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The Role of emotional intelligence in the performance of employees: A study of the employees of private banks in U.P

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Abstract
This research paper explores the impact of emotional intelligence (EI) on employee performance within the context of private banks in Uttar Pradesh (U.P.), India. Emotional intelligence, defined as the ability to recognize, understand, and manage one's own emotions and the emotions of others, has gained significant attention in organizational behaviour studies. This study aims to analyse how EI influences various aspects of employee performance, including job satisfaction, teamwork, leadership, and stress management. A mixed-method approach, combining quantitative surveys and qualitative interviews, was employed to gather data from employees across several private banks in U.P. The findings indicate a strong positive correlation between high emotional intelligence and enhanced employee performance, suggesting that banks should prioritize EI development in their training programs.

Keywords: Emotional intelligence, employee performance, private banks, Uttar Pradesh, job satisfaction, teamwork, leadership, stress management

Introduction
In the competitive landscape of the banking sector, particularly in private banks, employee performance is crucial for organizational success. Traditional measures of intelligence, such as IQ, have been shown to have limited predictive power regarding workplace performance. In contrast, emotional intelligence (EI) has emerged as a significant predictor of success in various professional settings. This paper investigates the role of EI in enhancing employee performance in private banks in U.P., aiming to provide insights for management practices and training programs.

Literature Review
Mayer, Caruso, and Salovey (2000) establish emotional intelligence (EI) as a construct aligned with traditional intelligence standards. They propose a four-branch model of EI, emphasizing its role in adaptive behaviour and interpersonal functioning, supported by research on the Mayer-Lovey-Caruso Emotional Intelligence Test (MSCEIT). Mayer, Roberts, and Barsade (2008) offer a comprehensive overview of emotional intelligence (EI) as a human ability, discussing its contextualization, measurement, and implications. They evaluate the Mayer-Lovey-Caruso Emotional Intelligence Test (MSCEIT), highlighting its strengths and limitations in assessing emotional abilities. Schutte *et al*. (1998) [5] develop the Schutte Self

Report Emotional Intelligence Scale (SSEIS), addressing the need for a reliable measure of emotional intelligence (EI). Their study underscores the multifaceted nature of EI and its importance in assessing individual differences in emotional abilities.

In the Indian banking context, Bedi and Thakur (2024) [6] examined the relationship between EI and occupational role stress, job satisfaction, and life satisfaction among bank managers. Their study revealed significant differences in EI dimensions such as self-management, empathy, and relationship management across public and private sector banks, suggesting that higher EI can help employees effectively cope with occupational stress and enhance overall satisfaction.

Focusing on conflict resolution, Radha and Nirubarani (2024) [7] highlighted that bank employees with elevated EI levels exhibit superior interpersonal skills and stress management capabilities, leading to improved conflict resolution and increased productivity. Their research underscores the importance of EI in fostering a harmonious work environment within the banking sector.

The influence of EI on organizational performance, moderated by organizational culture, was systematically reviewed by Nilam, Madagamage, and Senadheera (2022) [8]. They proposed a conceptual framework suggesting that EI, in conjunction with a supportive organizational culture, positively impacts performance metrics in Sri Lankan banks.

Furthermore, Tiwari (2024) [9] conducted a structured analysis on the role of EI in the banking sector, emphasizing that employees with high EI are better equipped to manage emotions, leading to enhanced client relationships and service performance. The study advocates for the integration of EI training programs to bolster employee effectiveness.

Additionally, research by Gupta and Shaw (2020) delved into the relationship between EI, leadership styles, and job satisfaction, finding that leaders with higher EI levels are more likely to employ transformational leadership styles, resulting in greater employee job satisfaction and commitment.

Collectively, Emotional intelligence (EI) has garnered significant attention in the banking sector from 2014 to 2025, with numerous studies exploring its impact on various organizational outcomes.

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Collectively, these studies affirm that emotional intelligence is a critical determinant of various organizational outcomes in the banking sector. Implementing EI development initiatives can lead to improved employee well-being, enhanced performance, and superior customer service, thereby contributing to overall organizational success. These studies affirm that emotional intelligence is a critical determinant of various organizational outcomes in the banking sector. Implementing EI development initiatives can lead to improved employee well-being, enhanced performance, and superior customer service, thereby contributing to overall organizational success.

Emotional Intelligence

Emotional intelligence encompasses several competencies, including self-awareness, self-regulation, motivation, empathy, and social skills. Research has shown that individuals with high EI are better equipped to handle stress, communicate effectively, and work collaboratively.

Employee Performance

Employee performance is typically measured through various indicators, including productivity, quality of work, teamwork, and customer service. High-performing employees contribute significantly to organizational goals and customer satisfaction, making it essential to understand the factors that enhance performance.

EI and Employee Performance

Numerous studies have established a positive relationship between EI and employee performance. EI is a significant predictor of job performance across various industries. In the banking sector, where interpersonal interactions are frequent, EI may play an even more critical role.

Methodology

This research paper will adopt a descriptive and mixed research design.

Emotional intelligence has a positive influence on employee job satisfaction and productivity.

Employees with high emotional intelligence exhibit better interpersonal skills, teamwork, and customer service in private banks.

Understanding the role of emotional intelligence in fostering employee engagement and enhancing employee satisfaction within organizational settings examining the relationship between emotional intelligence and employee engagement

Assessing the relationship between emotional intelligence and employee satisfaction level, Finding the relationship between employee engagement and employee satisfaction

Research Design

This study employed a mixed-method approach, combining quantitative surveys and qualitative interviews. A structured questionnaire was distributed to employees of selected private banks in U.P. to assess their levels of emotional intelligence and self-reported performance metrics. The research on the emotional intelligence of bank workers follows a descriptive research design, aiming to assess emotional control, conflict resolution, motivation, and customer interaction in workplace settings. A mixed-method approach will be used, combining both quantitative and qualitative methods to ensure comprehensive data collection. The quantitative aspect includes surveys and performance metrics, while the qualitative aspect involves interviews and case studies to provide deeper insights into employees' emotional responses and behaviors. The study will target bank employees from various branches, ensuring diversity in job roles such as customer service representatives, tellers, and managers. A stratified random sampling technique will be employed to maintain fair representation, with a sample size of approximately 200 employees selected for analysis. Data collection will be conducted through multiple methods, including structured surveys and questionnaires featuring Likert scale ratings to measure emotional intelligence levels. Additionally, semi-structured interviews will be carried out with selected employees to capture personal experiences. Direct observations will help assess workplace behavior, particularly during conflict resolution and high-pressure situations. Furthermore, performance metrics such as customer feedback, complaint records, and job performance reports will provide quantitative data, while case studies will document real-life instances of emotional intelligence in action research design will provide valuable insights into the role of emotional intelligence in banking, helping improve workplace dynamics and customer service effectiveness.

Sample Selection

A total of 200 employees from five private banks in U.P. participated in the study. Participants were selected using stratified random sampling to ensure representation across different job roles and levels of experience.

Data Collection

Quantitative data were collected through a standardized EI assessment tool (Schutte Emotional Intelligence Scale) and a performance questionnaire. Qualitative data were gathered through semi-structured interviews with a subset of 20 employees to gain deeper insights into the relationship between EI and performance. To collect data on the emotional intelligence of male bank workers, various methods can be employed to ensure accurate and comprehensive insights. One of the primary methods is conducting surveys using structured questionnaires. These questionnaires can include Likert scale ratings to measure responses on emotional control, motivation, and conflict resolution. Additionally, interviews can be conducted either face-to-face or online to gain deeper insights into employees' emotional responses and workplace behavior. Another effective method is direct observation, where employees' behavior during conflicts, under pressure, and in customer interactions is assessed in real-time. Performance metrics, such as analyzing reports, customer feedback, and complaints, can also provide valuable data on how emotional intelligence impacts job efficiency and customer satisfaction. Furthermore, case studies can be documented by examining real-life scenarios where employees handle workplace conflicts, manage stress, or interact with customers. These methods combined will provide a well-rounded understanding of emotional intelligence in the banking sector.

Data Analysis

Quantitative data is analyzed using statistical software to determine correlations between EI scores and performance metrics. Qualitative data is analyzed thematically to identify common patterns and insights.

Results

The research findings underscore the pivotal role of emotional intelligence (EI) among male employees in private banks of Uttar Pradesh. Key observations include:

Research Analysis on Emotional Intelligence of Bank Workers

The research analysis focuses on the emotional intelligence of bank workers and their ability to manage emotions, conflicts, and customer interactions in the workplace.

Findings indicate that 90% of male workers remain calm during workplace conflicts, while 10% struggle to maintain composure. Additionally, 93% of bankers resolve conflicts constructively, whereas 7% tend to be quarrelsome with customers. Emotional control is evident in 95% of workers under work pressure, while 5% lose control, potentially leading to conflicts.

Regarding motivation, 51% of bank workers remain driven to achieve goals and satisfy customers, while 49% face challenges in maintaining motivation. Additionally, 89% believe that some customers require support and good behavior to address their issues, while 11% disagree. Furthermore, 93% of bankers handle criticism constructively, whereas 7% struggle with it.

The study highlights that 84% of male workers can identify reasons behind emotional reactions, but 16% do not acknowledge them. Moreover, 98% of bank employees recognize and control their emotions in any workplace situation, though 2% find it difficult. The research also reveals that 65% of bankers acknowledge the impact of emotions on decision-making and behavior, while 35% do not.

Additionally, 56% of workers believe they understand customers' needs without direct interaction, whereas 44% stress the importance of face-to-face communication. These findings emphasize the significance of emotional intelligence in banking professionals, as it directly influences workplace harmony, customer satisfaction, and overall performance.

Qualitative Insights

Interviews highlighted that employees with high EI were more adept at managing workplace stress and resolving conflicts. Many participants noted that their ability to empathize with colleagues and clients enhanced their overall performance and job satisfaction.

Discussion

The study reveals that most bank workers exhibit strong emotional intelligence, with high emotional control 90%, conflict resolution skills 93%, and resilience under pressure 95% However, some struggle with motivation 49%, handling criticism 7% and emotional decision-making 35%. To enhance workplace efficiency.

The research highlights the critical role of emotional intelligence among bank workers in managing workplace enhance workplace efficiency and customer satisfaction.

The findings of this study align with existing literature that emphasizes the importance of emotional intelligence in the workplace. In the context of private banks in U.P., EI appears to be a critical factor influencing employee performance. Organizations that invest in EI training and development may see improvements in employee engagement, productivity, and customer satisfaction.

Suggestion

Banks should focus on emotional intelligence training, stress management, and motivation programs.

Conclusion

This research underscores the significant role of emotional intelligence in enhancing employee performance within private banks in Uttar Pradesh. As the banking sector continues to evolve, fostering emotional intelligence among employees can lead to better organizational outcomes. Future research should explore the long-term effects of EI training programs on employee performance and organizational success.

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