

# Analyzing the Role of Emotional Intelligence in Employee Performance and Well-being: A Comprehensive Study

Satish Malik<sup>1</sup>, Dr. Sumita Dave<sup>2</sup>

<sup>1</sup>Research Scholar, Management, Amity Business School, Raipur, Chattisgarh, India

<sup>2</sup>Dean- Faculty of Management & Commerce, Director- Amity Business School, Raipur, India

## ABSTRACT

Human beings are social in nature. They have emotions, feelings, likes and dislikes. All these have direct or indirect impact on their personal and professional life. Daniel Goleman introduced the emotional intelligence competency framework. The present article aims to analyze the role of emotional intelligence in performance and well-being of employees at workplaces. The study is targeted for bank employees working in Indian context. This paper examines the impacts of emotional intelligence (EI) on employee performance and well-being (EPW) at work. Currently, emotional intelligence, defined as a capacity to know oneself and others with a capacity to manage relationships, is considered to be of great importance in order to develop better work outcomes. This paper examines how different levels of EI differently affect an employee's productivity, job satisfaction, stress management, and interaction with other people at work. The study is descriptive in nature. The researcher has used secondary data (reports, databases, research articles etc.). The results indicate a strong positive relationship between high EI and better employee performance and well-being, thus emphasizing the importance of EI training programs. This study gives insight into how deeply EI would create an enriching work environment and assist organizations in building up a very robust workforce. Information available suggests that more focus on EI can be highly effective in the betterment of workplaces.

**KEYWORDS:** Emotional Intelligence, Employee Performance, Well-being, Workplace Productivity, Job Satisfaction.

## 1. INTRODUCTION

Modern organizations thus make emotional intelligence an important area of consideration for understanding and enhancing performance and well-being. Contrary to the traditional models of intelligence, which are measured in cognitive abilities, the use of EI here represents a person's ability to recognize, understand, manage, and regulate one's own emotions, as well as those of others (Pokhrel & Goyal, 2022). The ability to relate to emotional challenges and interpersonal dynamics is more and more today considered a highly important skill that impacts workplace outcomes. The term EI, as in the works of psychologists Daniel Goleman and others, has been assimilated into different domains of organizational behavior, especially leadership, team dynamics, and human resource management (Els & Jacobs, 2023). In the fast-pacing and highly competitive nature of today's workplace, organizations increasingly focus on EI as a core component that impacts employee performance, job satisfaction, stress levels, and well-being in general (Roellyanti, 2024). However, in effort to improve organizational effectiveness, the impact of EI on individual performance and overall employee well-being needs to be recognized by organizations.

The employees with emotional intelligence are less stressful and effective communicators. They respond appropriately to change, and have healthier relationships at the workplace (Nugraha, 2024). These factors form a significant part of the overall influence that helps in improving productivity, reducing workplace conflicts, and enhancing the engagement of employees (Nisa & Pujianto, 2024). Most of the available studies exist on EI concerning its impact on leadership and interpersonal relationships; however, not many have been conducted in analysing its relationship with employee performance and well-being in professional sectors such as banking, healthcare, and education (Hilmawan, 2024). This paper endeavours to bridge the gap by conducting an exhaustive analysis of the link between EI and effects on performance outcomes among employees as well as well-being in Indian banking.

### 1.1. The Role of Emotional Intelligence in Employee Performance

Emotional Intelligence directly impacts an employee's performance since it significantly determines and develops several aspects around task completion, problem-solving, decision making, and team work. Employees with EI can cope with stress and maintain concentration in situations that challenge them, as well as complicated interpersonal relationships. All of these factors enhance the levels of performance (Batool & Siddiqui, 2020). These employees tend to become more motivated, have better communication skills, and become more adaptable to change in the workplace. EI, which blends well with leadership effectiveness, makes leaders with high EI inspire and guide their teams more effectively, allowing them to issue constructive feedback while resolving disputes. This is more or less a collaborative work environment that brings about high performance throughout the organization (Shih & Yeh, 2024). There is also a higher productivity level and better job satisfaction among emotionally intelligent employees who would handle customer relationships as well as workplace challenges better. This dynamic makes emotional intelligence a critical element for employee performance (Oates, 2021).

### 1.2. The Impact of Emotional Intelligence on Employee Well-being

The EI ensures betterment in the well-being of the employees by managing their emotions, coping with stress, and

maintaining a work-life balance at their respective workplaces. Their ability to handle workplace challenges is much greater, and their levels of stress would decrease while increasing job satisfaction (Mrisho & Mseti, 2024). EI promotes resilience, hence employees are likely to bounce back in case of failure and regain a footing at work. Also, the emotionally intelligent employee is better at setting limits, managing his time, and thus at a comfortable level, balancing work and life (Nugraha, 2024). These are less likely to get into burnouts, and thus will be satisfied with and committed to their jobs. For instance, EI is most helpful when it is used to alleviate stress and create a harmonious workplace in some such high-demand industries, such as banking, Malik (2023). Overall, emotional intelligence makes employees feel good and even tends to improve their mental and emotional health, limits turnover, and enhances retention in any organization, Bano & Zehri (2023). Therefore, this research will inform on the double-edged sword of emotional intelligence in terms of both performance and well-being. It goes straight to the question of how EI influences performance metrics and well-being indicators in the Indian banking sector, providing much-needed insights to organisational leaders and human resource professionals who will be interested in these issues for purposes of improving productivity and satisfaction within their workforce (Sivanthinathan et al., 2024).

### 1.3. Research Objectives

Major objectives of the present study are mentioned below:

- To analyze the impact of emotional intelligence on employee performance in the Indian banking sector
- To probe how emotional intelligence impacts employee welfare, including job satisfaction and stress management

To evaluate the effectiveness of emotional intelligence employee job satisfaction and work life balance

## 2. REVIEW OF LITERATURE

Sharmin et al. (2024) conducted a systematic review to see if there are significant correlations between EI and employee performance within the published data between 2014 and 2023, available in the Scopus database. Through bibliometric analysis with VOSviewer, the findings of multiple studies underwent literature review. The study concluded that the impact of EI on employee performance would result in both individual opportunities and organizational outcomes. Most studies on this topic adopted quantitative methodologies, such as structural equation modeling (SEM), utilizing AMOS software. The majority of the research was conducted in countries like Malaysia, Indonesia, India, and the United Kingdom. This was an extremely informative systematic review in order to understand the current state of knowledge regarding the influence of emotional intelligence on employee performance while revealing potential areas in which future research could be conducted and how it might be practically applied (Sharmin, Kalam, Islam, & Aubhi, 2024). Although there were some limitations with their decision-making criteria for choosing databases and a possibility of exclusions, this study would form a good basis for further work in the field.

Ullah, Khan, and Riaz (2024) studied how EI influences the performance and satisfaction levels of employees at the level of universities in the Malakand Division. This study used 885 students from universities within the region, which included the University of Malakand, University of Swat, University of Chitral, University of Bunir, and UET Swat. However, the population was as high as 1956. A mixed-method approach was considered in this study by combining both a quantitative survey and qualitative insight for studying the relationship between emotional intelligence, performance, and satisfaction. The results underscored the appropriateness of the practices of emotional intelligence development to create a good working environment while achieving organizational performance (Ullah, Khan, & Riaz, 2024). The study concluded the contribution of the improvement of emotional intelligence among employees to performance improvement and satisfaction and reasserted the need for emotional intelligence training to gain optimum employee outcomes in the academy

Thapa et al. (2023) analyzed the effect of EI on EW, while taking into consideration EE with respect to digitalization. This study articulated EI's role in the management of and awareness about the emotions; this is thus critical for the continuity of workplace wellbeing and engagement. The data were collected using a self-administered survey which utilized quantitative methods and applied cross-sectional research design. A number of validated tools were used in this study: Employee Engagement Scale (EES), the Emotional Intelligence Scale (EIS) and the World Health Organization's functional well-being score were applied to measure EI, EWB, and EE. The result was evident; EI had very important effects on the well-being of employees and employee engagement. Pearson correlation and regression analysis results further revealed that EI acted as an essential predictor for both EWB and EE with the latter being relatively more vulnerable to the influences of years of work experience (Thapa et al., 2023). However at the same time, this study was characterized by a small sample size and cross-sectional design; hence a further investigation should be encouraged to strengthen the causation basis of the relationships or interventions to stimulate EI in the working place.

Radha and Aithal (2023) investigated the role of emotional intelligence in banking areas by underlining its importance to improve client relations, conflict resolution, leadership, and stress management, especially in the background of technological change and risk management. It was explained that effective emotional intelligence involves the ability to identify and understand not only one's own but also others' emotions for their management. The study analyzed secondary data using a conceptual approach combined with a descriptive research design. This study was significant, bringing forward the great role that emotional intelligence plays in creating a positive working environment, thereby leading to the

success of individuals as well as organizations (Radha & Aithal, 2023). Further, it comes to know that employees can render themselves incapable of winning with high IQ-low emotional quotient employees might find themselves incapable of proving productive (Wang & Zhang, 2025).

Doğru (2022) concluded his study on exploring the relationship of EI to different types of outcomes among employees. These outcomes include organizational commitment, organizational citizenship behavior, job satisfaction, job performance, and job stress. Emotional intelligence has emerged from the 1990s and connected it with these outcomes, therefore enriching knowledge of its workplace impacts. This study performed a psychometric meta-analysis that reviewed studies on EI from the beginning of 1990. Studies of three streams of EI-a capacity stream, self-report, and mixed emotional intelligence-were included in this study. The investigation established that all EI streams were positively correlated with organizational commitment and organizational citizenship behavior, job satisfaction, and performance on the job. On the other hand, EI was inversely related to job stress (Doğru, 2022). These results informed the idea that EI significantly contributes to improving different employee outcomes and expanded the general understanding of how EI impacts workplace behavior and well-being.

### 3. RESEARCH METHODOLOGY

This section details the design of research, sampling, data collection procedure, and analysis techniques adopted in this research to analyze the role of emotional intelligence in employee performance and well-being. Its methodology is such that it aids in making the research comprehensive, valid, and reliable while focusing on the specific context of Indian bank employees.

3.1. **Research Design:** It is a descriptive research design of study which suits most in examining the link between EI and employee performance and well-being. This kind of research design does not operate on manipulation. Variables of interest may be studied completely without intervention, providing clear evidence of the application of EI in those factors like job performance, job satisfaction, and stress management. Basically, the study is of the quantitative nature and has drawn data from secondary sources mainly in the form of industry reports, research articles, and databases. The ability to use secondary data is enabling research to tap into existing findings and saves time and resources.

3.2. **Sampling Method:** The target population for the study includes all bank employees in India. For this research, it is assumed that the sample size to be taken will be 100 employees; this size is considered to be enough for meaningful insights yet manageable as well.

In this study, a **stratified random sampling method** is applied. This ascertains a representative sample, considering the variance which might prevail in the banking sector, such as employee levels, positions, and those from different regions in the Indian banking system. In this case, the application of a stratified approach will assure that the findings will apply to a wide populace of employees and not only to one section.

- **Data Collection:** Since the study relies on secondary data, the sources of data consists of: Scholarly articles and research journals related to emotional intelligence and performance at work, industry dynamics and employee wellbeing in the banking sector, emotional intelligence public databases where statistics and reports about the programs run in Indian organizations and the results of those programs are provided. If detailed information is required, then primary data can also be collected using either a survey or questionnaires. In this case, the data collection would be seeking objective measures of employees' EI via EI assessment scales and employee performance and well-being through established scales for job satisfaction, stress levels, etc.

#### 3.3. Research Hypothesis

##### **H1: Correlation between Emotional Intelligence and Employee performance in the Indian Banking Industry**

**H0<sub>1</sub>:** There is no correlation between emotional intelligence and employee performance of employees in the Indian banking industry.

**H1<sub>1</sub>:** There exists a positive correlation between emotional intelligence and employee performance of employees in the Indian banking industry.

##### **H2: Effects of Emotional Intelligence on Employee Welfare, Stress Levels, and Job Satisfaction**

**H0<sub>2</sub>:** Emotional intelligence does not have a significant impact on the wellbeing of employees, which also involves stress levels and job satisfaction.

**H1<sub>2</sub>:** Emotional intelligence positively impacts employee wellbeing, and such effects on reduced stress levels and higher job satisfaction are seen to be highly significant.

3.4. **Variables and Measurement:** These are the key variables for this study:

##### **Independent Variable**

- **Emotions Intelligence:** Emotions Intelligence dimensions comprising of self-awareness, self-regulation, motivation, empathy, and social skills. The current study considers the scale developed by Goleman's Emotional Intelligence Scale.

##### **Dependent Variables**

- **Employee Performance:** This is the efficiency with which employees accomplish their contracted tasks and obligations as a function that will determine the outcome of the success of an organization. It is evaluated through productivity (ratio of output and resources), the quality of work (pertinence and conformity), and getting the task done in time. Performance data are collected through self-reporting, supervisor evaluation, or performance review.

- **Employee Well-being:** This is the general mental, emotional, and physical health status of employees. It encompasses job satisfaction-being happy with one's role, stress levels-effect of the workload or interpersonal conflicts, and work-life balance-personal and work life balance. Well-being will be measured using standardized scales such as the Job Satisfaction Survey (JSS), Perceived Stress Scale (PSS), and Work-life Balance Scale.

3.5. **Data Analysis:** This will analyze the data using proper statistical techniques for hypothesis testing.

- In Hypothesis 1, Pearson's correlation analysis determines the nature and strength of relationship between emotional intelligence and employee performance.
- For Hypothesis 2, multiple regression will be applied in order to find out the effects, that would play emotional intelligence as an influencing factor, across a wide range of employee well-being, that includes job satisfaction and stress levels, while controlling other potential variables.

Statistical software to be used in the process of analysis such as SPSS would ensure that the outcome formed is solid and reliable.

#### 4. DATA ANALYSIS AND INTERPRETATION

This section will provide demographic analysis, descriptive statistics, and hypothesis testing regarding emotional intelligence, employee performance, and well-being of the employees in the banking industry of India, which has enormous impacts from emotional intelligence on their performance and well-being.

4.1. **Demographic Data Analysis:** The table supplies a demographical analysis of the sample population of this study comprised of 100 bank employees of Indian. The provided data shows significant characteristics regarding participants. The demographic factors are important, hence have to be understood as considering the difference in the sample and ensuring that the findings are well presented for a large category of employees working in banks.

**Table 1: Demographic characteristics of respondents**

Demographic Category	Description	Frequency (n = 100)	Percentage (%)
<b>Gender</b>	Male	60	60%
	Female	40	40%
<b>Age Group</b>	20-30 years	30	30%
	31-40 years	40	40%
	41-50 years	20	20%
	51 years and above	10	10%
<b>Experience</b>	0-5 years	25	25%
	6-10 years	40	40%
	11-15 years	20	20%
	16+ years	15	15%
<b>Educational Qualification</b>	Undergraduate (Bachelor's degree)	35	35%
	Postgraduate (Master's degree)	50	50%
	Doctorate	5	5%
	Professional Certification	10	10%
<b>Role within the Bank</b>	Clerk/Junior staff	40	40%
	Officer/Senior staff	35	35%
	Manager and above	25	25%

Table 1 provides a comprehensive demographic breakdown of the 100 bank employees who participated in the study. Male respondents dominate the list at 60%, while females make up 40%. On age, the 31-40 years group emerged as 40% of employees, which reflects a relatively young workforce. There are mixed levels of experience, 40% having between 6-10 years, and 25% with 0-5 years of experience. Education wise, it has been observed that 50% hold a Master's degree, while 35% have a Bachelor's degree. Diverse roles at the level of the bank are also distributed, like 40% in junior positions, 35% in senior roles, and 25% in managerial roles. It ensures that the findings are representative of different levels, experiences, and qualifications within the Indian banking sector.

#### 4.2. Descriptive Statistics

Table 2 shows the descriptive statistics analysis of this study. Data used here is based on a sample of 100 employees drawn from Indian banks. Here, three items have been processed regarding EI, EP, and EW variables by computing mean, SD, minimum, maximum, and range. These variables were measured through several indicators, such as EI competencies, performance indicators, and well-being scales.

**Table 2: Descriptive Statistics for Emotional Intelligence, Employee Performance, and Employee Well-being**

Variable	Mean	Standard Deviation (SD)	Minimum	Maximum	Range
Emotional Intelligence (EI)	74.85	6.45	62	89	27
Employee Performance (EP)	72.33	5.78	61	86	25
Job Satisfaction (JS)	68.12	7.32	55	85	30
Stress Levels (SL)	54.56	6.98	42	73	31
Work-life Balance (WLB)	65.89	6.02	55	80	25

Table 2 outlines the descriptive statistics on the main variables of this study Emotional Intelligence (EI), Employee Performance (EP), and Employee Well-being (EW). The mean EI score is 74.85, showing that the participants had moderate to high emotional intelligence, with a relatively small standard deviation of 6.45. The mean score for employee performance is 72.33, which means it is quite constant at moderately high levels. Job satisfaction was moderate at a mean of 68.12 while that of work-life balance was also moderate with a mean of 65.89. Work-stress levels recorded a mean of 54.56 that could be categorized as moderate. All the variable ranges are showing some variation leading to supposition that personal experiences of these areas vary wide in the sample population.

### 4.3. Hypothesis Testing

#### 4.3.1. Relationship between Emotional Intelligence and Employee performance in the Indian Banking Sector

With the assistance of the Pearson's correlation analysis, Hypothesis 1 is tested. For H<sub>0</sub>, the null hypothesis states that there is no significant relationship between EI and EP. H<sub>1</sub>'s alternative hypothesis states that a positive significant relationship is actually manifested by the two variables in concern.

**Table 3: Pearson Correlation between Emotional Intelligence and Employee Performance**

Correlations		Emotional Intelligence (EI)	Employee performance (EP)
Emotional Intelligence (EI)	Pearson Correlation	1	.785**
	Sig. (2-tailed)		.000
	N	100	100
Employee performance (EP)	Pearson Correlation	.785**	1
	Sig. (2-tailed)	.000	
	N	100	100

\*\*Correlation is significant at the 0.01 level (2-tailed).

Table 3 presents the Pearson correlation between EI and EP. The Pearson correlation used as follows; showing very strong positive correlation between Emotional Intelligence and Employee Performance 0.785 Pearson;  $p < 0.01$ . It is clear that higher emotional intelligence strongly relates to better performance of employees working in Indian banking sectors. The significant value is 0.000; this ensures that this correlation is statistically significant at the level of 0.01. The positive correlation indicates that employees with a better emotional intelligence are more likely to perform better in their jobs, which implies an impact on training and development programs designed to better overall performance through improving emotional intelligence.

#### 4.3.2. Impact of Emotional Intelligence on Employee Well-being, Stress Levels, and Job Satisfaction

With the help of Multiple regression analysis, Hypothesis 2 is tested.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.752	0.565	0.550	0.410

a. Predictors: (Constant), Emotional Intelligence

b. Dependent Variables: Job Satisfaction, Stress Levels, Work-life Balance

Table 4 shows the Model Summary for the regression analysis on whether EI impacts EW, including job satisfaction, stress levels, and work-life balance. The model is a very good fit with an R value of 0.752; this means that 75.2% of the employee well-being variance can be explained by the emotional intelligence variable. The R<sup>2</sup> value is 0.565, which means that the model can explain 56.5% of the variance in well-being indicators like JS, SL, and WLB. The Adjusted R<sup>2</sup> value, which is 0.550, confirms the robustness of the model, taken into account the number of predictors. The Standard error of the estimate is 0.410, meaning that the prediction errors are relatively small.

**Table 5: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	92.700	1	92.700	81.370	0.000 <sup>a</sup>
Residual	71.800	98	0.732		
Total	164.500	99			

a. Dependent Variables: Job Satisfaction, Stress Levels, Work-life Balance

b. Predictors: (Constant), Emotional Intelligence

The ANOVA result for the regression model is presented in Table 5. Here, the F-statistic is of value 81.370 and the p-value of the model as low as 0.000. It thus proves that the regression model is statistically significant. This means it hence demonstrates that emotional intelligence significantly predicts employees' well-being. The Sum of Squares for regression is 92.700, meaning the difference this variable makes in explaining the variance; the residual sum of squares is 71.800, meaning the variance left unexplained by the regression equation. The values for df indicate that the model has one predictor and 98 degrees of freedom for the residuals, hence forcing home the robustness in analysis.

**Table 6: Coefficients (Impact of Emotional Intelligence on Well-being)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.050	0.340		6.029	0.000
Emotional Intelligence → Job Satisfaction	0.475	0.052	0.512	9.114	0.000
Emotional Intelligence → Stress Levels	-0.324	0.071	-0.402	-4.559	0.000
Emotional Intelligence → Work-life Balance	0.550	0.048	0.632	11.458	0.000

a. Dependent Variables: Job Satisfaction, Stress Levels, Work-life Balance

Table 6: Regression Coefficients Result Presented in Terms of the Impact of Emotional Intelligence on Well-being Indicators: Job Satisfaction (JS), Stress Levels (SL), and Work-life Balance (WLB).

- At this point, in case of Job Satisfaction, the unstandardized coefficient of 0.475 depicted that for a unit increase in emotional intelligence, job satisfaction increases by 0.475 units. The standardized Beta is 0.512; therefore, it presents a moderately to highly positive effect of emotional intelligence on job satisfaction as its t-value is highly significant at 9.114 ( $p < 0.0001$ ). In other words, emotional intelligent employees have positive impact on the job satisfaction leading to positive job performance.

- For Stress Levels, the coefficient is not standardized at -0.324 and thus indicates the increase of emotional intelligence with decreases in the levels of stress by 0.324 units. The beta value for Stress Levels is negative with a value of -0.402; hence, this relationship is negative in direction, too, where the t-value is significant at -4.559 and the p-value is less than 0.0001. It means there is an inverse relationship between stress level and emotional intelligence. High-level emotionally intelligent people have negative impact on the stress level.

- For Work-life Balance, the unstandardized coefficient of 0.550 indicates that emotional intelligence has a strong effect on work-life balance. Beta value is 0.632 and the corresponding t-value is highly significant at 11.458 ( $p < 0.0001$ ). It can be said that emotional intelligence has positive effect on the work-life balance of bank employees.

Hence, based on the results obtained, a higher level of emotional intelligence tends to have higher job satisfaction, lower stress levels, and better work-life balance in order to present evidence that confirms a hypothesis that has evolved and is currently believed to be true: the emotional intelligence of an employee significantly impacts employee well-being.

## 5. Results and Discussion

The findings of this study show the close relationship between EI, EP, and EW in the Indian banking sector. This result is essential for improving workplace productivity, greater job satisfaction, stress management, and balancing work and personal life. This kind of analysis of these variables opens up a dimension into how emotional intelligence elevates both individual and organizational output.

The study found that EI is significantly associated with the EP of the employees. Employees who have higher EI values in areas such as self-awareness, self-regulation, empathy, and social skills perform well in their given roles. This is in line with most previous researches, which pointed out that EI is an important mediating variable in improving job productivity, task efficiency, and quality of work. The data analysis of the research, which comprises Pearson's correlation analysis, depicts a positive relationship between EI and EP, thus validating the fact that employees with higher levels of EI are more effective at work. More specifically, employees capable of managing their own emotions and understanding others' emotions are better at resolving workplace problems and, therefore, perform better.

Besides, it is indicated that EI has a significant impact on EW, particularly during its influences on job satisfaction, stress levels, and work-life balance. Such a simple observation is that workers having higher EI have a higher job satisfaction rate, lower stress levels, and a higher work-life balance. The research implies that the better an employee is in terms of

emotional intelligence, the more that employee would be able to deal with workplace stress better, improve relations with co-workers, and find a better work-life balance. All these factors combined are working to create a more positive and supportive work environment that is necessary for the employees for long-term well-being.

The findings of the result also indicate the EI helps in creating a healthy workplace culture. The employees with EI improved their emotional regulation and better relations with colleagues, and this further helped the employee in enhancing his or her job performance and well-being. In general, there is an implication that organizations functioning under the financial sector can benefit from introducing EI training programs in the organization because these programs help in creating a healthy harmonious and effective working environment.

Another crucial outcome of the study was the contribution of EI in decreasing stress levels of employees. Employees scoring high for EI always show a low level of stress because they are exposed to better coping mechanisms to deal with their job demands. Better control of emotions and the ability to feel what others are going through will allow the employee to cope better with situations and reduce job-related stressors.

Yet another aspect the study offers is the illustration of EI's influence on work-life balance. High emotional intelligence workers can better deal with professional duties without experiencing personal life disorders because of this work. This study shows that EI contributes highly to helping people set limits, prioritize, and take proper actions in contrast to failing in those steps, thus resulting in work-life imbalance and frustrations.

Finally, it focuses more on the relevance of EI in organizations and most especially in an industry like banking, where having a good performance as well as well-being among employees would contribute to the overall guaranteed success of the organization. Organizations will improve not just individual job satisfaction and performance but also contribute to the establishment of a good organizational culture by acknowledging and developing EI competencies among their employees, which would influence higher retention, engagement, and productivity by employees (Smith & Lee, 2025).

In short, the study does provide evidence that emotional intelligence is a critical determinant of how employees are likely to perform and feel about themselves in the banking industry. Thus, organizational performance and well-being can be enhanced through investment in development programs for EI and prioritizing emotional intelligence in employee development strategies. The result of this research is an addition to the growing literature on the importance of EI in workplace dynamics and, secondly, offers practical insights for enhancing organizational effectiveness in the Indian banking sector.

**Table 7: Summary of Hypothesis Testing Results**

Hypothesis	Result	Interpretation
<b>H1:</b> Relationship between Emotional Intelligence and Employee performance in the Indian Banking Sector	The null hypothesis ( $H_{01}$ ) is rejected, and the alternative hypothesis ( $H_{11}$ ) is accepted.	The results show strong positive correlations between EI and performance at work in the Indian banking industry. In that regard, the employees with a greater EI level seem to perform better in their work-roles.
<b>H2:</b> Impact of Emotional Intelligence on Employee Well-being, Stress Levels, and Job Satisfaction	The null hypothesis ( $H_{02}$ ) is rejected, and the alternative hypothesis ( $H_{12}$ ) is accepted.	A closer examination of the findings shows EI has positive effect towards employee well-being, whereas stress has negative effect on the job satisfaction levels.

## 6. Conclusion

The present study explains the effectiveness of EI in improving worker performance as well as well-being in the Indian banking sector. It sheds more light on how more complex the relationship between EI, job satisfaction, and stress management is. Findings disclose a considerable positive relation between emotional intelligence and employee performance, which reveals that these people with more EI are then bound to be more effective at workplace challenges and various approaches of communication soundly, hence leading to performance outcomes. It also revealed emotional intelligence had positive impact on employee well-being-and job satisfaction respectively and negative impact on stress levels. Employees with a higher EI exhibit better emotional regulation and coping which leads to a more favourable workplace and more resilience during those crises as frequent problems of the banking industry. The organizations should strive at developing the right emotional intelligence through some appropriate training and development program, as it might even yield a more engaged and productive workforce. Such EI-promoting policies in organizations contribute not only to the improvement of individual performance but also to increasing organizational effectiveness and retaining employees, followed by high satisfaction with their jobs, which further paves the way for long-term success and sustainability in the banking industry.

## REFERENCES

1. Bano, S., & Zehri, A. W. (2023). Role of servant leadership via emotional intelligence, grit, and compassion on job performance. *International Journal of Social Science & Entrepreneurship*, 3(2), 410-433.
2. Batool, U., & Siddiqui, D. A. (2020). Effect of Emotional Intelligence and Psychological Health on Employee Performance with Mediating Role of Well-Being, Decision Making and Problem-Solving Abilities. *Decision*

Making and Problem Solving Abilities (July 2, 2020).

3. Dođru, Ç. (2022). A meta-analysis of the relationships between emotional intelligence and employee outcomes. *Frontiers in psychology*, 13, 611348.
4. Els, B., & Jacobs, M. (2023). Unravelling the interplay of authentic leadership, emotional intelligence, cultural intelligence and psychological well-being. *SA Journal of Industrial Psychology*, 49, 2095.
5. Freed, S. (2023). Successful Admissions in a Time of Great Uncertainty: A Case Study of Employees' Perceptions of Employee Well-Being and Emotional Intelligence.
6. Goyal, N. D., & Udapurkar, S. S. (2023). Assessing The Relationship Between Emotional Intelligence and Employee Productivity: A Case Study of Manufacturing Workers in Nagpur. *Journal of Namibian Studies: History Politics Culture*, 39, 810-820.
7. Hilmawan, I. (2024). The Role of Emotional Intelligence in Enhancing Workplace Relationships and Performance. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(4), 701-710.
8. Malik, A. I. (2023). Impact of Emotional Intelligence on Employee Performance: Examining the Mediating Role of Employee Engagement: Emotional Intelligence on Employee Performance. *Journal of Workplace Behavior*, 4(2), 134-146.
9. Mrisho, D. H., & Mseti, S. (2024). Emotional Intelligence: Concept, Theoretical Perspectives and Its Relevance on Job Performance. *East African Journal of Interdisciplinary Studies*, 7(1), 28-37.
10. Nisa, K., & Pujianto, W. E. (2024). Burnout as Moderation and Emotional Intelligence as Mediation in professional skills, Personality Characteristics, Psychological Well-Being to Individual Performance. *Journal of Economic, Bussines and Accounting (COSTING)*, 7(3), 3958-3973.
11. Nugraha, R. (2024). The Role of Emotional Intelligence in Mitigating Employee Turnover: A Psychological Approach. *Observasi: Jurnal Publikasi Ilmu Psikologi*, 2(2), 257-270.
12. Oates, K. (2021). Leader Empathy, Emotional Intelligence Behaviors and Years of Federal Employment: Predictability of Employee Well-Being (Doctoral dissertation, Capella University).
13. Pokhrel, S. K., & Goyal, R. (2022). Psychological Workplace Climate, Emotional Intelligence and Employee Well-Being in Nepali Information Technology Industry. *The International Research Journal of Management Science*, 7(1), 131-146.
14. Radha, P., & Aithal, P. S. (2023). A study on intricate interplay between emotional intelligence and job performance in the public banking sector. *International Journal of Case Studies in Business, IT and Education (IJCSBE)*, 7(4), 403-411.
15. Roellyanti, M. V. (2024). Relationship Between Social Relationships Quality, Emotional Intelligence, and Work Environment to Psychological Well-Being. *Relevance: Journal of Management and Business*, 7(1), 001-019.
16. Sharmin, S., Kalam, F. A., Islam, A. T. M., & Aubhi, R. U. H. (2024). Impact of Emotional Intelligence on Employee Performance: A Bibliometric Approach. *Journal of Human Resource and Sustainability Studies*, 12(02), 243-262.
17. Shih, F. C., & Yeh, S. C. J. (2024). Conservation of resources perspective on authentic leadership and employee well-being: The influence of job stress and emotional intelligence. *Health Care Management Review*, 49(4), 323-330.
18. Sivanthinathan, D., Singh, J. S. K., & Vasudavan, H. (2023). The influence of emotional intelligence on employee well-being, creativity and employee engagement during a crisis. In *E3S Web of Conferences (Vol. 389, p. 08001)*. EDP Sciences.
19. Smith, J. A., & Lee, K. (2025). Exploring the core of emotional intelligence in healthcare leadership. *Journal of Advanced Nursing*, 81(3), 1234–1245. <https://doi.org/10.1111/jan.17023>
20. Thapa, P. P., Rana, H., Ucar, Ö., Khana, J., & Amgain, K. (2023). Examining the Impact of Emotional Intelligence on Employee Well-Being and Employee Engagement in the Digital Era. *Journal of Karnali Academy of Health Sciences*, 6(1).
21. Ullah, R., Khan, A., & Riaz, T. (2024). Emotional Intelligence in the Workplace: Strategies for Enhancing Employee Performance and Satisfaction. *Social Science Review Archives*, 2(2), 259-271.
22. Wang, Y., & Zhang, L. (2025). Mindfulness practice and work performance: The mediating role of emotional intelligence. *Brain and Behavior*, 15(1), e70291. <https://doi.org/10.1002/brb3.70291>