

Research Article

Impact of Emotional Intelligence on Employee Performance: An Empirical Study of Selected Banks in Nellore District

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Abstract: Emotional Intelligence (EI) has become a key success factor at the workplace, especially in service oriented business like banking where employees must handle the continuous contact with customers, focus on targets and the social cognitive struggle. The paper presents an empirical look at the relationship between Emotional intelligence and Employee performance among the employees of one of the selected banks in Nellore District, Andhra Pradesh, both in the public and the private sectors. The study measures five dimensions of Emotional Intelligence, namely Self-awareness, Self-regulation, Motivation, Empathy and Social Skills using a structured questionnaire answered by a sample of 250 bank employees chosen by means of stratified random sampling, and correlates these dimensions with a unified measure of Employee Performance in terms of task performance, adaptability and goal achievement. Using SPSS, descriptive statistics, reliability analysis (Cronbachs Alpha), Pearson correlation, multiple linear regression, independent samples t-test and one-way ANOVA were utilized. Findings reveal that the five dimensions of Emotional Intelligence have positive and significant positive correlation with Employee Performance, with Motivation and Social Skills being the strongest predictors. The regression analysis supports the fact that overall Emotional Intelligence accounts about 40 percent of the variance in Employee Performance. The performance levels were also significantly different in dependence on the type of bank and years of work experience. This study concludes by providing that Emotional Intelligence training should be institutionalized within Employee development programmes of banks in order to improve on the services offered, the wellbeing of employees and the performance of the organisation. Practical implications and directions for future research are also discussed.

Keywords: Emotional Intelligence, Employee Performance, Sector Banking, Nellore District, Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skill

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INTRODUCTION

Banking industry is the spine of the financial system of a country and the performance it depends on is both the gross ability and psychological preparedness of the people working in the Bank. With the ever increasing competition in the market, digital disruption and heightened customer expectations, banks are coming to realise that technical and cognitive skills are not enough to ensure that employees perform excellently. Emotional Intelligence (EI) - the ability to perceive, understand, manage, and apply emotions effectively to the self and others has become a very popular topic as a non-cognitive competency that determines how one copes with stress, handles relationships, settles conflicts and how one remains motivated despite stress. Bank staff, especially front office and customer facing staff, are continually subjected to challenging goals, angry clients, excessive hours at work and excessive emotional work. The employees

having a higher degree of Emotional Intelligence are usually better prepared to handle these demands, better able to stay calm, create rapport to the customer and abler to work well with other employees thus resulting in better job performance. On the other hand, lower EI employees can find it difficult to handle stress, inter-personal friction, and make decisions when pressure strikes it negatively on outcomes at the individual and organisational levels. The Nellore District is a region in the coastal part of Andhra Pradesh and has a combination of both the Government sector bank branches and the private sector bank branches with a customer base of diverse urban and semi-urban customers. It is in this light that proficiency of human behaviour and emotional skills that motivate employee output taking into consideration the increasing focus on customer relationship management and service quality in the banking sector of this region, the have a significant practical implication. This research aims to explore the association between Emotional Intelligence and Employee Performance among bank employees in the Nellore District, with Daniel Goleman conceptualization of five dimensions of Emotional Intelligence; Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills as the concept perspective [1].

Significance of the Study

The results of this study are likely to aid in guiding the bank management and human resource practitioners on how to create a more effective training and development interventions, recruitment setups and performance management frameworks which clearly consider emotional competencies [2]. To academicians, the study will be important in adding to the increasing empirical literature on Emotional Intelligence in the Indian banking scenario especially at the district level where its narrow studies are still very few.

Review of Literature

Salovey and Mayer conceptualised the construct of Emotional Intelligence as the capacity to check ones emotions and those of others, to distinguish between a variety of emotions as well as to apply this knowledge to be used in cognition and action; they were the first to popularise the construct within the academic literature as EI. Later Daniel Goleman extrapolated this model into a popular five-part model of Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills because he believed that the above competencies were stronger predictors of organizational success than cognitive intelligence in isolation. The model of emotional-social intelligence created by Bar-On also added further to the importance of intrapersonal and interpersonal skills, stress management, and flexibility as determining factors in life and work effectiveness. An extensive empirical research on service industries has investigated how Emotional Intelligence relates to several exit results among employees including job performance and job satisfaction, organisational commitment and stress management. Research done in the banking and financial service settings has overall reported that employees who have been found to have higher Emotional Intelligence have been seen to show greater customer handling capabilities, reduced burnout levels, good teamwork and increased sales and services. The studies, which have been conducted on Indian banking workers, have also revealed that such dimensions like empathy and social skills play a crucial role in customer-related positions when service quality is directly impacted by the capacity to read and interpret customer emotions, which, in turn, influences performance appraisals [3]. The mediating and moderating effects of other variables, including organisational culture, leadership style, and job stress in the Emotional Intelligence/performance relationship, have been targeted in other studies, which stated that the strength of this relationship can be changeable based on the context and demographic factors, including gender, age, designation, and length of service. Some researchers have also reported that self-regulation and motivation are particularly important at stages of organisational change like digital transformation and target-oriented sales campaigns that are typical of the banking sector at the present moment. Although the literature on the relationship between Emotional Intelligence and employee performance on the international and national levels has been relatively widespread, limited empirical research is available on the topic concerning the district-based banking employees in places like Nellore [4]. Majority of the available studies are either done on a larger level (either state or nation-wide), or a particular bank as compared to a comparative sample of both the public and the private sector banks. This poses a research gap of a purportional interest and the current study aims at filling the same by empirically investigating the relationship between Emotional Intelligence and performance using a representative sample of 250 bank employees, which were selected in different banks, operating within the Nellore District.

Research Gap

Although sufficient research has been conducted on Emotional Intelligence globally, little empirical analysis of Emotional Intelligence on its dimensional level and its effects on employee performance have been carried out in Nellore District, banking industry [5]. The current literature seldom incorporates methods of correlation, regression, t-test, and ANOVA in one localized research, or do they even compare the employees of the public and private sectors of the banks in the same district. This paper fills that gap with a multi-technique, holistic statistical analysis.

Objectives of the Study

- To examine the social-demographic content of employees in the selected banks in Nellore District
- To determine the degree of Emotional Intelligence (Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills) amongst employees at the bank
- To determine the extent of Employee Performance amongst the sampled bank employees
- To investigate how each of the dimensions of Emotional Intelligence correlates with Employee Performance
- To establish the level of evidence of overall Emotional Intelligence on Employee Performance
- To analyze the differences between Employee Performance based on the bank type (public and private) and work experience/years of work
- To provide recommendations to the bank management on how to improve the performance of employees by developing their Emotional Intelligence

Hypotheses of the Study

Using the objectives and literature review, the next null hypothesis (H0) was developed and tested at the 5 percent level of significance:

- **H1:** There is a Significant impact of Self-Awareness and Employee Performance
- **H2:** Self-regulation has significant impact on Employee Performance
- **H3:** There is a significant correlation between Motivation, and Employee Performance
- **H4:** Empathy have significant relationship with Employee Performance
- **H5:** There is a substantial impact of Social Skills on Employee Performance
- **H06:** Emotional Intelligence is not a significant predictor of Employee Performance
- **H7:** there is no significant difference between public sector and privates sector banking with reference to Employee performance
- **H8:** There is a significant impact of work experience on Employee Performance

MATERIALS AND METHODS

Research Design

The research design is descriptive and analytical in nature founded on a cross-sectional survey of bank employees, coupled with a quantitative testing of hypotheses on the strength and direction of relationships between the Emotional Intelligence and Employee Performance.

Population and Sampling

The study population includes employees in the branch banks in the public and the private sector within the Nellore District. A stratified random sampling method was also used to select 250 employees, with the stratum being composed based on the type of bank (public/private), and the cadre of employee (clerical, officer and/or managerial cadres) to guarantee reasonable representation of all categories.

Data Collection

The method of data collection was a structured self-administered questionnaire comprising three different sections

- Demographical section
- an Emotional Intelligence scale adapted based on existing EI measuring tools which encompassed five different dimensions Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills
- Employee Performance scale covering task performance, adaptability, and goal achievement. The responses were noted in the context of a five-point Likert scale with 1 (Strongly Disagree), and 5 (Strongly Agree). To facilitate literature review, secondary data were obtained through journal articles, books and bank reports

Statistical Tools Used

- **Percentage Analysis:** To demographic profile

- **Cronbachs Alpha:** To test reliability of the scale
- **Descriptive Statistics (Mean, Standard Deviation):** To measure the level of EI and performance
- **Correlation Coefficient Pearson:** To test H01 to H05
- **Multiple/Simple Linear Regression:** To test H06
- **Independent Samples t-test:** To test H07
- **One-Way ANOVA:** In test H08

All the statistical calculations were performed in SPSS (Statistical Package of Social Sciences) and interpreted at the level of significance of 5 percent (0.05).

Period of the Study

The period of data collection spanned eight weeks and the results of the analysis indicate the reactions of the sampled employees 250 employees which occurred within the eight weeks

Data Analysis and Interpretation

Demographic Profile of Respondents: The demographics of the sampled 250 bank employees in terms of gender, age, educational qualification, type of bank, designation, and work experience are shown in Table 1.

Table 1 indicates that the sample was relatively balanced with widest margin male respondents (55.2) than the female respondents (44.8). The age range of the respondents is ranging between 25-45 years with the majority of respondents (66.0) in this age group, showing the presence of early-to-mid career workforce. Most of the respondents (56.8) have postgraduate qualifications and this represents the growing qualification-intensive trend in bank recruitment. The proportion of employees of the branches is more or less reflective of the branch distribution pattern in the district, with 58.0% of the sample (135 employees out of 214 employees in the district) being public sector bank employees and 42.0% being employees of the private sector. Officer employees in terms of designation are the biggest group (44.8%), then the clerical and managerial personnel are 16.0 and 39.2 respectively. In terms of experience, the sample is fairly well dispersed with the biggest portion (33.6) consisting of the group of 5-10 years of experience.

Table 1: Demographic Profile of Respondents (N = 250)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	138	55.2
	Female	112	44.8
Age Group	Below 25 years	32	12.8
	25 – 35 years	89	35.6
	36 – 45 years	76	30.4
	46 – 55 years	41	16.4
	Above 55 years	12	4.8
Educational Qualification	Undergraduate	68	27.2
	Postgraduate	142	56.8
	Professional (CA/CMA/CFA etc.)	40	16.0
Bank Type	Public Sector Bank	145	58.0
	Private Sector Bank	105	42.0
Designation	Clerical Cadre	98	39.2
	Officer Cadre	112	44.8
	Managerial Cadre	40	16.0
Work Experience	Below 5 years	58	23.2
	5 – 10 years	84	33.6
	10 – 15 years	63	25.2
	Above 15 years	45	18.0

Table 2: Reliability Statistics (Cronbach's Alpha)

Construct / Dimension	Number of Items	Cronbach's Alpha
Self-Awareness	5	0.782
Self-Regulation	5	0.796
Motivation	5	0.811
Empathy	5	0.774
Social Skills	5	0.803
Overall Emotional Intelligence Scale	25	0.891
Employee Performance Scale	12	0.856

Table 3: Descriptive Statistics of Emotional Intelligence Dimensions and Employee Performance (N = 250)

Variable	Mean	Std. Deviation	Level
Self-Awareness	3.72	0.61	High
Self-Regulation	3.58	0.66	Moderate-High
Motivation	3.85	0.58	High
Empathy	3.64	0.63	Moderate-High
Social Skills	3.79	0.60	High
Overall Emotional Intelligence	3.72	0.49	High
Employee Performance	3.88	0.52	High

Table 4: Correlation and Regression Results Self-Awareness

Statistic	Value
Pearson's Correlation (r)	0.512
Coefficient of Determination (R ²)	0.262
Unstandardized Regression Coefficient (B)	0.437
t-value (df = 248)	9.38
Significance (p-value)	0.000
Decision on H1	Accepted

Reliability Analysis

Prior to engaging in substantive analysis, internal consistency of the Emotional Intelligence and Employee Performance scales was assessed in terms of Cronbach alpha. Over 0.70 is deemed as acceptable to social science studies.

Table 2 displays that all the Cronbachs Alpha values are above the required internal consistency and reliability level of 0.70; the values are between 0.774 and 0.891, indicating that the measurement instrument used in this research is highly internalized and reliable, and can thus be used to conduct additional statistical analyses.

Descriptive Statistics of Study Variables

Table 3 shows the means and standard deviations of the scores of each dimension of Emotional Intelligence and of Employee Performance, calculated on a 5-point scale.

The descriptive findings suggest that the individuals view themselves as having a relatively high degree of Emotional Intelligence with Motivation having the highest mean score (M = 3.85, SD = 0.58), then Social Skills (M = 3.79, SD = 0.60) and lastly Self-Awareness (M = 3.72, SD = 0.61). The lowest mean was documented in Self-Regulation (M = 3.58, SD = 0.66), which implies that bank workers consider it to be a little bit more difficult to resist impulses and control emotional responses to the pressure of the job situation compared to other dimensions. The Employee Performance (M = 3.88, SD = 0.52) shows the mean score of self-evaluating rate of employee performance where, employees rate their performance level as high.

Dimension-Wise Analysis of Emotional Intelligence and Employee Performance (Testing H01 to H05)

All the dimensions of the Emotional Intelligence were individually tested in relation to the Employee Performance through the product-moment correlation of Pearson as well as simple linear regression of that particular dimension, such that, the strength of association (r), the proportion of variance explained (R²) of each individual predictor (B, t, p) could be assessed separately regarding each hypothesis. The df for each test is 248 (N - 2 = 250 - 2).

Self-Awareness and Employee Performance (H01)

Employee Performance has a moderate positive correlation with Self-Awareness (r = 0.512, p = 0.01) which is statistically significant. Self-Awareness is the only factor that has been found to account 26.2 percent of the difference in performance or R² = 0.262 and the regression coefficient (B = 0.437, t = 9.38, p < 0.001) indicates that one-unit change in self-Awareness is followed by a 0.437-unit change in performance. Because p < 0.05, the null hypothesis H01 is rejected - self-awareness is significantly related with Employee Performance. Workers who can correctly identify their own mood, capabilities, and weaknesses seem to be in a better position to manage their behaviours at work and have the same or a steady performance Table 4.

Self-Regulation and Employee Performance (H02)

Employee Performance shows a positive and significant correlation with Self-Regulation (r = 0.478, p < 0.01) and 22.8% of the variance on performance is explained by Self-regulation itself (R² = 0.228). The significant positive effect is observed by the value of the regression coefficient (B = 0.376, t = 8.57, p < 0.001). After p < 0.05, the null hypothesis H02 is rejected - Self-Regulation has a strong association with Employee Performance. This is the least strong of the five dimensions of predictive strength but workers who are capable of resist impulsive responses and cope with stresses still achieve a certain degree of performance that is necessarily better than that of workers unable to do so Table 5.

Table 5: Correlation and Regression Results Self-Regulation

Statistic	Value
Pearson's Correlation (r)	0.478
Coefficient of Determination (R^2)	0.228
Unstandardized Regression Coefficient (B)	0.376
t-value (df = 248)	8.57
Significance (p-value)	0.000
Decision on H2	Accepted

Table 6: Correlation and Regression Results Motivation

Statistic	Value
Pearson's Correlation (r)	0.591
Coefficient of Determination (R^2)	0.349
Unstandardized Regression Coefficient (B)	0.529
t-value (df = 248)	11.54
Significance (p-value)	0.000
Decision on H3	Accepted

Table 7: Correlation and Regression Results — Empathy

Statistic	Value
Pearson's Correlation (r)	0.463
Coefficient of Determination (R^2)	0.214
Unstandardized Regression Coefficient (B)	0.382
t-value (df = 248)	8.22
Significance (p-value)	0.000
Decision on H4	Accepted

Motivation and Employee Performance (H03)

The biggest individual relationship with Employee Performance of all the five dimensions ($r = 0.591$, $p < 0.01$) captures 34.9% of the variance on its own ($R^2 = 0.349$) is motivated. The biggest and most important is the regression coefficient ($B = 0.529$ and $t = 11.54$ and $p < 0.001$). Because of a p-value less than 0.05, the null hypothesis H03 is rejected - Motivation is strongly and significantly related with Employee Performance. This highlights intrinsic drive, goal orientation as the most influential emotion competency with regard to performance in this sample Table 6.

Empathy and Employee Performance (H04)

There is a significant positive correlation between Empathy and Employee Performance ($r = 0.463$, $p < 0.01$) with a variance explained of 21.4 independently ($R^2 = 0.214$). A significant positive effect, but the smallest in terms of coefficient, is supported by the regression coefficient ($B = 0.382$, $t = 8.22$, $p < 0.001$). The null hypothesis H04 is rejected since $p < 0.05$, Empathy is a significant variable and has a strong relationship with Employee Performance. The emotional intelligence, albeit rather modest, in gaining insight into the emotional state of customers and colleagues nevertheless has a significant value when it comes to the perception of performance among the employees Table 7.

Social Skills and Employee Performance (H05)

Employee Performance ($r = 0.548$, $p < 0.01$) demonstrates the second highest level of correlation with Social Skills ($r = 0.548$, $p < 0.01$) and demonstrates that it explains 30.0% of the variance alone ($R^2 = 0.300$). The regression coefficient ($B = 0.475$, $t = 10.31$, $p < 0.001$) is significant. The null hypothesis H05 is rejected since the p value is less than 0.05 - Social Skills are significantly related to Employee Performance. Employees who network properly and are able to create rapport and maintain relationships are always linked to an improved performance rating Table 8.

Comparative Summary of H01–H05

The five analytical forms are summed up in Table 9. All the five null hypotheses (H01, H02, H03, H04 and H05) are rejected which proves that each dimension of Emotional Intelligence individually and significantly predicts Employee Performance. The order of rankings by the explanatory strengths is Motivation ($R^2 = 0.349$), Social Skills ($R^2 = 0.300$), Self-awareness ($R^2 = 0.262$) Self-regulation ($R^2 = 0.228$), and Empathy ($R^2 = 0.214$) suggesting that motivation and interpersonal skills have a relatively high weight compared to the purely intrapersonal ones when it comes to predicting the self-rated performance of the bank employees surveyed.

Table 8: Correlation and Regression Results Social Skills

Statistic	Value
Pearson's Correlation (r)	0.548
Coefficient of Determination (R ²)	0.300
Unstandardized Regression Coefficient (B)	0.475
t-value (df = 248)	10.31
Significance (p-value)	0.000
Decision on H5	Accepted

Table 9: Comparative Summary Individual EI Dimensions and Employee Performance

Hypothesis	EI Dimension	r	R ²	B	t	p	Decision
H1	Self-Awareness	0.512	0.262	0.437	9.38	0.000	Accepted
H2	Self-Regulation	0.478	0.228	0.376	8.57	0.000	Accepted
H3	Motivation	0.591	0.349	0.529	11.54	0.000	Accepted
H4	Empathy	0.463	0.214	0.382	8.22	0.000	Accepted
H5	Social Skills	0.548	0.300	0.475	10.31	0.000	Accepted

All correlations significant at the 0.01 level (2-tailed); df = 248 for all t-values

Table 10: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.634	0.402	0.399	0.404

Table 11: ANOVA for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.24	1	27.24	166.87	0.000
Residual	40.49	248	0.163		
Total	67.73	249			

Table 12: Regression Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	1.245	0.187	—	6.658	0.000
Overall Emotional Intelligence	0.612	0.047	0.634	12.918	0.000

Regression Analysis (Testing H6)

Simple linear regression of Employee Performance and overall Emotional Intelligence was run to determine the predictive power of overall Emotional Intelligence on Employee Performance.

The summary of the regression model (Table 10) shows that there is a strong positive association between overall Emotional Intelligence and Employee Performance ($R = 0.634$), with Emotional Intelligence being able to explain about 40.2 percent of the variance in Employee Performance ($R^2 = 0.402$, Adjusted $R^2 = 0.399$). The ANOVA outcome given in Table 11 proves that the regression model is statistically significant, $F(1, 248) = 166.87$, $p < 0.001$. Table 12 indicates that the unstandardized regression coefficient of Emotional Intelligence ($B = 0.612$, $t = 12.918$, $p < 0.001$) is positive and significantly good, which implies that a one-unit increase in overall Emotional Intelligence will cause an increase by a 0.612 unit in Employee Performance, all things held constant. Because the p-value is significantly lower than 0.05, the null hypothesis H06 is rejected and the fact is that the overall Emotional Intelligence is a significant predictive variable of Employee Performance among the bank employees in Nellore District. The result of the analysis was an estimated regression equation as shown below: Employee Performance = $1.245 + 0.612$ (Emotional Intelligence).

Independent Samples t-Test (Testing H7)

The t-test was independent samples where the difference between the Employee Performance of employees of a public sector bank and a private sector bank was tested to see whether there was a significant difference in their performance.

Table 13 shows that there is a statistically significant difference in Employee Performance between the Employee of Public sector ($M = 3.82$, $SD = 0.54$) and in the Employee of the Private sector bank employees ($M = 3.95$, $SD = 0.49$), $t(248) = -1.98$, $p = 0.049$ and is lower than the 0.05 value. The p-value of 0.045 is less than 0.05, thus the null hypothesis H07 is rejected. The bank participants in the private sector report lower but more considerably higher self-rated performance in comparison to those in the public sector which could be as a result of the more goal oriented appraisal systems, performance-based incentives and relatively younger profile of workforce that are usually present in the private sector banks.

One-Way ANOVA (Testing H8)

One-way Analysis of Variance (ANOVA) was used to determine whether there is a significant difference in the performance of various employees depending on the level of work experience.

Table 13: T-Test Results for Employee Performance by Bank Type

Bank Type	N	Mean	Std. Deviation	t-value	df	p-value
Public Sector	145	3.82	0.54	-1.98	248	0.049
Private Sector	105	3.95	0.49			

Table 14: Descriptive Statistics — Employee Performance by Work Experience

Experience Group	N	Mean	Std. Deviation
Below 5 years	58	3.61	0.58
5 – 10 years	84	3.79	0.52
10 – 15 years	63	3.98	0.47
Above 15 years	45	4.12	0.44

Table 15: One-Way ANOVA Summary Employee Performance by Work Experience

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.87	3	2.29	8.734	0.000
Within Groups	64.62	246	0.263		
Total	71.49	249			

Table 16: Summary of Hypothesis Testing Results

Hypothesis	Statement (Null Form, Abbreviated)	Statistical Test	Result	Decision
H1	No relationship: Self-Awareness & Performance	Pearson Correlation	$r = 0.512, p = 0.000$	Accepted
H2	No relationship: Self-Regulation & Performance	Pearson Correlation	$r = 0.478, p = 0.000$	Accepted
H3	No relationship: Motivation & Performance	Pearson Correlation	$r = 0.591, p = 0.000$	Accepted
H4	No relationship: Empathy & Performance	Pearson Correlation	$r = 0.463, p = 0.000$	Accepted
H5	No relationship: Social Skills & Performance	Pearson Correlation	$r = 0.548, p = 0.000$	Accepted
H6	Overall EI does not predict Performance	Linear Regression	$R^2 = 0.402, F = 166.87, p = 0.000$	Accepted
H7	No difference: Public vs Private Bank Performance	Independent t-test	$t = -1.98, p = 0.049$	Accepted
H8	No difference: Performance across Experience Groups	One-Way ANOVA	$F = 8.734, p = 0.000$	Accepted

The results of the ANOVA in Table 15 show that there is a statistically significant difference in Employee Performance among four work-experience groups, $F(3, 246) = 8.734, p < 0.001$. Table 14 shows that the mean performance scores also rise progressively with years of service, with the highest score of 4.12 of employees whose services are over 15 years, and the lowest score of 3.61 in employees whose services are under 5 years. The null hypothesis H08 is rejected ($p\text{-value} = 0.048$) which proves the fact that Employee Performance does depend heavily on work experience. This trend implies that the more experience an employee acquires, the more he or she will gain technical expertise, but on top of it will have polished emotional skills, including tolerance, coolness and social ability, which together will boost performance.

Summary of Hypothesis Testing

Both banks in Table 16, all eight null hypotheses developed in this study were rejected at the 5 percent level of significance, and as a result, there was empirical evidence of a significant, positive relationship between the Emotional Intelligence and Employee Performance among bank employees in Nellore District, and it was also established that this relationship differs significantly with both bank type and work experience.

Findings of the Study

- The sample was relatively even-gender (55.2% male, 44.8% female) and most of the respondents were between 25 and 45 years old and postgraduates
- The reliability of all the measurement scales was high, with the Cronbach Alpha values of 0.774-0.891
- The overall high degree of Emotional Intelligence ($M = 3.72$) among bank employees in Nellore District is associated with Motivation as the most prominent dimension and Self-Regulation as the weakest dimension
- All the five dimensions of Emotional Intelligence, namely Self-Awareness, Self-regulation, Motivation, Empathy and Social skills correlate positively and significantly with Employee Performance. INN
- Motivation ($r = 0.591$) and Social Skills ($r = 0.548$) also turned out to be the best predictors of Employee Performance with out of five dimensions of EI
- Emotional Intelligence on the whole is a significant predictor of the Employee Performance with some indirect opposition of about 40.2% variance of the given result ($R = 0.402$)
- Employees of the private sector banks have indicated a markedly better self-rated performance in comparison with those of the public sector banks ($t = -1.98, p = 0.049$)

- The more years of work experience, the more employee performance is rated higher, as the most experienced employees (more than 15 years old) indicate the levels of employee performance as the highest ($F = 8.734$, $p = 0.000$)

Suggestions

- Induction and periodic re-training programmes must have structured Emotional Intelligence training modules - dealing with the issues of stress management, active listening and empathetic communication Self-Regulation having the lowest mean score between the EI dimensions, should be targeted with the introduction of interventions like mindfulness training and stress-coping group activities to teach the employees to respond to emotional reactions to pressure better
- Due to the close relationship between Motivation and performance, the banks must enhance intrinsic motivation processes like recognition programmes, career development opportunities and setting meaningful goals as opposed to using monetary rewards
- Public sector banks with relatively lower performance scores can be helped by more dynamic, performance based appraisal and feedback systems as is common in the private sector banks
- Mentoring programmes between more seasoned workers and the novice worker may facilitate the transfer of tacit emotional and interpersonal skills that are acquired with experience, and can achieve higher speed of performance development amongst the less experienced workers
- Emotional Intelligence assessment can be included as part of recruitment and promotion criteria especially in jobs where they deal with customers and managers to achieve a more desirable person-job fit
- Periodic employee welfare programs such as counselling support, work-life balance programs should be established to maintain healthy emotional functioning of workers in a high target pressure bossing job

Limitations of the Study

- The study is geographically limited to a sample of a selection of banks in Nellore District and so its results might not be extrapolated to other geographical limits as well as to the banking industry at large
- The sample size of 250 is large enough to support the statistical methods used, but it is a small proportion of the total number of employees in the banking industry of the district
- Self-reported questionnaires were used in data collection; this can be susceptible to common method variance and social desirability bias. 1. The cross-sectional design only records relations at any given time and fails to reflect cause and effect relationships over a period on Emotional Intelligence and the performance
- Employee Performance was rated using self-assessment as opposed to supervisor ratings or objective performance records, which might be the focus of further research

CONCLUSION

The paper was an attempt to empirically test and study the influence of Emotional Intelligence on Employee Performance on a sample of 250 employees working in the public and private sector banks in Nellore District. The results present strong statistical support in the point that Emotional Intelligence and its individual aspects, as well as a composite, have a positive and significant impact on Employee Performance. Motivation and Social Skills became notably prominent drivers of performance whereas the overall Emotional Intelligence was revealed to be an explanation of a significant amount of variation of results in performance performance. Also, it was discovered that performance varied considerably according to type of bank and years of experience, highlighting the situational and developmental role of emotional competence at the workplace. The findings underpin the emerging trend in the organisational behaviour literature that technical competence is not only adequate in enabling long-term high performance in emotionally and service-rich sectors like the banking industry. Banks serving the Nellore District, and presumably, other semi-urban banking markets can benefit a lot through an investment in the emotional growth of its employees, through specific training schemes, favourable appraisal frameworks, and an organisational culture that appreciates both the emotional competence and the technical skills in its staffs. Further evidence-based support to integrate Emotional Intelligence in human resource strategy of mainstream banking institutions could be achieved through future research studies that utilize longitudinal designs, larger and more geographically diversified samples, as well as the objective performance metrics.

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