources. The population of the study consist of 298 employees of Zenith Bank Plc from six (6) branches in Enugu of which a sample size of 171 was determined using the Taro Yamane's formula. The study was highly descriptive and inferential in nature as it involved the use of tables, frequencies and simple percentages as the basic statistical technique employed to analyse the raw data. Chi-square statistical tool was adopted to test the hypotheses. Findings from the study revealed that there are significant relationship between self-awareness and stress management; $\chi^2(171, 1) = 14.27, P < 0.05$, Self-management and stress management; The study recommended that the organization include some programmes in order to enhance emotional intelligence based on their job satisfaction, job involvement, organization commitment, work and family conflict. Such programs would assist them in developing better management of their work. There should be emotional intelligence seminars, training education programmes to provide clear instructions for employees to increase their understanding and knowledge of emotional intelligence. The working environment should be made favourable for the employees so as to reduce stress.*

Keywords: *Emotional, Intelligence, Stress Management*

INTRODUCTION

Emotional intelligence is a social intelligence that enables people to recognise their own and other peoples' emotions. Moreover, emotional intelligence enables people to differentiate those emotions and to make appropriate choices for thinking and action. It is an intelligence that may be learned, developed and improved. Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. At its best, emotional intelligence is about influence without manipulation or abuse of authority. Emotional Intelligence is define as the subset of social intelligence that involves 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.

The 21st century is also an era of stress. Individuals face job stress in their organization and daily lives due to globalization, information technology revolution and speed of life. The most important effects of these can be seen in the business world and they can manifest themselves as changes that organizations make in their structures, strategies, activities, and technologies. Constantly changing organizations impose new roles and duties on their employees which have effect on their work life balance, and the employees who want to handle new roles and duties need to have efficiency in intelligence quotient (IQ) and efficiency in emotional quotient (EQ) in the processes of decision making and problem solving. A completely stress-free life is impossible and stress becomes a characteristic of human existence. Individuals have used various methods to handle stress, including using their intelligence, especially their emotional intelligence.

Some researchers suggests that emotional intelligence can be learned and strengthened, while other claim it is an inborn characteristic. The ability to manage feelings and handle stress is another aspect of emotional intelligence that has been found to be important for successful work life balance. Emotional intelligence has as much to do with knowing when and how to express emotion as it does with controlling it. Empathy is a particularly important aspect of emotional intelligence. Emotions are more successful in work as well as in social lives. Emotional Intelligence is now being considered to be an important organizational factor. Emotional Intelligence is the ability to perceive accurately, appraise, and express emotion, the ability to access or generate feelings when they facilitate thought, the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. Emotional Intelligence consists of four elements- self-awareness, self-management, social awareness and relationship management. It can be raised by developing a few key skills such as by ability of stress management, recognizing and regulating emotions, empathetic attitude and resolving conflicts with confidence.

Statement of the Problem

The problem of stress and adjustment is widely seen as a social crisis as well as a problem of individual behavior. When an individual does not succeed in his work regularly then he comes under the area of stress and maladjustment. The concept of emotional intelligence can be used effectively in solving these problems and helps the individual to adjust in the society. In the recent years, a great interest in emotional intelligence on the part of corporations, universities and schools have been seen. The idea of emotional intelligence has inspired research and curriculum development to improve educational curriculum and incorporate these principles into everyday learning for students. Stress management can be a real problem to the organization as well as to the workers. Job stress can manifest itself in numerous ways. A range of somatic and mental ailments such as, tension headaches, allergies, back problems, colds and flu, depression, anxiety, irritation, tension and sleeplessness and may lead to health compromising coping strategies such as increased consumption of cigarettes, alcohol and drugs.

Objectives of the Study

The following are the objectives of this study:

1. To examine the relationship between self awareness and stress management.

Research Questions

1. What is the relationship between self awareness and stress management?

Statement of Hypotheses

These hypotheses were proposed to guide the study

1. Self awareness does not have significant relationship with stress management.

Conceptual Review

Emotional intelligence is the capability of individuals to recognize their own emotions and those of others discern between the different feelings and label them appropriately, using emotional information to guide thinking and behavior, and adjust emotions to adapt to environments. Although the term first appeared in 1964, it gained popularity in the 1995 best-selling book *Emotional Intelligence*, written by science journalist Daniel Goleman. Goleman defined Emotional Intelligence as the array of skills and characteristics that drive leadership performance. Studies have shown that people with high Emotional Intelligence have greater mental health, job performance, and leadership skills, although no causal relationships have been shown. Emotional Intelligence is typically associated with empathy because it involves an individual connecting their personal experiences with those of others. Since its popularization in recent decades, methods of developing Emotional Intelligence have become widely sought by individuals seeking to become more effective leaders. Emotional Intelligence is a type of social intelligence that involves the ability to monitor one's own intelligence related to emotions and also respect other people's emotions and use this information to guide and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Dimensions of Emotional Intelligence: Goleman in (2011) derived four dimensions for emotional intelligence they are self awareness, self regulation, social awareness, social skills, empathy and motivation. This was later reviewed by Goleman in 2015 to four dimensions; namely, self awareness, self management, social awareness and relationship management.

Self - Awareness: Self awareness occurs when the individual knows what he is feeling in the moment and using those preferences to guide decision making, having a realistic assessment of his own abilities and a well grounded sense of self confidence. Individuals with accurate self awareness know their abilities or capabilities which basically made up of self confidence, self assessment and can individually handle their emotion properly.

Self - Management: This is the process of managing one's own beliefs, impulse, resources and disciplines. Trustworthy workers are sincere about their weaknesses.

Social Awareness: It means that an individual knows what is socially and morally accepted from him| her in the society and how he|she should response to the situation. Socially aware individuals should have the ability to comprehend the general motives of the organization and the political dynamics that exist in group networking and coalition building which makes the employee to exerts some influences on other people irrespective of the individual professional affiliation.

Relationship Management: Relationship management manifest in handling emotions in relationships well and accurately reading social situation and networks, interacting smoothly using these skills to persuade and lead, negotiate and settle dispute for cooperation and teamwork, these dimensions of emotional intelligence are critical for transformational leadership. It transfers set of skills which include essential social skills, analyzing and influencing others and inducing desirable responses from others. Relationship

management requires definite line of authority which is a vital factor in corporate success. Effective communication permits workers to offer and receive emotional information; it also aids good listening ability and encourages sharing of knowledge and accepting good and bad news (Goleman, 2011). Employees prefer to work with those managers who possess strong competency for relationship management. (Goleman, 2015). Evaluation and expressing emotions is the ability of controlling emotions to improve the growth of emotion and reason. Bar-On (2006) has stated that emotional intelligence is a factor of abilities, adequacy, and unknown skills that affects the ability of individual to succeed in overcoming stress and environmental stress. Emotional intelligence is the ability of expressing feeling, understanding, and sentiment regulation. An employee with high emotional intelligence can deal with work environment stress. Emotion and intelligence significantly contributes to reducing occupational stress by better identifying feelings of frustration and stress and, consequently, regulating those emotions.

Importance of Emotional Intelligence

Physical Health: The ability to take care of our bodies and especially to manage our stress, which has an incredible impact on our overall wellness, is heavily tied to our emotional intelligence. Only by being aware of our emotional state and our reactions to stress in our lives can we hope to manage stress and maintain good health.

Mental Well-Being: Emotional intelligence affects our attitude and outlook on life. It can also help to alleviate anxiety and avoid depression and mood swings. A high level of emotional intelligence directly correlates to a positive attitude and happier outlook on life.

Relationships: By better understanding and managing our emotions, we are able to communicate our feelings in a more constructive way. We are also able to understand and relate to those with whom we are in relationships. Understanding the needs, feelings, and responses of those we care about leads to stronger and more fulfilling relationships.

Conflict Resolution: When we can discern people's emotions and empathize with their perspective, it's much easier to resolve conflicts or possibly avoid them before they start. We are also better at negotiation due to the very nature of our ability to understand the needs and desires of others. It's easier to give people what they want if we can perceive what it is.

Success: Higher emotional intelligence helps us to be stronger internal motivators, which can reduce procrastination, increase self-confidence and improve our ability to focus on a goal. It also allows us to create better networks of support, overcome setbacks, and persevere with a more resilient outlook. Our ability to delay gratification and see the long-term directly affects our ability to succeed.

Leadership: The ability to understand what motivates others, relate in a positive manner and to build stronger bonds with others in the workplace inevitably makes those with higher emotional intelligence better leaders. An effective leader can recognize what the needs of his people are, so that those needs can be met in a way that encourages higher performance and workplace satisfaction.

Stress Management: Stress refers to a set of physical responses caused by internal (cognitive) or external (environmental) stimuli. Stress is a mental pain caused to employees in their work area due to the work they perform. When stress becomes excessive, employees develop various symptoms that can harm their job performance and health and even threaten their ability to cope with the environment. Stress can reduce an employee's performance and decrease his overall productivity to a large extent. Some try to adopt an approach strategy which means taking stress as a challenge and overcoming it in a positive manner, while some go for avoidance strategy in which they show escapist behavior. Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling a person's level of stress, especially chronic stress, usually for the purpose of and for the motive of improving everyday functioning. Stress produces numerous physical and mental symptoms which vary according to each individual's situational factors. These can include a decline in physical health as well as depression. The process of stress management is named as one of the keys to a happy and successful life in modern society. Life often delivers numerous demands that can be difficult to handle, but stress management provides a number of ways to manage anxiety and maintain overall well-being. The organization should take some steps to minimize the stress of employees by giving good training and prior instruction regarding the work they have to perform. Proper relationship should exist between the superiors and subordinates. Good work environment should be maintained. Every organization should try at most to control stress among employees as far as possible, because it reduces the employee's ability that leads to the downfall of the organization. Management of Emotional Intelligence would lead to management of stress.

Emotional intelligence and Stress management: Emotional intelligence has strong relationship with individual's ability to cope with their environmental stressors. Some previous studies show that people with different level of emotional intelligence prefer different styles of coping strategies: Higher EI is correlated with higher satisfaction with life, better perceived problem-solving coping ability and significant relationship between problem solving and seeking social support, as well as problem solving and

dimension of EI, Self awareness, motivation, empathy and social skill and stress also showed relationship with emotional intelligence(manager); motivation, empathy and social skill.

Role of emotional intelligence and work life balance in job stress

Emotions are an inseparable and integral part of everyday organizational life. The experience of work is saturated with emotions, from moments of fear, joy, frustration or grief to an enduring sense of commitment or dissatisfaction. Reviewed by Goleman (2011), point out that individual who scores highest on EQ measures, raise to the top of corporations. For example, 'Star' employees possess more confidence and interpersonal skills, than 'Regular' employees who obtain less glowing reviews of performance. The fundamental thought underlying the notion of Emotional intelligence is that efficacious actions entail more than pristinely rational thought. Emotion is segregating for bracing and arranging behavior. In like manner, to be happy and productive in life, one needs more than essentially cognitive competence. This study investigated if emotional intelligence has an impact on job stress, job satisfaction and organizational commitment of employees. Emotional intelligence has extensive effect on job stress, job satisfaction and organizational commitment of bank employees. Subsequently, the study nishes up that a speculation in the EI training system to build up the EI level of employees may present the most compensation and advantage not just to advance the individual job satisfaction, capacity to handle stress at work and execution, moreover build the organizational performance.

Relationship between emotional intelligence and job stress:

Spector and Goh (2001) in their theoretical paper examined the role of emotion in occupational stress. They employed a narrow definition of job stress as —any condition or situation that elicits a negative emotional response, such as anger/anxiety or frustration/tension in an attempt to overcome the broadness of previous definitions and focus on negative emotional responses. The authors suggested that emotions influence how the work environment is perceived, that is, whether a particular condition is appraised as a job stressor or not. They further suggested that these appraising emotions may lead to psychological and physical strains. Psychological strain might result from continual negative emotional experiences and may lead to decreases in job satisfaction and organizational commitment. Duran and Extremera (2004) in their findings including professionals employed in institutions for people with intellectual disabilities, revealed a significant relationship between burnout syndrome and emotional intelligence, and personal accomplishment in particular. The data clearly indicated that emotional intelligence expressed in the ability to recognize, express, and control emotions may have impact on the perceived job stress and the consequences of experienced stress. Darolia and Darolia (2005) examined the role of emotional intelligence in coping with stress and emotional control behavior. The study clearly established that emotionally intelligent people who are able to understand and recognize their emotions, manage themselves appropriately so that their impulsiveness and aggression is kept under control in stressful situations.

Factors causing job stress in a work place

The work place is an important source of both demands and pressures causing stress and structural and social resources to counteract stress. The work place factors that have been found to be associated with stress and health risks can be categorised as those to do with the content of work and those to do with the social and organisational context of work. Those that are intrinsic to the job include long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety and poor physical work conditions (forexample, space, temperature, light).

Unclear work or conflicting roles and boundaries can cause stress, as can having responsibility for people. The possibilities for job development are important buffers against current stress, with under promotion, lack of training, and job insecurity being stressful. There are two other sources of stress, or buffers against stress: relationships at work, and the organisational culture.

Managers who are critical, demanding, unsupportive or bullying create stress, whereas a positive social dimension of work and good team working reduces it. An organisational culture of unpaid overtime or “presenteeism” causes stress. On the other hand, a culture of involving people in decisions, keeping them informed about what is happening in the organisation, and providing good amenities and recreation facilities reduce stress. Organisational change, especially when consultation has been inadequate, is a huge source of stress. Such changes include mergers, relocation, restructuring or “downsizing”, individual contracts, and redundancies within the organisation.

Work-Life Policies as Strategic Human Resource Management Decisions

There are some motives for applying work-life practices by organizations: to increase participation of female personnel and make use of their capacities, to keep employee motivated and well performing, to make the organization more attractive to employees, to have a better corporate social responsibility. During the last decades there have been dramatic changes in the field of Human Resource Management. The focus has been broadened from the micro level to more macro- or strategic perspective, known as strategic human resource management. The basic promise of this perspective is that organizations that achieve congruence between their human resource practices and their strategies should enjoy superior performance (Delery and Doty, 1996). The strategic human resource management perspective emphasizes that a workforce strategy should fit an organization's business goals, culture and environmental

circumstances and that human resource management practices should be interrelated and internally consistent (Dreher, G.F., 2003). The first theoretical approach is the universalistic perspective, which assumes that some practices are always better than others (the so-called best practices) and if organizations adopt them this will result in productivity. A second theoretical approach is the contingency perspective arguing that in order to be effective the organization's human resource management policies must be consistent with aspects like the organization's strategy. The third theoretical model is the configurationally approach, which is guided by a holistic principle of inquiry, and identifies typologies instead of unique factors — that are posited to be maximally effective (for performance). The question is now, which of these approaches are relevant to the study of the effectiveness of work- life policies. The first problem that we encounter when answering this question is how to operationalize effectiveness. Does it refer to the smooth functioning of family life, or to positive organizational behavior e.g., job performance, or is it merely the answers on questions about the experienced conflict between work and private life? Evidence provides strong support for the universalistic perspective and some support for both the contingency and configurationally perspective, at least what concerns the prediction of company's performance (Delery, J.E. and Doty, D. H., 1996). This means that some HR practices were more appropriate under specific strategic conditions and less appropriate in other conditions underlining the complexity of the HR manager's job. Actually, none of the known work-life policies has been consistently found as beneficial for job performance.

Enhanced organizational image and retention of “desirable” workers:

Being perceived as having innovative work-life balance practices allows organizations to enhance their organizational reputation in the public domain. This means that they are also well-positioned to attract and retain greater numbers of job applicants from which a larger pool of better qualified workers can be selected.

Increased productivity and workers' performance:

The existent literature suggests that work-life balance practices generally have a positive impact on individual and organizational productivity. In addition to the previous reference to Capital. Focusing specifically on customer service as an indication of organizational performance, KPMG has reported that allowing employees to take emergency time off to attend to care responsibilities has been a driving force behind their retention and ‘superlative services’ provision. Organizations that offered more extensive bundles of work-life balance practices had higher ratings on a measure of organizational performance obtained from senior HR directors on such dimensions as being able to attract essential employees, the quality of relations between management and employees, and product quality.

Barriers in achieving work-life balance

Implementing of work-life practices for organizational effectiveness may be compromised by lack of use these practices. Research conducted amongst organizations in the UK suggests that employees often remain unaware of their work-life entitlements following the implementation of work-life balance practices (Kodz et al, 1998). For example, in a survey of 945 employees in six different organizations across three sectors of employment (local government, supermarkets, and retail banking), found that 50% of employees were unaware of the family-friendly practices offered by their organizations.

Organizational commitment on affecting the psychological well being

Maria batool, (2013) concludes that job stress and organizational commitment are negatively related, but no significant negative relationship between sub variables (effective, continuance, and normative commitment). When stress is reduced, organizational and individual performance will improve and employees are more committed with the organization as a result higher productivity. When stress level is reduced, employees are more excited and motivated towards their work.

Flexible time allows employees, to determine (or be involved in determining) the start and end times of their working day, provided a certain number of hours is worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances during the day or to reduce their commuting time by starting and ending work before or after the rush hour

Telecommuting: It is becoming more and more common for people to do at least some of their regular work from home instead of going into the office. This type of arrangement is often called 'telework' or 'telecommuting' and can be advantageous for employees by allowing them: to organize their work day around their personal and family needs; to decrease work-related expenses; to reduce commuting time; and to work in a less stressful and disruptive environment. It may also help to accommodate employees who, because of particular disabilities, are unable to leave home. The fact that employees who telework can use this added flexibility to capitalize on their personal peak productivity periods can also favourable influence a company's bottom line.

Despite these benefits and the attention that telecommuting has attracted in the media, very few collective agreements contain telework provisions. The paucity of telework clauses is partly due to the fact that not all occupations are amenable to such an arrangement. Moreover, employers may be concerned by the initial implementation costs, potential legal liabilities, and difficulties in supervising and appraising the performance of teleworkers. Trade -Unions may disapprove of work-at- home clauses if they

perceive them as leading to greater isolation of employees, reduced job security and promotion opportunities, and diminished health and safety protection.

Compressed Work Weeks: A compressed work week is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle (e.g. on a weekly or biweekly basis). This can be beneficial for employees in terms of additional days off work (e.g. longer weekends allowing “mini vacations”) and reduced commuting time, whereas employers can extend their daily operating hours, with less need to resort to overtime. Compressed work week arrangements may be particularly useful for employees who wish to reduce the number of days per week spent at work, but who can not financially afford to decrease their working hours. Compressed work weeks are often initiated by the employee, but sometimes the employer may initiate the option to improve operational efficiency, to maximize production (reduced daily start up costs) or to establish longer business hours which can enhance customer service. Common arrangements for a forty hours work week are working ten hours per day, four days a week; working an extra hour a day with one day off every two weeks; or working an extra half hour a day and having one day every three or four weeks off.

Part-Time Work: Part-time arrangements can also allow people with health problems, disabilities or limited disposable time (e.g. students) to participate in the labour force, develop their skills and obtain work experience. Finally, they can facilitate re-entry into the workforce for those who have had career breaks particularly mothers (or fathers) who have stayed at home to raise their children or provide a gradual exit for employees nearing retirement. From the employer’s point of view, the use of part-time workers, where feasible, can help maximize the use of human resources and increase operational flexibility, by providing additional coverage during peak periods. Part-time employment can also be considered unsatisfactory for those employees who would prefer working longer hours to increase their income, thereby ensuring a higher standard of living for their families. The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work–life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems. Part-time work is one strategy frequently used by workers who wish to better balance their work and family life. Part-time work should be promoted in more, higher-level occupations, for instance, Daimler Chrysler in Germany promotes part-time work in leading positions in the company. (Clarke, et al, 2004)

Job sharing is an arrangement which allows two (or sometimes more) employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. Job sharing may be appropriate where opportunities for part-time jobs or other arrangements are limited. Apart from the obvious advantage of allowing employees more time for other commitments, including family responsibilities, job sharing also facilitates the development of partnerships, where job sharers can learn from each other while providing mutual support. It can benefit employers as well by improving staff retention, increasing productivity and combining a wider range of skills and experience in a single job. In some cases, such an arrangement can also provide additional coverage during busy periods, while ensuring continuity of coverage when one partner is on sick leave or holidays. For business with substantial numbers of administrative, maintenance or customer-facing employees, offering flexible working conditions can be problematic. Where the hours of work are customer-driven, organizations face limitations on flexibility for employees, but this is when family-friendly programs such as child care would be of most benefit. A positive example of childcare support is Star City Casino in Sydney that provides a 24-hour childcare facility. Management believes this has helped both staff and the organization, as evidenced by the lowest staff turnover rate of any casino in Australia. (Australia Government Website, 2005). Contextual factors that influenced the success of these work arrangements were management support and supportive organizational culture, the presence of formal human resource management practices regarding reduced work arrangements and assistance in the implementation of such arrangements.

Theoretical Review

Emotional intelligence is the “capacity for recognizing our own feelings and those of others, motivating ourselves and managing emotions well, in ourselves and in our relationships”. John Mayer and Peter Salovey coined the term Emotional Intelligence and they have been most influential in its scientific genesis. According to Salovey and Mayer (1990), emotional intelligence includes an “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”. The current wide spread interest in the topic has been fuelled by the publication of Daniel Goleman’s seminal book *Emotional Intelligence: Why It Can Matter More Than IQ* in 1995. Emotional intelligence is a concept based on individuals’ abilities to understand and regulate their own emotions and those of others (Mayer & Salovey, 1997). It emerged as a concept referring to intelligent behaviours in dealing with emotional related issues. A person with high emotional intelligence will not only understand, manage and accommodate the emotions of self and others but also alleviate emotional disturbances and anxieties and manage stress, which will contribute considerably to productivity and performance at the workplace on both personal and organizational level.

Empirical Review

Emotional intelligence, an essential factor responsible for determining success in life and psychological well-being, seems to play an important role in shaping the interaction between individuals and their work environment. The study conducted by Oginska et al., (2005) which was aimed to explore the relationship between emotional intelligence and perceived stress in the workplace and health-related consequences in human service workers. The results confirmed an essential, but not very strong, role of emotional intelligence in perceiving occupational stress and preventing employees of human services from negative health outcomes. They concluded that the ability to effectively deal with emotions and emotional information in the workplace assists employees in coping with occupational stress therefore, it should be developed in stress managing trainings. Emotional intelligence (EI) may predict stress responses and coping strategies in a variety of applied settings. Matthews et al., in his study (2006) compared EI and the personality factors of the Five Factor Model (FFM) as predictors of task-induced stress responses. Results confirmed that low EI was related to worry states and avoidance coping, even with the FFM statistically controlled. However, EI was not specifically related to task-induced changes in stress state. Results also confirmed that Neuroticism related to distress, worry, and emotion-focused coping, and Conscientiousness predicted use of task-focused coping.

Studies conducted by Montes-Berges et al., (2007) with nursing students have shown that emotional intelligence is a skill that minimizes the negative stress consequences. They examined the role of perceived emotional intelligence (PEI) measured by the Trait Meta-Mood Scale, in the use of stress-coping strategies, in the quantity and quality of social support and in the mental health of nursing students. The results indicated positive correlations between clarity and social support, social support and repair, and social support and mental health. Hierarchy regression analysis pointed out that clarity and emotional repair are predictors of social support, and emotional repair is the main predictor of mental health. These results show the importance of PEI in stress coping within the nursing framework

Test of Hypothesis 1

H₀: Self awareness does not have any significant relationship with stress management

H₁: Self awareness have significant relationship with stress management

The test is based on the responses presented in table 4.3.6 and from which the total below is derived.

Response	Frequency	Percentage %
Emotional self awareness is a positive tool for stress management	93	66
Accurate Self Assessment and self confidence leads to successful stress management	48	34
Total	141	100

$$\text{Recall } \chi^2 = \frac{\sum(O-E)^2}{E}$$

Operative Assumptions /Level of significance = 5% = 0.05

Degree of freedom = (Row-I)(Column-I)

(2-I) (2-1)

(1) (1) = 1

Therefore, χ^2 df, a = χ^2 1, 0.05

$\chi^2 = 3.841$

Calculation of Chi-Square

$$\chi^2 = \frac{\sum(O-E)^2}{E}$$

$$\text{Expected Data} = \frac{93 + 48}{2} = \frac{141}{2}$$

Expected Data = 71

$$\text{Therefore, } \chi^2 = \frac{(93-71)^2 + (3-48)^2}{71 \quad 71}$$

$$\chi^2 = \frac{484}{71} + \frac{529}{71}$$

$$\chi^2 = 6.82 + 7.45$$

$$\chi^2 = 14.27$$

Decision Rule:

Accept H₀, if the calculated value of χ^2 is less than the critical value. Otherwise reject the H₀.

Comparing the two values.

Critical value = 3.841

Calculated value = 14.27

The calculated value is greater than the critical value.

Decision :

Since the calculated value is greater than the critical value, the Null hypothesis is rejected and accept the alternative hypothesis which states that Self awareness has significant relationship with stress management.

Summary of Findings

The primary objective of this study was to elucidate the relationship between EI and work stress in managers working in the private sector organisations in India. Furthermore, it aimed to study how EI and work stress varied across various management levels. The results of this study showed a negative relationship between EI and work stress for all the three management levels, i.e. senior management, middle management and junior management. It also showed that senior managers score better on EI test than their younger counterparts. However, the work stress experienced by senior managers was found to be less than the other two levels. The result of the study shows that the Self awareness has significant relationship with stress management because the null hypothesis was rejected while the alternative hypothesis was accepted. Test of hypothesis one confirmed this; $\chi^2 (171, 1) = 14.27, P < 0.05$.

Conclusion

Although much remains to be learned, the current research offers strong support for the view that stress is a part of work' life; it is neither good nor bad. The challenge is how to manage it. There is no doubt that the findings of this study have a number of implications that require attention in eliminating or reducing the stressors among bankers. Therefore, a number of mitigation measures may be considered. Stress often occurs among bankers affect both the physical and mental well-being, as well as both their performance at work and at home. The objective of this study was to examine singly the various attributes of emotional intelligence of self awareness, self management, social awareness, relationship management and stress management. Eventually, researchers examined the effects of self emotion, self assessment, self control, adaptability, achievement, initiative, innovation, empathy, organizational awareness, leadership style, conflict management, team work, communication skills, bond building and cooperation on stress management. The results clearly indicated the followings that there are significant relationship between self awareness, self management, social awareness, relationship management and stress management and that emotional intelligence in general can be used as a coping mechanism to manage stress among bank employees. Stress is a difficult concept to define because it involves individual judgments and different evaluations.

Recommendations

In the light of the above findings, this recommendation was made by the researcher.

It is recommended that the organization shall include some programs in order to enhance emotional intelligence based on their job satisfaction, job involvement, organization commitment and work and family conflict. Such programs will assist them in developing a better management of their work.

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