

## Examining The Impact of Emotional Intelligence on Employee Engagement, Employee Performance and Job Satisfaction: A Comprehensive Study in The Banking Sector



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**Abstract:** *The aim of this study is to analyze the effect of EI on Engagement, Performance and Satisfaction of employees. The conducted research is quantitative in nature and is based on deductive approach. The approach used in this research is explanatory. The correlation research design is adopted in this research. The sample size of this research was 270. Yamane's formula was used to determine the sample size. Out of 270, 30 questionnaires were returned and after completing the data screening procedures, 203 responses were found usable for analysis. Structured and close-ended questionnaires were used in this study to gather data from employees working on different positions at Meezan Bank head office and its selected branches in Karachi (Pakistan) using simple random probability sampling through self-administered survey. The statistical techniques used in this research are descriptive analysis, confirmatory factor analysis (CFA) and for statistically testing the model, PLS-SEM (Partial Least Square Structural Equation Modelling) was deployed. The suggested research model is supported by COR theory, Ability Model of EI and Goleman Mixed Model of EI. Different types of reliability and validity analysis were also conducted to measure the accuracy of the methods. The findings revealed that EI is significantly and positively influenced by employee engagement, employee performance and job satisfaction.*

**Keywords:** Emotional Intelligence (EI), Employee Engagement, Employee Performance (EP), Job Satisfaction (JS), Conservation Of Resource (COR) Theory

### Introduction

To achieve sustainable success in the highly competitive and dynamic business of today's world, organizations are realizing the critical role of their workforce. With a shift towards the affective revolution, EI is playing dominating and significant role in the domain of organizational behavior at the workplace (Kafetsios & Loumakou, 2007). Subsequently, there's a great importance on understanding and improving the factors or components that contribute to work satisfaction, performance and engagement of the employees. EI is one of the such factors that has earned considerable attention in recent years. In today's modern work environment, role of EI is gaining

more significance while previous eras emphasized physical abilities during the industrial revolution and knowledge workers in the information age (Jenkins, 2023). But the future demands emotionally intelligent workers as EI is identified as a top future skill by the World Economic Forum Report (Grey, 2018). Over the coming decade, as artificial intelligence and machine learning replace more routine and systematic activities, the ability to use EI will become ever more important to distinguish worker success within the "human skill" category (Grey, 2018). Despite its growing importance, there's limited research on EI as a predictor of individual outcomes (Maini et al.,

2012) as well as organizational outcomes (Jordan & Troth, 2011). The relationship between workplace factors and EI have received very little study attention, which drives the need for more research.

Emotional abilities like empathy and compassion will become more important in defining the competitive edge of both workers and businesses as technology advances and takes over tasks that people are not equipped for. As a result, there will be an increasing need and opportunity for a more high-touch, emotionally supportive work environment as the world gets more technologically advanced (Jenkins, 2023). Also in many organizations, employees are experiencing higher level of work-related stress, reducing workplace productivity, engagement and loyalty. Employees are more likely to go elsewhere for advancement and development if they feel unhappy, dissatisfied, and undervalued. Three decades of HRM extensive experience has revealed that a deeper understanding of EI in the workplace favorably improves productivity, employee motivation and satisfaction.

Emotions—whether positive or negative—play a significant role at work. We can see emotional intelligence everywhere, and without it, one essential aspect of the human experience would be missing (Craig, 2019). EI significantly impacts all aspects of our personal and professional development (Faltas, 2017). It comprises competencies like empathy, self-control, self-awareness and social skills that are playing significant role in decision making, shaping an individual's interaction and overall workplace effectiveness (Saleem & Zaman, 2014).

However, the results of this study will provide valuable insights for management in understanding the impact of employees' EI. Understanding human skills like EI also helps in defining the competitive edge of employees and entire enterprises as the world adopts advanced technology like artificial intelligence and 5G (Jenkins, 2023). The main aim of this paper is to analyze the effect of Emotional Intelligence on Employee Engagement, Employee Performance and job satisfaction shedding light on its

practical significance for organizations.

## **Literature review**

### **Emotional Intelligence:**

Mayer and Salovey (1990) study was the first one to provide an idea of Emotional Intelligence (EI), which was later confirmed by Goleman in 1995, who offered Emotional Intelligence as a replacement construct for intelligence quotient in order to measure the employees' performance. In the field of management sciences, the construct of Emotional intelligence has remained a point of interest for scholars till today and has been described from a variety of dimensions and perspectives (Mayer et al., 2001).

The ability to identify, understand, regulate and use emotions effectively in both oneself and others is commonly referred to as Emotional Intelligence (Salovey & Mayer, 1990). Polychroniou (2009) demonstrated that intrapersonal and interpersonal intelligences are combined to form Emotional Intelligence. Ioannidou and Konstantikaki (2008) mention that Emotional Intelligence encompasses not only the ability to determine, recognize and regulate one's own emotions as well as others, but also the capacity to regulate the emotions of groups. According to Goleman (2005), social competencies like empathy, motivation and social skills make up emotional intelligence.

### **Employee Engagement:**

Kahn (1990) was the first who initially put up the employee engagement concept. This concept of employee engagement, which is defined as the individual's satisfaction and involvement as well as passion for work was first formally used in academic literature in 2002 (Harter et al., 2002). Bakker and Schaufeli (2003) defined engagement as a pleasant, fulfilling state of mind associated to work that is characterized by dedication, vigor and absorption. According to Macey and Schneier (2008), employee engagement is the motivation and effort that employees put into their work, as well as the positive attitude they have about it. Commitment, loyalty, productivity and ownership are all the components of

engagement (Wellins ,2005).

Clarke and MacLeod (2009) noted that engaged staff are more likely to grasp how to address client expectations as compared to unengaged staff. Employees that are engaged are better at appreciating and understanding their clients' need (Prasanna, 2013).

### **Job Satisfaction:**

The term "job satisfaction" was first used by Hoppock (1935), who defined it as the physiological and psychological aspects of an employee's satisfaction with the environment factors of their job. JS is an employee's affective responses to their work are typically measured by comparing the expected and actual results (Cranny et al., 1992). Moreover, JS is a positive or pleasurable emotional feelings resulting from a positive evaluation of one's job or work experiences (Locke, 1976).

In other words, it is defined as job satisfaction arises from an employee's assessment of how well their position provides for the things they consider important (Gopal & Babu, 2012). Moyes et al. (2008) stated that the measurement of an employee's happiness with their position is known as employee satisfaction. Judge and Hulin (2003) have noted that a person's job satisfaction (JS) is influenced by their multifaceted psychological responses to it, which include affective (emotional), behavioral and cognitive (evaluative) aspects. JS is the fundamental element that contributes to growth, productivity, income, recognition, development, accomplishment and fosters a sense of fulfillment (Kaliski, 2007).

### **Employee Performance:**

Employee performance expresses how well an employee can carry out their duties, produce the necessary outcomes and support the success of the organization (Shooshtarian et al., 2013). Employee Performance is the condition desired by both, the organization and employee (Maden-Eyiusta & Alten, 2021). The job performance is a complex and broad term that includes two different aspects: more spontaneous innovative work behaviors and in-role job performance, which is directed by an organization (Katz,

1964).

According to William and Anderson (1991), in-role job performance is the achievement attained by individuals in finishing the tasks that are specifically written in job description or the degree to which an employee is able to fulfill the primary tasks outlined in the job description. Innovative job performance can be described as the generating, promoting and realizing innovative ideas intentionally within a group, work role or organization with the aim of improving role performance within organization or group (Kanter, 1988; Scott & Bruce, 1994).

### **Relation Between Emotional Intelligence and Employee Engagement:**

Encouraging positive emotions like pride and involvement within the workplace can lead to increased employee engagement, which in turn improves organizational performance, reduces employee turnover and promotes better health (Robinson, 2006). Emotional Intelligence significantly predicts positive perception of employee well-being and Job Satisfaction, which in turn affects employee engagement (Brunetto et al., 2012). Strong Emotional Intelligence makes a person more adept at building relationships with coworkers and superiors in order to nurture their social capital and these kind of relationships create productive emotional capital (Meyer et al., 1989). Because of this, their reliance on Emotional Intelligence as a key personal asset or resource fuels their desire for greater recognition at work, which promotes engagement (Durán et al., 2004).

In light of the above discussion, following hypothesis is formed.

**H1:** There is positive relationship between EI and Employee Engagement.

**Relation Between Emotional Intelligence And Employee Performance:** Scholars highlighted the need of investigating the interactions and mechanisms that exist between organizational people's emotions and Employee Performance in the workplace (Ashforth & Humphrey, 1995). Scholars have posited that an individuals with higher EI have a good affect on their social interactions and performance, which in turn

influence job-related outcomes (Mayer & Cobb, 2000). Individuals with higher Emotional Intelligence tend to perform better at work because they can establish rapport and build relationships with others, as well as use social capital to achieve goals (Mayer et al., 2000). People with higher Emotional Quotient are usually aware of their emotions and control them to maintain a positive mental state, which enhances performance at work (Carmeli, 2003). Employees with high EI typically perform better on the job, according to numerous studies (Jordan & Lawrence, 2009). It is now abundantly clear that Emotional Intelligence is supposed to have the critical mass of skills necessary to support job performance (Boyatzis et al., 2000).

Based on the above explanations the following hypothesis is proposed :

**H2:** There is positive relationship between EI and EP.

### **Relation Between Emotional Intelligence And Job Satisfaction:**

Simin and Konstantinos (2008) stated that several past studies have determined the impact of Emotional Intelligence (EI) on Job satisfaction. Liaquat and Naz (2015) revealed that EI significantly influences JS and psychological ownership among employees. EI and JS have a strong positive relation (George, 2012). Smith et al. (1969) also specified that there is a positive connection between EI and JS. When employees are highly satisfied with their jobs, they may feel happy emotionally (Bartolo and Furlonger, 1999). EI elements, such as self awareness and management as well as social skills are strongly associated to job satisfaction and may induce emotions to control negative emotions encountered at work as well as to manage stress (Kafetsios and Loumakou, 2007). Similarly job satisfaction is significantly predicted by every aspect of Emotional intelligence (Khan et al., 2017).

There is positive relationship between EI and JS that has been widely supported by earlier studies (Sy et al., 2006). People with high level of EI are likely to have high job satisfaction levels due to their ability to manage emotions in others, particularly in group settings (Odahara, 2004).

Based on the above explanations the following hypothesis is proposed:

**H3:** There is positive relationship between EI and JS.

### **Theoretical Perspective Of Emotional Intelligence**

**Conservation Of Resource (COR) Theory:** Hobfoll (1989) introduced COR theory that provides a psychological framework for understanding how individuals strive to acquire, protect and retain valuable resources to promote well being and reduce stress, which in the context of the workplace may include psychological and emotional resources. Resources can be intangible like self-esteem and emotional intelligence or tangible like money and physical health.

Emotional Intelligence can be seen as a resource that people can utilize to manage their stress, enhance their overall well-being and build positive relationships, all of which could improve their performance at work (Ford & Hobfoll, 2007).

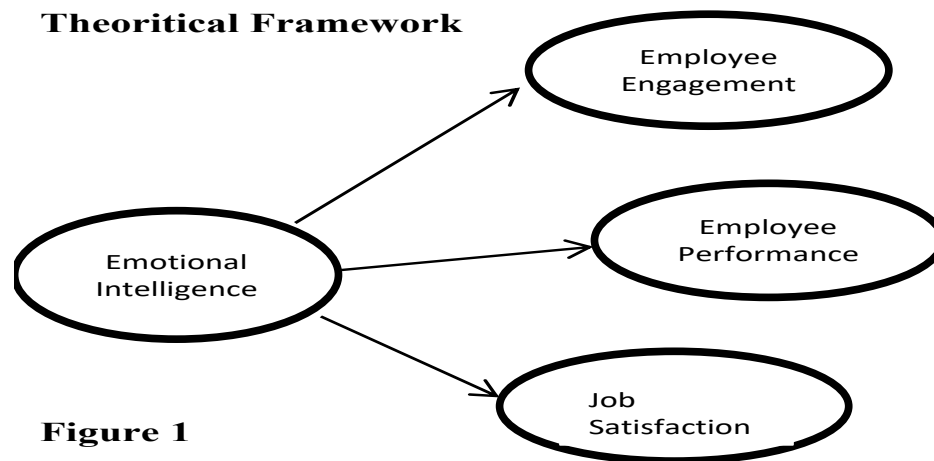
### **Ability Model Of Emotional Intelligence:**

One of the prominent EI model introduced by John Mayer and Peter Salovey that defines EI as a collection of cognitive skills connected to emotions. Salovey and Mayer's model emphasizes an individual's ability to comprehend, perceive and control their emotions. This model claims that Emotional Intelligence comprises with four distinct abilities: Perceiving, using, understanding and managing emotions.

### **Goleman Mixed Model Of Emotional Intelligence:**

Goleman (1998) recognized five factors that he believed were important for Emotional Intelligence. These five factors are self-awareness, self-regulation, self-motivation, social skills and relationship management. They have a direct impact on how workers interact with one another, manage stress and make decisions—all of which are connected to their work performance and satisfaction. Because his theory combines trait and EI ability, it is

considered as a mixed model.



### **Research Model**

This research model in **figure 1** suggests that, an employee's Emotional Intelligence (EI) positively influences their attitude and behavior. This research framework model is formed on the basis of an Ability model of Emotional Intelligence introduced by Mayer and Salovey ,mixed model of EI introduced by Goleman and theory of Conservation of resources introduced by Hobfoll. The current model draws the concept from an Ability model, which holds that employees with high level of EI are considered to demonstrate favourable and positive job aspects and behaviour i.e Job Satisfaction, Employee Engagement and Performance as they are capable of managing their emotions appropriately. Consistent with the Conservation Of Resource approach, the current research model views Emotional Intelligence as an elusive personal resource or asset that is connected to positive behavioral and emotional responses to stress at work.

### **Methodology**

**Research Approach and Design:**This conducted research is quantitative in nature. Quantitative research involves analyzing and gathering numeric data , test causal relationships and generalizing results to larger populations (Bhandari, 2020).The deductive research approach was chosen to assess the validity of a predetermined theory.Deductive reasoning is a method of testing existing theories as it allows

for the systematic testing of specific hypotheses derived from existing theories often resulting from inductive research (Streefkerk, 2019).An explanatory research approach was selected because it allows for a deeper exploration of causal relationships, enhance your understanding of a given topic, identifies the cause or mechanism of a certain phenomenon and makes predictions about future events (Merkus., 2021).

The relation between dependent and independent variables that are used in this study is explained by adopting correlation research design.In co-relational research, the direction and strength of the relation between 2 or more variables are reflected (Bhandari,2021).

**Target Population And Sample Size:**The target population for this study is the employees working on different positions at Meezan Bank head office and its selected branches in Karachi (Pakistan).The sample size of 270 was calculated by using Yamane's formula ,  $n = \frac{N}{1+N(e)^2}$ .Out of 270, 30 surveys were returned but 203 responses were determined to be useful for analysis after completing data filtering procedures.No missing values were found.

### **Sampling Technique:**

I have chosen simple random probability sampling as it ensures that every member of the

population has an equal probability of being included in the sample. Random samples are selected once at random, with each member chosen independently of the others in the population. This reduces the risk of selection bias and allowing for unbiased statistical inference (Bhawika, 2023).

#### **Instrument Of Data Collection:**

A structured close-ended questionnaire was designed to collect the data because customers can easily answer closed-ended questions by selecting one of the available answer options without consuming much time (Dawer, 2023). The questionnaire was divided into two sections: one focusing on demographic information of the respondents. The second focused on independent and dependent variables.

#### **Measures:**

One of the most widely used instrument for measuring EI is the Wong and Law EI scale (Law & Wong, 2002). This scale used in this study consisting 16 items on the 7-point Likert scale, which ranged from strongly disagree to strongly agree, for the Self-Emotion Appraisal (SEA), Other's Emotion Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE). The ability model of EI serves as the foundation for the items on the Wong and Law Emotional Intelligence Scale (WLEIS).

The short version of Utrecht Work Engagement Scale, UWES-9 (Schaufeli et al., 2006) was used to measure employee engagement comprising of 9 items on seven-point Likert scale ranging from Never to Always.

Employee Performance was measured by using 12 items of 'in-role job performance' and 'innovative job performance'. We measured in-role job performance using MacKenzie and Podsakoff (1989) seven-point likert scale ranging from strongly disagree to strongly agree comprising of 3 items. Janssen (2000) 9 item scale of individual innovation in the workplace, which is based on Kanter's (1988) work on the stages of innovation was used to evaluate innovative job performance. The scale's items was based on self-reported ratings showing how frequently respondents act in certain ways that

are related to innovation. 7-point likert scale from never to always has been used to collect the responses.

Job Satisfaction was measured using 3 items adopted from (Cammann et al., 1983) and 4 items adopted from (Brayfield & Rothe, 1951). Seven-point likert scale has been used varying from strongly disagree to strongly agree.

#### **Procedure Of Data Collection:**

Participants were provided with an online survey along with a cover letter outlining the study's objectives, informed consent and guidelines for completing the survey. The survey was divided into 2 sections. First section included socio-demographic information while questions about EI, EP, engagement and JS were included in the second section.

The participants of this study were employees of selected departments at Meezan Bank head office and its selected branches in Karachi (Pakistan). The respondents were chosen using simple random sampling. Data was gathered through Facebook, WhatsApp and LinkedIn user community by sending questionnaire on these online platforms. The sample size was 270 calculated by using formula of Yamane,  $n = N / (1 + N(e)^2)$  for this research. A total of 270 surveys were distributed. Against the targeted sample of 270, 240 questionnaires had been collected and 203 were found useable for analysis. Pilot testing was conducted to test the instruments' validity and reliability.

#### **Statistical Analysis:**

The statistical techniques that are used in this research are descriptive analysis, confirmatory factor analysis and reliability analysis. For statistically testing the model, PLS-SEM (Partial Least Square Structural Equation Modelling) was deployed. Different types of validity analysis including convergent validity and discriminant validity were also used to measure the validity of the constructs and items. Values of  $r$  and  $f$  squares were analyzed to explain the variance in the endogenous variable. Variation Inflation Factor (VIF) values of outer model is showing no collinearity problem.

## Data Analysis

### Respondent Profile:

The responses consist of 50.5% male and 49.5% females ratio. The age of respondent varies from 18 to 45 years. 58.3% that belong to 25 to 35, 30.1% were less than 25 years, 7.8% were above 45 and 3.9% belongs to 36 to 45. The education level for these people were 48.5% graduates, 1.9% undergraduates, 46.6% were masters and remaining were doctorates.

### Convergent Validity:

According to Nikolopoulou (2022), convergent validity refers to the degree to which a test closely resembles other tests that measure the same constructs. Convergent validity verifies that items load and measure just their own variable, not other variables.

Hair et al. (2011) stated that, the Average

Variance Extracted-AVE, factor loadings and CR (composite reliability) are used to check convergent validity and if indicators load highly > 0.50 on the associated variable, the measuring scale has convergent validity. The value of AVE should be 0.50 or above (Barclay et al., 1995).

**Table 1** indicates high factor loadings, composite reliability and AVE of the latent variables. All of these are determining the convergent validity as all the items are above 0.5.

### Confirmatory Factor Analysis:

CFA-Confirmatory Factor Analysis is a method used to assess the effectiveness of measurement models by specifying the number of factors and their direct relationships (Price, 2022).

**Table 1 CFA**

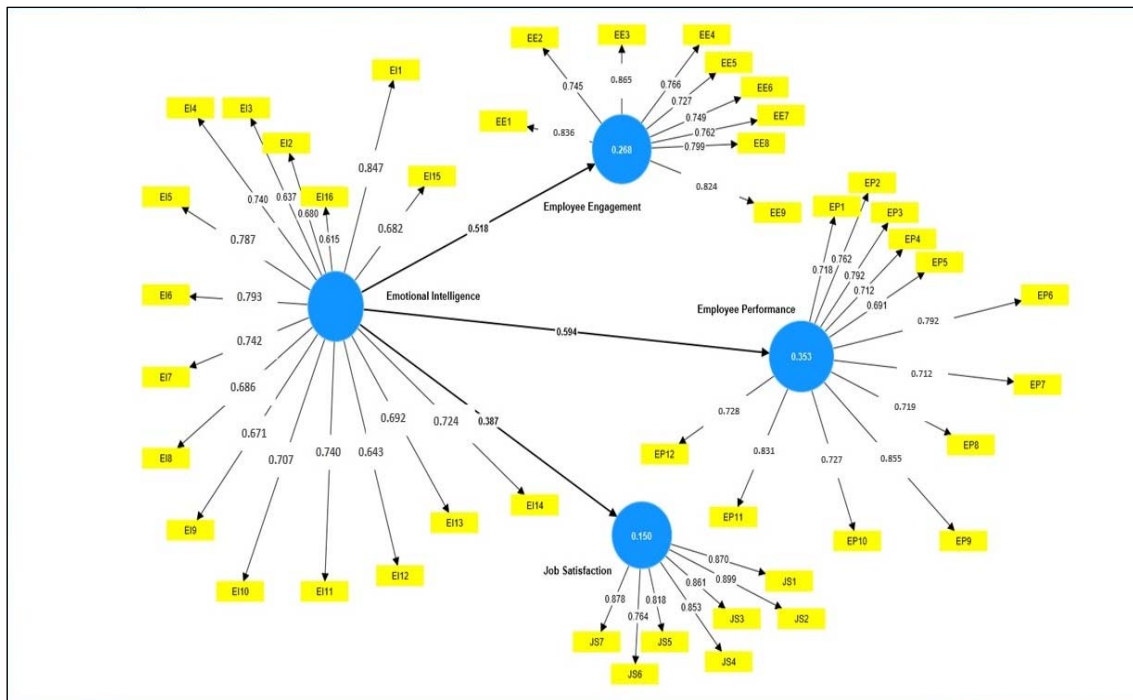
<i>Constructs</i>			<i>Outer loadings</i>	<i>Cronbach's Alpha</i>	<i>CR</i>	<i>AVE</i>
Emotional Intelligence- EI	Intelligence-	EI1	0.847	0.761	0.789	0.506
		EI2	0.68			
		EI3	0.637			
		EI4	0.74			
		EI5	0.787			
		EI6	0.793			
		EI7	0.742			
		EI8	0.686			
		EI9	0.671			
		EI10	0.707			
		EI11	0.74			
		EI12	0.643			
		EI13	0.692			
		EI14	0.724			
		EI15	0.682			
		EI16	0.615			
Employee Engagement- EE	Engagement-	EE1	0.836	0.812	0.858	0.512
		EE2	0.745			
		EE3	0.865			
		EE4	0.766			
		EE5	0.727			
		EE6	0.749			
		EE7	0.762			
		EE8	0.799			

Employee Performance-EP	EE9	0.824			
	EP1	0.718	0.784	0.746	0.682
	EP2	0.762			
	EP3	0.792			
	EP4	0.712			
	EP5	0.691			
	EP6	0.792			
	EP7	0.712			
	EP8	0.719			
	EP9	0.855			
	EP10	0.727			
	EP11	0.831			
Job Satisfaction-JS	EP12	0.728			
	JS1	0.87	0.936	0.948	0.723
	JS2	0.899			
	JS3	0.861			
	JS4	0.853			
	JS5	0.818			
	JS6	0.764			
	JS7	0.878			

**Structural Equation Modeling-SEM:** A multivariate method for statistical analysis ,SEM is used for examining structural relationships between latent constructs and

measured variables.

As can be seen in **figure 2**,SEM is used to find the structural relationship between constructs.

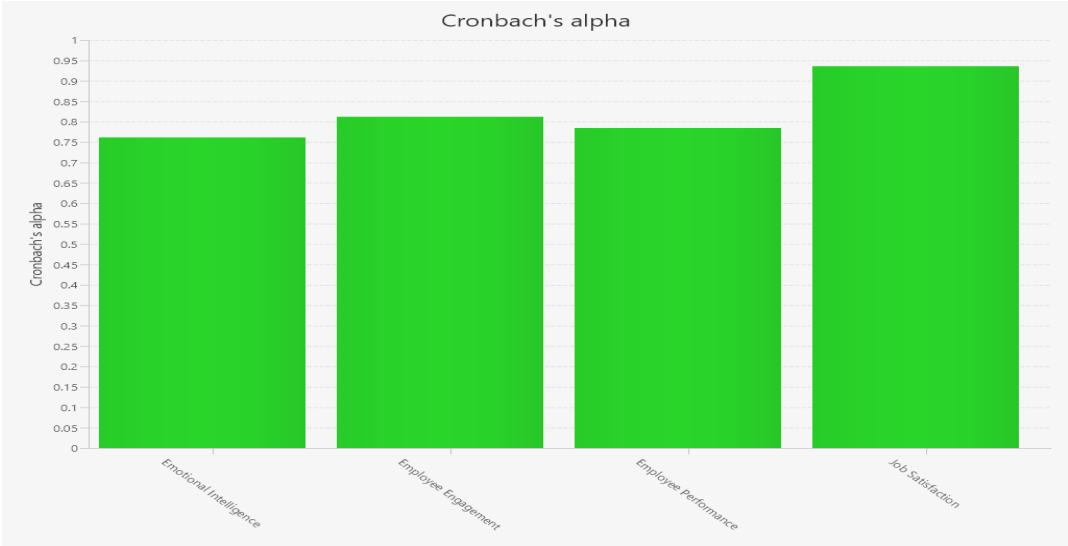


**Figure 2** Structural Equation Modeling-SEM



**Reliability:** Reliability is the consistency of a measure. Internal consistency is measured by using Cronbach’s alpha .High values show that response values of each participant are consistent across a set of questions.It is commonly benchmarked by analysts at 0.7.

**Figure 3** confirms high reliability of the constructs as value of cronbach alpha ranges from 0.761 to 0.936 showing that every item reliably measures the related construct.



**Figure 3**

**Discriminant Validity :** Discriminant validity is determined when two tests for measuring constructs are not closely related to one another or unrelated (Nikolopoulou, 2022). In order to verify discriminant validity, the current study

**Table 2** of HTMT ratio is showing discriminant validity as we can see that all the values are less than 0.85

*Cronbach’s alpha*

used a ‘multitrait-multimethod matrix’ approach which involves calculating the heterotrait-monotrait -HTMT ratio (Henseler et al., 2015). Discriminant validity confirms if HTMT ratio should be < 0.85 (Kline,2011).

than 0.85

*Heterotrait-monotrait ratio (HTMT) - Matrix*

	Emotional Intelligence	Employee Engagement	Employee Performance	Job Satisfaction
Emotional Intelligence				
Employee Engagement	0.574			
Employee Performance	0.672	0.533		
Job Satisfaction	0.394	0.659	0.459	

**R-square:** R Square statistics is used to explain the variance in the endogenous variable by incorporating the exogenous variables (Latif, 2024). According to Falk and Miller (1992), an endogenous construct's variance explanation must be judged appropriate if its R^2 values are

equal to or greater than 0.10.

**Table 3** shows endogenous variables that are employee engagement,performance and job satisfaction have R square values of 0.268, 0.353 and 0.150 respectively confirming the structure model for this study have predictive relevance.

**F-Square:** The F-Square measures how the R-Square changes when an exogenous variable is removed from the model (Latif, 2024).The size of  $f^2$  indicates small if it is greater than 0.02 ,medium if it is greater than 0.15 and large if it is greater than or equal to 0.35 (Cohen, 1988).

**Table 3** shows f square values, representing the effect size of dependent variables that is large for both employee engagement as well as performance and medium for job satisfaction.

**Table 3**

*R square and f square*

	R-square	R-square adjusted	f-square
Employee Engagement	0.268	0.266	0.366
Employee Performance	0.353	0.352	0.545
Job Satisfaction	0.15	0.148	0.176

**Collinearity Statistics (VIF):** According to Dwivedi and Merrilees (2013),Variance The VIF values in **table 4** is showing there is no

inflation factor-VIF is used to find multicollinearity and values >0.5 are acceptable. multicollinearity problem.

**Table 4**

*Collinearity statistics (VIF)-Outer model list*

	VIF
EE1	1.288
EE2	2.173
EE3	1.078
EE4	2.714
EE5	1.957
EE6	2.335
EE7	2.729
EE8	2.906
EE9	1.435
EI1	1.927
EI10	1.959
EI11	1.079
EI12	2.235

EI13	2.072
EI14	2.085
EI15	1.534
EI16	1.728
EI2	3.122
EI3	2.888
EI4	2.411
EI5	1.348
EI6	2.157
EI7	1.744
EI8	1.461
EI9	1.808
EP1	3.122
EP10	2.285
EP11	2.062
EP12	1.891
EP2	4.845
EP3	3.627
EP4	1.114
EP5	2.64
EP6	1.871
EP7	1.685
EP8	2.486
EP9	2.638
JS1	4.279
JS2	4.228
JS3	4.151

JS4	2.992
JS5	2.202
JS6	2.367
JS7	3.316

## Discussion

The aim of this study is to test a model for analyzing the relation between independent (emotional intelligence) and dependent variables (employee performance, engagement and satisfaction). Different articles were studied for this purpose. Close ended questionnaire was distributed through simple random sampling technique. Understanding the research situation, a detailed literature review (LR) was also carried out to understand the Emotional intelligence (EI) and workplace outcomes. Analysis was done on smart pls to find out the impact of each variables on other by using different statistical techniques. Through these techniques the study found that all variables have positive impact on each other as P values were less than 0.05.

The findings of this study support all three hypothesis. All variables' relationships and affects were examined via bootstrapping. Findings of the study is showing high validity and reliability of measurement

instrument and constructs. R square values demonstrated the predictive usefulness of the structure model in this study. All of the constructs' VIF values are demonstrating the absence of collinearity issue.

## Results

The model was tested by using bootstrapping for path analysis. Following are the results of path analysis.

Emotional Intelligence has significant relationship with employee engagement because p value is less than 0.005. Thus hypothesis H1 is accepted.

Emotional Intelligence has significant relationship with employee performance because p value is less than 0.005. Thus hypothesis H2 is accepted.

Emotional Intelligence has significant relationship with job satisfaction because p value is less than 0.005. Thus hypothesis H3 is accepted.

**Table 5**

*Path Coefficient Table*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Emotional Intelligence -> Employee Engagement	0.518	0.527	0.029	17.901	0.00
Emotional Intelligence -> Employee Performance	0.594	0.603	0.035	17.132	0.00
Emotional Intelligence -> Job Satisfaction	0.387	0.396	0.039	9.831	0.00

## Conclusion

This study is carried out to find out the relationships among EI, employee attitudes and behaviours that includes employee engagement, satisfaction and performance. Findings imply that EI is positively associated with engagement, performance and satisfaction of employee. It signifies that employees with high emotional intelligence are satisfied, they may increase engagement in seeking innovative **opportunities and strive for improved performance.**

To test the relationship of proposed model, this study laid foundation from the Ability model of Emotional Intelligence, Goleman mixed model of EI and Conservation of resources-COR theory. This study integrates these three approaches to look into how EI affects attitudes and behavior among employees. By using a suggested research model to evaluate these beliefs empirically, the study offers strong evidence and support for these theories.

## Implications

This study leads to propose that Emotional Intelligence can provide a new mindset on individual psychology and its impact on performance, engagement and satisfaction. The results of this research are significant for service-oriented organizations emphasizing the importance of understanding key EI variables for enhanced workplace outcomes. The findings of this study hold significance for managers as well, since they can offer their employees a more comprehensive understanding of the paths that lead to JS, engagement and improved

performance. Engaged staff are emotionally connected to the organization's mission, visions and values committing to the organization's purpose and working harder for its benefit (MacLeod & Clarke, 2009). Also they exhibit a strong alignment with organization's goals (Carmeli, 2003).

## Limitations and Future Research

Firstly, time availability for gathering data from different respondents remained a problem. Since this research has been conducted for academic purpose therefore this research was to be completed in a limited time due to which much responses couldn't be gathered which may have affected the accuracy of results. Secondly, limited number of unpaid articles were available for the research in that case we were unable to purchase paid articles. Last, the results' limited sample size and the particular banking sector in Karachi may have limited their generalizability. Large sample size study is therefore required to fully understand the relation between these variables. More studies should be conducted with large sample size from all over the Pakistan belonging to different age groups, designation, experience levels to get improved results.

As result shows that EI plays significant role in achieving favorable work outcomes, HR practitioners are advised to incorporate EI as a criteria for hiring and promotion. To improve EI in the workplace, leaders should raise awareness about mental health, develop resources and implementing emotional wellness programs. These steps will help employees manage stress and emotional challenges and foster a supportive work environment.

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