



IMPACT OF EMOTIONAL INTELLIGENCE AT THE JOB OVERALL PERFORMANCE: A STUDY AMONG PRIVATE FINANCIAL INSTITUTION EMPLOYEES IN TIRUCHIRAPPALLI DISTRICT, TAMIL NADU.

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Abstract

Workplace dynamics and job satisfaction together with performance standards get raised by Emotional Intelligence (EI). The research evaluated how emotional intelligence affects both private bank employees' satisfaction rates and their occupational performance throughout Tiruchirappalli District Tamil Nadu. This investigation evaluated the relationship between emotional intelligence aspects such as self-awareness alongside self-regulation motivation and empathy together with social skills and their organizational effects on staff output and workplace dedication. A survey system was implemented for private bank employees to gather data that underwent statistical analysis for examining job-related results from emotional intelligence. Emotional intelligence levels at higher marks create better job satisfaction while lowering work stress and improving total employee performance outcomes. The analysis proves the banking industry needs EI training and development initiatives to create stronger resilient employee groups.

Keywords: *Emotional Intelligence, Job Satisfaction, Employee Performance, Private Banks, Tiruchirappalli, Workplace Engagement.*

Introduction

Emotional intelligence (EI) has gained tremendous attention in organizational conduct and human resource management because of its impact on employee overall performance, activity satisfaction, and place of business relationships (Goleman, 1998). The banking sector, being relatively consumer-centric and overall performance-pushed, calls for employees to manage feelings efficaciously to beautify productiveness and customer support satisfaction (Salovey & Mayer, 1990). Emotional intelligence helps employees manage the place of job strain, enhance interpersonal communication, and foster an excellent painting environment, in the long run influencing job pleasure and normal performance (Bar-On, 2000).

Importance of Emotional Intelligence in the Banking Sector

The private banking sector in India is characterized by way of excessive competition, excessive overall performance expectations, and frequent interactions with customers. Employees ought to navigate workplace challenges, handle patron grievances, and maintain excessive carrier high quality, all of which require sturdy emotional intelligence (Ashkanasy & Daus, 2005). Studies suggest that financial institution personnel with high EI exhibit better pressure control, war decision talents, and teamwork, leading to superior task performance and delight (Joseph & Newman, 2010).

Research Problem

Despite the growing emphasis on emotional intelligence in various industries, constrained studies have been carried out on its direct influence on task pride and overall performance in the private banking area,



especially in Tiruchirappalli District, Tamil Nadu. With growing work stress and consumer expectancies, it is crucial to evaluate how EI contributes to employee well-being and performance.

Objectives of the Study

1. Examine the relationship between emotional intelligence and job satisfaction within employees of private sector organizations. Assess the impact of emotional intelligence on employee performance.
2. Determine important EI components influencing the place of job productivity within the banking sector.
3. Offer tips to increase EI amongst personal monetary group staff.

Research Questions

1. How does emotional intelligence affect mission pride among non-public financial organization personnel.
2. What impact does emotional intelligence have on the performance of standard employees.
3. Which EI additives contribute most to challenging delight and performance inside the banking

Scope of the Study

They have a look at a specialty of personal financial institution personnel in Tiruchirappalli District, Tamil Nadu, considering factors together with experience degree, process roles, and demographic effects. The findings will make contributions to HR strategies for enhancing employee well-being and productivity within the banking quarter.

Literature Review

This section delves into varied theoretical approaches and empirical evidence concerning emotional intelligence (EI), activity satisfaction, and employee overall performance. The assessment has special expertise in major standards, models, and past research in the banking industry to establish a foundation for the look.

Concept of Emotional Intelligence

Emotional Intelligence (EI) refers to an individual's ability to identify, understand, modify, and manage emotions in themselves and others (Salovey & Mayer, 1990). It plays a significant role in both personal and professional self-esteem, particularly in areas that require strong interpersonal skills (Goleman, 1998). According to Bar-On (2000), EI encompasses emotional and social competencies that affect behavior, decision-making, and overall job performance.

Theory of Emotional Intelligence

Mayer and Salovey's Four-Branch Model outlines EI as comprising four components: the ability to perceive emotions, utilize emotions to facilitate thought, understand emotions, and manage emotions (Mayer et al., 1999). Goleman's Emotional Competence Model identifies five key dimensions: self-awareness, self-regulation, motivation, empathy, and social skills, focusing on their importance beyond mere business success (Goleman, 2001). Bar-On's Emotional-Social Intelligence Model defines EI as a combination of emotional and social skills that determine how individuals cope with environmental challenges (Bar-On, 2006).

Emotional Intelligence and Job Satisfaction

Research indicates that employees with high emotional intelligence experience greater job satisfaction due to improved interpersonal relationships, effective stress management, and adaptability in the

workplace (Sy et al., 2006). Those with elevated EI can transform emotions positively, contributing to a more favorable work environment and reducing workplace conflicts (Wong & Law, 2002). A study by Cherniss (2010) found a positive correlation between EI, motivation, and commitment to the workplace.

Emotional Intelligence and Employee Performance

Emotional intelligence enhances employee performance by promoting better communication, teamwork, and leadership abilities (Boyatzis et al., 2000). In the banking sector, where employees frequently interact with clients, high EI is crucial for delivering exceptional customer service and effectively resolving conflicts.

Emotional Intelligence inside the Banking Sector

The banking enterprise needs high stages of emotional law because of traumatic consumer interactions and performance-primarily based job roles. An examination utilizing Petrides et al. (2004) indicates that bank employees with excessive EI experience lower burnout fees and higher productivity. Further, EI plays an important function in income performance, customer satisfaction, and service excellence (Zeidner et al., 2004).

Emotional Intelligence and Workplace Stress

Employees with higher EI can control strain more efficaciously, stopping burnout and process dissatisfaction (Slaski & Cartwright, 2002). Studies advise that EI training packages assist employees deal with job-related strain and beautifying standards properly-being (Côté & Miners, 2006).

Emotional Intelligence and Leadership Effectiveness

EI is an essential determinant of management effectiveness in the banking zone. Leaders with high EI foster higher team collaboration, worker engagement, and selection-making (George, 2000). Research by way of Barling et al. (2000) shows that transformational leaders show off strong EI talents, leading to progressed organizational effects.

Emotional Intelligence and Customer Relationship Management

Bank employees with high EI deal with patron lawsuits successfully, ensuring customer pride and loyalty (Kumar, 2014). Research using Rahim & Malik (2010) shows that emotionally intelligent employees enhance purchaser revel through empathetic communication and problem decision.

Gender Differences in Emotional Intelligence and Job Performance

Studies propose that gender differences exist in EI, with ladies commonly displaying higher stages of empathy and emotional law than men (Mandell & Pherwani, 2003). However, the impact of those variations on process performance remains debatable (Hopkins & Bilimoria, 2008).

Emotional Intelligence Training in Organizations

Organizations are increasingly implementing EI schooling packages to beautify worker performance and well-being (Lopes et al., 2006). Studies imply that EI education leads to improved teamwork, leadership effectiveness, and process pleasure (Boyatzis et al., 2013).

Emotional Intelligence and Organizational Commitment

Employees with high EI exhibit extra organizational commitment, lowering turnover rates and increasing task engagement (Carmeli, 2003). A look at by way of Abraham (2000) observed that emotionally sensible personnel exhibit higher process involvement and loyalty.



Emotional Intelligence and Decision-Making

EI performs an important function in decision-making, specifically in excessive-strain environments like banking. Research suggests that emotionally sensible personnel make rational and properly balanced decisions, warding off impulsive reactions (Yukl, 2002).

Emotional Intelligence and Work-Life Balance

Employees with high EI can maintain better lifestyle stability by dealing with emotions and workplace stress effectively (Schutte et al., 2007). Studies indicate that paintings-lifestyles stability without delay influences process pleasure and employee retention (Greenhaus et al., 2003).

Emotional Intelligence and Employee Motivation

EI contributes to intrinsic motivation, enhancing activity engagement and performance (Ryan & Deci, 2000). Research using Kanfer & Kantrowitz (2002) indicates that emotionally smart personnel show off better ranges of self-motivation and perseverance.

Future Research Directions in Emotional Intelligence

While present studies highlight the benefits of EI, similar studies are needed to discover its lengthy-time period effect on employee retention, pass-cultural differences, and virtual banking.

Research Methodology

This section outlines the study's layout, sample selection, statistics collection methods, and analytical strategies used inside the look at. The examination ambitions to observe the impact of emotional intelligence on activity pride and performance among private financial institution employees in Tiruchirappalli District, Tamil Nadu.

Research Design

The look at employs a descriptive and analytical studies layout, integrating each quantitative and qualitative processes. A structured survey changed into used to collect primary statistics, whilst secondary records had been accrued from academic journals, books, and reviews related to emotional intelligence, process pleasure, and employee overall performance in the banking quarter.

Sample Selection

The sample for this study was selected using a stratified random sampling method to ensure adequate representation of employees from private financial institutions with diverse job roles and experience levels in Tiruchirappalli District, Tamil Nadu. A total of 176 respondents were chosen from various private banks, including customer service representatives, relationship managers, and branch-level officers. The selection criteria required participants to have a minimum of 355 days of experience, ensuring familiarity with workplace dynamics. This sampling strategy aimed to capture a wide range of perspectives by considering factors such as age, gender, job tenure, and hierarchical position within the banks. This approach contributed to a well-rounded dataset, enhancing the validity and reliability of the study in examining the relationship between Emotional Intelligence, Job Satisfaction, and Employee Performance.

Data Collection Methods

For this research, data were gathered through a questionnaire designed to assess the Emotional Intelligence (EI), Job Satisfaction, and Employee Performance of staff working in private banks in Tiruchirappalli District, Tamil Nadu. The questionnaires were distributed both offline and online to encourage maximum participation and convenience for respondents. They included closed-ended questions utilizing a Likert scale (1 - Strongly Disagree to 5 - Strongly Agree) to evaluate various

dimensions of EI, job satisfaction, and performance. Demographic information such as age, gender, job title, and years of experience was also collected to analyze their influence on the study variables. The survey was conducted over a month, allowing respondents sufficient time to provide thoughtful and honest answers. To ensure statistical reliability, participation was voluntary and anonymous, encouraging respondents to share their genuine opinions. The collected responses.

Data Analysis and Interpretation

The data gathered from 176 employees of financial institutions in Tiruchirappalli District have been analyzed using statistical methods to explore the connections between process pride, overall task performance, and emotional intelligence. Descriptive statistics were utilized to summarize demographic information, indicating that the majority of respondents are aged between 25 and 40 years, with a nearly equal distribution of male and female employees. The reliability of the questionnaire was assessed using Cronbach's Alpha to ensure internal consistency.

Correlation analysis indicated a strong relationship between emotional intelligence and both job satisfaction and process performance, suggesting that employees with higher levels of emotional intelligence are likely to experience greater job satisfaction and demonstrate improved overall workplace performance. Regression analysis further identified emotional intelligence as a significant predictor of job satisfaction and overall performance, with self-awareness and relationship management identified as key influencing factors. ANOVA results indicated that employees in managerial positions exhibited higher emotional intelligence scores compared to entry-level staff, implying that experience and leadership responsibilities may enhance emotional intelligence.

Additionally, qualitative feedback from open-ended responses highlighted that employees who may want to effectively control the place of job pressure and interpersonal relationships stated better motivation and engagement. These findings align with current literature, reinforcing the vital position of emotional intelligence in improving worker well-being and organizational productivity. The outcomes propose that personal banks must invest in emotional intelligence education programs to improve employee performance and satisfaction, in the end leading to higher customer support and business effects.

Descriptive Statistics of Respondents

Descriptive facts provide a pinnacle-stage view of the demographic traits of the 176 respondents, which incorporates age, gender, painting entertainment, and technique roles. These data assist in knowledge of the composition of the pattern and their relevance to the study.

Table 1 Gender Distribution of Respondents

Gender	Number of Respondents	Percentage (%)
Male	92	52%
Female	84	48%

The gender ratio is almost balanced, with 52% male and forty 8% female respondents. This balanced distribution guarantees that they have a look at findings that replicate both perspectives pretty, making gender-based emotional intelligence comparisons significant.

Age Distribution of Respondents

Descriptive records offer insights into the demographic traits of the 176 non-public bank employees surveyed in Tiruchirappalli District. The key demographic elements analysed encompass age, gender,

and painting enjoyment, which help in expertise how these attributes may also influence emotional intelligence, job satisfaction, and activity overall performance.

The respondents have been labelled into four age companies to investigate versions of emotional intelligence across exceptional profession tiers.

Table 2 Age Distribution of Respondents

Age Group	Number of Respondents	Percentage (%)
21 - 30	58	33%
31 - 40	67	38%
41 - 50	34	19%
51 & above	17	10%

Most respondents (38%) fall inside the 31-forty age organization, suggesting that mid-career experts form a big portion of the group of workers.

The 21-30 age organization represents 33% of respondents, indicating a strong presence of early-career personnel.

Employees elderly 41-50 and 51 & above account for 29% collectively, suggesting an exceedingly smaller variety of senior experts inside the sample.

Table 3 Work Experience Distribution of Respondents

Work Experience (Years)	Number of Respondents	Percentage (%)
0 - 3 Years	45	26%
4 - 7 Years	62	35%
8 - 12 Years	41	23%
13+ Years	28	16%

The highest number of respondents (35%) have 4-7 years of experience, indicating a substantial presence of employees in the early to mid-career stage. 26% of employees have 0-3 years of experience, reflecting a growing workforce of fresh talent. Employees with 8-12 years (23%) and 13+ years (16%) of experience constitute a smaller segment, indicating fewer senior professionals in the sample. These insights provide a strong foundation for further an examination of how emotional intelligence influences job satisfaction and performance among employees of private banks in the Tiruchirappalli District.

Investigation of The Link Between Emotional Intelligence (EI) And Job Satisfaction

This study aims to explore the connection between Emotional Intelligence (EI) and Job Satisfaction. we did a correlation evaluation amongst 176 private financial institution personnel in Tiruchirappalli District.

Variable	Correlation (r)	Strength	Direction
EI & Job Satisfaction	0.72	Strong	Positive

A correlation coefficient of 0.72 indicates a strong and significant relationship between Emotional Intelligence and Job Satisfaction among employees in personal financial institutions. Consequently, employees with higher levels of Emotional Intelligence are likely to experience greater Job Satisfaction.

Regression Analysis And Hypothesis Testing: To assess the influence of Emotional Intelligence (EI) on Employee Performance, we conducted a regression analysis and subsequently evaluated the following hypotheses.

Hypothesis Formulation

1. **Null Hypothesis (H₀):** Emotional Intelligence does not significantly affect Employee Performance.
2. **Alternative Hypothesis (H_a):** Emotional Intelligence has a significant positive effect on Employee Performance.

Regression Parameter	Value
R ² (Coefficient of Determination)	0.72
(Intercept)	30.5
(EI Coefficient)	0.65
p-value	0.001 (Significant at 1%)

The R² cost (0.72) approach is that 72% of the version in employee performance is defined by way of Emotional Intelligence.

The EI coefficient (0.65) shows that a 1-point boom in Emotional Intelligence ends in a 0.65-point boom in Employee Performance.

The p-price (0.001) is less than 0.05, confirming that the effect of EI on Employee Performance is statistically extensive.

Structural Equation Modelling (SEM) Analysis: The SEM Model aims to check how EI influences both job delight and employee overall performance. We will study each direct effect (from EI to process pride/overall performance) and oblique effects (from EI via job delight to overall performance).

The model entails the subsequent relationships:

Direct Effect

EI → Job Satisfaction.

EI → Employee Performance.

Indirect Effect

EI → Job Satisfaction → Employee Performance

Parameter	Estimate	Standard Error	Critical Ratio (CR)	p-value	Significance
EI → Job Satisfaction	0.55	0.09	6.11	<0.01	Significant
EI → Employee Performance	0.4	0.08	5	<0.01	Significant
Job Satisfaction → Employee Performance	0.33	0.07	4.71	<0.01	Significant

EI Job Satisfaction (0.55)

The coefficient of 0.55 means that a 1-point growth in Emotional Intelligence results in a 0.55-factor increase in Job Satisfaction. The critical ratio (CR) of 6.11 is enormously substantial, confirming that EI significantly affects job delight.

EI Employee Performance (0.40)

A boom of 1 point in EI results in a 0.40-factor increase in Employee Performance. The CR cost of 5.00 indicates a large direct influence of EI over employees' total performance.

Job Satisfaction Employee Performance (0.33)

Job satisfaction has a strong impact on the performance of the employees. An increase in Job Satisfaction by 1-point results in a boost in Performance by 0.33 factors. The value of the CR price of 4.71 indicates that the dating here is statistically excellent.

Model Fit Indices

For checking the niceness of the SEM model, we consider the fit indices, which suggest the degree to which the model fits the facts:

Fit Index	Value	Threshold
Chi-Square (χ^2)	150.23	< 3.0 (Good Fit)
CFI (Comparative Fit Index)	0.95	> 0.90 (Good Fit)
RMSEA (Root Mean Square Error of Approximation)	0.04	< 0.08 (Good Fit)
TLI (Tucker-Lewis Index)	0.94	> 0.90 (Good Fit)

Interpretation

Chi-Square (χ^2): The rate of a hundred and 50.23 shows that the model is fitting the facts alternatively well because it is beneath the brink of amazing health (usually three).

CFI (Comparative Fit Index): A cost of 0.95 is excellent, which reflects a terrific match between the version and the information.

RMSEA (Root Mean Square Error of Approximation): The cost of 0.04 is below the precise threshold of 0.08, showing a terrific model healthy. TLI (Tucker-Lewis Index): The value 0.94 reflects a sensational fit, since it's considerably higher than 0.90.

Discussion on Findings

This study investigates the influence of Emotional Intelligence (EI) on Job Satisfaction and Employee Performance among personnel in private banks located in the Tiruchirappalli District of Tamil Nadu. The findings derived from regression analysis and Structural Equation Modeling (SEM) are as follows:

Impact of EI on Job Satisfaction

The regression analysis indicated a strong positive correlation between EI and Job Satisfaction ($\beta = 0.55$, $p < 0.01$). This suggests that employees with high EI are significantly more likely to experience greater job satisfaction. EI equips individuals to manage their emotions effectively, enhancing their ability to handle work-related stress and fostering better interpersonal relationships with colleagues, which in turn leads to increased job satisfaction. These findings align with previous research indicating that employees with elevated EI possess superior skills in addressing work-related challenges, thereby enhancing their overall job enjoyment.



Effect of EI on Employee Performance

The SEM analysis demonstrated a significant direct effect of EI on Employee Performance ($\beta = 0.40$, $p < 0.01$). Employees with higher EI tend to perform better in their roles, as they are more adept at managing interpersonal conflicts, coping with stress, and adapting to changing work environments. This supports the notion that EI plays a crucial role in task performance, decision-making, and overall workplace productivity.

Mediating Role of Job Satisfaction

Job satisfaction serves as a mediator that connects EI with Employee Performance. Performance ($\beta = 0.33$, $p < 0.01$). This indicates EI will increase procedure delight if you want to bring about improved worker overall performance. That is, even though a team of workers perceives content material with employment, they are extra motivated and committed, matching their suggested performance. The outcome emphasizes the cost of creating emotionally astute workers to grow each satisfaction and overall performance outcome.

Theoretical Implications

This examines what builds up the theoretical comprehension of Emotional Intelligence concerning organizational conduct and human resource management. It points out the imperative position EI assumes in riding personnel' emotional states and the overall performance in their painting. The abilities-based fashions and social-emotional theory of EI are supported by the findings, which suggest that EI each helps interpersonal relationships and provides for the achievement of a character inside the administrative center. The version tested in this appearance presents a price to the present literature by demonstrating that Job Satisfaction acts as a mediating variable between EI and Employee Performance, a courting that has acquired constrained interest inside the banking sector, in Tiruchirappalli District.

Practical Implications

The findings of this look at provide several realistic implications for human useful resource management and organizational regulations within the banking quarter

Employee Development Programs

Banks and other financial institutions must invest in EI schooling applications for their personnel. Training initiatives centered on improving emotional intelligence competencies together with self-focus, empathy, and emotional law can decorate employees' capability to address stress, communicate efficaciously, and make better decisions. This could in the long run cause more process pleasure and better performance levels.

Selection and Recruitment

Given the sturdy correlation between EI and Employee Performance, banks may additionally consider incorporating emotional intelligence assessments of their recruitment and selection approaches. Identifying candidates with excessive EI can help make sure that new hires own the interpersonal and emotional control abilities vital to thrive in a dynamic work environment.

Performance Management

Managers must apprehend the importance of task pride in fostering employee overall performance. Creating a piece environment that promotes emotional well-being, consisting of presenting support, reputation, and opportunities for professional boom, can notably enhance task pleasure and, by extension, performance. EI can assist managers higher recognizing and responding to worker wishes, enhancing activity delight and retention quotes.

Workplace Culture and Team Dynamics

Developing a lifestyle that values emotional intelligence can beautify teamwork, collaboration, and war decisions. When employees have high EI, they may be much more likely to resolve interpersonal problems constructively, foremost in a top-notch and powerful place of work environment.

Recommendations for Future Research

Future research should have a look at unique variables, such as organizational aid, place of job strain, or control patterns, that may slightly or mediate the relationship between EI and employee overall performance.

Longitudinal Studies

Longitudinal research that tracks adjustments in EI over the years and their effect on job satisfaction and performance might provide extra robust evidence for causality.

Sector-Specific Studies

Further studies may want to inspect the role of EI in unique sectors (e.g., healthcare, training, technology) to see if the findings are regular across industries.

Conclusion

This study examined the influence of Emotional Intelligence (EI) on job satisfaction and employee performance among workers in Tiruchirappalli District, Tamil Nadu. The findings reveal a strong positive correlation between EI and both job satisfaction and performance, indicating that employees with higher EI are more likely to experience greater job satisfaction and excel in their roles. Additionally, the analysis emphasizes the mediating role of job satisfaction in the relationship between EI and overall employee performance. These results suggest that enhancing EI through targeted training programs can significantly boost employee well-being and productivity. Overall, this research provides valuable insights for organizations, particularly in the banking sector, highlighting the importance of prioritizing EI development as a crucial factor for improving overall job satisfaction and performance. Future studies may consider exploring these relationships over time and across specific industries to further enrich the understanding of EI's impact on workplace outcomes.

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