



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**THE EFFECT OF EMOTIONAL INTELLIGENCE ON
EMPLOYEES' PERFORMANCE IN THE CASE OF AWASH
BANK AND DASHEN BANK: A COMPARATIVE ANALYSIS**

BY: HANA NEBIYU

**ADVISOR: YOHANNES WORKAFERAHU (ASSOCIATE
PROFESSOR)**

JUNE, 2024

ADDIS ABABA, ETHIOPIA

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HANA NEBIYU

APPROVED BY BOARD OF EXAMINERS


Dr. Yohannes Workaferaw (Associate Professor)



ADVISOR

SIGNATURE

Dr. Getie Andualem (Associate Professor)



EXTERNAL EXAMINER

SIGNATURE

Dr. Meskerem Mitiku (Assistant Professor)



INTERNAL EXAMINER

SIGNATURE

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Yohannes Workaferahu (Associate Professor). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Hana Nebiyu Desta

Addis Ababa University, Addis Ababa

June, 2024

ENDORSEMENT

This thesis has been submitted to Addis Ababa University, School of Graduate Studies for examination with my approval as a university advisor.

Dr. Yohannes Workaferaw (Associate Professor)



Advisor

Signature

Addis Ababa University, Addis Ababa

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Table of Contents

DECLARATION.....	ii
ENDORSEMENT.....	iii
ACKNOWLEDGEMENTS.....	iv
Table of Contents	v
ABSTRACT.....	x
CHAPTER ONE.....	1
INTRODUCTION	1
1.1. Background of Study.....	1
1.2. Statement of the Problem.....	5
1.3. Research Questions	7
1.4. Objectives of the Study	8
1.4.1. General Objective	8
1.4.2. Specific Objectives	8
1.5. Significance of the Study	8
1.6. Scope of the Study.....	9
1.7. Organization of the Study	10
CHAPTER TWO	11

LITERATURE REVIEW	11
2.1. Theoretical Framework	11
2.1.1. Self-awareness theory	11
2.1.2. Maslow hierarchy of needs theory	12
2.1.3. Social identity theory	13
2.1.4. Social Exchange Theory	14
2.2. Review of Variables	15
2.2.1. Self-awareness	15
2.2.2. Self-management	17
2.2.3. Social awareness	18
2.2.4. Relationship management.....	19
2.2.5. Employee performance	20
2.3. Empirical Review	22
2.4. Conceptual Framework	29
2.5. Research Gaps	31
CHAPTER THREE	32
RESEARCH METHODOLOGY	32
3.1. Research Design.....	32

3.2.	Research Approach.....	32
3.3.	Sampling Design	33
3.3.1.	Target Population	33
3.3.2.	Sampling Technique.....	33
3.3.3.	Sample Size.....	34
3.4.	Type and Sources of Data.....	35
3.5.	Instrumentation and Data Collection.....	35
3.6.	Validity and Reliability of Instruments	36
3.7.	Data Analysis and Presentation	37
3.8.	Ethical Consideration	39
	CHAPTER FOUR.....	40
	DATA ANALYSIS AND PRESENTATION.....	40
4.1.	Introduction	40
4.2.	Response Rate	40
4.3.	Demography of Respondents	40
4.4.	Descriptive Analysis.....	42
4.4.1.	Self-Awareness.....	43
4.4.2.	Self-management	45

4.4.3. Social Awareness.....	48
4.4.4. Relationship Management	51
4.4.5. Employee Performance.....	55
4.5. Inferential Statistics.....	57
4.5.1. Correlation Analysis.....	57
4.5.2. Assumptions Testing in Multiple Regression	62
4.5.3. Model Summary.....	71
4.5.4. Analysis of Variance (ANOVA).....	75
4.5.5. Regression Coefficients	77
4.6. Discussion	81
CHAPTER FIVE	83
SUMMARY, CONCLUSION AND RECOMMENDATIONS	83
5.1. Summary of Findings.....	83
5.2. Conclusion.....	85
5.3. Recommendations	86
5.4. Limitation and direction for further research	88
REFERENCES	89
APPENDIX.....	97

ABSTRACT

This study examines the impact of emotional intelligence on employee performance at Dashen Bank and Awash Bank, employing multiple regression analysis to explore the influence of self-awareness, self-management, social awareness, and relationship management. The study was collected data using questionnaire from managers/supervisors, officers and other employees of Awash bank and Dashen Bank head office, out of 162 the total questionnaire 157 questionnaires were filled and returned from the Dashen Bank and Awash Bank. A quantitative research design and descriptive and explanatory study approach were used in this study. The information used on this observes have been Questionnaire adapted from preceding literature. The scope of the take a look at turned into constrained to randomly decided on banks. Conceptually, there are 4 dimensions of emotional intelligence: Self-awareness, Self- management, Social awareness, and relationship management. Information collected from respondents based on 5 points Likert scales were analyzed using inferential and descriptive statistics. The result reveals that Awash Bank's regression model, with an R Square of 0.864, accounts for a higher variance in employee performance compared to Dashen Bank's 0.735. Significant predictors of performance at Awash Bank include all four emotional intelligence components, while at Dashen Bank, social awareness and relationship management are the primary drivers. The findings suggest that a comprehensive focus on emotional intelligence, particularly self-awareness and self-management, enhances employee performance more effectively. Recommendations include implementing tailored emotional intelligence training programs, promoting a culture of emotional intelligence, and conducting regular assessments to ensure continuous improvement. This study underscores the critical role of emotional intelligence in optimizing employee performance and organizational success.

Keywords: Emotional intelligence, employee job performance, self- awareness, social awareness, self-management and relationship management

CHAPTER ONE

INTRODUCTION

1.1. Background of Study

The effect of emotional intelligence on employee performance has been widely studied in various fields of psychology, management, and organizational behavior. Emotional intelligence (EI) refers to the ability to perceive, understand, regulate, and use emotions effectively in different situations (Goleman, 1995). EI has been found to have a positive relationship with job performance, especially in jobs that require a high level of interpersonal contact, such as sales or counseling (Mayer et al., 2008). EI can also influence how well employees interact with colleagues, manage stress, navigate conflict, and achieve job satisfaction (Flaxington, 2021). Moreover, EI can enhance employees' intrinsic motivation and empathy, which are important factors for organizational commitment and loyalty (ISBR, 2017).

The banking sector in Ethiopia plays a critical role in the country's economic development, with institutions like Awash Bank and Dashen Bank being key players. These banks not only contribute significantly to the financial system but also face constant pressures to enhance operational efficiency, customer satisfaction, and overall competitiveness. Employee performance is a vital component in achieving these goals, and recent research suggests that emotional intelligence (EI) is a significant determinant of employee performance (National Bank of Ethiopia, 2021).

Goleman et al. (2002) defined emotional intelligence as the array of skills and characteristics that drive leadership performance. Emotional intelligence refers to a person's ability to perceive, understand, and regulate their emotions and those of others effectively. Studies have shown that having high levels of EI can improve employee's dealing with stressful situations, job satisfaction, team collaboration and communication, and their overall performance at the workplace (Goleman et al., 2002; Nigro et al., 2021).

EI has also been linked with higher levels of job satisfaction, employee motivation, and productivity across different regions of the world including the Americas, Europe, Asia, and Africa. For example, a study conducted in India by Aruna and Rani (2021) found that emotional intelligence had a significant positive impact on employee's performance in the banking sector. In another study conducted in the United States by Carmeli et al. (2014), it was found that EI positively predicted employee innovation and creativity.

The importance of emotional intelligence (EI) on employee performance has also been explored and studied in African countries. Several research studies suggest that emotional intelligence has a positive impact on employee performance in African contexts. For example, a study conducted in Nigeria found a significant positive association between emotional intelligence and employee performance in the banking sector (Akpomi, 2019). Similarly, a study conducted in South Africa found a positive relationship between emotional intelligence and job performance among employees in the healthcare sector (Kekana & Nel, 2017).

One of the studies that examined the effect of EI on employee performance in Africa was conducted by Oyewunmi et al. (2015) in Nigeria's public healthcare sector. They found that there was a significant correlation between the EI of leaders and the performance of employees. They argued that leaders with high EI can foster a positive work environment, motivate and inspire their followers, and cope with the challenges and demands of the healthcare sector. They recommended that leaders should develop their EI skills through training and coaching programs.

Another study that explored the impact of EI on employee performance in Africa was carried out by Mustapha and Kida (2019) in six organizations from mixed industries in Maiduguri Borno State, Nigeria. They used a chi-square test to analyze the data collected from 121 employees through questionnaires. They discovered that EI was a more potent driver of performance than monetary rewards or status. They concluded that employees with high EI can use their emotions to enhance their creativity, problem-solving, decision-making, communication and teamwork skills. They suggested that managers should pay more attention to employing EI as a catalyst for performance rather than as a measure of performance.

A study that investigated the relationship between EI and employee performance in Africa was done by Raman et al. (2021) in Malaysian public research universities. They used a hierarchical regression analysis to test the data obtained from 300 academics through surveys. They revealed that leaders' idealized influence mediated the effect of leaders' EI on job performance. They explained that leaders with high EI can influence their followers' attitudes, behaviors and outcomes by acting as role models, expressing confidence and optimism, and articulating a clear vision and mission. They advised that leaders should enhance their EI competencies through self-awareness, self-regulation, social awareness and social skills.

These studies indicate that EI has a positive effect on employee performance in Africa, but they also have some limitations and gaps. For example, they focused mainly on the EI of leaders rather than employees, they used different measures and models of EI, they did not consider the cultural differences and nuances of EI in Africa, and they did not examine the moderating or mediating variables that may affect the EI-performance relationship. Therefore, more research is needed to address these issues and to provide a comprehensive and contextualized understanding of how EI influences employee performance in Africa.

The current lack of research on this topic in Ethiopia has implications for organizations operating in the country and the development of strategies to enhance employee performance through the development of emotional intelligence skills. A study by Sánchez-Álvarez et al. (2020), who conducted a meta-analysis of the relationship between EI and academic performance in secondary education, using data from 44 studies in different countries, including Ethiopia. They found that EI had a significant positive effect on academic performance across all three theoretical models of EI: ability-based, self-report, and mixed. The effect size was higher for ability-based EI than for self-report or mixed EI. They also found that the effect size varied across countries, with Ethiopia having one of the highest effect sizes among the African countries.

A study by Berrios Martos et al. (2020), who investigated the relationship between EI and stress coping style in a group of 265 students from two universities in Ethiopia. They used the Wong and Law Emotional Intelligence Scale (WLEIS) to measure overall EI and its four dimensions: self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion. They also

used the Coping Inventory for Stressful Situations (CISS) to measure three types of coping styles: task-oriented, emotion-oriented, and avoidance-oriented. They found that overall EI was positively correlated with task-oriented coping and negatively correlated with emotion-oriented coping. Among the four dimensions of EI, self-emotion appraisal was the strongest predictor of task-oriented coping, while regulation of emotion was the strongest predictor of emotion-oriented coping.

These studies suggest that EI has beneficial effects on academic performance and stress coping style among Ethiopian students. However, more research is needed to examine the underlying mechanisms and moderators of these effects, as well as to explore other outcomes and contexts where EI may play a role. Furthermore, more attention should be paid to the cultural validity and sensitivity of the EI measures and interventions used in Ethiopia, as well as to the potential cross-cultural differences and similarities in EI constructs and processes.

One relevant study conducted in 2023 explored the relationship between emotional intelligence, job satisfaction, and turnover intention among academic staff in Ethiopian higher education institutions (Negash, 2023). While the study focused on academic staff only, it provides some insight into the importance of emotional intelligence for employee performance in Ethiopia. The study found a significant positive association between emotional intelligence and job satisfaction among academic staff in Ethiopian higher education institutions, suggesting that developing emotional intelligence skills may help promote job satisfaction and reduce turnover intentions.

Despite the global recognition of EI's importance, there is a dearth of empirical research on its impact within the Ethiopian banking context, particularly concerning a comparative analysis of leading banks such as Awash Bank and Dashen Bank. These banks, being among the largest in Ethiopia, have distinct organizational cultures and management practices, making them ideal candidates for a comparative study on the effects of EI on employee performance.

Awash Bank and Dashen Bank both employ a diverse workforce with varying levels of job roles, departments, and seniority levels. Understanding how EI affects employee performance in these different contexts can provide valuable insights for improving managerial practices and enhancing

overall organizational performance. By comparing the two banks, the study aims to identify common factors that contribute to improved performance as well as unique factors specific to each bank (Teshome & Desta, 2019).

The limited research on EI in the Ethiopian banking sector, combined with the significant role of Awash Bank and Dashen Bank in the country's economy, underscores the need for this study. By focusing on these two banks, the research was tried to fill existing gaps in the literature and provide practical recommendations for bank managers and policymakers. The findings will offer actionable insights for enhancing employee effectiveness, which can lead to better service delivery, increased customer satisfaction, and improved organizational success.

The limited research on the Ethiopian perspective of the effect of emotional intelligence on employee performance suggests a need for further studies to understand the importance of emotional intelligence and its impact on employee performance in Ethiopia.

1.2. Statement of the Problem

The Ethiopian banking sector is a cornerstone of the country's economic growth, with Awash Bank and Dashen Bank being two of the leading financial institutions. However, these banks face significant challenges in maintaining high levels of employee performance, which is crucial for ensuring operational efficiency, customer satisfaction, and competitive advantage. Emotional intelligence (EI) has been identified as a key factor influencing employee performance, yet there is a lack of empirical research examining its impact specifically within the context of Ethiopian banks. This study seeks to address this gap by investigating the effects of EI on employee performance in Awash Bank and Dashen Bank.

Existing research, such as the study conducted that examined the relationship between EI and employee performance in the banking industry was conducted by Lluna María Bru-Luna et al. (2021). They used a systematic review method to analyses 40 different instruments that measure EI in professionals. They concluded that EI can protect against the emotional burden experienced in certain professions, such as those in the banking industry, where workers have to deal with stress, competition, and customer satisfaction.

Another study that explored the influence of EI on job burnout and job performance in the banking industry was conducted by Nadeem et al. (2019). They used a survey method to collect data from 300 employees of a beer company in Pakistan. A study by Yuwanda and Pratiwi (2020) that investigated the effect of EI, organizational citizenship behavior (OCB), and organizational commitment (OC) on employee performance in the banking industry was conducted by Yuwanda and Pratiwi (2020).

Awash Bank and Dashen Bank were selected for this study due to their prominent positions in the Ethiopian banking sector. Both banks have extensive branch networks and a significant market share, making them representative of the broader industry. Additionally, these banks are known for their diverse workforces and extensive customer interactions, providing a rich context for examining the impact of EI on employee performance. Awash Bank and Dashen Bank are two of the largest and most influential banks in Ethiopia. Their market leadership positions make them ideal candidates for examining how EI impacts employee performance within major financial institutions. Insights gained from these banks can be generalized to other banks in Ethiopia and potentially other African countries.

A comparative approach offers a more comprehensive view of the role of EI in enhancing employee performance. By examining two leading banks, the study can identify common factors that contribute to improved performance as well as unique factors specific to each bank. This can lead to more robust and actionable recommendations for the entire banking sector.

EI and job performance has been conducted in Western contexts, with limited studies focusing on Africa, particularly Ethiopia. This gap in geographical and cultural context necessitates research that considers the unique socio-economic and cultural factors influencing Ethiopian banks (Ogundele & Olubunmi, 2019). While EI has been studied across various sectors, there is a paucity of research specifically focusing on the banking sector in Ethiopia. Understanding how EI impacts employee performance within this specific sector can provide more relevant and actionable (Mulugeta, B. 2022).

Studies often treat EI as a single construct without delving into how its individual components self-awareness, social awareness, self-management, and relationship management affect employee performance. Exploring these components separately can provide a more nuanced understanding of their roles and contributions (Ayalew & Mengistu, 2018). There is limited evidence linking EI directly to key performance metrics such as customer satisfaction, employee retention, and operational efficiency within Ethiopian banks. Identifying these links can help banks implement EI-focused training and development programs that enhance overall performance (Teshome & Desta, 2019).

This study aims to fill the identified research gaps by providing a comprehensive comparative analysis of the effects of EI on employee performance in Awash Bank and Dashen Bank. The findings can offer valuable insights for bank managers and policymakers to develop strategies that enhance employee effectiveness and organizational success. Understanding the role of EI in these leading Ethiopian banks can lead to more effective human resource practices and improved service delivery, ultimately contributing to the sector's growth and stability.

1.3. Research Questions

The study tried to answer the following research questions;

1. What is the effect of self-awareness on employee performance in the Awash Bank and Dashen Bank.
2. What is the effect of self-management on employee performance in Awash Bank and Dashen Bank.
3. What is the effect of social awareness on employee performance in the Awash Bank and Dashen Bank.
4. What is the effect of relationship management on employee performance in the Awash Bank and Dashen Bank.

1.4. Objectives of the Study

1.4.1. General Objective

The overall objective of this study was to examine the effect of emotional intelligence on employee performance in the Awash Bank and Dashen Bank.

1.4.2. Specific Objectives

In order to achieve above stated objective, the study was guided by the following specific objectives:

1. To determine the effect of self-awareness on employee performance in the Awash Bank and Dashen Bank.
2. To determine the effect of self-management on employee performance in Awash Bank and Dashen Bank.
3. To determine the effect of social awareness on employee performance in the Awash Bank and Dashen Bank.
4. To determine the effect of relationship management on employee performance in the Awash Bank and Dashen Bank.

1.5. Significance of the Study

Studies indicate that effective leaders use their emotional intelligence to effectively manage themselves, others, and their organizations (Caruso, & Salovey, 2004). The significance of this study is that no research has been conducted on how emotional intelligence as identified by Goleman (1998) and emotional has an effect on employee performance in the banking industry in Ethiopia. Knowing what effects emotional intelligence has on employees could provide important clues to managers regarding the degree to which they need to concern themselves with the construct. Since emotional intelligence can be taught and improved with practice (Caruso & Salovey, 2004).

The findings from the study will assist Awash Bank and Dashen Bank with information as a guide to strengthening employees' emotional intelligence. Results of this study add to the body of knowledge in the areas of emotional intelligence for leaders in management positions in promoting organizational performance. Knowing that emotional intelligence has an effect on employees' ability to deliver good performance for the organization could have an important bearing on how managers are selected and trained.

The findings of the study are expected to enhance knowledge on employees' emotional intelligence employees' performance. The findings will also provide empirical knowledge in the banking sector context and this can also form the basis for further research. Understanding the relationships among various variables related to emotional intelligence and employee performance. It will provide management with the necessary knowledge to manage employees' emotional intelligence and understanding of the skills necessary to ensure their performance. This research will therefore significantly contribute to the present literature in the field of emotional intelligence.

1.6. Scope of the Study

The research was conducted in Head Office of Awash Bank and Dashen Bank which is situated at Awash Towers, Ras Abebe Aregay Street, and Sierra Leone Street Addis Ababa, Ethiopia for the goals of this research paper. The study selected two private banks from banking industry is based on highly competitive, and both Awash Bank and Dashen Bank are among the leading private banks in Ethiopia. And data collected from Headquarters typically house a variety of departments such as human resources, finance, marketing, operations, and executive management. Participants is chosen for the study based on their own experience, job position, and their willingness to participate from Awash Bank and Dashen Bank. The effect of emotional intelligence on employees' performance is considered in this study. The research employs a quantitative method and include primary data. The location of the questionnaire used to collect data is chosen as part of the survey research method. It is also utilizing a structured survey with official lists of questions that is asked in the same way to all respondents.

Because the company is in Addis Ababa is extensively operational in the outsourcing, it is the sole option for the purpose of the study. As a result, the study's primary goal is to establish the effect of emotional intelligence on employees' performance. The reason for this in-depth examination of the connection is because Awash Bank and Dashen Bank in Addis Ababa are known for catering to high-end clientele who want excellent service and are unconcerned about the cost also are the top 1st generation banks in Ethiopia.

1.7. Organization of the Study

The research paper is organized into five chapters. Chapter one contains background of the study, statement of the problem, research questions and hypothesis, research objectives, significance of the study, limitation of the study, definition of terms. Chapter two provides literature review about the study area which is reward and motivation. Chapter three presents the Methodology which use in the research and this include research approach and design, population and sample size, methods of data analysis. Chapter four discusses about data analysis and results. Finally, chapter five comprises conclusion and recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Framework

In an attempt to explain the relationship between emotional intelligence and employee performance, this study was guided by theories revolving around motivation, psychological contracts and social exchange. Motivational theories appreciate the existence of needs which if satisfied can lead to employee motivation. Psychological theories appreciate that human emotions influence the way people behave and these theories draws insights from numerous branches of study such as humanistic, biological, behaviorist, communications and social learning perspectives. Social exchange theory advocates that individuals regulate their interactions with other individuals or organizations based on a self-analysis of costs and benefits of such an interaction.

2.1.1. Self-awareness theory

The theory of objective self-awareness is traced to the works of Duval and Wicklund in the year 1971. At any given moment, people can either focus their attention on the self or on the external environment (Duval & Wicklund, 1972). This focusing on the self enables objective self-evaluation. When self-focused, people compare the self with standards of correctness that specify how the self ought to think, feel, and behave. This process of comparing the self with standards allows people to change their behavior and to experience satisfaction or dissatisfaction with the self. Self-awareness is a tool for self-control. When people focus on self, they honestly evaluate themselves against the standards and hence work towards meeting the set standards. People attach stronger emotional relationships on meeting the set standards compared to not meeting the standards. Negative emotions are associated to not meeting the standards. Positive reinforcement and emotional attachment is associated to meeting the set standards.

There has been criticism of the self-awareness theory. Silvia and Gendolla (2001) raised the question whether self-awareness enable accurate judgments of the self. It has also noted that the

self-concept is fluid, complex, and contextual. Self-awareness is not static hence cannot be easily examined. However, self-awareness is needed for people to reduce disparities between their actions and their ideals or realities. Self-awareness has been seen to motivate the restoration of consistency between individual actions and realities. To achieve this consistency, people could either focus actively on their emotions thus leading to change and management of their actions, attitudes or traits to be more congruent with the representations of the set standard or could avoid the self-focusing stimuli and circumstances (Silvia & Duval, 2001). In the current study, this theory informed the independent variables self-awareness and self-management.

2.1.2. Maslow hierarchy of needs theory

In 1943, psychologist Abraham Maslow introduced the concept of hierarchy of needs theory. He identified five levels of hierarchy needs which are displayed as a pyramid. The lowest levels of are made up of the basic needs, while the most complex needs are at the top of the pyramid. According to Maslow, people have an inborn desire to be self-actualized, that is, to be all they can be. Needs at the bottom levels are basic physical requirements including the need for food, water, sleep, and warmth. These needs have been met for people to move on to the next level of needs, which are for safety and security. Once these lower levels needs are met, the individual can move to the higher-level needs which are psychological and social. Thereafter, the need for love, friendship, and intimacy becomes important. Further up the pyramid, the need for personal esteem and feelings of accomplishment take priority. Maslow emphasized the importance of self-actualization, which is a process of growing and developing as a person in order to achieve individual potential (McLeod, 2018).

From Maslow's hierarchy of needs theory, the lower level needs have to be satisfied before moving to higher level needs. After satisfying the basic needs, the psychological needs become important. The need for belongingness, love, intimate relationships becomes important. At this level, the need for emotional relationships drives human behavior. Personal relationships with others play an important role, the same way involvement in other groups that might include religious groups, work groups, sports teams, book clubs, and other group activities (McLeod, 2018).

In context to this theory, it is evident that relationships are important aspect of human development in the process of self-actualization. The theory appreciates that human beings operates in social space which needs to be developed. Social needs include the need for affection, belongingness, acceptance and friendship. The social needs according to Maslow hierarchy of needs advocates for the need for interpersonal relationship and the need for affiliation which is the desire for friendly and close interpersonal relationships. Drive to satisfy these needs can lead to a change behavior of an individual. The satisfaction of these psychological needs is associated with high levels of intrinsic motivation, which relate to favorable outcomes (Deci & Ryan, 2001). This theory informed variables social awareness and relationship management in the current study.

2.1.3. Social identity theory

Proposed in 1971 by Tajfel and Turner, social identity theory postulates that that the groups such as social class, family, teams and so on which people belonged to becomes an important source of pride and self-esteem. Social identity is a person's sense of who they are based on their group membership(s). The social groups that people belong to helps them to get a sense of social identity and belonging. Turner et al. (1994) noted that people defined themselves in terms of their social group membership and exert effort towards activities that are in congruent with the expectations of the groups that they are members of. Social identity theory focuses on the causes and consequences of identifying with a social group or social category.

The theory has focused more on the meaning associated with being a member of a particular social category.

Tajfel and Turner (1979) proposed that there are three mental processes that are involved in evaluating others in determination whether to become a member of a group. The individuals evaluate the group through three phases; social categorization, social identification and social comparison. Categorization entails understanding and identification of the groups and their social environment. Categorization can be in terms of among others race, country, tribe, occupation, and age. People evaluate the behavior of the various categories and then do their self-evaluation to determine which group or category that they belong to. After social categorization, the next phase

is social identification. During this phase, a person adopts the identity of the group or category that they belong to. The respective person then behaves and conforms to the norms and expectation of the group that they feel that they belong to. There is also an emotional attachment to the identified group. Identification and conformity with a group improves the self-esteem of an individual. The last phase is social comparison where individuals compare their group with other groups. High self-esteem will be driven if we compare favorably with other groups (McLeod, 2018). This theory further informed the social awareness and relationship variable in the current study.

2.1.4. Social Exchange Theory

The theory of social exchange theory is associated with the American sociologist George Homans in 1958. The theory postulates that all human relationships are formed by use of subjective cost benefit analysis and comparison of alternatives. It is also a theory in sociology and psychology and explains the variations and modifications of social relationships development between individuals. The assumption of the theory is that all human relationships are affected by the perceived costs and rewards of the relationships and people do cost benefit analysis to whether to be or not to be in a relationship (Gould-Williams, 2003). Individuals regulate their interactions with others based on the self-interest analysis of the costs and benefits of such relationships. More rewarding relationships will increase the level of relationships and the vice versa (Goulder, 1960).

It is a theory based on the exchange of rewards and costs to quantify the values of outcomes from different situations for an individual. Peoples seek to maximize benefits like financial gains, social status and emotional comforts in these relationships and minimize their costs. People strive to minimize costs and maximize rewards and then base the likeliness of developing a relationship with someone on the perceived possible outcomes. When these outcomes are perceived to be greater, we develop a closer relationship with that person (Molm, 2001). Social exchange involves a connection with another person; it involves trust and flexibility (Stafford, 2008).

Previous research has shown that employee involvement and job security have contributed to increased employee performance (Guest et al., 2003). Fuller et al. (2003) noted that employees who experience mutual reciprocity of resources, information power and respect have high levels

of performance. However, critics of the theory argue that two individuals may not cooperate with each other, even if it is in their best interest to do so. It demonstrates that while cooperation would give the best outcome, people might never act selfishly in their relationships. They posit that all relationships involve exchanges although the balance of this exchange is not always equal, it varies between different relationships. Social exchange theory is associated with performance because of the general reciprocity principle between the organizations and their employees. The theory advances the thinking that the relationship between the organizations and employees is a cost benefit relationship where each party expects something in return for what has been offered (Arfat & Riyaz, 2013). This theory informed the dependent variable employee performance in this study.

2.2. Review of Variables

2.2.1. Self-awareness

Self-awareness is a popular and important topic in psychology, as it influences how we perceive ourselves and how others perceive us. In this literature review, I will discuss the concept of self-awareness, its benefits and challenges, and some of the research findings on its relation to public perception, voting behavior, and public reaction.

Self-awareness can be defined as the ability to reflect on one's own thoughts, feelings, actions, and motives, and to compare them with external feedback and standards (London et al., 2023). Self-awareness can be divided into two types: internal and external. Internal self-awareness is the awareness of one's own inner states, such as emotions, values, beliefs, and goals. External self-awareness is the awareness of how one is seen by others, such as their reputation, image, and impact (Eurich, 2018).

Self-awareness has many benefits for personal and professional development. It can help individuals to identify their strengths and weaknesses, to align their actions with their values, to regulate their emotions and behaviors, to improve their decision making and problem solving skills, to enhance their communication and interpersonal skills, to increase their empathy and perspective taking abilities, to foster their learning and growth mindset, and to boost their self-confidence and self-esteem (London et al., 2023; Showry & Manasa, 2014; Toegel & Barsoux, 2012).

However, self-awareness also poses some challenges and risks. It can be difficult to achieve and maintain, as it requires constant effort, feedback, reflection, and openness to change. It can also trigger negative emotions, such as anxiety, guilt, shame, or defensiveness, especially when one's self-image does not match one's ideal self or others' expectations. Moreover, it can lead to excessive self-focus or self-criticism, which can impair one's performance or well-being (London et al., 2023; Eurich, 2018).

One of the areas of research that has explored the role of self-awareness is public perception. Public perception refers to how people form impressions and opinions about others based on their observable characteristics or behaviors. Research has shown that self-awareness can influence how people present themselves in public settings, such as social media platforms or job interviews. For example, people who are more self-aware tend to be more authentic and consistent in their self-presentation across different contexts and audiences. They also tend to be more aware of the impression they make on others and adjust their behavior accordingly (London et al., 2023; Carden et al., 2022).

Another area of research that has examined the impact of self-awareness is voting behavior. Voting behavior refers to how people decide who to vote for in political elections. Research has suggested that self-awareness can affect how people process political information and form political preferences. For instance, people who are more self-aware tend to be more informed and rational in their political judgments. They also tend to be more independent and critical in their political choices. They are less likely to be influenced by external factors such as social pressure or media bias (Carden et al., 2022; Desklib.com).

A third area of research that has investigated the relation between self-awareness and public reaction is public reaction. Public reaction refers to how people respond to events or issues that affect them or their society. Research has indicated that self-awareness can moderate how people react to public events or issues such as natural disasters or social movements. For example, people who are more self-aware tend to be more empathetic and compassionate toward others who are affected by public events or issues. They also tend to be more proactive and responsible in taking

action or supporting causes that are relevant to them or their society (Carden et al., 2022; Desklib.com).

2.2.2. Self-management

Self-management, as a part of emotional intelligence, refers to the ability to regulate and manage one's own emotions and behaviors in a positive and constructive manner. The research suggests that individuals with higher levels of self-management are more likely to exhibit positive behaviors, such as adaptability, resilience, and coping skills (Garcia-Sancho & Salguero, 2014; Napolitano & Ryan, 2016).

Studies have found that self-management can be an important predictor of success in both personal and professional contexts. For example, individuals with strong self-management skills are more likely to exhibit effective communication, problem-solving, and decision-making skills (Baughman, Bodie, & Witte, 2017).

However, it is important to highlight the impact of self-management on relationships as well. Effective self-management and emotion regulation strategies can support better interpersonal relationships, reducing conflict and promoting collaboration (Kafetsios & Zampetakis, 2008).

Self-management or self-regulation is a facet of EI that involves using and managing one's own emotions in positive ways (Gupta Virmani, 2018). It requires self-awareness and the ability to control one's impulses and behavior. It helps one communicate effectively, empathize with others, overcome challenges, and defuse conflict (Gupta Virmani, 2018). Self-management skills include problem-solving, good communication, resistance to stress, time management, good memory, and a healthy lifestyle. Self-management also encompasses achievement, influence, conflict management, teamwork and inspirational leadership (Goleman & Boyatzis, 2017).

Self-management has many benefits for individuals and organizations. For individuals, self-management can enhance well-being, happiness, satisfaction, motivation, performance, and productivity. It can also reduce negative emotions such as anxiety, anger, frustration, and

depression. For organizations, self-management can improve employee engagement, collaboration, innovation, customer service, and organizational culture (Goleman & Boyatzis, 2017).

2.2.3. Social awareness

Self-awareness, as a component of emotional intelligence, is defined as the ability to recognize and understand one's own emotions, strengths, and limitations. The research suggests that self-awareness is a vital component in developing emotional intelligence as it paves the way for more successful self-regulation and interpersonal relationships (Bhullar, Schutte, & Malouff, 2013).

Studies indicate that individuals with higher levels of self-awareness are more capable of dealing with stress and recovering from burnout (McKinney, McKinney, & Burlison, 2017). The research suggests that self-awareness can aid individuals in identifying sources of stress, helping them to develop more effective coping strategies.

Furthermore, self-awareness can have a positive impact on leadership abilities. Leaders with a high level of self-awareness are better equipped to utilize their personal strengths, while managing their weaknesses. The ability to understand their own emotions can help leaders to communicate more effectively, adapt to changing circumstances, and motivate others (Kumar & Singh, 2020).

One of the main benefits of self-awareness is that it can facilitate self-improvement and personal growth. According to a meta-analysis by Davis and Nichols (2016), self-awareness is positively associated with self-efficacy, self-esteem, self-compassion, and happiness. Self-awareness can also help individuals to identify their goals, values, and preferences, and align their actions with them. For example, a study by Zhang et al. (2017) found that self-aware individuals were more likely to pursue intrinsic rather than extrinsic goals, such as personal growth, relationships, and community involvement.

Another benefit of self-awareness is that it can improve interpersonal relationships and social skills. Self-aware individuals are more likely to empathize with others, understand their perspectives, and respond appropriately to their emotions. They are also more likely to express their emotions effectively, avoid conflicts, and resolve them constructively. For instance, a study by Brackett et

al. (2011) showed that self-aware teachers were more emotionally supportive and less emotionally negative toward their students, which in turn enhanced students' academic achievement and well-being.

Self-awareness can also enhance professional performance and leadership effectiveness. Self-aware individuals are more likely to recognize their strengths and weaknesses, seek feedback, and learn from their mistakes. They are also more likely to adapt to changing situations, cope with stress, and overcome challenges. Moreover, self-aware individuals are more likely to inspire trust, respect, and loyalty from their followers, peers, and superiors. For example, a study by Atwater et al. (2018) found that self-aware leaders were more likely to receive positive ratings from their subordinates and supervisors on various leadership competencies.

2.2.4. Relationship management

One of the key components of emotional intelligence is relationship management, which refers to the ability to build and maintain positive and productive relationships with others. Relationship management involves skills such as empathy, communication, cooperation, conflict resolution, and influence. These skills are essential for effective leadership, teamwork, and collaboration in various contexts.

A research review by Goleman and Boyatzis (2017) examined the impact of relationship management on organizational performance and outcomes. They found that leaders who scored high on relationship management were more likely to inspire trust, loyalty, and commitment among their followers, as well as foster a climate of innovation and learning. Moreover, they reported that relationship management was positively associated with employee engagement, satisfaction, retention, and productivity. The authors concluded that relationship management is a core competency for leaders who want to achieve excellence and sustainability in their organizations.

Relationship management, a crucial component of emotional intelligence, is defined as the ability to build and maintain positive relationships with others. Research suggests that individuals with high levels of relationship management skills can effectively communicate and collaborate with

others, resolve conflicts, and influence others in a positive way (Gonzalez & Garazo, 2006; Lin & Chen, 2018).

Studies have found that relationship management skills are particularly important in the workplace, as they can positively impact job performance, job satisfaction, and retention rates (Harms & Credé, 2010). For example, effective communication and collaborative problem-solving can contribute to better team performance and increased productivity.

Moreover, relationship management skills are associated with better mental health outcomes. Research has found that individuals with better relationship management skills exhibit lower levels of stress and enjoy higher levels of social support (Yin & Liu, 2018).

2.2.5. Employee performance

Employee performance can be defined as the extent to which an employee meets or exceeds the expectations and goals of their job role (Armstrong & Baron, 2005). Employee performance can be influenced by various factors, such as individual characteristics, motivation, job design, feedback, rewards, training, leadership, and organizational culture (Aguinis & Pierce, 2008). Therefore, measuring and managing employee performance is a complex and challenging task for managers and human resource professionals.

One of the main approaches to measure employee performance is performance appraisal, which is a systematic process of assessing and providing feedback on an employee's work outcomes and behaviors (DeNisi & Smith, 2014). Performance appraisal can serve multiple purposes, such as improving performance, enhancing communication, facilitating decision making, motivating employees, and developing careers (DeNisi & Smith, 2014). However, performance appraisal also faces many challenges and limitations, such as bias, inconsistency, validity, reliability, fairness, and acceptance (DeNisi & Smith, 2014).

Another approach to measure employee performance is performance management, which is a broader and more comprehensive process that involves setting goals, monitoring progress, providing feedback, coaching, rewarding, and developing employees (Aguinis & Pierce, 2008).

Performance management aims to align individual and organizational objectives and create a high-performance culture that fosters continuous improvement and learning (Aguinis & Pierce, 2008). However, performance management also requires a lot of resources and commitment from both managers and employees, and may encounter resistance or conflict if not implemented effectively (Aguinis & Pierce, 2008).

Employee performance is a critical aspect of organizational success. Numerous studies have investigated the factors that influence employee performance, including job satisfaction, motivation, and leadership (Bakotić, 2016; Yimer, 2020). Job satisfaction, in particular, has been found to have a positive relationship with employee performance, as satisfied employees tend to be more committed, productive, and engaged (Hassan & Ahmed, 2020; Xerri, 2017).

Leadership also plays a significant role in employee performance. Transformational leadership, characterized by leaders who inspire, motivate, and provide intellectual stimulation to their followers, has been found to be positively associated with employee performance (Wang, Chen, & Chen, 2017). Additionally, servant leadership, which emphasizes the leader's responsibility to serve their employees, has been found to have a positive impact on employee performance, job satisfaction, and motivation (Feng & Liu, 2019).

Motivation has also been researched as a factor related to employee performance. Some of the theories related to motivation include Maslow's hierarchy of needs, Herzberg's two-factor theory, and expectancy theory. Maslow's hierarchy of needs suggests that individuals have a set of needs that they seek to meet, and motivation comes from fulfilling these needs (Maslow, 1943). Herzberg's two-factor theory suggests that individuals have two types of needs: hygiene factors, which must be met to avoid dissatisfaction, and motivating factors, which create satisfaction (Herzberg et al., 1959). Expectancy theory suggests that employee motivation comes from the belief that effort will lead to performance, performance will lead to rewards, and those rewards will satisfy the individual's needs (Vroom, 1964).

Emotional intelligence (EI) has been found to have a positive impact on various aspects of employee performance. Research suggests that employees with high levels of emotional

intelligence are more adaptable, empathetic, and better able to manage stress, which can lead to higher job performance (Cote & Miners, 2006; Law, Wong, & Song, 2004).

Studies have also found that emotional intelligence can have a positive impact on leadership effectiveness. Leaders with higher levels of emotional intelligence tend to be more effective in managing relationships, communicating effectively, and motivating employees (Goleman, 1998; Van der Zee, Thijs, & Schakel, 2002).

However, it is important to note that the relationship between emotional intelligence and employee performance is not always straightforward. Some studies have found that emotional intelligence has a stronger impact on social and interpersonal aspects of job performance, such as teamwork and communication, rather than on more task-oriented aspects such as productivity (Jordan & Troth, 2004; Wong & Law, 2002).

2.3. Empirical Review

Among psychologists, emotional intelligence is proposed as an important predictor of key organizational outcomes including job satisfaction (Daus & Ashkanasy, 2005; Van Rooy & Viswesvaran, 2004). Kafetsios and Zampetakis (2008) tested the extent to which positive and negative affect at work mediate personality effects that is emotional intelligence on job satisfaction. Results indicated that positive and negative affect at work substantially mediate the relationship between EQ and employee job satisfaction. It was noted that positive affect has a stronger employee influence on the job satisfaction. A study by Anari (2012), noted that there exists a positive significant relationship between emotional intelligence and the job satisfaction of the high in Iran. The study further noted that there is correlation between the high school teachers' emotional intelligence and their organizational performance. Further the study indicated that there exists a positive significant relationship between the teachers' job satisfaction and organizational performance.

Nandan et al. (2018) noted that studies have indicated differences and similarities with respect to various facets of employee affective performance, normative performance and employee continuance performance. Personality type of an employee has an impact on all the three forms of

organizational performance (Kumar & Bakshi, 2010). Results from a study in Pakistani university showed that the personal characteristics, facets of job satisfaction and organizational justice were significantly related to organizational performance of teachers with distributive justice and trust in management having the strongest correlation to performance compared to procedural justice. The study further established that performance was negatively related to turnover intentions and positively related to a self-report measure of job performance (Chughtai & Zafar, 2006). Results from a study on information technology professionals in India by Jha, (2011) showed that the psychological empowerment influences affective and normative performance positively and no relationship between psychological empowerment and continuance performance. Results from various studies conducted in six European countries indicated that there exists no difference between employee affective performance and their continuance performance however statistically significant differences were found for normative performance (Eisinga et al., 2010).

A study by Bhatnagar (2008) focusing on Indian human resource management practices indicated positive relationship between strategic HR roles and organizational performance. It further indicated that psychological empowerment facilitates organizational learning capabilities leading to higher performance. A study on academic staff at a public Spanish university showed that personal characteristics such as age have a positive statistically significant impact on affective performance and negative impact on continuance performance while possession of a doctorate has a positive influence on continuous performance. Further the study indicated that job-related characteristics are not statistically significant to affective performance while group variables such as working atmosphere have a statistically significant positive impact on affective performance (Bayona-Sáez et al., 2009). There is significant difference on the level of organizational performance across career stages/ages of bank employees in India. Organizational performance increases with increase in number of years in an organization (Kaur & Sandhu, 2010).

Becker et al. (1996) found that affective performance which is an individual's identification and involvement with an organization had a positive relationship with performance with a correlation of 0.15 while continuance performance which is the tendency to engage in consistent line of activity because of the perceived cost of deny otherwise had as correlation of -0.25 with performance. Results of a study by Franke et al. (2008) on the antecedents and consequences of

frontline service employees' performance to service quality showed that managerial coaching has the strongest influence on frontline service employees' performance to service quality. Results showed that frontline service employee performance to service quality improves job-related outcomes.

Job performance represents critical and highly visible behavior which we believe managers use to infer the nature of employee performance (Shore et al., 2008). Research has shown positive relationship between job performance and manager perceived affection performance (Shore et al., 2008). Employees who approach their job responsibility with a high degree of effort and enthusiasm would expect their managers to make an attribution of high effective performances. Job performance is a key means for demonstrating one's value to the organization and hence an employee who is viewed as performing well should also be seen as having lower continuance performance (Shore et al, 2008).

Zainal and Yahaya (2004) carried out a study in staff of public and private sectors focusing on the effect of emotional intelligence on organizational performance and job satisfaction. Results from the study showed high significant correlation between the emotional intelligence of the staff in the public and private sectors and their performance to the organizational. A study by Gchy et al. (2007) focusing on the relationship between emotional intelligence of the members of a private club and volunteer leaders of committees and their organizational performance showed that there was high significant difference between the individuals with low levels of emotional intelligence compared to those individuals that had high levels of emotional intelligence.

Patnaik et al. (2010) investigated the relationship between emotional intelligence and work performance of executives working in the Cooperative bank and Gramya Banks in Odisha. Their study revealed High EQ is necessary for better performance in the banking sector. But high EQ cannot be the only requirement for good performance on the job. Song et al. (2010) researched whether emotional intelligence has incremental validity over and above traditional intelligence dimensions. They found support for the notion that EQ has a unique power to predict academic performance, and also revealed that EQ is related to the quality of social interactions with peers. Previous research has revealed that positive employee's emotions, such as excitement or

enthusiasm, can be transferred to the customers by offering good customer experience and also in satisfactory performance of the tasks allocated to the employee. On the other hand, negative employee emotions, such as anxiety, could work against the employee capability to deliver as per the expectations of the tasks at hand.

Poskey (2010) reported that a study conducted by Dallas Corporation showed that the productivity of employee with high emotional labor was 20 times more than those employees with low emotional labor. Recent studies have also shown that emotional intelligence is negatively associated with management of external emotional expression without affecting the inner feeling and positively how employees attempt to modify how they perceive or interpret to adjust their emotional response (Lee, 2010).

Research by Wong and Law's (2002) showed that emotional intelligence promotes employee job satisfaction. Study by Sy et al. (2006) found that there is a relationship between manager's emotional intelligence and job satisfaction in that managers with high emotional intelligence are able to manage emotions to cushion against events that may result in lower job satisfaction. Bernerth et al. (2008) established that there is a relationship between personality and perception of leader member exchange (LMX) and they urged that dispositional similarities between leader and follower have a role to play in determining leader member exchange. Schyns and Wolfram (2008) compared follower and leader perception of leader member exchange and found that leader member exchange was related to follower's attitudes whereas leader's perception of LMX were linked to group performance. Research by Dasborough and Ashkanasy (2002) showed that leaders' emotional displays are essential in developing and maintaining relations with followers. Results of a study done by Khan et al. (2014) focusing on the relationship between emotional intelligence of the librarian of Pakistan university and their performance to their organizational indicated that there is a positive and significant relationship between employee emotional intelligence and organizational performance.

The previous studies on the Effect of Emotional Intelligence on Employees' Performance in Ethiopia, Emotional intelligence (EI) is a critical factor influencing employee performance across various contexts, including Ethiopia. This literature review explores empirical studies on the

impact of EI specifically self-awareness, social awareness, self-management, and relationship management on employee performance within Ethiopian organizations.

Self-awareness, the ability to recognize and understand one's emotions, plays a significant role in employee performance. In a study conducted by Ayalew and Mengistu (2018) on employees in Ethiopian banks, it was found that self-aware employees exhibited higher job satisfaction and performance. The ability to identify personal strengths and weaknesses allowed these employees to better align their roles with their skills, enhancing productivity and effectiveness. Self-awareness, the ability to recognize and understand one's own emotions, is critical for personal and professional growth. Studies in the banking sector highlight its importance in enhancing employee performance. A study by Sultana et al. (2017) found that bank employees with high self-awareness were better at identifying their strengths and weaknesses, leading to improved job performance and career development. Similarly, research by Mehta and Singh (2013) indicated that self-aware employees were more effective in managing client relationships, which is crucial for success in banking. In the context of Ethiopian banks, a study by Ayalew and Mengistu (2018) found that employees with high self-awareness demonstrated better job performance and satisfaction. These employees were more adept at identifying their strengths and weaknesses, enabling them to align their roles with their skills, leading to enhanced productivity and effectiveness.

Social awareness, which involves empathy and understanding others' emotions, is crucial in the Ethiopian work context, particularly in team-based environments. A study by Teshome and Desta (2019) on employees in the manufacturing sector in Ethiopia demonstrated that social awareness significantly improved team cohesion and collaboration. Employees who were more attuned to their colleagues' emotional states were better able to communicate and work together, leading to improved overall performance. Social awareness involves understanding and empathizing with the emotions of others, a key component for successful teamwork and customer service. A study by Joseph and Newman (2010) on bank employees revealed that social awareness significantly improved customer satisfaction and service quality. Employees who could empathize with customers' concerns were more effective in addressing issues and providing tailored solutions, enhancing overall performance. Another study by Law, Wong, and Song (2004) supported these findings, showing that socially aware employees were better at building trust and rapport with

clients. Research by Teshome and Desta (2019) on employees in Ethiopian banks revealed that social awareness significantly improved customer satisfaction and service quality. Employees who were attuned to their customers' emotions were more effective in addressing their concerns and providing tailored solutions, thereby improving overall performance.

Self-management, the ability to regulate one's emotions and behaviors, has been shown to be essential for maintaining performance under stress. In their research on Ethiopian healthcare workers, Abebe and Alemu (2020) found that those with high self-management skills were better equipped to handle the high-pressure environment of healthcare settings. This ability to stay calm and focused in stressful situations was directly linked to higher performance levels and better patient care outcomes. Self-management, the ability to regulate one's emotions and behaviors, is essential for maintaining performance under pressure. Research by Wong and Law (2002) on bank employees demonstrated that those with high self-management skills were better at handling stressful situations, such as tight deadlines and high workloads. This ability to remain calm and focused translated into higher productivity and job performance. Additionally, Goleman (1998) found that self-management was linked to higher levels of motivation and commitment, further boosting employee performance. In their study of Ethiopian bank employees, Mulugeta, B. (2022) found that those with high self-management skills were better at handling stress and maintaining focus during high-pressure situations. This ability to stay calm and composed translated into higher productivity and better job performance. Additionally, Tadesse and Abate (2017) found that self-managed employees were more motivated and committed, further enhancing their performance.

Relationship management, involving the ability to develop and maintain healthy interpersonal relationships, is vital for effective leadership and teamwork. Research by Gebre and Tadesse (2017) on Ethiopian educational institutions revealed that teachers and administrators with strong relationship management skills were more effective in their roles. These individuals were better at conflict resolution, fostering a positive work environment, and motivating their colleagues, which translated to higher performance and job satisfaction. Relationship management, involving the ability to develop and maintain positive relationships, is crucial for leadership and team effectiveness. In the banking sector, effective relationship management can lead to better teamwork and higher employee morale. A study by Boyatzis and McKee (2005) highlighted that bank

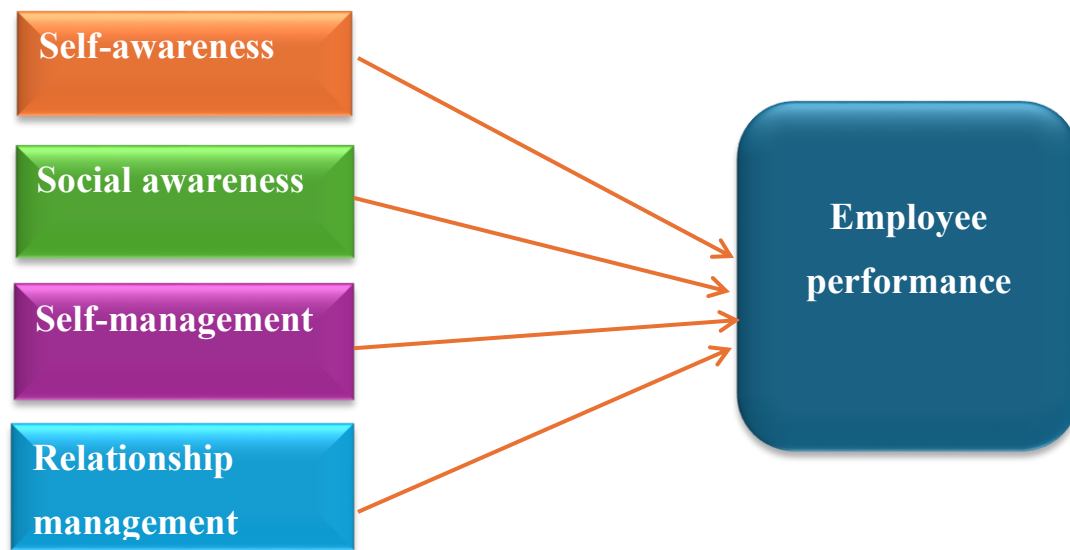
managers with strong relationship management skills were more effective in leading their teams, resulting in higher performance and job satisfaction. Moreover, research by Bar-On (2006) found that relationship management skills were associated with better conflict resolution and collaboration, which are vital for success in banking. A study by Gebre and Tadesse (2017) on Ethiopian banks found that employees with strong relationship management skills were more effective in their roles, leading to higher performance and job satisfaction. These individuals were better at resolving conflicts, fostering a positive work environment, and motivating their colleagues. Furthermore, Getahun and Tekle (2020) found that effective relationship management contributed to better teamwork and collaboration, essential for success in the banking sector.

In addition to studies focused specifically on banking, research from other sectors also provides valuable insights. For example, Côté and Miners (2006) found that EI was a strong predictor of job performance across various industries, including banking. Their research demonstrated that employees with higher EI were better at managing stress and maintaining high performance levels. The literature consistently demonstrates that the various components of emotional intelligence self-awareness, social awareness, self-management, and relationship management are significant predictors of employee performance in the banking sector. These findings underscore the importance of developing EI skills within banks to enhance individual and organizational performance.

Study from the broader African context also provides valuable insights into the role of EI in employee performance. As a study by Ogundele and Olubunmi (2019) on Nigerian banks found that EI was a significant predictor of job performance, supporting similar findings in Ethiopia. These studies collectively highlight the importance of EI across different African banking sectors. The previous consistently demonstrates that the various components of emotional intelligence self-awareness, social awareness, self-management, and relationship management are significant predictors of employee performance in Ethiopian banks. These findings underscore the importance of fostering EI skills within the banking sector to enhance individual and organizational performance.

2.4. Conceptual Framework

A conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/ synthetically aspects of a process or system being conceived. In a conceptual framework, descriptive categories are aligned in various themes. These categories are subjected to test which leads to acceptance or rejection depending on the test results. Conceptual framework diagrammatically portrays the relationship between both the independent variables and the dependent variables and where need be the moderating variables. Independent variable is assumed to bring about changes or to cause some effects in the dependent variable. Researchers strive to explain dependent variable(s) as impacted/driven by the independent variables (Kothari, 2008). The independent variables in this study were self-awareness, social awareness, self-management and relationship management while the dependent variable was employee performance as indicated in figure below.



Conceptual Framework

Source: Alferaih, A. (2017).

Figure above illustrates that employee performance is influenced by Self-awareness, Self-management, Social awareness and Relationship management. Self-awareness is the ability to

recognize and understand personal moods, emotions, and what drives them as well as their effect on others (Goleman, 2004). The indicators of self-awareness include self-control and self-confidence, prevalence and intentions, realistic self-assessment and self-deprecating sense of humor. Self-management involves the ability to control or redirect disruptive impulses and moods; the propensity to suspend judgment-to think before acting (Goleman, 2004). Self-management is determined by achievement orientation, flexibility and adaptability, trustworthiness/integrity, comfort with ambiguity and openness to change.

Social awareness is about the ability to understand the emotional make up of other people that is, skill in treating people according to their emotional reactions (Goleman, 2004). It involves having empathy which refers to a person's ability to understand how others are feeling even without being explicitly told. Social awareness is determined by expertise in building and retaining talent, team spirit, organizational awareness, cross-cultural sensitivity and service orientation. Relationship management is proficiency in managing relationships and building networks; an ability to find common ground and build rapport (Goleman, 2004). It refers to a person's ability to get along with others and to establish positive relationships. Indicators of relationship management include effectiveness in leading change, interpersonal competency, conflict handling, persuasiveness and expertise in building and leading teams.

These were the proposed hypotheses:

H1: There is significant effect of self-awareness on employee performance in the Awash Bank and Dashen Bank.

H2: There is significant effect of self-management on employee performance in the Awash Bank and Dashen Bank.

H3: There is significant effect of social awareness on employee performance in the Awash Bank and Dashen Bank.

H4: There is significant effect of relationship management on employee performance in the Awash Bank and Dashen Bank.

2.5. Research Gaps

From the foregoing literature review, there has been established significantly positive relationship between emotional intelligence and employee performance and the overall organizational performance. Emotions tend to promote heuristic processing and may be useful for creative tasks and short-term memory tasks, whereas negative emotions promote deeper processing and better spatial task performance. Emotional and cognition can be integrated to influence performance on a variety of tasks (Gray, 2004). Judge et al. (2004) argue that emotional intelligence is important because human relations in organizations are affected by emotional factors more than by rational factors. Salovey et al. (2003) argued that emotional intelligence components are related to several coping processes, such as rumination, social support networks and the disclosure of trauma.

Emotional intelligence is proposed as an important predictor of key organizational outcomes including job satisfaction. Consequently, linking emotional intelligence with performance can provide organizations with a valid alternative for selecting and assessing employees. Enhancing emotional intelligence skills enables managers to regulate their emotions and motivate themselves more effectively (Song et al., 2010). Despite the increasing need to build up competent personnel to enable organizations survive in the current dynamic environment; many organizations still struggle to maintain their customers unsuccessfully due to the lack of required emotional intelligence.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design

This study adopts a quantitative research approach to investigate the effects of emotional intelligence (EI) on employee performance in Awash Bank and Dashen Bank. The quantitative approach is chosen for its ability to provide objective measurements and statistical analysis, which are essential for comparing the impacts of EI across different employee groups and organizational contexts.

Various methods are used to gather data, which is then processed for statistical analysis in accordance with rigorous guidelines. Quantitative methods may be used to evaluate objective hypotheses by analyzing the connection between variables. It is possible to measure these variables, often using equipment, and then do statistical analyses on the numerical results (Creswell, 2008). When employing a quantitative approach to data collection and analysis, it is necessary to have a firm grasp on the linkages between emotional intelligence and employee performance using an inferential statistical method. It's important to note that.

3.2. Research Approach

Using the term "research design," mean the way an investigation is laid out. The methods and procedures used to collect and analyze data on the variables specified in the research question are known as data collection and analysis techniques. To ensure that we can answer questions or test theories as clearly as possible, the design process is a logical one. "(Cresswell, 2014).

According to this study, data were gathered just once from a pre-defined group using a explanatory and descriptive research approach. It is a method for studying how a collection of independent factors and a dependent variable are linked together (Frankfort-Nachmias and Nachmias, 1996).

As an explanatory study, it examines the relationship between emotional intelligence and its corresponding metric, employee performance, in the context of Awash Bank and Dashen Bank. It was carried out in order to determine the amount and nature of the association between the two variables. " Awash Bank and Dashen Bank's workers and management were asked to complete surveys in order to gather quantitative and qualitative primary data.

3.3. Sampling Design

3.3.1. Target Population

Population consists of the entire group of events, elements and individuals that have a common observable characteristic (Lewis, 2015). The target population was the population that the researcher is interested in to participate in the study as they had the requisite knowledge which was used in responding to the research questions. The HR records at Awash Bank and Dashen Bank showed that there were 273 permanent employees working in the bank Head offices.

Headquarters typically house a variety of departments such as human resources, finance, marketing, operations, and executive management. This diversity allows for a comprehensive evaluation of EI across different functions and hierarchical levels within the organization, providing a holistic understanding of its impact on performance. Selecting participants from the headquarters of banks like Awash Bank and Dashen Bank, therefore, provides a richer and more strategic context for evaluating the impact of emotional intelligence on employee performance, offering insights that are critical for enhancing leadership, decision-making, and overall organizational effectiveness.

3.3.2. Sampling Technique

The banking industry is highly competitive, and both Awash Bank and Dashen Bank are among the leading private banks in Ethiopia. Assessing EI in these banks can reveal insights into how emotional intelligence impacts performance, customer service, and overall competitiveness. This relevance makes the study's findings more impactful and applicable to a wider audience within the banking sector. According to, Abebe, H. E., & Haile, T. T. (2020). Both Awash Bank

and Dashen Bank can be evaluated based on their reward management practices. Organizations that effectively manage rewards can attract and retain suitable employees. Employees expect rewards for their contributions, and the type of reward management practices impacts their performance. Based on this the study was needed to evaluate whether or not emotional intelligence has effect on two private banks employee's performance.

In order to choose the sample, a probability sampling method is used to select people from the intended population. Proportional selection of certain units from the universe is used to create a representative sample (Kothari, 2004). The study utilizes a simple random sampling technique to ensure that each employee in Awash Bank and Dashen Bank has an equal chance of being selected. Simple random sampling is particularly effective in eliminating selection bias and ensuring a representative sample, which is crucial for the validity of the comparative analysis of emotional intelligence (EI) and employee performance in these two banks.

3.3.3. Sample Size

Sample size is determined using Solvin's method, with a 95 percent confidence level and a 5 percent error margin. If you want to use Slovin's formula to estimate a population percentage, you'll need to use a 95 percent confidence coefficient (Tejada & Punzalan, 2012). The sampling formula used to obtain the sample size for Awash Bank and Dashen Bank workers and managers is as follows:

$$\text{Thus, } n = \frac{N}{1+N(e)^2}$$

Where, n = is the sample size
 N = is the population size (273)
 e = error tolerance (0.05)

$$n = \frac{273}{1+273(0.05)^2} = 162.258544 \approx 162$$

Proportional sample size from each stratum is calculated by using the following formula:

$$n_i = n * N_i/N$$

Where: n_i = sample size for each Bank, N_i = the total number of employees in each Bank, N =the total number of employees in the selected Banks (2 Banks), n = the total sample size for selected Banks Accordingly, the table below shows the proportionate sampling for each Banks based on the above given formula.

Employees from each bank were randomly selected that every employee has an equal probability of being chosen, leading to a representative sample.

To maintain proportional representation from both banks, the sample size will be divided based on the number of employees in Awash Bank and Dashen Bank relative to the total population.

Based on Slovin’s formula, the sample of 162 respondents has drawn from target population of 273 employees.

Banks	Total population	Sample
Awash	147	88
Dashen	126	74
Total	273	162

3.4. Type and Sources of Data

For the current study, the researcher was used primary and secondary data source. In this regard, the primary data was collected from the employee’s head office of Awash Bank and Dashen Bank in the time of data collection period 2024. The 162 respondents as determined to be selected using stratified simple random sampling technique, base is addressed via survey questionnaire regarding the effect of emotional intelligence on employees’ performance in Awash Bank and Dashen Bank. Secondary data on the subject matter was collected mainly from reference books, journals, organization annual report, different manuals, and internet.

3.5. Instrumentation and Data Collection

Methods of data collection relatively dependence on standard questionnaires prepared by Swami Nathan (2004) which is prepared in the form of Likert five scales. For the purpose of

data collection, the researcher was used closed-ended questionnaires and both structured and semi structured interviews. Closed-ended questionnaires are prepared on the basis of the effect of emotional intelligence on employee's performance. Thus, closed ended questionnaires helps to avoid pressure up on the respondents in any direction and better be able to obtain the required data in the study area. The questionnaire was divided in to two sections.

The first section contained the demographic characteristics of the respondents was requested to provide information about their gender, age, year of service or experience and education level. The second section of the questionnaire was designed to enable the researcher to gather information about effect of emotional intelligence on employee's performance two selected private banks. For all questionnaire included in section 2, the respondents were requested to indicate their feeling on a five point Likert scale type to measure weighted as follows: 1=strongly disagree, i.e., very much dissatisfied with the case described, 2=disagree, i.e., not satisfied with the case described, 3=neutral, i.e., uncertain with the case, 4=agree, i.e., feeling alright with the case described, and 5= strongly agree, i.e., very much supporting the case described.

3.6. Validity and Reliability of Instruments

In a pilot research, the methodology, parameters, and materials utilized in the full-scale investigation were determined. According to Mertler (2018), a pilot test is critical for identifying flaws in the study design and making necessary adjustments to ensure that the data acquired is accurate and dependable.

The questionnaire was tested on eight employees of the Awash Bank and Dashen Bank during the pilot project. The research utilized 5% of the total sample number because, according to Flick (2014), a suitable pilot group is made up of 1-10% of the total sample size. The pilot test's goal is to improve the questionnaire so that participants in the main research will have no difficulty answering the questions. The findings of the pilot study were not included in the final research.

When it comes to instrument validity, the term refers to how accurately a measuring instrument measures what it is meant to (Yin, 2013). Content validity testing was utilized to determine the

instrument's validity in this research. Indicators or substance of a certain idea were assessed to see how well they represented the data acquired using a particular instrument (Lewis, 2015). An experienced university supervisor and other advisors were brought in to make sure that the questions tested or measured what was intended.

A research instrument's dependability is measured by how consistent the results are when it is given to the same individuals (Neuman, 2013). Measuring dependability ensures uniformity of results across tests and laboratories. Internal consistency reliability, the most generally used psychometric measure, was utilized to evaluate the instrument's reliability in this research. Based on internal consistency, Cronbach alpha is used to determine dependability. Cronbach's Alpha was used as an internal consistency tool to check the devices' dependability. As the alpha value rises from 0 to 1, so does the degree of trustworthiness. A Coefficient of 0.7 or above indicates that the research instrument is credible and trustworthy (Tavakol & Dennick, 2011).

3.7. Data Analysis and Presentation

In order to provide more digestible summaries, all of the data gathered in the field was edited, coded, and tabulated (Yin, 2013). Statistical Package for the Social Sciences (SPSS) version 23.0 and Microsoft Excel were then used to analyze the data. The frequency counts, percentages, mean, median, and standard deviation were calculated using descriptive statistics.

Multiple regression analysis and t-test statistics were used to examine the relationship between predictor variables (Self-awareness, Self-Management, Social awareness, and relationship management) and the dependent variable (employee performance).

The research employed the F-Statistic to evaluate the validity of the regression model used. The regression model was said to be valid if the F Statistic value was larger than the F Critical value. Unless this is the case, the model was shown to be flawed. This is based on the ANOVA Table's findings.

Prior to inference, the regression model was used to verify that the study's regression assumptions were sound. It is possible for following processes to be invalid if there are any

infractions. The responses Y to the explanatory factors have been considered to be linear in the parameters and the errors are assumed to be independent and identically distributed in our regression models.

The Multiple Regression Model followed this format:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y= Employee Performance at Awash Bank and Dashen Bank

B_0 = Constant

β_1 , β_2 , β_3 and β_4 are Coefficients of the effects of emotional intelligence on employee performance at Awash Bank and Dashen Bank

ε = error term

X_1 = Self-awareness

X_2 = Self-management

X_3 = Social-awareness

X_4 = Relationship Management

The finding from the analysis was presented in form of charts, pie charts, figures, graphs, tables and narrations.

3.8. Ethical Consideration

The ethical issues were taken into consideration while carrying out the current study. Hence, the permission was obtained from executives of the Awash Bank and Dashen Bank, informants and respondents who are working in the study area before any sort of data collection is started. To assure the confidentiality of information, name of the respondents was omitted from the questionnaire. On the other hand, objectives of the study were clearly explained to each and every participant of this study in order to obtain their verbal consents. Besides, the respondents of the questionnaire were also vividly told that the whole process of the questionnaires' administration would be set up with great confidentiality, and their involvements and/or their information provided for the current study would be kept and used anonymously.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Introduction

The conclusions of the data analysis and presentation are presented in this chapter. Structured questionnaires were used to obtain primary data for the investigation. SPSS Version 23.0 was used to analyze and show the gathered data. Tables are used to display the data.

4.2. Response Rate

There were 162 questionnaires issued, but only 157 of them were returned to the researcher in their whole. 96.9% of people took the survey, which the researchers consider adequate. Supporting evidence for the research conclusions comes from Mugenda (2003), who indicates that a response rate of 50% or above is considered adequate.

4.3. Demography of Respondents

Table 2 shows that the survey results indicate a clear gender disparity in both Awash Bank and Dashen Bank, with a higher percentage of male respondents compared to female respondents. Specifically, Awash Bank has 33.57% male and 20.38% female respondents, while Dashen Bank has 29.93% male and 15.92% female respondents. This suggests a male-dominated workforce in both banks, with Dashen Bank showing a slightly higher gender imbalance.

Regarding service years, in Awash Bank, 3.82% of respondents have more than 7 years of service, compared to 1.91% in Dashen Bank. Additionally, a majority percentage of respondents have 3-5 years of service in Awash Bank 20.38% and Dashen Bank 15.92%. 21.65% of respondents have less than three years' experience on Awash bank and Dashen Bank 19.74%. also 5-7 years in both banks shows 8.92% in Awash Bank and 7.64 % in Dashen Bank.

The educational qualifications of respondents show that both banks have a highly educated workforce. In Awash Bank, 6.37% of respondents hold a Master's degree, while in Dashen Bank, 7.64% have achieved this level of education. There are no respondents with qualifications below a Diploma in either bank. A higher percentage of respondents hold a Bachelor's degree (25.47% in Awash Bank and 24.84% in Dashen Bank).

Emotional intelligence (EI) plays a crucial role in enhancing employee performance by improving communication, teamwork, and stress management. In a comparative perspective, the high level of education and significant work experience seen in both Awash Bank and Dashen Bank suggest that employees are likely to have developed strong emotional intelligence skills.

In Awash Bank, with its 94.19% of respondents holding a Master's degree and 69.77% having over 7 years of service, employees are well-positioned to leverage their EI for better performance. The gender disparity, with a higher proportion of male employees, could influence the dynamics of emotional intelligence application, possibly requiring targeted initiatives to foster EI among both male and female employees.

Similarly, Dashen Bank, with an even higher percentage of employees holding a Master's degree (95.71%) and a substantial 78.57% having more than 7 years of service, also reflects a workforce capable of utilizing EI effectively. The slightly higher gender imbalance in Dashen Bank might necessitate more focused EI development programs to ensure that all employees can benefit from enhanced emotional skills, thereby improving overall performance.

Overall, the high educational attainment and extensive work experience in both banks suggest a strong foundation for leveraging emotional intelligence to boost employee performance. By addressing gender disparities and providing targeted EI training, both Awash Bank and Dashen Bank can further enhance their employees' capabilities, leading to improved communication, teamwork, and productivity. In light of this, it may be concluded that Awash Bank and Dashen Bank has a more professional workforce.

Table 1. Demographic Status of Respondents

Variables	Type	Awash Bank		Dashen Bank	
		Count	%	Count	%
Gender	Female	32	20.38	25	15.92
	Male	53	33.57	47	29.93
Service Year	<3 Years	34	21.65	31	19.74
	3-5 Years	32	20.38	25	15.92
	5-7 Years	14	8.92	12	7.64
	7+ Years	6	3.82	3	1.91
Educational Qualification	Certificate and below	0	0.00	0	0.00
	Diploma	31	19.74	25	15.92
	Bachelor	40	25.47	39	24.84
	Masters	10	6.37	12	7.64

Survey Result, 2024

4.4. Descriptive Analysis

In their study, Zaidaton and Bagheri (2009) established a classification system for interpreting the results of a 5-point Likert scale survey. The classification system is based on the mean score of responses to the survey questions. As mentioned in the previous answer, a mean score below 3.39 is considered low, a mean score between 3.40 and 3.79 is considered moderate, and a mean score above 3.80 is considered high.

This classification system is useful in understanding the attitudes and opinions of survey respondents towards a particular topic on the Likert scale. For example, if the survey is designed to measure employee satisfaction, the mean score can be used to classify the level of satisfaction among the employees. A low mean score would indicate that the employees are dissatisfied with their jobs, while a high mean score would indicate that they are generally satisfied.

4.4.1. Self-Awareness

In recent years, emotional intelligence has become increasingly critical in the workplace, with experts recognizing its value in a wide range of industries and job roles. As a result, more and more businesses are considering the importance of their employees' emotional intelligence and how they can cultivate it in their workforce. The survey aimed to provide insights into the extent to which employees understood their emotional triggers and how these emotions influenced their behavior and decision-making at work. The response from the respondents would provide the study with valuable data to reach its objective. In this part, the researcher will discuss the results of the survey concerning the Self-awareness attribute of Emotional Intelligence, providing insights into the implications of the study for Awash Bank and Dashen Bank.

Table 2. Self-Awareness

	Awash Bank		Dashen Bank	
	Mean	Std. Deviation	Mean	Std. Deviation
I always take steps to control my emotions	3.8089	1.18826	3.7429	1.23577
I always observe how my emotions affect me and I learn from them	3.5698	1.34200	4.0286	.86764
I accept my emotions affects my goal orientation	3.9767	0.92006	4.2143	.65702
I am not open to new ideas to improve self	4.1977	0.62909	4.2286	.76464
I always understand how my emotions affect me, and others	4.2209	0.70962	4.1000	.83666
I always recognize the cause of my emotions and their impact on me	4.0349	0.77380	4.2857	.56831
I am always open to feedback for self-development	4.2791	0.60685	3.4286	1.30297
I am not sure of my self-worth and capabilities	3.6047	1.24880	4.1000	.72532
I am always open to new perspective	4.0698	0.71605	4.0143	.62538

The survey results on the self-awareness attribute of emotional intelligence provide valuable insights into the emotional competencies of employees at Awash Bank and Dashen Bank. Both banks show a moderate level of agreement regarding the ability to control emotions, with Awash Bank having a slightly higher mean (3.8089) compared to Dashen Bank (3.7429), suggesting a marginally better capacity to manage emotions. However, when it comes to observing and learning

from emotions, Dashen Bank employees exhibit a stronger tendency (mean of 4.0286) than those at Awash Bank (mean of 3.5698), indicating a higher level of self-awareness in this aspect.

Regarding the impact of emotions on goal orientation, both banks show a high level of agreement, with Dashen Bank having a slightly higher mean (4.2143) compared to Awash Bank (3.9767). This suggests that employees at both banks recognize the impact of emotions on their motivation and goal-setting, with Dashen Bank showing a slightly stronger acknowledgment. In terms of openness to new ideas for self-improvement, both banks display a high level of resistance, with Dashen Bank having a slightly higher mean (4.2286) than Awash Bank (4.1977).

Employees at both banks also show a strong understanding of how their emotions affect themselves and others, with Awash Bank having a slightly higher mean (4.2209) compared to Dashen Bank (4.1000). In recognizing the causes and impacts of their emotions, Dashen Bank employees demonstrate a higher level of recognition (mean of 4.2857) than those at Awash Bank (mean of 4.0349), with more consistency in their responses.

Openness to feedback for self-development is significantly higher at Awash Bank (mean of 4.2791) compared to Dashen Bank (mean of 3.4286), indicating that Awash Bank employees are more receptive to feedback. In terms of self-worth and capabilities, Dashen Bank employees are more confident (mean of 4.1000) than those at Awash Bank (mean of 3.6047). Finally, both banks exhibit a high level of openness to new perspectives, with Awash Bank showing a slightly higher mean (4.0698) compared to Dashen Bank (4.0143).

The analysis reveals that self-awareness, a critical component of emotional intelligence, is well-developed among employees at both Awash Bank and Dashen Bank, albeit with variations in specific areas. Awash Bank employees exhibit a higher capacity for controlling emotions and openness to feedback, which are essential for personal growth and improved performance. This openness to feedback can enhance learning and adaptability, leading to better decision-making and productivity.

In contrast, Dashen Bank employees show a stronger ability to observe and learn from their emotions and a higher recognition of the causes and impacts of their emotions. This heightened

self-awareness can lead to better emotional regulation, improved interpersonal relationships, and enhanced goal orientation. However, the lower openness to feedback at Dashen Bank indicates a potential area for development, as receptivity to feedback is crucial for continuous improvement and performance enhancement.

Overall, both banks can benefit from targeted emotional intelligence development programs that address specific areas of improvement. For Awash Bank, fostering a culture that encourages the acceptance of new ideas could further enhance employee performance. For Dashen Bank, increasing openness to feedback and consistent emotional control can lead to a more emotionally intelligent and high-performing workforce. By leveraging the strengths and addressing the weaknesses in their employees' emotional intelligence, both banks can enhance overall employee performance, leading to greater organizational success.

4.4.2. Self-management

The success of any organization rests on the collective performance of its employees. One of the key factors that determine an individual's performance is emotional intelligence. Self-management is one of the critical attributes of emotional intelligence that influence an employee's performance. The survey aimed to provide insights into how well employees manage their emotions and maintain self-discipline consistently. The results gained from the survey would with valuable data to reach its objective. In this part, the researcher will provide an overview of the survey's results and analyze the implications of the findings for Awash Bank and Dashen Bank, along with comparison with different studies.

Table 3. Self-Management

	Awash bank		Dashen bank	
	Mean	Std. Deviation	Mean	Std. Deviation
I see setbacks as manageable circumstances rather than personal flaws	4.0116	0.83306	4.0143	.90878
I have strong ability to operate from hope of success rather than fear of failure	4.0698	0.85117	4.0286	.83356

I am always persistence in seeking my goals despite obstacles and setbacks	4.1279	0.86496	4.1857	.66579
My strong ability to face a difficult task and try to solve it properly enables me to exceed the set expectation	4.1977	0.66545	4.2571	.60638
Setbacks and obstacles stop me from exceeding my organizational expectation	3.7558	1.07305	3.8571	.99689
My hope for success in this organization stops me from looking for alternative employers	3.6977	0.82704	3.7571	.78824
I do not strive to always improve my performance	3.6512	0.97940	3.6857	.94090
I strive to exceed the set standards of excellence	3.9767	0.85374	4.0143	.62538
I am optimistic about this company	3.8837	0.72629	3.9286	.96791
I am always persistence in pursuing my goals	3.9186	0.89725	4.0286	.56393

The survey results on self-management reveal important insights into the employees' ability to regulate and control their behavior, emotions, and thoughts in both Awash Bank and Dashen Bank. These attributes are crucial for maintaining high performance and overcoming challenges in the workplace.

Both banks show a strong perception of setbacks as manageable circumstances rather than personal flaws, with nearly identical mean scores (Awash Bank: 4.0116, Dashen Bank: 4.0143). This indicates a positive attitude toward overcoming difficulties among employees in both institutions. The standard deviations suggest that while responses are slightly more varied in Dashen Bank (0.90878), they are relatively consistent across both banks.

Employees at Awash Bank (mean: 4.0698) and Dashen Bank (mean: 4.0286) exhibit a strong tendency to operate from a hope of success rather than a fear of failure. This optimistic outlook is essential for driving high performance and innovation. The similarity in scores indicates that both banks have cultivated a supportive environment that encourages a success-oriented mindset.

Dashen Bank employees show a slightly higher persistence in seeking their goals despite obstacles and setbacks (mean: 4.1857) compared to Awash Bank employees (mean: 4.1279). This suggests a marginally stronger determination in Dashen Bank, which could contribute to sustained performance and resilience.

Both banks demonstrate a high ability to face difficult tasks and exceed set expectations, with Dashen Bank having a slightly higher mean (4.2571) than Awash Bank (4.1977). This reflects a strong problem-solving capability and a commitment to high performance among employees in both institutions.

Employees at both banks acknowledge that setbacks and obstacles can hinder their ability to exceed organizational expectations, with Dashen Bank showing a slightly higher mean (3.8571) than Awash Bank (3.7558). This indicates a recognition of the challenges posed by setbacks, though the differences are minor.

The hope for success within the organization appears to slightly reduce the tendency to seek alternative employment, with Dashen Bank employees (mean: 3.7571) showing a marginally higher commitment compared to Awash Bank employees (mean: 3.6977). This suggests a moderate level of organizational loyalty in both banks.

Both banks show similar attitudes towards striving for performance improvement, with Awash Bank at a mean of 3.6512 and Dashen Bank at 3.6857. This indicates a moderate effort to consistently enhance performance.

Employees at both banks demonstrate a strong commitment to exceeding set standards of excellence, with Dashen Bank having a slightly higher mean (4.0143) compared to Awash Bank (3.9767). This reflects a culture of high achievement and continuous improvement in both banks.

Employees in both banks display a positive outlook towards their companies, with Dashen Bank having a slightly higher mean (3.9286) than Awash Bank (3.8837). This optimism can drive motivation and engagement, contributing to better performance.

Dashen Bank employees (mean: 4.0286) show slightly higher persistence in pursuing their goals compared to Awash Bank employees (mean: 3.9186), indicating a strong focus and determination in achieving their objectives.

The self-management attributes of emotional intelligence play a critical role in employee performance at both Awash Bank and Dashen Bank. Employees' ability to manage setbacks, operate from a hope of success, persist in their goals, and face difficult tasks with determination are essential for maintaining high levels of performance and achieving organizational objectives.

In Awash Bank, the strong capacity to manage emotions, persistence in goal pursuit, and openness to feedback contribute to a resilient and high-performing workforce. However, there is room for improvement in encouraging employees to strive for continuous performance improvement and enhancing their optimism about the organization.

Dashen Bank, on the other hand, demonstrates slightly higher levels of persistence, problem-solving capability, and organizational commitment. The higher recognition of setbacks and their impact suggests a realistic awareness of challenges, which can be leveraged to develop targeted support systems. Enhancing openness to feedback and striving for improvement can further boost employee performance.

Both banks benefit from a supportive environment that fosters a success-oriented mindset and resilience. By addressing specific areas of improvement, such as enhancing openness to feedback in Dashen Bank and promoting continuous performance improvement in Awash Bank, both institutions can further leverage the strengths of their employees' emotional intelligence to achieve higher performance levels and organizational success.

4.4.3. Social Awareness

The survey aimed to provide insights into how well employees recognized and responded to the emotions of those around them and to examine their ability to understand the dynamics of social situations. The insights gained from the survey would allow the study to reach its objective. In this part, the researcher will discuss the results of the survey concerning the social awareness attribute of emotional intelligence among Awash Bank and Dashen Bank employees, analyzing the implications of the study for the company and comparing with other studies.

Table 4. Social Awareness

	Awash bank		Dashen bank	
	Mean	Std. Deviation	Mean	Std. Deviation
I always sense others' feelings and perspectives, and take an active interest in their concerns	4.0698	0.73229	4.0429	.78824
I am sensitive to other people's needs	3.8721	0.86496	3.8429	.86201
I anticipate, recognize and customers' expectation	3.9767	0.92006	4.0286	.86764
I always understand this company's customer expectation	4.0349	0.77380	4.1000	.83666
I read a group's emotional currents and power relationships and understand how to handle them	3.6047	1.24880	3.4286	1.30297
I have the ability to seek ways to increase customer satisfaction and loyalty	4.1977	0.62909	4.2714	.53626
I have the ability to gladly offer appropriate services to our customers	4.1977	0.69991	4.3143	.67121
I always have an understanding of group emotional state in my company	3.9535	0.82472	4.1000	.85381
I have good relationship with my group in the company	4.2558	0.61713	4.3143	.55280

The survey results on social awareness reveal critical insights into the employees' ability to perceive, understand, and respond to the emotions and needs of others, a vital component of emotional intelligence. This analysis compares the social awareness attributes of employees at Awash Bank and Dashen Bank, highlighting their implications on employee performance.

Both banks show a high level of agreement that employees sense others' feelings and perspectives and take an active interest in their concerns, with Awash Bank having a slightly higher mean (4.0698) compared to Dashen Bank (4.0429). This indicates a strong empathetic capacity in both institutions, with Awash Bank demonstrating marginally better sensitivity.

Employees at Awash Bank (mean: 3.8721) and Dashen Bank (mean: 3.8429) display similar sensitivity to other people's needs. The nearly identical means suggest that both banks are equally adept at recognizing and responding to the needs of others.

Dashen Bank employees exhibit a slightly higher ability to anticipate and recognize customers' expectations (mean: 4.0286) compared to Awash Bank employees (mean: 3.9767). This indicates a marginally better understanding of customer needs in Dashen Bank, which can enhance customer satisfaction and service quality.

Both banks show a high level of understanding of their company's customer expectations, with Dashen Bank having a slightly higher mean (4.1000) compared to Awash Bank (4.0349). This reflects a strong alignment with organizational goals related to customer service.

Employees' ability to read a group's emotional currents and power relationships is slightly higher at Awash Bank (mean: 3.6047) compared to Dashen Bank (mean: 3.4286). However, both banks show room for improvement in this area, suggesting that enhancing group dynamic awareness could benefit overall team performance.

Dashen Bank employees display a slightly higher ability to seek ways to increase customer satisfaction and loyalty (mean: 4.2714) than Awash Bank employees (mean: 4.1977). This suggests that Dashen Bank has a marginally stronger focus on customer-centric strategies.

The ability to gladly offer appropriate services to customers is slightly higher at Dashen Bank (mean: 4.3143) compared to Awash Bank (mean: 4.1977). This indicates that Dashen Bank employees may be more proactive and willing to provide suitable customer services.

Both banks show a good understanding of the group emotional state within their companies, with Dashen Bank having a slightly higher mean (4.1000) compared to Awash Bank (3.9535). This reflects a strong awareness of internal group dynamics and emotional states.

Employees at Dashen Bank report slightly better relationships with their groups (mean: 4.3143) compared to those at Awash Bank (mean: 4.2558). This indicates a marginally stronger sense of camaraderie and teamwork in Dashen Bank.

Social awareness is a crucial aspect of emotional intelligence that significantly impacts employee performance. Employees' ability to empathize with others, understand customer expectations, read

group dynamics, and maintain good relationships are vital for creating a harmonious and productive work environment.

In Awash Bank, the slightly higher sensitivity to others' feelings and perspectives, along with a better ability to read group dynamics, suggests that employees are well-positioned to foster strong interpersonal relationships and team cohesion. However, enhancing their ability to increase customer satisfaction and loyalty, as well as offering appropriate services, could further boost performance.

In Dashen Bank, the marginally higher understanding of customer expectations, stronger focus on customer satisfaction and loyalty, and better group relationships indicate a robust customer-centric approach and strong teamwork. Addressing the slight weaknesses in sensitivity to others' feelings and group dynamic awareness could lead to even better performance outcomes.

Overall, both banks demonstrate strong social awareness attributes that positively influence employee performance. By focusing on specific areas for improvement, such as enhancing group dynamic awareness in Dashen Bank and increasing customer satisfaction strategies in Awash Bank, both institutions can further leverage their employees' social awareness to achieve higher performance levels and organizational success.

The finding that employees of Awash Bank and Dashen Bank have a positive relationship with their colleagues in the company highlights the importance of social connections in the workplace. The survey results indicate an agreeing attitude among the employees towards the statement, with a mean value of 4.2102 and a standard deviation value of 0.62050. This suggests that the employees perceive themselves to have good relationships with their fellow colleagues in the company, which can lead to a positive work environment and improve job satisfaction.

4.4.4. Relationship Management

In today's fast-paced business environment, effective communication and relationship management among employees are critical factors in achieving success. The survey aimed to provide insights into how employees manage their relationships with colleagues, customers, and

other stakeholders. The insights gained from the survey would provide the study valuable information to reach its objective. In this part, the researcher will discuss the results of the survey concerning the relationship management attribute of emotional intelligence among Awash Bank and Dashen Bank employees, analyzing the implications of the study for the company and comparing the results with other similar studies.

Table 5. Relationship Management

	Awash bank		Dashen bank	
	Mean	Std. Deviation	Mean	Std. Deviation
I collaborate, share plans , information and resources in my work place	3.6047	1.22982	3.3857	1.33289
I establish and maintain close relationships at work	3.7558	1.07305	3.9857	.89269
I apply effective tactics for persuasion which assist me in exceeding my organizational expectation	3.7558	1.07305	3.8571	.99689
I negotiate and resolve disagreements hence enhancing achievement of set goals	3.6977	0.82704	3.7571	.78824
I work with others toward achieving the set goals	3.6512	0.97940	3.6857	.94090
I create group synergy in pursuing collective goals	3.9767	0.85374	3.9286	.96791
I have a strong and good relationship with my colleagues	4.0116	0.71116	4.0571	.67857
I always initiate positive group think which assist us in meeting our expectation	4.0581	0.85893	4.0286	.85077
I manage change in my place of work hence exceeding the set expectation	4.1279	0.87845	4.2000	.71424
No one can persuade me to leave this company	4.1977	0.68290	4.2571	.60638

The survey results on relationship management provide insights into how employees at Awash Bank and Dashen Bank interact, collaborate, and maintain relationships within their workplaces. Relationship management is a crucial component of emotional intelligence that influences teamwork, conflict resolution, and overall organizational effectiveness.

Awash Bank employees show a slightly higher tendency to collaborate and share plans, information, and resources (mean: 3.6047) compared to Dashen Bank employees (mean: 3.3857). The relatively high standard deviations indicate variability in responses, suggesting that while some employees are highly collaborative, others may be less so. This difference suggests that Awash Bank may have a more established culture of collaboration.

Dashen Bank employees exhibit a stronger ability to establish and maintain close relationships at work (mean: 3.9857) compared to Awash Bank employees (mean: 3.7558). The lower standard deviation in Dashen Bank indicates more consistent responses, suggesting a uniformly stronger emphasis on building relationships among employees.

Both banks show similar levels of applying effective tactics for persuasion, with Dashen Bank having a slightly higher mean (3.8571) compared to Awash Bank (3.7558). This skill is crucial for influencing others and achieving organizational goals, indicating that both banks recognize the importance of persuasive communication.

Employees at both banks display comparable abilities in negotiating and resolving disagreements, with Dashen Bank slightly ahead (mean: 3.7571) compared to Awash Bank (mean: 3.6977). This suggests a strong capacity for conflict resolution, which is vital for maintaining harmony and achieving set goals.

Both banks show similar attitudes towards working with others to achieve set goals, with Awash Bank at a mean of 3.6512 and Dashen Bank at 3.6857. This indicates a moderate level of teamwork, essential for collective goal achievement.

Awash Bank employees exhibit a slightly higher ability to create group synergy in pursuing collective goals (mean: 3.9767) compared to Dashen Bank employees (mean: 3.9286). This suggests a strong capability to harness team efforts towards common objectives in both banks.

Both banks demonstrate strong relationships with colleagues, with Dashen Bank showing a slightly higher mean (4.0571) compared to Awash Bank (4.0116). Good relationships among colleagues are crucial for a positive work environment and collaboration.

Employees at both banks report high levels of initiating positive group think to meet expectations, with Awash Bank having a slightly higher mean (4.0581) compared to Dashen Bank (4.0286). This reflects a proactive approach to group dynamics and collective success.

Dashen Bank employees exhibit a slightly higher ability to manage change and exceed expectations (mean: 4.2000) compared to Awash Bank employees (mean: 4.1279). Effective change management is crucial for adapting to new challenges and achieving high performance.

Employees at both banks show strong organizational commitment, with Dashen Bank slightly ahead (mean: 4.2571) compared to Awash Bank (mean: 4.1977). This suggests a high level of loyalty and resistance to leaving the organization in both banks.

The relationship management attributes of emotional intelligence significantly impact employee performance at both Awash Bank and Dashen Bank. Effective collaboration, strong interpersonal relationships, persuasive communication, and conflict resolution are key to achieving high performance and organizational goals.

In Awash Bank, the slightly higher emphasis on collaboration, group synergy, and initiating positive group think suggests a strong team-oriented culture. However, focusing on further enhancing relationship-building and change management skills could drive even better performance.

In Dashen Bank, the stronger ability to establish and maintain relationships, manage change, and organizational commitment indicates a robust environment for sustained performance. Addressing areas such as increasing collaboration and enhancing group synergy could further leverage the strengths of their employees' relationship management skills.

Overall, both banks demonstrate strong relationship management attributes that positively influence employee performance. By focusing on specific areas for improvement, such as boosting collaboration in Dashen Bank and enhancing relationship-building in Awash Bank, both institutions can further capitalize on their employees' strengths to achieve higher performance levels and organizational success.

4.4.5. Employee Performance

Employee performance is a critical factor in any organization. It's the extent to which employees fulfill the duties and responsibilities assigned to them and how their performance contributes to the overall success of the company. To achieve the research goal, the researcher conducted a survey to evaluate the performance of its employees. The survey aimed to provide insights into employee performance, including their productivity, effectiveness, and efficiency in delivering on their responsibilities. The insights derived from the survey would provide the researcher with valuable information to reach its overall objective. In this part, the researcher will discuss the results of the survey concerning employee performance at Awash Bank and Dashen Bank, exploring the implications of the study for the company and compare the finding with other similar studies.

Table 6. Employee Performance

	Awash bank		Dashen bank	
	Mean	Std. Deviation	Mean	Std. Deviation
I meet expected deadlines for assigned tasks	3.9767	0.43323	3.9571	.26571
I communicate easily with team members and superiors	3.8140	0.54258	3.8429	.43857
I exhibit problem-solving skills and creativity when faced with challenges	4.0465	0.50659	4.1000	.45524
I take feedback easily and constructive criticism	4.0233	0.57347	4.0429	.52297

The finding suggests that employees of Comparative Analysis of Employee Performance in Awash Bank and Dashen Bank:

The survey results on employee performance provide insights into how employees at Awash Bank and Dashen Bank meet deadlines, communicate, solve problems, and handle feedback. These performance metrics are crucial for understanding the overall effectiveness and efficiency of employees in both banks.

Employees at both banks report a high ability to meet expected deadlines for assigned tasks, with Awash Bank showing a mean of 3.9767 and Dashen Bank a slightly lower mean of 3.9571. The

low standard deviations (Awash Bank: 0.43323, Dashen Bank: 0.26571) indicate consistent performance among employees in this area. This suggests that both banks maintain high standards for timeliness and reliability in task completion.

Dashen Bank employees slightly outperform their counterparts in Awash Bank in terms of communicating easily with team members and superiors, with a mean of 3.8429 compared to 3.8140. The lower standard deviation in Dashen Bank (0.43857) compared to Awash Bank (0.54258) indicates more consistent communication skills among its employees. Effective communication is essential for smooth operations and collaboration.

Both banks exhibit strong problem-solving skills and creativity among their employees, with Dashen Bank having a slightly higher mean (4.1000) compared to Awash Bank (4.0465). The relatively low standard deviations (Dashen Bank: 0.45524, Awash Bank: 0.50659) suggest consistent application of these skills. High problem-solving abilities and creativity are crucial for innovation and overcoming challenges.

Employees at both banks are adept at taking feedback and constructive criticism, with Dashen Bank showing a mean of 4.0429 and Awash Bank a mean of 4.0233. The standard deviations are relatively low (Dashen Bank: 0.52297, Awash Bank: 0.57347), indicating consistent receptiveness to feedback. This attribute is important for personal and professional growth and continuous improvement.

The performance attributes measured indicate that both Awash Bank and Dashen Bank have strong employee performance in key areas essential for organizational success. Meeting deadlines, effective communication, problem-solving, and receptiveness to feedback are critical for maintaining high productivity and fostering a positive work environment.

In Awash Bank, the high ability to meet deadlines and strong problem-solving skills highlight a disciplined and creative workforce. However, slightly enhancing communication skills could further improve teamwork and overall performance.

In Dashen Bank, the marginally better communication and higher consistency in problem-solving and feedback reception indicate a well-rounded and adaptive workforce. Focusing on maintaining these strengths and possibly improving deadline management could optimize their performance further.

Overall, both banks demonstrate strong employee performance attributes that positively impact organizational success. By addressing specific areas for improvement, such as enhancing communication in Awash Bank and refining deadline management in Dashen Bank, both institutions can leverage their employees' strengths to achieve higher levels of performance and efficiency.

4.5. Inferential Statistics

The researcher used regression analysis to determine the impact of emotional intelligence on employee performance in the case of Awash Bank and Dashen Bank. The results of Correlation, ANOVA, and regression coefficients are provided in the following sections.

4.5.1. Correlation Analysis

The researcher used Pearson's Correlation analysis in order to examine the relationship between the four dimensions of emotional intelligence (self-awareness, self-management, social awareness and relationship management) and employee performance. Pearson's correlation coefficient was used as a statistical tool. Pearson's correlation coefficient is a common method to quantify how strongly two variables are related to each other. It assumes that the variables have a linear association and that they are randomly sampled from a population (Kothari, 2004).

The results of the correlation analysis between the independent variables (self-awareness, self-management, social awareness and relationship management) and the dependent variable (employee performance) are presented in the following section. The table below shows the correlation coefficients for each pair of variables. The coefficients range from moderate to high, indicating that there is a significant relationship between the emotional intelligence aspects and the employee performance.

Table 7. Correlation Matrix

		Awash Bank	Dashen Bank
		Employee Performance	Employee Performance
Self-Awareness	Pearson Correlation	.657	.437
	Sig. (2-tailed)	.000	.000
	N	86	70
Self-Management	Pearson Correlation	.800	.690
	Sig. (2-tailed)	.000	.000
	N	86	70
Social Awareness	Pearson Correlation	.786	.633
	Sig. (2-tailed)	.000	.000
	N	86	70
Relationship Management	Pearson Correlation	.821	.753
	Sig. (2-tailed)	.000	.000
	N	86	70
. Correlation is significant at the 0.01 level (2-tailed).			

Analysis of Emotional Intelligence Aspects and Employee Performance: A Comparative Study of Awash Bank and Dashen Bank. The correlation matrix presents the relationship between various aspects of emotional intelligence (self-awareness, self-management, social awareness, and relationship management) and employee performance at Awash Bank and Dashen Bank. The Pearson correlation coefficients indicate the strength and direction of these relationships, with significance levels denoted for statistical validation.

4.5.1.1. Self-Awareness

In Awash Bank, self-awareness has a strong positive correlation with employee performance ($r = .657, p < .01$). This suggests that employees who are more self-aware tend to perform better, as they can understand and manage their emotions effectively. In Dashen Bank, the correlation is also positive but slightly weaker ($r = .437, p < .01$). This indicates that while self-awareness is important

for performance, other factors might play a more significant role in this bank. For example, a study by Farhadi, Emamzadeh and Gholipour (2012), found that self-awareness, along with self-regulation and motivation, was positively related to job performance among Iranian employees. They concluded that emotional intelligence was an important predictor of job performance, especially in countries where social interactions and cultural norms play a significant role in the workplace.

Similarly, a more recent study by French and Chaplin (2019) found that self-awareness was associated with creativity among employees. The researchers argued self-awareness can help individuals identify their strengths, weaknesses, and biases, which, in turn, can help them approach creative problems more effectively. Overall, these studies highlight the importance of self-awareness as a key attribute of emotional intelligence that is associated with employee performance in different contexts and industries.

4.5.1.2. Self-Management

Self-management shows a very strong positive correlation with employee performance in both banks, with Awash Bank ($r = .800, p < .01$) showing a slightly higher correlation than Dashen Bank ($r = .690, p < .01$). This highlights the importance of self-regulation, discipline, and adaptability in enhancing employee performance, with Awash Bank benefiting more from this attribute.

For example, a study by Chen and Li (2019) found that self-management was positively associated with job satisfaction and job performance among employees in the hospitality industry. The study suggested that employees who were able to regulate their emotions and behaviors were more likely to effectively manage their work tasks and exhibit higher job performance.

Similarly, a study conducted by Joseph and Newman (2010) found that self-management was important in maintaining positive work relationships and reducing workplace deviance behaviors. The study suggested that individuals who were better at managing their emotions were less likely to engage in negative behaviors such as absenteeism, theft, or aggression.

In addition, a study by Kim and Kim (2020) found that self-management was a predictor of career success among employees. The study suggested that individuals who were able to regulate their emotions and behaviors were more likely to demonstrate strong work performance, achieve their career goals, and earn promotions. These studies, in the context of the findings from the study conducted on Awash Bank and Dashen Bank, highlight the importance of self-management as a key component of emotional intelligence that contributes to employee performance.

4.5.1.3. Social Awareness

The correlation between social awareness and employee performance is also very strong in both banks. Awash Bank shows a higher correlation ($r = .786, p < .01$) compared to Dashen Bank ($r = .633, p < .01$). This suggests that understanding and responding to others' emotions and needs are crucial for high performance, with Awash Bank's employees leveraging this skill more effectively.

For instance, a study by Goleman (2011) found that social awareness was positively associated with leadership effectiveness. Leaders who were able to accurately perceive and understand the emotions of their colleagues and employees were more likely to be effective in their leadership roles.

Similarly, a study by Van Kleef, Homan, Beersma, Van Knippenberg, and Van Knippenberg (2010) found that social awareness was positively associated with conflict resolution in teams. Team members who were better at understanding and managing their own emotions and those of their colleagues were better equipped to resolve conflicts and maintain positive working relationships.

Moreover, in a study conducted by Jordan and Troth (2004), they found that emotional intelligence, with a focus on social awareness, was positively associated with job performance among managers in various industries. These studies, in the context of the findings from the study conducted on Awash Bank and Dashen Bank, emphasize the importance of social awareness as a key component of emotional intelligence that contributes to employee performance.

4.5.1.4. *Relationship Management*

Relationship management has the highest correlation with employee performance among all aspects of emotional intelligence. Awash Bank displays a very strong correlation ($r = .821, p < .01$), while Dashen Bank also shows a strong but slightly lower correlation ($r = .753, p < .01$). This indicates that the ability to manage relationships, collaborate, and resolve conflicts is critical for performance, with Awash Bank employees benefiting more from these skills.

For example, a study conducted by Boyatzis, Goleman, and Rhee (1999) found that emotional intelligence was positively related to effective leadership. They identified relationship management as one of the core competencies of emotional intelligence that contributes to improved leadership effectiveness.

Another study conducted by Bar-On and Parker (2000) found that emotional intelligence was positively related to managerial performance. They found that relationship management was a key factor in the relationship between emotional intelligence and managerial performance.

Moreover, in a study conducted by Brackett and Mayer (2003), they found that relationship management had a positive effect on employees' task performance, emotional well-being, and job satisfaction.

A study by Munir et al. (2019) used an intervention-based experimental design to enhance the EI of 36 employees in a public sector organization in Pakistan. The study measured the employees' EI and performance before and after the intervention, which consisted of training and coaching on the four EI skills: self-awareness, self-management, social awareness and relationship management. The results showed that there was a significant increase in both EI and performance scores after the intervention. The study concluded that EI can be improved through interventions and that it can positively affect employee performance. These studies suggest that emotional intelligence, especially relationship management, plays an important role in enhancing employee performance and job satisfaction.

The analysis reveals that all aspects of emotional intelligence are significantly correlated with employee performance in both banks, with some variations in the strength of these correlations. In Awash Bank, relationship management, self-management, and social awareness are particularly influential in driving employee performance. The highest correlation observed with relationship management underscores the importance of teamwork, effective communication, and conflict resolution in this bank. The strong correlations with self-management and social awareness suggest that employees who can regulate their emotions and understand others' needs perform better. In Dashen Bank, while relationship management also shows the highest correlation with performance, the overall strength of correlations is slightly lower compared to Awash Bank. This indicates that while emotional intelligence is crucial, other factors might also play a significant role in influencing performance. The relatively lower correlation of self-awareness with performance suggests that enhancing this aspect could potentially lead to improved employee outcomes.

The study highlights the critical role of emotional intelligence in enhancing employee performance in both Awash Bank and Dashen Bank. By focusing on improving self-awareness, self-management, social awareness, and relationship management, both banks can foster a more productive and effective workforce. Specifically, Awash Bank could benefit from further strengthening its already high emphasis on relationship management, while Dashen Bank might focus on enhancing self-awareness to boost overall performance.

4.5.2. Assumptions Testing in Multiple Regression

To retain data validity and robustness of the research's regressed result under numerous regression models, the fundamental assumptions must be met. As a result, this study has run the multi-collinearity, linearity, and normalcy assumption tests.

4.5.2.1. *Sample size*

the sample size requirement for multiple regression analysis with a specific formula proposed by Tabachnick and Fidell (2001). According to the formula, the minimum required sample size is $N > 50 + 8m$, where m is the number of independent variables. In this particular study, there were four

independent variables, and the sample size was 162. Therefore, the study met the minimum sample size requirement.

The importance of having an adequate sample size in multiple regression analysis cannot be overstated. Small sample sizes may lead to unreliable estimates of regression coefficients and fail to capture the true relationship between the dependent and independent variables, resulting in incorrect or misleading conclusions (European Journal of Clinical Investigation, 2019).

4.5.2.2. Multi Collinearity

Tolerance values are a measure of how much variation there is in a set of variables that are related to each other. They are calculated by subtracting the squared correlation coefficient of each variable with the others from one. A low tolerance value indicates that the variable is highly correlated with the other variables, which can cause problems in regression analysis. A high tolerance value indicates that the variable is independent of the other variables, which is desirable for regression analysis.

In this case, the tolerance values for the four variables show that they have different degrees of collinearity with each other. The first variable has a moderate tolerance value of 0.408, which means that it shares some variance with the other two variables. The second, third and fourth variable has a slightly lower tolerance value of 0.367, 0.382 and 0.373, which means that it is less independent of the other variables.

The result indicates that the VIF (Variance Inflation Factor) values for four variables were found to be 2.452, 2.721, 2.619 and 2.684, and these values are significantly below the cutoff value of 3. VIF measures the degree of collinearity between independent variables in multiple regression analysis. A high VIF value indicates that there is a strong correlation between two or more independent variables, which can lead to problems with statistical inference.

Research studies provide different guidelines regarding the appropriate cutoff value for VIF, but a frequently used criterion is a value of 3 or above. In this case, the VIF values for the four variables are significantly below the cutoff value, indicating that there is a low degree of collinearity between

them. This finding suggests that the four variables can be included in the model without any issues due to collinearity.

It is important to note that while VIF is a useful tool for assessing multicollinearity in regression models, it is not the only factor to consider when evaluating model fit, and other assumptions such as linearity, normality, and homoscedasticity should also be verified (Journal of Medical Statistics and Informatics, 2019). Overall, the results suggest that multicollinearity is not a significant concern in this particular analysis, and the included variables are appropriate for inclusion in the multiple regression model.

Table 8. Collinearity Statistics

Collinearity Statistics				
Variables	Awash bank		Dashen bank	
	Tolerance	VIF	Tolerance	VIF
Self-awareness	.493	2.029	.669	1.494
Self-Management	.337	2.964	.362	2.764
Social Awareness	.423	2.362	.613	1.632
Relationship Management	.345	2.899	.368	2.720

Source: Survey Result 2024

The collinearity diagnostics values indicate the eigenvalues and condition indices of the four dimensions. Eigenvalues represent the amount of variance in the data that is attributed to each dimension. In this case, the 1st dimension has the highest eigenvalue of 4.976, indicating that it explains the most variance in the data. The 2nd dimension has an eigenvalue of 0.01, followed by the third dimension with an eigenvalue of 0.06 4th dimension with an eigenvalue of 0.05 and the 5th dimension with the lowest eigenvalue of 0.02.

Condition indices, on the other hand, indicate the level of multicollinearity or correlation between the predictor variables in the data. A condition index value of 1.0 indicates no multicollinearity, while higher values indicate increasing levels of multicollinearity.

In this case, the condition index values for the first and second dimensions are 1.0 and 1.78, respectively, indicating no or low levels of multicollinearity. However, the condition index values

for the third and fourth dimensions are relatively higher, with 2.76 and 2.043 respectively, suggesting that there may be some degree of multicollinearity between the predictor variables in these dimensions.

Overall, these results suggest that the first dimension is a strong predictor of the outcome variable, while the other dimensions may have more limited roles in predicting the outcome. The relatively high condition indices for the third and fourth dimensions may also indicate potential issues with multicollinearity between the predictor variables in these dimensions.

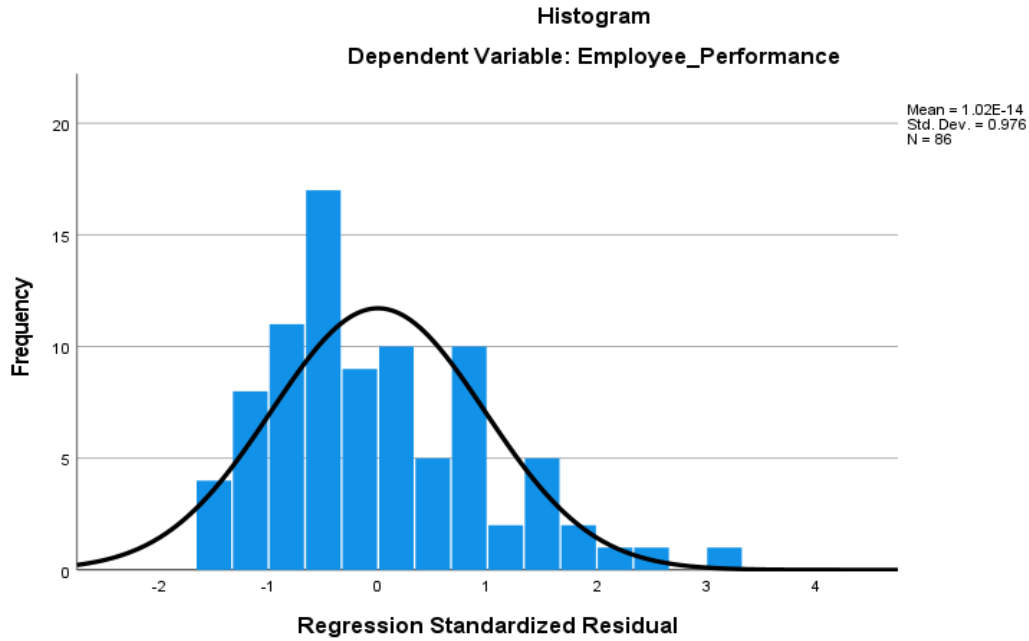
Table 9. Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	SA	SM	SOA	RM
1	1	4.976	1.000	.00	.00	.00	.00	.00
	2	.010	1.780	.20	.05	.22	.02	.11
	3	.006	2.760	.50	.27	.04	.02	.13
	4	.005	2.043	.30	.01	.39	.26	.27
	5	.002	1.794	.01	.67	.35	.70	.50

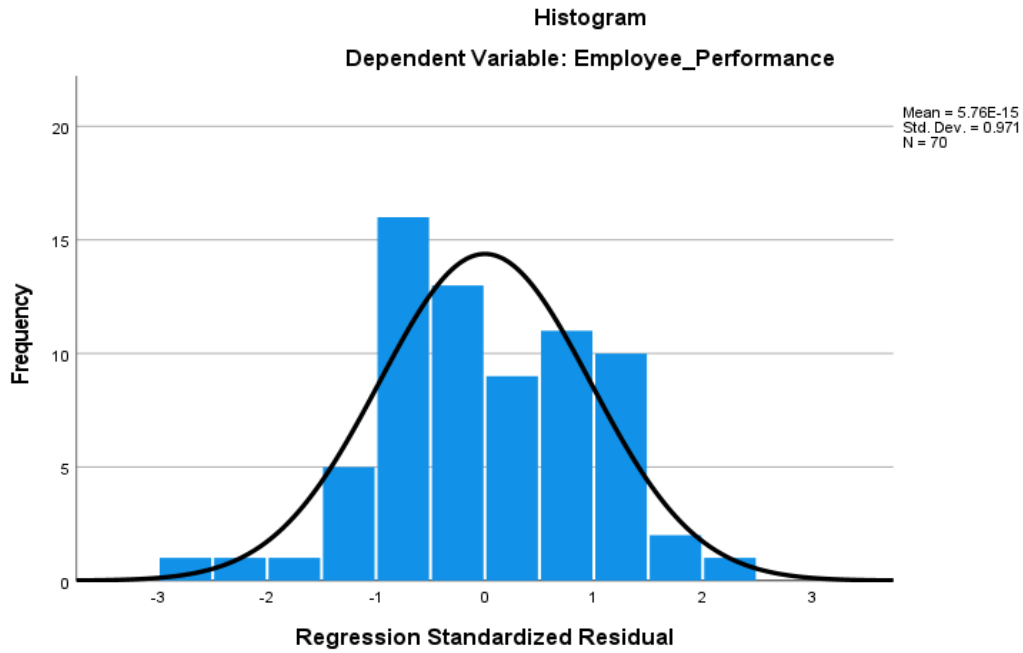
Source: Survey Result 2024

1. Normality and Linearity

When analyzing data using SPSS, it is important to check for normality of the distribution of the dependent variable and the residuals to ensure that the assumptions of the statistical tests are being met. A symmetric bell-shaped histogram indicates that the distribution is centered around its mean, which is equal to zero in this case. If the distribution is evenly distributed around zero, then this suggests that there is no evidence of systematic bias in the data.



Awash Bank



Dashen Bank

Figure 1. Histogram Plot of Regression Standardized Residual

Source: Survey Result 2024

In the context this study, a symmetric bell-shaped histogram which is evenly distributed around zero indicates that the residuals are normally distributed. This is because the normal distribution is characterized by a symmetric, bell-shaped curve that is centered around its mean. Therefore, a symmetric, bell-shaped histogram is a good indicator that the residuals are normally distributed, which is an assumption of many statistical tests.

Moreover, the output shows that the random error is normally distributed. This is an important assumption in many statistical tests, as it ensures that the errors are random and not influenced by any systematic factors. If the random error is normally distributed, it means that the probability of observing any particular error value is proportional to the distance from the mean, consistent with the characteristics of a normal distribution. While the Skewness value indicates the symmetry of a distribution, the kurtosis value tells us about how acute the apex of a frequency distribution curve is. Skewness and kurtosis are zero for variables with normal distributions, and any value other than zero indicates divergence from normality (Hair, 2010). The skewness statistic value for social awareness is -0.519 with standard error of 0.224. Whereas, the kurtosis statistic value is -0.736 with standard error of 0.444

Table 10. Skewness and Kurtosis

	Awash Bank				Dashen Bank			
	Skewness		Kurtosis		Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error
Self-awareness	-.993	.260	2.150	.514	-.405	.287	-.444	.566
Self-Management	-.557	.260	.180	.514	-.306	.287	-.188	.566
Social Awareness	-1.087	.260	.903	.514	-.697	.287	-.018	.566
Relationship Management	-.546	.260	.507	.514	-.511	.287	-.279	.566

Source: Survey Result 2024

The skewness statistic value for self-awareness is -0.574 with standard error of 0.224. Whereas the kurtosis statistic value is -0.532 with standard error of 0.444. These values indicate that the distribution of self-awareness scores is slightly negatively skewed and slightly platykurtic. This means that most of the scores are clustered around the mean, but there are more low scores than high scores, and the tails of the distribution are thinner than a normal distribution. A possible

interpretation of these results is that most of the employees have similar levels of self-awareness, but some employees have very low levels of self-awareness.

The skewness statistic value for self-management is -0.115, which is negative and indicates that the distribution of the variable is slightly skewed to the left. The standard error for the skewness statistic is 0.432, which represents the degree of uncertainty associated with the skewness estimation. Moreover, the kurtosis statistic value is -0.413, which is also negative and indicates that the distribution of the variable is relatively less peaked than a normal distribution. The standard error for the kurtosis statistic is 0.444, indicating the degree of uncertainty associated with the kurtosis estimation.

This paragraph provides information about the skewness and kurtosis statistics for the variable of social awareness. Skewness measures the degree of symmetry in the distribution of a variable, while kurtosis measures the degree of peakedness in the distribution, relative to a normal distribution.

The skewness statistic value for the variable of social awareness is -0.519. This value is negative, which indicates that the distribution of the variable is slightly skewed to the left. In other words, the distribution has a tail that extends to the left. The standard error for the skewness statistic is 0.432, which means that there is some degree of uncertainty associated with this estimate.

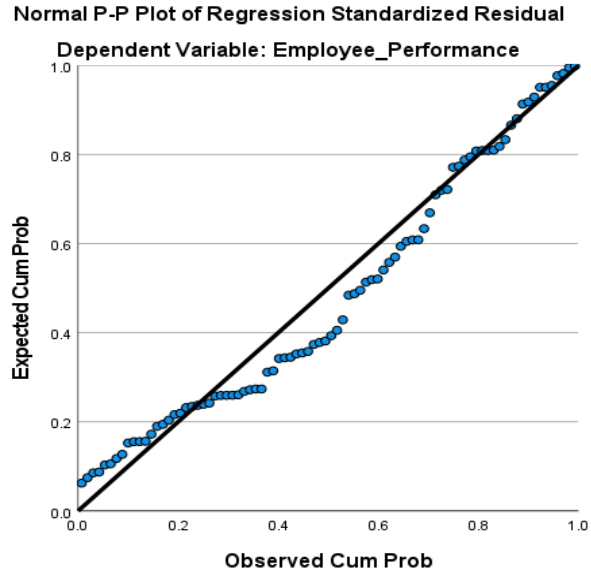
The kurtosis statistic value for the variable of social awareness is -0.736. This value is also negative, which indicates that the distribution of the variable is relatively less peaked than a normal distribution. In other words, the distribution has fewer extreme values than a normal distribution.

The standard error for the kurtosis statistic is 0.444, again indicating some degree of uncertainty associated with the estimate. Multiple regression requires that the IVs in the analysis be normally distributed. The skewness and Kurtosis statistics for all variables are within the acceptable range for normality (-1.0 to +1.0).

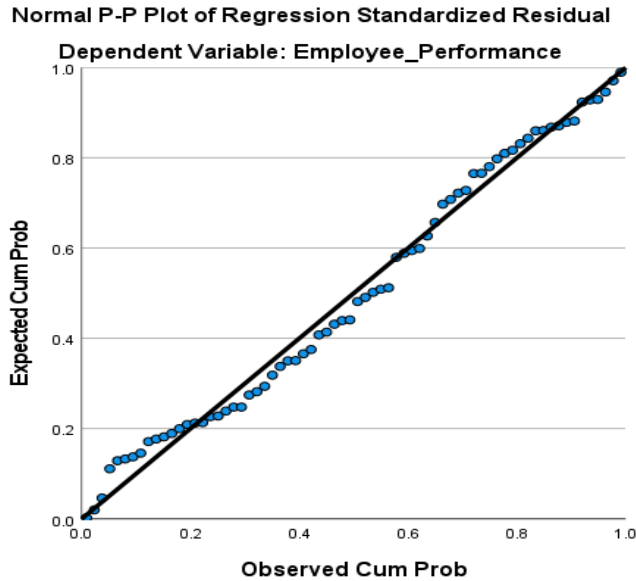
A P-P plot (probability-probability plot) is a graphical method used for assessing whether a set of data follows a particular probability distribution. In the context of hypothesis testing, the P-P plot

can be used to compare the observed p-values from the hypothesis test with the expected values under the null hypothesis.

Figure 3. Normal p-p plot of Regression Standardized Residual



Awash Bank



Dashen Bank

Source: Survey Result 2024

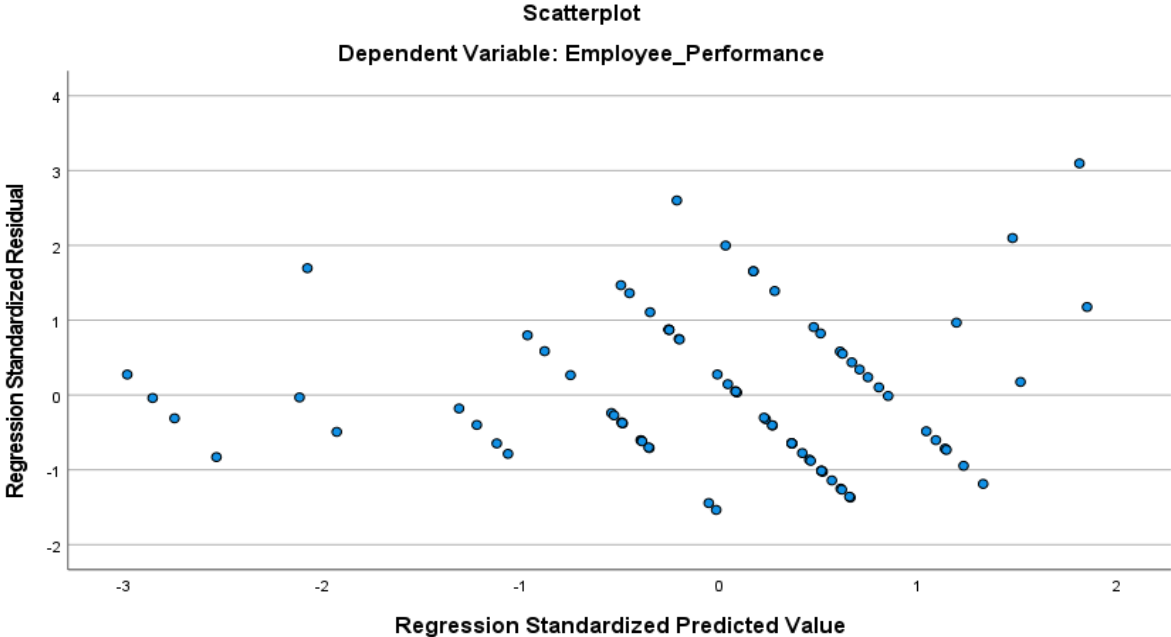
If the P-P plot shows that the observed p-values are concentrated near the expected values under the null hypothesis, then we can conclude that the null hypothesis is not rejected and that there is no evidence to support the alternative hypothesis. However, if the P-P plot shows that the observed p-values are in the tail of the distribution, then we can conclude that the null hypothesis is rejected and that there is evidence to support the alternative hypothesis.

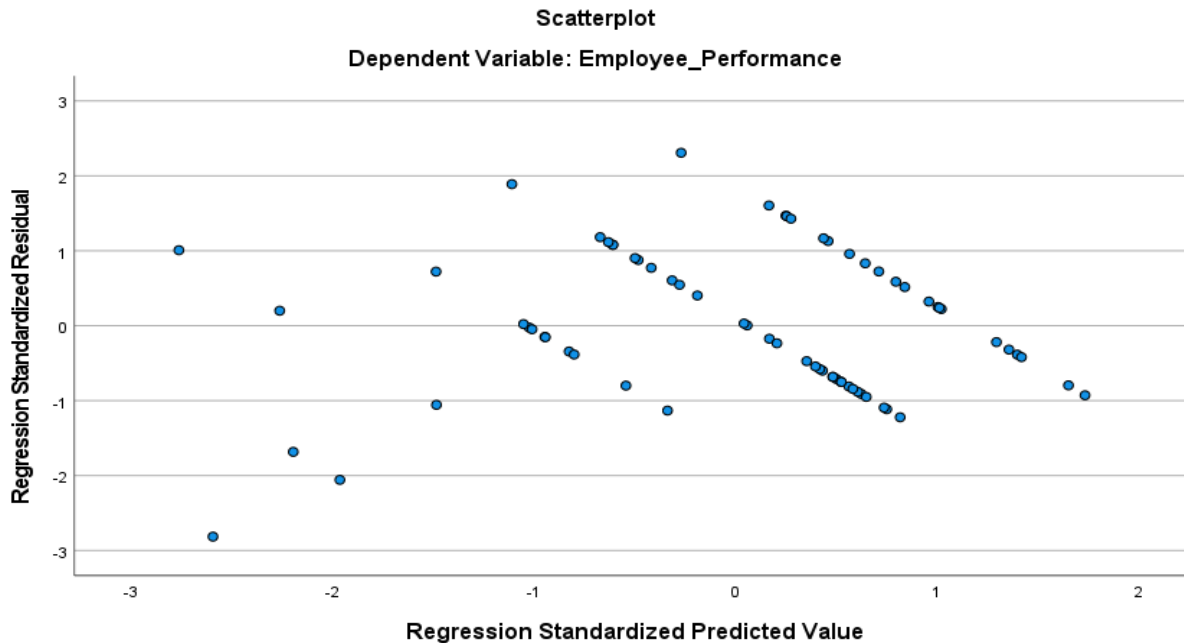
In the figure above, the P-P plot shows that the p-value is less than or equal to the significance level, it means that the observed p-value from the hypothesis test is below the pre-determined significance level. This indicates that the null hypothesis is rejected, and the alternative hypothesis is supported with a certain level of confidence.

4.5.2.3. Homoscedasticity

The standardized residual plot is a diagnostic plot used to evaluate the homoscedasticity assumption of the linear regression model. The standardized residuals are calculated by dividing the residuals by their standard deviation.

Figure 2. Scatterplot of Standardized Residuals





Dashen Bank

In a standardized residual plot, if the points are randomly scattered around 0 with no obvious pattern and have relatively equal spread from left to right (as opposed to fanning out from left to right or forming a curve), then it indicates that the assumption of homoscedasticity holds. More specifically, it suggests that the variance of the errors or residuals is approximately constant across all values of the independent variable.

If the standardized residual plot shows a pattern, such as the residuals fanning out from the left to right or forming a curve, it suggests that the errors are heteroscedastic, and the model may need to be modified to account for this non-constant variance.

Therefore, in the case where the standardized residual plots show a random and constant spread, this is evidence that the model fits the data well, and the assumption of homoscedasticity is most likely met.

4.5.3. Model Summary

Multiple regression analysis was employed to examine the influence of emotional intelligence (self-awareness, self-management, social awareness) on Employee performance.

Table 11. Model Summary

Dashen bank

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	.735	.718	.14085

a. Predictors: (Constant), Relationship Management, Self-awareness, Social Awareness, Self-Management

Awash Bank

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 ^a	.864	.857	.13699

a. Predictors: (Constant), Relationship Management, Self-awareness, Social Awareness, Self-Management

The regression model is used to explain how much variance in employee performance can be attributed to four determining factors: self-awareness, self-management and social awareness.

The regression analysis aimed to explore the impact of emotional intelligence components (self-awareness, self-management, social awareness, and relationship management) on employee performance in both Awash Bank and Dashen Bank. The model summary provides insights into how well these predictors explain the variance in employee performance.

Model Summary for Dashen Bank

R (Correlation Coefficient): .857 This indicates a very strong positive relationship between the predictors (self-awareness, self-management, social awareness, and relationship management) and employee performance.

R Square (Coefficient of Determination): .735 This means that approximately 73.5% of the variance in employee performance can be explained by the four predictors. The remaining 26.5% of the variance is due to other factors not included in the model.

Adjusted R Square: .718 The adjusted R Square corrects for the number of predictors in the model, providing a more accurate estimate. It shows that 71.8% of the variance in employee performance is explained by the predictors, taking into account the sample size and number of predictors.

Model Summary for Awash Bank

R (Correlation Coefficient): .929 This indicates an even stronger positive relationship between the predictors and employee performance compared to Dashen Bank.

R Square (Coefficient of Determination): .864 This means that approximately 86.4% of the variance in employee performance can be explained by the four predictors. Only 13.6% of the variance is due to other factors not included in the model.

Adjusted R Square: .857 The adjusted R Square shows that 85.7% of the variance in employee performance is explained by the predictors, accounting for the sample size and number of predictors. This is higher than in Dashen Bank, indicating a more robust model.

The regression analysis results reveal that emotional intelligence components significantly influence employee performance in both banks, but the extent of this influence varies.

Dashen Bank:

- The predictors explain 73.5% of the variance in employee performance, indicating a strong model, but there is still room for improvement.

- The Adjusted R Square 71.8% suggests that while the model is strong, there may be other influential factors not accounted for.

Awash Bank:

- The predictors explain a higher proportion of the variance in employee performance (86.4%), suggesting a very strong model.

- The Adjusted R Square (85.7%) reinforces the robustness of the model, indicating that the predictors are highly effective in explaining employee performance.

The findings suggest that emotional intelligence components are critical determinants of employee performance in both banks. However, their influence is more pronounced in Awash Bank. For Awash Bank: The higher R and R Square values suggest that the bank's focus on enhancing emotional intelligence components, particularly relationship management, self-awareness, and self-management, can lead to significant improvements in employee performance. The better fit of the model indicates that these factors are well-integrated into the bank's organizational culture.

For Dashen Bank: While the model is strong, there is a need to identify and integrate additional factors that could explain the remaining variance in employee performance. Enhancing the existing emotional intelligence training programs and exploring other potential predictors could further improve employee performance.

Overall, both banks can benefit from focusing on emotional intelligence development, but Awash Bank's model shows a more comprehensive integration of these components into their performance metrics. For Dashen Bank, expanding the model to include additional relevant factors could enhance the explanatory power and further improve employee performance outcomes.

The result of the regression analysis provides evidence that the four components of emotional intelligence have a significant positive effect on employee performance. However, it is important to note that other factors could also impact employee performance that were not included in the model.

4.5.4. Analysis of Variance (ANOVA)

Table 12. ANOVA Table

Dashen bank

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.571	4	.893	45.002	.000 ^b
	Residual	1.290	65	.020		
	Total	4.861	69			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Relationship Management, Self-awareness, Social Awareness, Self-Management

Awash bank

		ANOVA^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.625	4	2.406	128.217	.000 ^b
	Residual	1.520	81	.019		
	Total	11.145	85			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Relationship Management, Self-awareness, Social Awareness, Self-Management

The significance level (p-value) is the probability of obtaining an F value as large or larger than the observed one, if the null hypothesis is true. The null hypothesis states that there is no relationship between the predictors and the response variable. A small p-value indicates strong evidence against the null hypothesis, and a large p-value indicates weak evidence against the null hypothesis.

The regression analysis results reveal that emotional intelligence components significantly influence employee performance in both Awash Bank and Dashen Bank, though the extent of their influence varies.

Dashen Bank: The regression model explains 73.5% of the variance in employee performance, indicating a strong fit. The adjusted R Square of 71.8% suggests that while the model is strong, there is room for improvement by exploring additional factors. The F-statistic of 45.002 and the p-value of 0.000 confirm that the model is statistically significant.

Awash Bank: The regression model explains a higher 86.4% of the variance in employee performance, suggesting a very strong fit. The adjusted R Square of 85.7% indicates a more robust model compared to Dashen Bank. The F-statistic of 128.217 and the p-value of 0.000 confirm the model's high statistical significance.

The findings suggest that emotional intelligence components are crucial determinants of employee performance in both banks, with a more pronounced impact in Awash Bank.

For Dashen Bank: The model is strong but could benefit from identifying and incorporating additional factors that influence employee performance. Enhancing emotional intelligence training programs could lead to further improvements in performance.

For Awash Bank: The model's high explanatory power indicates that the current focus on emotional intelligence is highly effective. Continuously emphasizing these components and maintaining or improving current strategies can sustain and potentially enhance employee performance further. Overall, both banks benefit from prioritizing emotional intelligence, but Awash Bank's approach appears to be more integrated and effective in explaining employee performance variance.

Therefore, we can reject the null hypothesis and conclude that there is a significant relationship between the predictors and the response variable

4.5.5. Regression Coefficients

The coefficient value in a regression analysis represents the amount of change in the dependent variable for a one unit change in the independent variable, while holding all other independent variables constant. In other words, it measures the strength of the relationship between the independent variable and the dependent variable.

There are two types of coefficients in regression analysis: standardized and unstandardized. Unstandardized coefficients, also known as beta coefficients, represent the amount of change in the dependent variable per unit change in the independent variable. Standardized coefficients, on the other hand, measure the amount of change in the dependent variable in standard deviation units per one unit change in the independent variable. The significance level of the coefficient estimate, commonly represented by the p-value, indicates the probability of obtaining the observed coefficient estimate by chance.

Table 13. Regression Coefficients

		Dashen Bank Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.560	.274		2.048	.045
	Self-Awareness	.084	.062	.105	1.347	.183
	Self-Management	.093	.070	.141	1.326	.189
	Social Awareness	.301	.072	.342	4.189	.000
	Relationship Management	.383	.081	.498	4.724	.000

a. Dependent Variable: Employee Performance

Awash bank Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.322	.174		1.851	.068
	Self-awareness	.151	.054	.163	2.788	.007
	Self-Management	.163	.050	.229	3.237	.002
	Social Awareness	.288	.057	.321	5.095	.000
	Relationship Management	.319	.057	.391	5.596	.000

a. Dependent Variable: Employee Performance

Comparative Analysis: Regression Coefficients for Dashen Bank and Awash Bank

The regression coefficients for both Dashen Bank and Awash Bank provide insights into how each component of emotional intelligence (self-awareness, self-management, social awareness, and relationship management) influences employee performance. The analysis focuses on the constant, unstandardized coefficients (B), significance levels (Sig.), and t-values for each variable.

Dashen Bank

- Constant (B = 0.560, Sig. = 0.045, t = 2.048):
- The constant term is statistically significant ($p < 0.05$), indicating that when all predictors are zero, the base level of employee performance is positive and significant.

Self-Awareness (B = 0.084, Sig. = 0.183, t = 1.347):

- The coefficient is not statistically significant ($p > 0.05$), suggesting that self-awareness does not have a significant direct impact on employee performance in Dashen Bank.

Self-Management (B = 0.093, Sig. = 0.189, t = 1.326):

- Similarly, self-management is not statistically significant ($p > 0.05$), indicating it has no significant direct impact on employee performance.

Social Awareness (B = 0.301, Sig. = 0.000, t = 4.189):

- Social awareness is statistically significant ($p < 0.01$), with a positive impact on employee performance. This suggests that employees who are socially aware tend to perform better.

Relationship Management (B = 0.383, Sig. = 0.000, t = 4.724):

- Relationship management is also statistically significant ($p < 0.01$) and has the highest positive impact on employee performance among the predictors. Effective relationship management strongly correlates with higher performance levels.

Awash Bank

Constant (B = 0.322, Sig. = 0.068, t = 1.851):

- The constant term is marginally significant (p slightly > 0.05), indicating a trend towards significance.

Self-Awareness (B = 0.151, Sig. = 0.007, t = 2.788):

- Self-awareness is statistically significant ($p < 0.01$), suggesting a positive and significant impact on employee performance. Employees with higher self-awareness tend to perform better.

Self-Management (B = 0.163, Sig. = 0.002, t = 3.237):

- Self-management is also statistically significant ($p < 0.01$), indicating that it has a significant positive impact on employee performance. Effective self-management correlates with higher performance.

Social Awareness (B = 0.288, Sig. = 0.000, t = 5.095):

- Social awareness is highly significant ($p < 0.01$), with a strong positive impact on employee performance. Employees who are socially aware perform significantly better.

Relationship Management (B = 0.319, Sig. = 0.000, t = 5.596):

- Relationship management is the most statistically significant predictor ($p < 0.01$), with the highest positive impact on employee performance. Effective relationship management is crucial for high performance levels.

Comparative analysis

- Dashen Bank: Social awareness and relationship management are significant predictors of employee performance. Self-awareness and self-management, however, do not have significant direct impacts.
- Awash Bank: All four components of emotional intelligence (self-awareness, self-management, social awareness, and relationship management) are statistically significant predictors of employee performance, indicating a more comprehensive impact.
- In Dashen Bank, self-awareness is not a significant predictor. However, in Awash Bank, it significantly enhances employee performance, indicating better integration or recognition of self-awareness in Awash Bank's culture.
- Self-Management: Similar to self-awareness, self-management is not significant in Dashen Bank but has a significant positive impact in Awash Bank, suggesting a more effective application of self-management practices.
- Social awareness is a significant predictor in both banks, but the impact is more pronounced in Awash Bank (higher t-value), indicating that socially aware employees in Awash Bank contribute more to performance.
- Relationship management is the most critical predictor in both banks. However, it has a slightly higher impact in Awash Bank (higher t-value and Beta), suggesting that strong relationships and teamwork are even more crucial to performance in Awash Bank.

The regression analysis reveals that emotional intelligence components significantly influence employee performance in both banks, with Awash Bank showing a more comprehensive and integrated impact. For Dashen Bank, focusing on enhancing self-awareness and self-management could further improve employee performance, aligning it more closely with the success seen at

Awash Bank. Overall, effective emotional intelligence practices, particularly in relationship management, are essential for achieving high employee performance.

4.6. Discussion

Comparative Analysis of Emotional Intelligence and Employee Performance, the current study examined the impact of emotional intelligence components self-awareness, self-management, social awareness, and relationship management on employee performance at Dashen Bank and Awash Bank. The findings were compared to existing literature to draw comprehensive conclusions.

The regression analysis and ANOVA results revealed significant insights into how these emotional intelligence components influence employee performance in both banks.

Self-Awareness and Self-Management: The study found that self-awareness and self-management did not significantly predict employee performance in Dashen Bank. This is contrary to previous research, such as Goleman (1995), which emphasizes the critical role of self-awareness and self-management in overall job performance. It suggests that employees at Dashen Bank may not be fully leveraging these aspects or that the organizational culture does not strongly promote these competencies.

Social Awareness and Relationship Management: Both components were significant predictors of employee performance, aligning with previous studies by Wong and Law (2002), which highlighted the importance of social awareness and relationship management in fostering a collaborative work environment and enhancing job performance. The significant influence of these factors suggests that Dashen Bank benefits from employees who are socially aware and capable of managing relationships effectively.

Self-Awareness, Self-Management, Social Awareness, and Relationship Management: All four components were significant predictors of employee performance, indicating a more comprehensive impact. This supports the findings of Mayer, Salovey, and Caruso (2004), who argued that a high level of emotional intelligence across multiple domains enhances job

performance. Awash Bank's results suggest a well-rounded development and application of emotional intelligence skills, leading to higher employee performance.

Dashen Bank: With an R Square of 0.735, the model explains a substantial portion of the variance in employee performance, primarily driven by social awareness and relationship management. The lower significance of self-awareness and self-management points to potential areas for improvement in training and development programs.

Awash Bank: The higher R Square of 0.864 indicates a stronger model, with all four emotional intelligence components contributing significantly. This comprehensive influence suggests that Awash Bank's organizational culture and practices effectively promote and integrate emotional intelligence across the board.

The findings align with existing literature, such as Goleman (1995) and Mayer et al. (2004), emphasizing the role of emotional intelligence in enhancing employee performance. The results suggest that emotional intelligence is a critical factor in organizational success, particularly in relational and social contexts.

Discrepancies, particularly in Dashen Bank, highlight the need for tailored approaches to emotional intelligence development, considering organizational culture and existing competencies.

This study underscores the importance of emotional intelligence in predicting and enhancing employee performance, with distinct differences observed between Dashen Bank and Awash Bank. While both banks benefit from social awareness and relationship management, Awash Bank's comprehensive approach, including significant contributions from self-awareness and self-management, provides a more robust model. Implementing targeted improvements in self-awareness and self-management could help Dashen Bank achieve similar comprehensive success. These findings reinforce the critical role of emotional intelligence in organizational settings and provide a roadmap for enhancing employee performance through targeted emotional intelligence development.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of Findings

Comparative Analysis of Emotional Intelligence and Employee Performance, The mean and standard deviation analysis for Dashen Bank and Awash Bank highlights notable differences in employee perceptions and performance across emotional intelligence components. For Dashen Bank, self-management scores range from a mean of 4.0116 to 4.0698 with standard deviations between 0.83306 and 0.85117. This suggests that employees generally view setbacks as manageable and are motivated by the prospect of success, although there is some variability in how they handle obstacles. Social awareness scores at Dashen Bank range from 3.4286 to 4.3143, with standard deviations from 0.53626 to 1.30297, indicating strong abilities in understanding customer needs and maintaining good relationships, but with notable variability in recognizing group emotional currents. Relationship management scores show means from 3.3857 to 4.2571 and standard deviations from 0.60638 to 1.33289, reflecting strong performance in persuasion and collaboration, yet with some inconsistencies in maintaining close work relationships. Employee performance metrics, with means from 3.8429 to 4.1000 and standard deviations from 0.26571 to 0.52297, indicate a high level of effectiveness in meeting deadlines, communicating, and problem-solving, though with moderate variability in feedback reception.

In contrast, Awash Bank's analysis shows self-management scores with means from 3.6512 to 4.1977 and standard deviations from 0.66545 to 1.07305, demonstrating a robust ability to handle setbacks and maintain persistence in goal pursuit, with relatively consistent performance. Social awareness scores range from 3.6047 to 4.2558, with standard deviations from 0.62909 to 1.24880, highlighting employees' sensitivity to others' needs and effectiveness in enhancing customer satisfaction, with less variability in understanding group emotional states compared to Dashen Bank. Relationship management scores range from 3.6512 to 4.1977, with standard deviations from 0.68290 to 1.22982, indicating strong collaboration, good relationship maintenance, and effective change management, with consistent efforts in fostering positive group dynamics.

Employee performance metrics at Awash Bank, with means from 3.8140 to 4.0465 and standard deviations from 0.43323 to 0.57347, suggest that employees consistently meet deadlines, communicate effectively, and demonstrate creativity and problem-solving skills, with moderate variability.

Overall, while both banks exhibit strong self-management and social awareness, Awash Bank shows slightly higher consistency and mean values, particularly in employee performance metrics. The greater variability in Dashen Bank's relationship management suggests a potential area for targeted improvement. Awash Bank's higher and more stable performance metrics reflect a more integrated approach to emotional intelligence, aligning with its higher R Square value, which indicates a more comprehensive impact on employee performance.

The regression analysis and ANOVA results reveal significant insights into how emotional intelligence components—self-awareness, self-management, social awareness, and relationship management—influence employee performance at Dashen Bank and Awash Bank.

For Dashen Bank, the model summary indicates that 73.5% of the variance in employee performance can be explained by the four predictors, with an R Square of 0.735. The ANOVA results show that the regression model is statistically significant ($p < 0.001$), with an F-value of 45.002. The regression coefficients reveal that social awareness and relationship management are significant predictors of employee performance ($p < 0.001$), whereas self-awareness and self-management are not significant.

In comparison, Awash Bank's model summary shows that 86.4% of the variance in employee performance is explained by the four predictors, with an R Square of 0.864. The ANOVA results also indicate a statistically significant model ($p < 0.001$), with an F-value of 128.217. The regression coefficients for Awash Bank show that all four predictors—self-awareness, self-management, social awareness, and relationship management—are significant ($p < 0.01$). This suggests a more comprehensive impact of emotional intelligence components on employee performance at Awash Bank.

The findings indicate that while both banks benefit from the positive impacts of social awareness and relationship management, Awash Bank also sees significant contributions from self-awareness and self-management. The higher R Square value for Awash Bank suggests a more holistic approach to emotional intelligence development, emphasizing its critical role in enhancing employee performance across multiple dimensions.

5.2. Conclusion

The survey conducted in Awash Bank and Dashen Bank has provided valuable insights into the employees' attitudes towards emotional regulation in the workplace. The findings are consistent with other studies that have shown the importance of emotional regulation in enhancing job satisfaction and overall well-being. The survey conducted among employees of Awash Bank and Dashen Bank has provided valuable insights into the attitudes of employees towards emotional self-awareness and learning in the workplace. The findings are consistent with previous research that has demonstrated the importance of these skills for job performance and well-being. .

The study's findings provide a comparative analysis of the impact of emotional intelligence on employee performance at Dashen Bank and Awash Bank, drawing from model summaries, regression coefficients, and ANOVA results.

The regression model effectively explains the variance in employee performance at both banks. Awash Bank's model, with an R Square of 0.864, explains a higher proportion of the variance compared to Dashen Bank's 0.735. This suggests that emotional intelligence components have a more pronounced impact on employee performance at Awash Bank.

Both banks identify social awareness and relationship management as significant predictors of employee performance. However, Awash Bank also finds self-awareness and self-management to be significant, reflecting a more comprehensive integration of emotional intelligence components. This indicates that Awash Bank's employees benefit more from a holistic approach to emotional intelligence.

The regression coefficients reveal that while social awareness and relationship management are crucial for employee performance at both banks, Awash Bank's coefficients for self-awareness and self-management are also significant. Specifically, at Dashen Bank, only social awareness and relationship management significantly predict employee performance, with self-awareness and self-management showing no significant impact. In contrast, Awash Bank shows significant positive impacts from all emotional intelligence components, suggesting that employees' performance is more strongly influenced by a broader range of emotional intelligence skills.

The higher R Square and significant predictors at Awash Bank imply that a more comprehensive focus on emotional intelligence can lead to better employee performance. Awash Bank's broader range of significant emotional intelligence components suggests that employees there experience enhanced performance due to the integration of various emotional intelligence skills. This contrasts with Dashen Bank, where social awareness and relationship management are key but other components are less influential.

In general, the study concludes that emotional intelligence significantly influences employee performance, with Awash Bank demonstrating a more holistic impact through its integration of self-awareness, self-management, social awareness, and relationship management. Dashen Bank shows strong performance impacts from social awareness and relationship management but could benefit from enhancing other emotional intelligence components to improve overall employee performance.

5.3. Recommendations

Based on the comparative analysis of emotional intelligence and its impact on employee performance at Dashen Bank and Awash Bank, the following recommendations:

- Both banks should implement comprehensive emotional intelligence training programs that include all key components: self-awareness, self-management, social awareness, and relationship management. Awash Bank's success with a broad focus on these areas suggests that similar training at Dashen Bank could improve overall employee performance.

- Dashen Bank, where self-awareness and self-management were not significant predictors of performance, should prioritize these areas in their training programs. Developing employees' ability to understand and manage their own emotions can enhance their resilience and effectiveness, potentially leading to better performance outcomes.
- Both banks recognize the importance of relationship management and social awareness. To build on this, both institutions should focus on enhancing employees' skills in collaboration, persuasion, and customer understanding. This could involve advanced workshops and real-world practice scenarios to reinforce these skills.
- Customize emotional intelligence development programs based on specific needs identified in each bank. For instance, Awash Bank should continue to expand its training across all emotional intelligence dimensions, while Dashen Bank may benefit from targeted interventions to strengthen self-awareness and self-management.
- Implement regular assessments to gauge the effectiveness of emotional intelligence training programs and make adjustments as needed. Providing continuous feedback to employees will help them refine their emotional intelligence skills and apply them more effectively in their roles.
- Foster a workplace culture that values and supports emotional intelligence. Encouraging open communication, recognizing emotional intelligence in performance evaluations, and leading by example can create an environment where emotional intelligence thrives and contributes to enhanced employee performance.
- By adopting these recommendations, both Dashen Bank and Awash Bank can improve their employees' emotional intelligence, leading to higher performance, better interpersonal relationships, and overall organizational success.

For Dashen Bank: Enhance Self-Awareness and Self-Management Training: Developing targeted programs to enhance self-awareness and self-management could close the gap identified in the study. Encouraging reflective practices and stress management techniques might help employees better harness these skills. Leverage Existing Strengths in Social Awareness and Relationship Management: Building on the already significant impact of social awareness and relationship management, Dashen Bank could further integrate these practices into their training and organizational culture to amplify their positive effects.

For Awash Bank: sustain and Enhance Emotional Intelligence Practices: Given the significant impact across all four components, maintaining and enhancing current emotional intelligence training programs is crucial. Continuous reinforcement and development of these skills will help sustain high levels of employee performance.

5.4. Limitation and direction for further research

Despite the contribution of the present day there are limitation that must be noted. The study bounding its self only on 2 banks Awash bank and Dashen bank and exclude other financial institutions and it could not be widened because of the cost of time constraints. Furthermore, the heavy reliance on the respondent information is another limitation of this study. Also the findings may not be fully applicable to other banks or industries due to specific organizational cultures, policies, and demographics unique to Dashen and Awash Bank.

Future studies can compare the effects of emotional intelligence on performance across different sectors or types of organizations to understand variations in impact Addressing these limitations and exploring these avenues for further research could provide a more comprehensive understanding of the relationship between emotional intelligence and employee performance in banking environments like Dashen and Awash Bank.

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APPENDIX

QUESTIONNAIRE ON THE EFFECTS OF EMOTIONAL INTELLIGENCE ON EMPLOYEES PERFORMANCE

This questionnaire is for an academic purpose The study is intended to assess the “The effects of emotional intelligence on employee’s performance in Awash Bank and Dashen Bank.

This questionnaire is prepared to gather opinion of employees regarding the subject matter and your genuine response is of high importance for the research success. Therefore, I kindly request you to respond to all of the below listed questions after proper reading of the instructions provided.

Your responses are confidential and you will not be held responsible for the research outcome. Your genuine and timely responses are valued for this research paper.

Section A: General Profile of Respondents:

1. Gender:

A. Male

B. Female

2. Service Year

A. <3 Years

B. 3-5 Years

C. 5-7 Years

D. 7+ Years

3. Educational Qualification

- A. Certificate and below
- B. Diploma
- C. Bachelor
- D. Masters and above

Section 1: Self-awareness

Self-awareness is the individual's Accurate Self-Assessment and emotional awareness thus knowing one's strengths and limits and being in a position to recognizing one's emotions and their effects

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
I always take steps to control my emotions					
I always observe how my emotions affect me and I learn from them					
I accept my emotions affects my goal orientation					
I am not open to new ideas to improve self					
I always understand how my emotions affect me, and others					
I always recognize the cause of my emotions and their impact on me					
I am always open to feedback for self-development					
I am not sure of my self-worth and capabilities					
I am always open to new perspective					

Section 2: Self-management and employee commitment

Self-management is the individual's optimism and need for Achievement hence Striving to improve or meeting a standard of excellence and being persistence in pursuing goals despite obstacles and setbacks.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
I see setbacks as manageable circumstances rather than personal flaws					
I have strong ability to operate from hope of success rather than fear of failure					
I am always persistence in seeking my goals despite obstacles and setbacks					
My strong ability to face a difficult task and try to solve it properly enables me to exceed the set expectation					

Setbacks and obstacles stop me from exceeding my organizational expectation					
My hope for success in this organization stops me from looking for alternative employers					
I do not strive to always improve my performance					
I strive to exceed the set standards of excellence					
I am optimistic about this company					
I am always persistence in pursuing my goals					

Section 3: Social awareness and employee commitment

Social awareness involves Service Orientation and Organizational Awareness thus Anticipating, recognizing, and meeting customers' needs to read the current of emotions correctly, and being able to read group's emotional currents and power relationships.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
I always sense others' feelings and perspectives, and take an active interest in their concerns					
I am sensitive to other people's needs					
I anticipate, recognize and customers' expectation					
I always understand this company's customer expectation					
I always fail to meet customers' expectation					
I read a group's emotional currents and power relationships and understand how to handle them					
I have the ability to seek ways to increase customer satisfaction and loyalty					
I have the ability to gladly offer appropriate services to our customers					
I always have an understanding of group emotional state in my company					
I have good relationship with my group in the company					

Section 4: Relationship management and employee commitment

Relationship management involves an Individual's ability to apply effective tactics for persuasion and working with others toward shared goals thus creating group synergy in pursuing collective goals.

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
I collaborate, share plans , information and resources in my work place					
I establish and maintain close relationships at work					
I apply effective tactics for persuasion which assist me in exceeding my organizational expectation					
I negotiate and resolve disagreements hence enhancing achievement of set goals					
I do not work with others toward achieving the set goals					
I create group synergy in pursuing collective goals					
I have a strong and good relationship with my colleagues					
I always initiate positive group think which assist us in meeting our expectation					
I manage change in my place of work hence exceeding the set expectation					
No one can persuade me to leave this company					

Section 5 : Employee Performance

Please give your rating or how you agree with the statement on employee commitment (by ticking in the box against each statement)

1= Very Poor, 2= Poor, 3= Average, 4= Good, 5= Excellent

Statements on Employee Performance	1	2	3	4	5
I meet expected deadlines for assigned tasks					
I communicate easily with team members and superiors					
I exhibit problem-solving skills and creativity when faced with challenges					
I take feedback easily and constructive criticism					

Thank you for your time!