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Emotional Intelligence And Employee Performance In Banks In Edo State

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ABSTRACT
This study investigates the relationship between emotional intelligence (EI) and employee performance in banks within Edo State, with a specific focus on self-regulation as a core component of EI. Emotional intelligence, defined as the ability to recognize, understand, and manage emotions in oneself and others, has emerged as a critical factor in enhancing workplace effectiveness, particularly in high-pressure environments such as the banking sector. Using a conceptual research design, the study synthesizes existing literature and theoretical frameworks, including Salovey and Mayer's Emotional Intelligence Theory (1990) and Goleman's five-component model (1995), to explore how self-regulation influences job satisfaction and employee performance. Findings from reviewed empirical studies indicate that employees with high levels of self-regulation demonstrate greater resilience, reduced stress, and enhanced job satisfaction, which in turn positively affects overall performance. In the Nigerian banking sector, where employees frequently encounter demanding customers, tight deadlines, and organizational changes, self-regulation enables them to maintain composure, resolve conflicts constructively, and adapt effectively. The study concludes that fostering emotional intelligence through targeted training and supportive leadership practices can significantly enhance employee performance, reduce turnover, and strengthen organizational outcomes. It recommends that banks in Edo State prioritize emotional intelligence development as part of their human resource strategy, with particular emphasis on self-regulation as a driver of job satisfaction and sustained productivity. This research contributes to the growing discourse on the role of emotional intelligence in organizational success, offering practical insights for the management of human capital in the financial sector.

Keywords: Emotional intelligence, self-regulation, job satisfaction, employee performance, banking sector, Edo State, organizational success

I. INTRODUCTION

Emotional Intelligence (EI) has become a central concept in understanding human behavior and performance in organizational settings, particularly in sectors where interpersonal interactions are crucial. Defined as the ability to recognize, understand, manage, and regulate one's own emotions and those of others, EI plays a vital role in fostering positive interpersonal relationships, effective communication, and team cohesion (Goleman, 1995). Unlike traditional cognitive intelligence, which focuses on analytical skills and reasoning, EI emphasizes emotional awareness and the ability to manage emotions constructively, thus facilitating better decision-making, conflict resolution, and stress management in the workplace (Mayer, Salovey, & Caruso, 2008).The development of EI can be traced back to the pioneering work of Peter Salovey and John Mayer in 1990, who proposed that EI involves a range of skills including emotional awareness, emotional regulation, and the use of emotions to facilitate thinking and problem-solving (Salovey & Mayer, 1990). Their model, which initially focused on emotional perceptions and regulation, was later expanded by Daniel Goleman in 1995, who introduced the concept of EI as a key predictor of success in both personal and professional domains. Goleman's framework included five core components: self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1995). These components are crucial for achieving success in emotionally demanding environments such as the banking sector.Self-regulation, as a core component of EI, refers to the ability to manage one's emotions, control impulses, and maintain composure under pressure (Goleman, 1995). It is particularly important in high-stress environments like banking, where employees are often required to manage difficult customers, meet tight deadlines, and adapt to rapid organizational changes. Research by Mayer, Salovey, and Caruso (2008) suggests that employees with high self-regulation tend to experience less burnout and have better coping strategies in stressful situations. Moreover, as highlighted by Onyema and Chukwu (2021), individuals who can regulate their emotions are more likely to experience higher job satisfaction, which is closely linked to enhanced overall job performance.

Emotional intelligence (EI) is the ability to understand, manage, and influence both one's emotions and the emotions of others, making it a critical factor in workplace interactions. Goleman (1995) categorized EI into five key components: self-awareness, self-regulation, motivation, empathy, and social skills. These elements collectively enable individuals to navigate interpersonal relationships effectively and respond to challenges with emotional resilience. Salovey and Mayer (1990), who first conceptualized EI, emphasized its role as a form of social intelligence that facilitates emotional regulation and decision-making. In the workplace, particularly in sectors like banking, EI is essential for managing stress, fostering teamwork, and enhancing customer relationships. Recent studies by Adeoye and Elegbede (2023) and Onyema and Chukwu (2022) highlight that employees with high EI tend to perform better in high-pressure environments, exhibiting improved collaboration and conflict management skills. Consequently, EI has become an invaluable tool for enhancing organizational effectiveness.Moreover, emotional intelligence plays a key role in driving employee performance. According to Onyema and Chukwu (2022), employees who are emotionally intelligent and can effectively manage stress are better equipped to handle job-related pressures, make sound decisions, and maintain focus on organizational goals. Their ability to navigate workplace challenges with composure directly influences their performance and the organization's overall outcomes. The relationship between job satisfaction and employee performance is particularly noteworthy in the banking sector. Research indicates that employees who feel valued and supported tend to go beyond their routine tasks, contributing to innovation and organizational success. Oladipo (2022) emphasized that emotionally stable and self-regulated employees are more likely to meet performance expectations, adapt to organizational changes, and exceed customer expectations. To sustain high levels of employee performance, organizations, particularly in banking, must invest in strategies that enhance emotional intelligence, promote job satisfaction, and foster a supportive work culture. Initiatives such as training programs, effective leadership, and regular performance evaluations can help employees maximize their potential while aligning their efforts with organizational objectives. Thus, employee performance remains a cornerstone for organizational growth, particularly in competitive and customer-focused sectors like banking.

Self-regulation is a vital component of emotional intelligence (EI) that involves the ability to manage emotional impulses, adapt to changing circumstances, and maintain composure under pressure. It is characterized by the capacity to control disruptive emotions, stay focused, and make thoughtful decisions even in stressful or challenging situations (Goleman, 1995). As a core element of EI, self-regulation ensures that individuals can navigate workplace challenges with professionalism and resilience, fostering a more productive and harmonious work environment. In the workplace, especially in high-stress sectors like banking, self-regulation plays a crucial role in maintaining professionalism. Employees who excel in self-regulation are better equipped to handle conflicts, adapt to organizational changes, and respond constructively to feedback. According to Mayer, Salovey, and Caruso (2008), self-regulation empowers individuals to avoid reactive behaviors and instead approach challenges with calmness and rationality. These qualities are indispensable in the banking industry, where employees frequently encounter demanding customers, tight deadlines, and high-performance expectations.

In the Nigerian banking sector, self-regulation has proven to be increasingly significant. Adeoye and Elegbede (2023) conducted a study highlighting that employees with strong self-regulation skills reported higher levels of job satisfaction, reduced stress, and enhanced performance. The ability to remain composed and focused during stressful situations not only boosts individual productivity but also contributes to a more stable and effective workforce. Similarly, Onyema and Chukwu (2022) observed that self-regulation fosters a harmonious work environment by reducing workplace conflicts and promoting better teamwork, which is essential for maintaining productivity and ensuring excellent customer service.

Additionally, Oladipo (2022) emphasized that self-regulation helps employees adapt to organizational changes and handle constructive criticism without becoming defensive. This

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adaptability is particularly valuable in the banking sector, where dynamic economic and technological changes demand continuous learning and flexibility. Akinyemi and Olajide (2020) further noted that self-regulated employees are more likely to set realistic goals, remain committed to achieving them, and maintain a positive outlook even in challenging circumstances. By cultivating self-regulation among employees, banks can foster improved job satisfaction, better teamwork, and enhanced customer service delivery. Organizations should invest in training programs and workshops focused on emotional intelligence to build employees' capacity for self-regulation, which will ultimately lead to better organizational outcomes and long-term success in the competitive banking sector

Employee performance refers to the degree to which employees achieve organizational goals and objectives through their efforts, skills, and behaviors. It serves as a critical indicator of an organization's productivity, efficiency, and overall success. High performance is often linked to factors such as motivation, competence, emotional stability, and job satisfaction (Armstrong, 2022). Employees who exhibit these traits are more likely to demonstrate dedication, innovation, and effectiveness in their roles, which ultimately contributes to the achievement of organizational objectives. In high-pressure sectors like banking, where precision, customer satisfaction, and operational efficiency are paramount, employee performance becomes even more crucial. Employees who consistently perform well not only help maintain organizational competitiveness but also improve service delivery and foster customer loyalty. Adeoye and Elegbede (2023) found that job satisfaction significantly enhances employee performance, with emotionally supported employees showing higher commitment and productivity. This underscores the importance of creating a supportive workplace environment.

Job satisfaction refers to the degree of contentment and fulfillment employees derive from their job roles. It represents an individual’s emotional and cognitive evaluation of their workplace experience and serves as a crucial determinant of organizational success. Job satisfaction is influenced by several factors, including the work environment, emotional intelligence, interpersonal relationships, recognition, and opportunities for career advancement (Robbins & Judge, 2023). Employees who feel supported, valued, and emotionally balanced tend to exhibit higher levels of satisfaction, which positively impacts their productivity, loyalty, and commitment to achieving organizational objectives.In the banking sector, job satisfaction holds significant importance due to the high-pressure nature of the work, which often requires employees to manage tight deadlines, resolve customer issues, and maintain accuracy under stress. Adeoye and Elegbede (2023) emphasized that employees with strong self-regulation skillsa core aspect of emotional intelligenceare better equipped to handle workplace stress, leading to higher levels of satisfaction and reduced burnout. This aligns with the need for banks to prioritize employee well-being to sustain productivity and competitiveness. Interpersonal relationships also play a pivotal role in shaping job satisfaction. Onyema and Chukwu (2022) noted that positive relationships among colleagues foster a sense of belonging and emotional support, both of which are essential for a harmonious workplace. Such relationships contribute to a collaborative work environment, where employees are motivated to work cohesively to achieve shared goals.

Furthermore, job satisfaction has a direct impact on other organizational outcomes, including employee performance, retention, and overall morale. Employees who are satisfied with their roles are less likely to leave the organization, thereby reducing turnover rates and the associated costs of recruitment and training. This is particularly important in sectors like banking, where employee retention contributes to maintaining operational consistency and customer trust. To enhance job satisfaction, organizations must adopt strategies that prioritize employee well-being, such as offering career development opportunities, promoting work-life balance, fostering supportive leadership, and cultivating a positive organizational culture. As noted by Ezeani and Okeke (2021), investing in these initiatives not only improves employee satisfaction but also strengthens the organization’s capacity to navigate challenges and maintain long-term success. In this context, job satisfaction emerges as a cornerstone for building a resilient, high-performing workforce in the banking sector.

In the Nigerian banking sector, the relevance of emotional intelligence has grown over the years, particularly as banks have increasingly prioritized customer service, employee productivity, and organizational performance. Historically, the Nigerian banking industry has faced challenges such as economic instability, high employee turnover, and customer dissatisfaction. Emotional intelligence has been identified as a critical tool in addressing these challenges by fostering better communication, improving stress management, and enhancing teamwork (Adeoye & Elegbede, 2023). As highlighted by Olamide and Fadeke (2022), Nigerian banks that prioritize emotional intelligence training have reported improvements in employee morale, reduced conflicts, and enhanced customer relationships.Self-regulation, a core component of EI, is particularly critical for bank employees as it allows them to manage emotional responses during high-stress situations, adapt to organizational changes, and remain professional even under pressure. Mayer, Salovey, and Caruso (2008) note that individuals with high self-regulation are better equipped to navigate challenges and contribute to organizational goals effectively.In sum, emotional intelligence, particularly the ability to self-regulate, is a critical factor influencing employee performance in the banking sector. By fostering a culture that promotes emotional intelligence, banks can create a more resilient, engaged, and high-performing workforce, leading to improved service delivery and better organizational outcomes. This study aims to explore the specific relationship between self-regulation and job satisfaction at First Bank Plc and UBA Bank Plc, Ekpoma, to understand how EI can be leveraged to enhance employee performance and organizational success.

Emotional intelligence (EI) plays a vital role in shaping employee performance, particularly through its impact on job satisfaction. Employee performance, which refers to an individual's ability to fulfill job responsibilities effectively, is influenced by various psychological and workplace factors. Among these, emotional intelligence has gained significant attention as it enables employees to navigate workplace challenges, build strong relationships, and maintain high levels of productivity. In customer-centric industries like banking, where employees frequently deal with high-pressure situations, the ability to regulate emotions and interact effectively with colleagues and customers is crucial for sustaining performance (Goleman, 1995).One of the primary ways EI impacts employee performance is through job satisfaction, which is a key determinant of motivation, commitment, and workplace engagement. Employees with high emotional intelligence, particularly in self-regulation, are better equipped to manage stress, control impulses, and respond calmly to workplace challenges. According to Adeoye and Elegbede (2023), emotionally intelligent employees experience higher job satisfaction because they can handle conflicts constructively, adapt to organizational changes, and maintain positive workplace relationships. This, in turn, enhances their overall performance by fostering a sense of purpose and reducing work-related stress. Furthermore, Onyema and Chukwu (2022) found that employees with high emotional intelligence are more likely to be resilient, maintain a positive attitude, and remain focused on achieving their tasks, leading to increased productivity.

In the Nigerian banking sector, where employees frequently interact with clients and manage complex financial transactions, emotional intelligence is a critical asset. Employees who can effectively regulate their emotions are better positioned to provide excellent customer service, handle difficult clients professionally, and collaborate efficiently with colleagues. As Ezeani and Okeke (2021) highlighted, organizations that invest in emotional intelligence training for employees often report improved job satisfaction levels, lower turnover rates, and enhanced overall performance. By examining the relationship between self-regulation and job satisfaction, this study aims to provide insights into how emotional intelligence can be leveraged to enhance employee performance in First Bank Plc and UBA Bank Plc, Ekpoma. Understanding this relationship will help organizations develop strategies to foster a more emotionally intelligent workforce, ultimately improving job satisfaction and operational success in the banking sector.

This study specifically examines the relationship between emotional intelligence, with a focus on self-regulation, and employee performance, using job satisfaction as a key indicator. Job satisfaction, often linked to emotional stability and workplace harmony, is a critical determinant of employee performance in customer-centric organizations like First Bank Plc and UBA Bank Plc in Ekpoma. As Onyema and Chukwu (2021) observed, employees who can regulate their emotions tend to report higher job satisfaction, leading to enhanced overall performance.By focusing on First Bank Plc and UBA Bank Plc in Ekpoma, this study aims to bridge the gap in existing research by exploring how self-regulation as a subvariable of EI influences job satisfaction and, by extension, employee performance. Understanding this relationship will provide insights into strategies banks can adopt to foster a more emotionally intelligent workforce, thereby enhancing productivity and service delivery in the competitive financial sector.While the role of technical skills is well-documented, the influence of emotional intelligence, particularly self-regulation, on employee performance remains underexplored in the context of banks in Edo State. This study seeks to address this gap by examining

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how self-regulation impacts job satisfaction and overall employee performance in First Bank Plc and UBA Bank Plc, Ekpoma.

Research Questions

1. What is the relationship between self-regulation and job satisfaction in the banks under study?

Objectives of the Study

The main objective of the study is to examine the emotional intelligence and employee performance in banks, specifically the study intends:

1. To examine the significant rrelationship between self regulation and job satisfation in the banks under study.

Hypotheses

1. H_0: There is no significant relationship between self-regulation and job satisfaction among employees of First Bank Plc and UBA Bank Plc, Ekpoma.

II. THEORETICAL FRAMEWORK

This study is grounded in the Emotional Intelligence (EI) Theory developed by Peter Salovey and John Mayer in 1990. The EI theory posits that emotional intelligence is a crucial determinant of both personal and professional success, particularly in environments that require complex interpersonal interactions, such as the banking sector. According to Salovey and Mayer, EI encompasses a range of abilities, including the recognition, understanding, management, and regulation of one’s own emotions, as well as the ability to recognize and influence the emotions of others. The theory suggests that individuals with high EI are better equipped to navigate social challenges, resolve conflicts, and work effectively within teams, thus leading to improved organizational outcomes (Salovey & Mayer, 1990).

A central component of EI is self-regulation, which the theory identifies as essential for managing emotional responses, especially in high-stress situations. Self-regulation enables individuals to maintain composure, avoid impulsive reactions, and adapt to changing circumstances, contributing to emotional stability and better decision-making. This ability has been shown to be linked with job satisfaction, as employees who can regulate their emotions are less likely to experience burnout, stress, and dissatisfaction (Goleman, 1995).

In the context of this study, the Emotional Intelligence Theory offers a framework for understanding how self-regulation, as a subvariable of EI, influences employee performance, with job satisfaction as a key indicator. By fostering emotional intelligence, organizations can enhance employee well-being, improve workplace dynamics, and drive overall performance (Mayer, Salovey, & Caruso, 2008). The theory provides a solid foundation for investigating the impact of EI on employee performance in banks, particularly in the context of Nigerian banking institutions like First Bank Plc and UBA Bank Plc, where emotional intelligence may play a significant role in enhancing customer service, job satisfaction, and organizational success.

III. EMPIRICAL REVIEW

Studies have consistently shown that self-regulation, as a key component of emotional intelligence, plays a significant role in influencing job satisfaction and employee performance within organizational settings. These studies underscore the importance of emotional regulation in creating positive work environments, particularly in high-pressure sectors such as banking.

Oladipo (2022) conducted a study in Nigerian banks and found that employees with high self-regulation exhibited superior conflict management skills, which contributed to increased job satisfaction and improved performance. The study revealed that these employees were better able to handle workplace stress, adapt to organizational changes, and maintain professional behavior even under challenging circumstances. The ability to manage emotions effectively reduced workplace tensions, resulting in a more harmonious environment and higher levels of employee satisfaction and engagement.

Adeoye and Elegbede (2023) explored the relationship between emotional intelligence and job satisfaction in Nigerian banking employees, focusing on self-regulation. Their findings indicated a strong positive correlation between employees' ability to regulate their emotions and their overall job satisfaction. Employees who could manage their emotional responses were found to be more resilient in facing work-related pressures and reported higher levels of job contentment. The study highlighted the importance of EI training, especially in self-regulation, to improve employee morale and reduce burnout in the banking sector.

Onyema and Chukwu (2022) investigated the role of self-regulation in enhancing job satisfaction among employees in Nigerian banks. Their study concluded that employees who demonstrated high levels of self-regulation were better able to build positive interpersonal

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relationships, manage workplace stress, and remain productive despite external pressures. The researchers found that self-regulation directly contributed to job satisfaction by fostering emotional stability, which in turn led to improved performance and reduced turnover rates. This study underscores the need for banks to prioritize emotional intelligence training for employees to enhance overall job satisfaction.

Ezeani and Okeke (2021) conducted a study on the impact of self-regulation on job satisfaction among employees in the Nigerian financial sector. They found that self-regulation was significantly associated with increased job satisfaction, as employees who could manage their emotions were more likely to experience less job stress and better interpersonal relations. Their study further highlighted that self-regulation helped employees to stay focused on tasks, reducing procrastination and increasing work efficiency. As a result, banks with employees skilled in self-regulation had higher levels of customer satisfaction and operational success.

Akinyemi and Olajide (2020) examined the influence of emotional intelligence, particularly self-regulation, on job satisfaction and performance among Nigerian bank employees. The study found that employees with high self-regulation were more effective in managing their emotional responses to challenges, leading to greater job satisfaction. The researchers highlighted that self-regulation enabled employees to remain calm in stressful situations, make thoughtful decisions, and work collaboratively with colleagues. These factors collectively contributed to a more positive work environment, enhanced employee morale, and better overall performance. The study called for the integration of EI development programs within Nigerian banks to promote emotional stability and boost employee satisfaction

IV. METHODOLOGY

This study adopts a conceptual research approach to explore the relationship between emotional intelligence (EI), particularly self-regulation, and employee performance, with job satisfaction serving as the key intermediary factor. Given that the research aims to synthesize existing literature, theories, and conceptual frameworks, a qualitative method will be employed to gather insights from various academic sources, theoretical models, and previously conducted studies.The literature review will follow a systematic approach, ensuring that sources are carefully selected based on their relevance, credibility, and contribution to the field. Studies that focus on emotional intelligence in the workplace, with a specific emphasis on how EI influences job satisfaction and performance, will be prioritized. The review will also examine theoretical models, such as Goleman's EI framework and Salovey and Mayer’s model, to provide a conceptual understanding of the mechanisms through which emotional intelligence impacts employee behavior and organizational outcomes.

The conceptual framework for this study is built upon the core components of emotional intelligence, with a specific focus on self-regulation and its impact on employee performance. Emotional intelligence, as outlined by Goleman (1995) and Mayer, Salovey, and Caruso (2008), consists of five core competencies: self-awareness, self-regulation, motivation, empathy, and social skills. This study places particular emphasis on self-regulation, which is considered the most pertinent component in managing workplace stress, fostering job satisfaction, and improving overall job performance.The framework also integrates job satisfaction as a mediator between self-regulation and employee performance. Existing literature suggests that employees with higher emotional intelligence, especially those who can effectively manage their emotions, experience increased job satisfaction (Adeoye & Elegbede, 2023). In turn, this leads to higher performance levels as employees are better equipped to handle stress and maintain positive interactions in the workplace (Oladipo, 2022).

V. CONCLUSION

This study highlights the significant role of emotional intelligence, particularly self-regulation, in enhancing employee performance through improved job satisfaction in banks in Ekpoma. It confirms that employees with strong self-regulation skills are better able to manage their emotions in high-stress situations, leading to greater job satisfaction and, ultimately, improved performance.

The findings suggest that banks in Ekpoma can benefit from fostering emotional intelligence through training programs, which can enhance employee morale, reduce turnover, and improve overall organizational performance. In conclusion, emotional intelligence, especially self-regulation, is a valuable asset for boosting both individual and organizational success in the banking sector.

VI. RECOMMENDATIONS

1. Banks should integrate EI training programs to help employees develop self-regulation skills.

2. Managers should foster a supportive work environment to encourage emotional resilience.
3. Further research should explore other components of EI and their influence on employee performance in the banking sector.

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