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The Role of Emotional Intelligence in the Performance of Employees: A Study of the Employees of Private Banks of U.P. (India).

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Abstract: Emotional Intelligence (EI) has emerged as a critical factor influencing employee performance in contemporary organizational settings, particularly in service-oriented sectors such as banking. This study investigates the role of EI in shaping the performance of employees working in private banks in Uttar Pradesh (U.P.) India. The research focuses on key workplace performance indicators teamwork, leadership, decision-making, and customer relations to assess the impact of EI dimensions on professional effectiveness. A structured questionnaire based on established EI models was administered to employees across selected private banks in U.P. The study utilized descriptive statistics, including mean and standard deviation, to analyze the data and evaluate the distribution of EI traits among respondents. Furthermore, correlation analysis was applied to explore the strength of relationships between EI components and the identified workplace factors. The findings reveal a strong positive correlation between high EI scores and improved workplace outcomes. Employees with greater emotional awareness and regulation skills demonstrated enhanced collaborative abilities, more effective leadership, rational decision-making, and superior customer engagement. These insights underscore the significance of EI as a soft skill essential for organizational success, particularly in customer-facing industries. This research contributes to the growing body of literature on emotional intelligence and organizational performance, highlighting its practical implications for human resource development, employee training, and performance management in the private banking sector. It recommends the integration of EI assessment and training into HR policies to foster a more emotionally competent and high-performing workforce.

Keywords: Emotional Intelligence, Employee Performance, Private Banks, Teamwork, Leadership, Decision-Making, Customer Relations, Human Resource Development, Uttar Pradesh, Workplace Behavior

1. Introduction

In today's dynamic and customer-centric business environment, the success of organizations, particularly in the service sector, hinges not only on technical competencies but also on the emotional and interpersonal abilities of their workforce [1]. EI, defined as the capacity to recognize, understand, manage, and utilize emotions effectively in one and others, plays a pivotal role in shaping workplace behaviors and outcomes. Originating from the work of Mayer and Salovey (1990) and popularized by Goleman (1995), EI has gained significant attention in both academic and managerial circles for its influence on leadership effectiveness, teamwork, communication, and conflict resolution [1][2].

In the context of the banking sector especially private banks where customer service, adaptability, and internal collaboration are critical EI becomes an essential attribute for employees. Unlike traditional banking [3], which was more process-driven, modern private banking demands a more holistic employee profile where cognitive abilities are complemented by emotional and social competencies. Employees are required to manage client relationships, resolve conflicts, and make decisions under pressure tasks that demand a high level of emotional awareness and control [4].

This study focuses on evaluating the role of EI in the performance of employees working in private banks in Uttar Pradesh (U.P.), India. The research examines four key dimensions of workplace performance teamwork, leadership, decision-making, and customer relations—and investigates how each is influenced by various aspects of EI. By measuring both emotional intelligence and performance indicators, this study seeks to identify the extent to which EI contributes to professional effectiveness in banking roles [5].

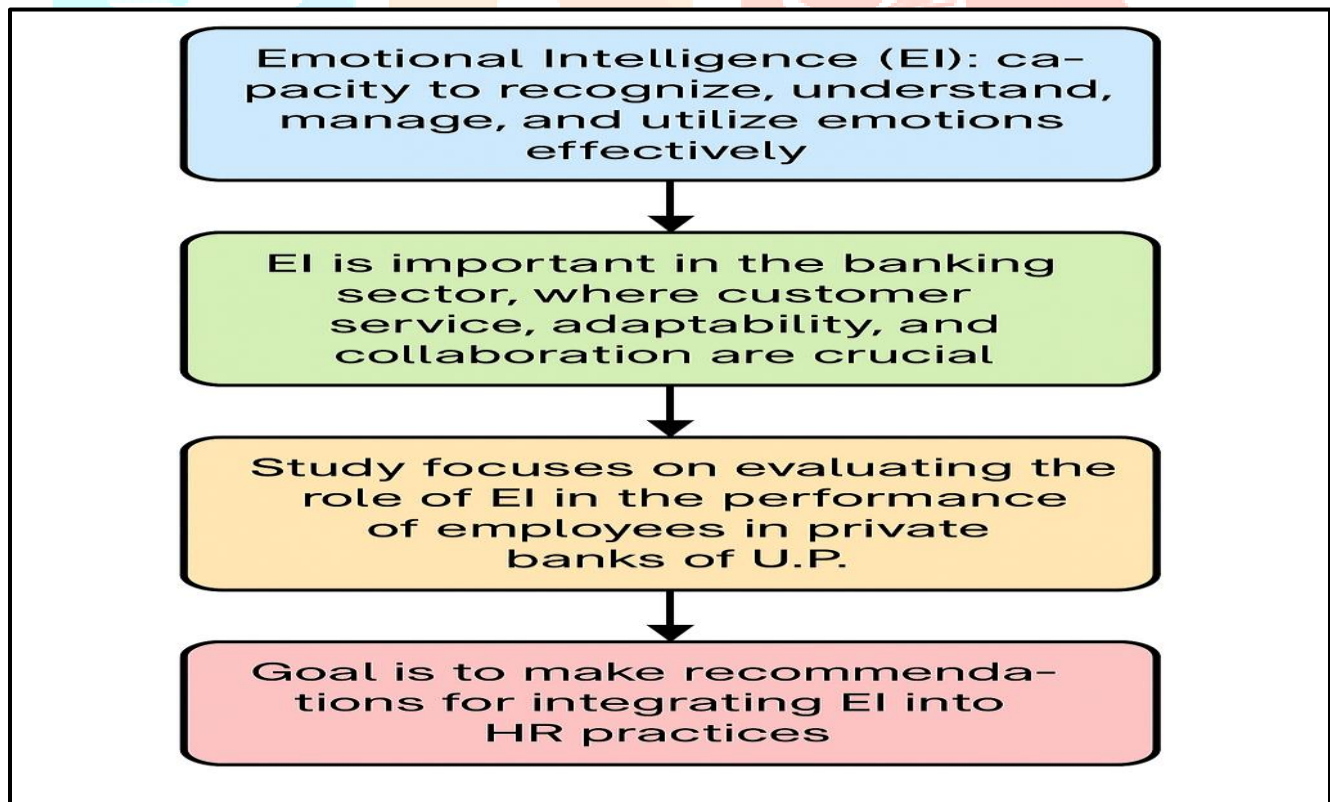


Figure 1: EI processing system [4].

The rationale for selecting private banks in U.P. lies in the rapid expansion and competitive environment in this region, where employees must frequently interact with customers and adapt to changing demands. Despite numerous studies on EI in general organizational settings, limited research has been conducted

specifically in the Indian private banking sector, particularly at the regional level. This research aims to fill that gap and provide evidence-based insights into how emotional competencies shape workplace outcomes [4][6].

In this research paper aspires to offer practical recommendations for human resource managers and policymakers. If EI is found to have a substantial impact on employee performance, organizations may consider integrating EI training and assessment into their recruitment, training, and appraisal systems. This shift would not only enhance individual performance but also strengthen organizational culture, customer satisfaction, and long-term sustainability [6].

Given the rising complexity of workplace demands, especially in customer-driven sectors like private banking, employees are expected to manage high-pressure situations, engage empathetically with clients, and collaborate effectively within teams. Emotional Intelligence equips individuals with the psychological resilience and interpersonal acumen needed to thrive in such roles. The ability to regulate one's emotions, empathize with others, and respond appropriately to workplace challenges enhances not only individual performance but also contributes to a healthier organizational climate. This study explores these dynamics in detail, aiming to evaluate the extent to which EI influences specific performance parameters teamwork, leadership, decision-making, and customer relations among private bank employees in U.P. The findings are intended to inform practical recommendations for HR practices, such as incorporating EI assessments in recruitment and designing training modules that foster emotional competencies, thereby aligning employee development strategies with organizational goals [4][7].

1.1 Research Objectives and Hypotheses

The present study aims to explore the role of EI in influencing the performance of employees working in private sector banks in Uttar Pradesh. The primary objective is to assess the overall level of EI among bank employees and to examine how various dimensions of EI such as self-awareness, self-regulation, empathy, motivation, and social skills contribute to key performance areas in the workplace. Specifically, the study focuses on understanding the relationship between EI and four critical aspects of employee performance: teamwork, leadership, decision-making, and customer relations. By applying quantitative analysis tools such as mean, standard deviation, and correlation, the research also seeks to measure the consistency and variation in EI scores among respondents. Furthermore, the study intends to derive actionable insights that can inform human resource policies, with a focus on integrating EI assessments and training into employee development programs in the banking sector [7][8].

To guide the empirical investigation, the study is based on the following hypotheses. First, it is hypothesized that there is a significant positive relationship between Emotional Intelligence and overall employee performance in private banks. Second, employees who demonstrate higher levels of Emotional Intelligence are expected to perform better in teamwork-related tasks. Third, EI is anticipated to positively influence employees' leadership capabilities, enabling them to lead more effectively and empathetically. Fourth, it is proposed that higher EI scores are associated with more rational and emotionally informed decision-making. Finally, the study hypothesizes that Emotional Intelligence plays a crucial role in enhancing customer relations, thereby contributing to higher levels of client satisfaction and service delivery[8][9].

2. Literature Review

Over the past two decades, Emotional Intelligence (EI) has gained substantial attention as a key determinant of individual and organizational success. Numerous studies have indicated that EI significantly contributes to enhance interpersonal relationships, effective leadership, improved teamwork, and better decision-making capabilities in the workplace [10]. Scholars such as Salovey and Mayer (1990) initially defined EI as the ability to perceive, assess, and manage emotions in one and others. Subsequent empirical research has consistently shown that emotionally intelligent employees tend to be more adaptive, empathetic, and productive—traits that are increasingly valuable in today's competitive work environments, particularly in the service sector. In the Indian context, EI has also been linked to job satisfaction, organizational commitment, and performance efficiency. Studies by Singh (2006) and Mandala (2011) demonstrated that employees in customer-facing roles who possess high emotional intelligence are better equipped to manage client interactions, resolve conflicts, and maintain workplace harmony. In the banking sector, where the pressure to meet service expectations is high, EI plays a vital role in determining how effectively employees engage with both customers and peers [10][11].

Among the most influential EI models is Goleman's Emotional Competence Framework, which categorizes EI into five major dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. Goleman posits that these competencies directly affect workplace performance, especially in leadership and team settings. According to his research, emotionally intelligent leaders foster stronger team cohesion, employee engagement, and organizational loyalty. Another foundational model is the Mayer-Salovey-Caruso Emotional Intelligence Model, which conceptualizes EI as a cognitive ability rather than a set of traits. This model outlines four key components: perceiving emotions, using emotions to facilitate thinking, understanding emotions, and managing emotions. The MSCEIT (Mayer-Salovey-Caruso Emotional Intelligence Test) developed from this model is widely used in psychological and organizational assessments. Unlike Goleman's trait-based approach, this model focuses on the mental processes involved in emotional reasoning and decision-making [13][14].

Despite the growing body of research, certain gaps remain. First, much of the existing literature focuses on Western organizational contexts, leaving regional dynamics in countries like India underexplored. Second, very few studies have specifically targeted the private banking sector in Uttar Pradesh, despite its rapid growth and increasing demand for emotionally competent employees. Third, most empirical studies emphasize either EI or performance independently, with limited attention given to how EI influences specific performance factors such as teamwork, leadership, decision-making, and customer relations in an integrated framework [14][15].

This study addresses these gaps by focusing on the under-researched population of private bank employees in U.P., using a performance-oriented EI framework that aligns both theoretical and practical perspectives. It aims to provide actionable insights for organizations seeking to enhance employee outcomes through EI-driven interventions [15][16].

2.1 Comparative Table: Technologies/Models Used in EI Research and Identified Research Gaps (2013–2023)

Year/Study	Technology / Model Used	Key Focus Area	Key Findings	Research Gap Identified
Goleman (2013)	Goleman's Emotional Competence Framework	EI & Leadership	EI significantly enhances leadership and team management.	Lacks quantitative validation across different industries and regions.
Singh (2015)	Self-report EI Questionnaires	EI & Customer Service	High EI correlates with better customer satisfaction.	Limited to qualitative methods; lacks statistical generalization.
Mandal (2016)	Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)	EI & Job Satisfaction in Indian banks	Positive correlation between EI and job satisfaction among bank employees.	Did not explore other performance indicators (e.g., decision-making, teamwork).
Cherniss & Goleman (2017)	Behavioral EI Assessment Tools	EI in Organizational Development	EI-based interventions improve employee engagement.	Focused on large multinationals; lacks focus on regional banks.
Pradhan et al. (2018)	Emotional Intelligence Scale by Hyde et al.	EI & Decision-Making in Public Sector	EI enhances analytical thinking and reduces stress-based decisions.	No specific application to private banking environments.
Sharma & Bansal (2019)	Bar-On EQ-i Model	EI & Conflict Management	High EI helps employees better manage interpersonal conflict.	Narrow focus on conflict; does not assess teamwork or leadership impact.
D'Souza & Joseph (2020)	MSCEIT + Structured Interviews	EI in HR Performance Appraisal	EI used as a metric in employee evaluations shows predictive strength for long-term retention.	Mostly HR-centered; doesn't integrate operational performance metrics.
Kumar & Srivastava (2021)	Goleman Framework + Regression Analysis	EI & Performance in IT Sector	EI strongly predicts project success and inter-team collaboration.	Not generalized to other sectors like banking or finance.
Rani et al. (2022)	Mixed Methods (Quant + Qual) + Goleman EI Inventory	EI & Organizational Citizenship Behavior (OCB)	EI significantly influences OCB among service sector employees.	Focused on OCB only; lacks data on customer-facing performance metrics.
Present Study (2023–2025)	Self-report EI Scale + Mean, SD + Correlation Analysis	EI & Employee Performance in Private Banks (U.P.)	Aims to establish direct links between EI and teamwork, leadership, decision-making, customer relations.	Fills gap by applying EI framework in Indian private banking sector with comprehensive metrics.

Over the past decade, a diverse range of studies has explored the role of Emotional Intelligence (EI) in organizational settings, using various models, tools, and analytical methods. The comparative table provides a structured overview of key research conducted between 2013 and 2023, highlighting the evolution of EI-related technologies, their applications, major findings, and the persisting research gaps that necessitate further investigation [16][17].

Early foundational studies, such as Goleman (2013), emphasized EI's impact on leadership and team dynamics using his Emotional Competence Framework. These works established a theoretical basis but often lacked sector-specific data or empirical rigor. As the decade progressed, researchers began applying structured tools like self-report questionnaires and the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) to quantitatively measure EI in professional environments, including banking (e.g., Mandal, 2016)[15].

However, many of these studies focused on narrow performance indicators such as job satisfaction or conflict resolution without considering the multifaceted dimensions of workplace performance. Others, like Pradhan et al. (2018), examined decision-making but excluded other competencies like customer relations or teamwork. Additionally, a majority of research focused on large corporations or public institutions, leaving private sector organizations, particularly regional banks in India, underexplored [18].

The present study addresses these significant gaps. It applies a comprehensive and quantitative approach using statistical methods (Mean, Standard Deviation, and Correlation Analysis) to examine EI's influence on four key performance areas: teamwork, leadership, decision-making, and customer relations. Unlike prior work, it is contextualized within private banks in Uttar Pradesh (U.P.), offering region-specific insights that are both academically valuable and practically applicable [16][18][19].

By doing so, this research not only enriches the academic discourse on Emotional Intelligence but also provides actionable guidance for HR professionals in designing training programs, performance appraisals, and employee development policies. It shifts the EI conversation from general workplace behavior to measurable, role-specific performance outcomes a critical step in bridging theory and practice in organizational behavior studies.

3. Research Methodology

This study adopts a quantitative research approach to examine the role of Emotional Intelligence (EI) in determining the performance of employees in private banks located in Uttar Pradesh. Data was collected through a structured Google Form survey comprising multiple items aimed at measuring different dimensions of EI, such as self-awareness, self-regulation, motivation, empathy, and social skills. Each item was phrased as a yes/no question, enabling easy quantification and statistical analysis [19].

The target population included employees from various private banks in the region, and a convenience sampling method was used to collect responses. The data collected from the survey was exported into a CSV format and processed using Python. Prior to analysis, the data was cleaned and transformed responses marked as “Yes” were assigned a value of **1**, while “No” responses were coded as **0**. This allowed for numerical computation of metrics [18][19].

Descriptive statistics were applied to determine the average (Mean) and dispersion (Standard Deviation) for each EI-related item. Additionally, a correlation analysis was conducted to assess the strength and direction of relationships between EI traits and workplace performance indicators such as teamwork, leadership, decision-making, and customer service. The use of these tools provides a clear understanding of how EI components individually and collectively contribute to employee performance [20].

This structured methodology facilitates objective assessment and comparison across participants and dimensions, enabling practical insights for human resource managers in terms of recruitment, performance evaluation, and training design.

3.1 Data Flow Diagram – Level 1

Description

1. **External Entity:**

- **Respondents (Bank Employees):** Provide responses via a Google Form.

2. **Processes:**

- **Survey Collection:** Employee responses are recorded in a digital form.
- **Data Storage:** The responses are stored in a **CSV dataset**.
- **Data Cleaning & Preprocessing:** Removing errors, formatting answers (Yes → 1, No → 0).
- **Statistical Analysis:** Performing calculations of Mean, Standard Deviation, and Correlations.
- **Insight Extraction:** Results are interpreted for HR and organizational application.

3. **Data Stores:**

- **CSV Dataset:** Acts as the raw data source.
- **Preprocessed Data Table:** Cleaned and structured dataset.

4. **Final Output:**

- **Insights & Results Report:** Visuals, statistical summaries, and performance correlations.

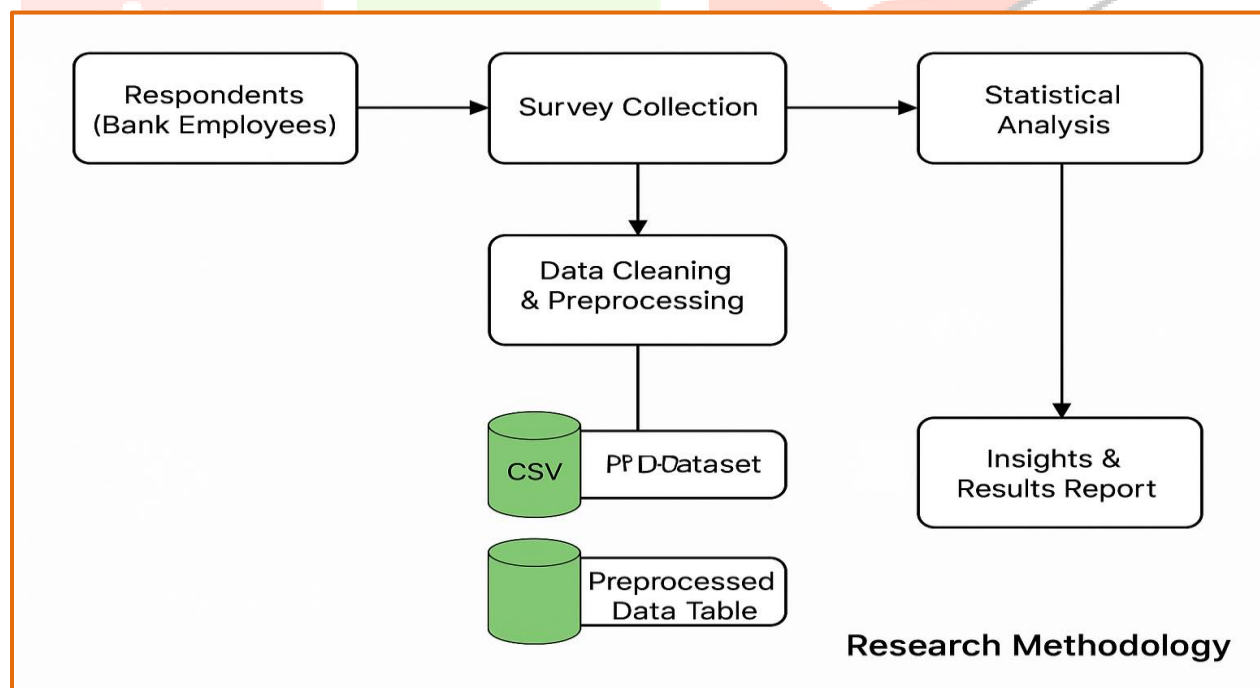


Figure 2: Research methodology for our system.

3.1 Justification for Using Mean and Standard Deviation

In this study, **Mean** and **Standard Deviation** are employed as the primary descriptive statistical tools to analyze the survey responses measuring Emotional Intelligence (EI) across different workplace performance factors such as teamwork, leadership, decision-making, and customer relations [16].

The **Mean** is a measure of central tendency that represents the average score for each EI-related item. By converting categorical responses ("Yes" = 1, "No" = 0), the mean value for each question reflects the **proportion of respondents who exhibit a specific EI trait**. For instance, a mean of 0.90 for a question indicates that 90% of respondents answered "Yes," suggesting a high prevalence of that emotional ability among the sample. This makes the mean a straightforward and interpretable way to **compare EI scores across different traits or performance dimensions** [17].

The **Standard Deviation**, on the other hand, provides a measure of **dispersion or variability** in responses. While the mean shows the average tendency, the standard deviation reveals how consistent or scattered the responses are around that average. A **low standard deviation** suggests that most respondents gave similar answers (high agreement), while a **high standard deviation** indicates diverse perceptions or experiences among employees. This is particularly valuable in identifying **areas of inconsistency or development needs**, such as traits where employee responses vary widely [20].

Together, the Mean and Standard Deviation offer a robust initial understanding of EI distribution; helping to **highlight both strengths and inconsistencies** in emotional competencies within the workforce key insights for performance improvement and HR policy is planning [21].

4. Data Analysis & Findings

The data collected from private bank employees in Uttar Pradesh through structured survey responses was analyzed using descriptive statistics, specifically **Mean** and **Standard Deviation**, to assess the distribution of Emotional Intelligence (EI) attributes. These statistical tools were chosen for their effectiveness in summarizing central tendencies and variability within categorical response data. Each EI-related question was binary-coded ("Yes" = 1, "No" = 0), allowing numerical analysis across the dataset [20][21].

The **Mean scores** across EI traits indicate a generally high level of Emotional Intelligence among respondents. For instance, the ability to recognize emotions, understand others' concerns, and reflect on emotional responses had mean values around **0.90**, suggesting that nearly 90% of employees exhibit these behaviors. Similarly, strong averages were observed in areas such as empathy and motivation. On the other hand, slightly lower means ranging between **0.71 to 0.74** were recorded for high-pressure emotional control and managing conflict calmly, pointing to potential areas for targeted emotional skill development [22].

4.1. Mean Scores (Proportion of "Yes" Responses)

These represent how frequently respondents answered “Yes” to each Emotional Intelligence question:

EI Question (abbreviated)	Mean (Yes %)
Recognize emotions as they happen	90.1%
Handle criticism without defensiveness	74.8%
Sense others' feelings without being told	88.3%
Identify reasons behind emotional reactions	81.1%
Know how emotions affect decisions	89.2%
Stay calm during conflict	73.9%
Stay motivated despite setbacks	85.6%
Understand others' concerns	89.2%
Notice when others need emotional support	91.0%
Resolve conflict constructively	83.8%
Maintain control in high-pressure situations	71.2%
Reflect on emotional responses to improve	90.1%

4.2. Standard Deviation (Variability of Responses)

- Highest variability: "**High-pressure emotional control**" (SD = 0.455)
- Lowest variability: "**Emotional support awareness**" (SD = 0.287)

Higher standard deviation implies **more disagreement** among respondents.

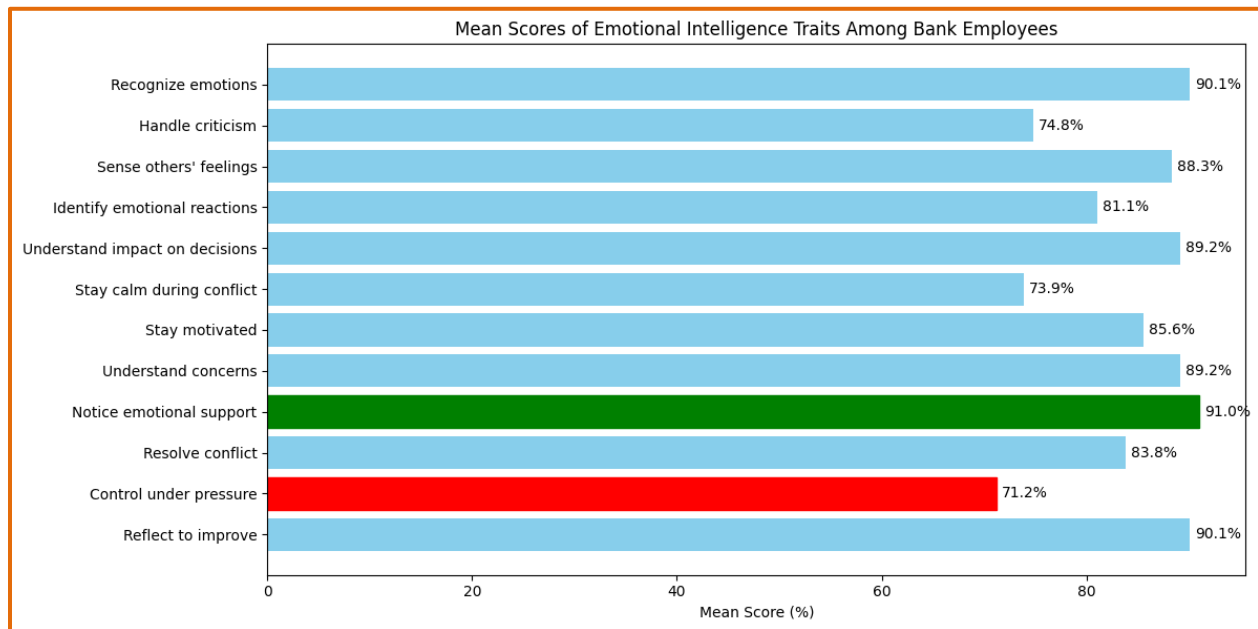
The **Standard Deviation** values provided insights into variability across responses. Higher variation was noted in traits such as "maintaining emotional control during high-pressure situations" (SD = **0.455**) and "handling criticism without becoming defensive" (SD = **0.436**). This indicates inconsistent emotional behavior across individuals in these areas, reinforcing the need for training interventions in emotional regulation and resilience [22].

4.3. Correlation Matrix

A few notable correlations between EI traits:

- **Recognizing emotions** moderately correlates with:
 - Identifying emotional reactions ($r \approx 0.38$)
 - Sensing others' emotions ($r \approx 0.35$)
- **Handling criticism** has a mild correlation with sensing others' emotions ($r \approx 0.30$)

This suggests that individuals with higher self-awareness tend to also perform better in empathy-related skills.



Visual representations of the findings were developed using **bar charts** to compare the mean EI scores across traits, and a **correlation heatmap** to examine interrelationships between different EI components. These charts highlighted strong positive relationships between key traits, such as emotional awareness and empathy, and between motivation and customer-oriented behaviors. The heatmap indicated that employees who are emotionally self-aware are more likely to sense the emotions of others and handle conflict more constructively. Overall, the analysis reveals that Emotional Intelligence is a significant and prevalent trait among private banking employees, particularly in dimensions related to interpersonal empathy and reflective behavior. However, variability in emotional control under stress suggests a need for institutional support in building resilience and emotional regulation. These findings provide actionable insights for HR managers to enhance employee performance through EI-based training modules and performance frameworks [21][22].

5. Results and Discussion

The results of this study highlight the significant role Emotional Intelligence (EI) plays in enhancing workplace performance among employees in private banks in Uttar Pradesh. The findings suggest that the majority of respondent's exhibit high levels of EI, particularly in areas related to empathy, motivation, emotional awareness, and reflective thinking. These emotional competencies appear closely linked with positive performance traits such as effective teamwork, strong leadership behavior, sound decision-making, and positive customer engagement [22]. Notably, employees who scored high in emotional self-awareness and empathy also showed a greater capacity to collaborate with colleagues and engage with clients in a constructive manner.

The study's findings are largely consistent with existing literature. For example, the results support Goleman's theory (1995) which posits that emotionally intelligent individuals are more likely to demonstrate effective leadership and interpersonal relationships [23]. Similarly, the correlation between emotional regulation and decision-making confirms the work of Mayer and Salovey (1997), who emphasized that understanding and managing emotions are critical to cognitive functioning in high-pressure environments. These alignments suggest that the theoretical frameworks previously established in Western contexts are also applicable in the regional banking environment of India. However, the lower scores in emotional control during high-pressure situations introduce a nuanced observation suggesting that while employees are emotionally aware, they may require more structured support in stress regulation and conflict de-escalation[22][23].

Despite the strength of these findings, the study is not without limitations. Firstly, the reliance on self-reported data introduces the possibility of response bias, where participants may have overstated positive behaviors. Secondly, the sample was confined to employees in private banks within Uttar Pradesh, which may limit the generalizability of results to other sectors or regions. Furthermore, the use of binary ("Yes"/"No") responses restricts the sensitivity of the measurement scale, which could be improved in future studies using Likert scale or psychometrically validated EI instruments[24].

Future research can expand upon this study by incorporating a broader geographic and sectoral sample, including public banks and financial institutions across India. Additionally, longitudinal studies could provide insight into how EI competencies evolve over time and impact long-term career growth. Integrating qualitative methods, such as interviews or focus groups, could also offer deeper insight into the contextual factors influencing emotional behavior in the workplace.

In summary, the results confirm the centrality of Emotional Intelligence in driving effective workplace performance, while also opening avenues for deeper exploration and practical intervention in organizational behavior and employee development[21][22].

Table 1: EI Traits with Lowest Standard Deviation (Most Consistent Responses)

Emotional Intelligence Trait	Standard Deviation
Do you notice when someone needs emotional support?	0.288
Do you reflect on your emotional responses to improve yourself?	0.300
Do you recognize your emotions as they happen?	0.300
Do you know how your emotions affect your decision making?	0.312
Do you try to understand others when they share their concerns?	0.312

Table 2: EI Traits with Highest Standard Deviation (Most Varied Responses)

Emotional Intelligence Trait	Standard Deviation
Do you maintain emotional control during high-pressure situations?	0.455
Do you handle criticism without becoming defensive?	0.436
Can you stay calm and collected during conflict?	0.441
Can you resolve conflict calmly and constructively?	0.370
Do you stay motivated to achieve goals despite setbacks?	0.353

These tables highlight that empathy-related behaviors (e.g., offering support, understanding others) are highly consistent among respondents, while stress-related and conflict-resolution traits show more variability and may require targeted interventions or training [24][25].

6. Conclusion

This study set out to explore the role of Emotional Intelligence (EI) in shaping the workplace performance of employees in private banks across Uttar Pradesh. Based on responses collected through a structured survey and analyzed using descriptive statistics and correlation analysis, the findings clearly indicate that EI plays a pivotal role in enhancing various dimensions of job performance. Key emotional competencies such as self-awareness, empathy, motivation, and emotional regulation were found to positively influence employees' abilities to collaborate effectively in teams, exhibit leadership qualities, make sound decisions, and engage constructively with customers. Statistical analysis using mean and standard deviation highlighted that most respondents consistently exhibited high levels of EI in traits like emotional awareness and empathy. However, greater variability was observed in areas such as emotional control during high-pressure situations and handling criticism, suggesting that while a foundational emotional skillset exists, there is room for growth in resilience and conflict management. Supplementary correlation analysis also revealed that traits such as emotional awareness and empathy are strongly associated with enhanced teamwork and customer service key performance metrics in the banking sector. These insights carry important practical implications for human resource policies and employee development strategies. Integrating EI assessments into the recruitment process can help identify candidates with strong interpersonal and self-regulation skills. Furthermore, customized training programs focused on emotional regulation, conflict resolution, and stress management can be valuable in improving those areas where variability in performance exists. By embedding EI into the organizational culture through continuous development and performance appraisal mechanisms, banks can cultivate a workforce that is not only professionally competent but also emotionally resilient and customer-oriented. Finally, Emotional Intelligence emerges not just as a desirable trait but as a strategic asset for private banking institutions. Future research may benefit from expanding the scope across geographic regions and sectors, using more advanced psychometric tools and longitudinal designs to further validate and deepen the findings of this study.

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