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Title: Impact of Emotional Intelligence on Employee Performance: Examining the Mediating Role of Employee Engagement

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Impact of Emotional Intelligence on Employee Performance: Examining the Mediating Role of Employee Engagement

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Abstract

A thorough engagement of employees has been the concern of nearly all organizations especially those working in the banking sector. This study aimed to investigate the impact of emotional intelligence on employee performance with the mediating role of employee engagement. Data was collected from employees working in the banking sector by employing a random sampling technique. Out of 450 floated questionnaires, a total of 170 responses were received which were later analyzed with the help of IBM SPSS Statistics-20. Results confirmed the significant and positive relationship between emotional intelligence and employee performance. Emotional intelligence also showed a positive association with employee engagement. In addition, Employee engagement was found to be a significant mediator for the relationships between emotional intelligence on employee performance. Administrators and HR professionals can improve the level of employee performance, by enhancing emotional intelligence and employee performance.

Keywords: Emotional Intelligence, Employee Performance, Employee Engagement, Banking Sector

1. Introduction

Workers are the most important part of a company. Employees of banks develop relationships within emotionally charged environments where emotions play a central role in delivering services. These emotions significantly impact professional relationships. Within the banking sector, these dynamics are shaped by various factors such as outsourcing, hierarchical restructuring, job insecurity, consumer empowerment, and shifts in demand patterns. These elements collectively contributed to increase stress levels in the workplace. Consequently, organizations are compelled to adapt their business strategies, structures, and cultures to sustain organizational performance and uphold a competitive edge. Within modern organizations, Emotional Intelligence (EI) stands out as one of the most important aspects. Emotions are closely linked with facets like personality, performance, creativeness, and novelty (Malik & Dave, 2022). These emotions wield a significant influence on how an organization communicates, both internally and externally. Events within the workplace profoundly impact the emotions of participants, ultimately affecting individuals, communities, and society as a whole in terms of behavior and attitudes. Positive emotions at work play a pivotal role in achieving positive results (Makkar & Basu, 2019). The term 'emotional' in EI is used generally to refer to moods and emotions. It essentially delineates the ability to efficiently join emotions and way of thinking, using emotions to facilitate reasoning and intelligently analyzing emotional elements (Mayer & Salovey, 1997). Goleman (1998) defines EI as "the ability to recognize our own and others' feelings, for self-motivating, and adeptly manage emotions in ourselves and in our relationships." Workers with strong EI exhibit adept control over their emotions, do extremely well in interpersonal interactions, navigate change adeptly, resolve challenges, and employ humor to establish rapport in challenging circumstances. EI significantly contributes to fostering healthy relationships, managing stress, and enhancing performance. Research has consistently identified EI as a significant predictor of desirable organizational outcomes such as employee performance, job satisfaction and commitment with organization (Gunu & Oladepo, 2014).

In this research, the author will study the mediating effect of employee engagement on the connection between EI and employee performance. Employee engagement (EE) is defined as the favorable state of the total investment of workers in a role, characterized by vigour, dedication, and absorption (Schaufeli and Bakker, 2010). It represents a crucial condition that delineates worker involvement in getting peak performance levels. The impact of employee engagement can significantly enhance a company's performance (Aziez, 2022). EE is a positive and complete expressive and cognitive state associated with work, linked with the attributes of determination and immersion in tasks (Aldabbas et al., 2023). Different studies suggest that as EE escalates, there's a corresponding positive enhancement in employees' emotional, cognitive, and future-oriented behaviors, leading to an increase in work performance (Wang and Chen, 2020). Research study indicates that the EI capability can be developed eventually allows individuals to regulate their own emotions and that of others during challenging situations, and this enhancing performance in social work tasks like engagement, collaboration, decision-making, and stress management (Morrison, 2007). Furthermore, studies demonstrate that EI exerts positive effects on employees work engagement concerning social responsibility toward the society, engagement with the business, and exhibiting organizational citizenship behavior (Levitats et al., 2020). Workers with higher level of EI tend to experience amplified work engagement. This is substantiated by their adeptness in recognizing, managing, and leveraging their emotions, leading to more effective coping strategies in handling work-related stress. Consequently, this fosters stronger work engagement and ultimately increase work performance (Nagalingam et al., 2019). In nutshell, the purposes of this study are two-fold: (a) to investigate the impact of emotional intelligence on employee performance; (b) to examine the mediating role of employee engagement on the hypothesized relationships. We believe this empirical study contributes to the body of knowledge for engagement research for hospitality sector.

2. Literature Review

2.1 Operational Definition

2.1.1 Emotional Intelligence (EI)

Goleman (1995) defines EI as a border that fosters self-awareness of our own feelings and the feelings of others. This awareness supports to deal with the others and managing personal desires (Ashkanasy et al., 2017). Goleman (2001) explained a comprehensive description of EI, highlighting its capacity to comprehend one's own emotions fully, and then strategically managing those emotions. Additionally, author emphasizes the importance of considering others' emotions and effectively utilizing them in actions. Jorfi et al. (2010) stated that both the private and public sectors need to change in a practical way, and stated that EI as the pivotal factor enabling leaders and managers to proficiently handle organizational changes. Singh (2007) supports the notion that EI enables organizational administrators to understand not only their own emotions but also those of others. This understanding, along with the skill to manage emotions, contributes to the organization benefits. EI involves regulating, coordinating, and managing individuals' emotions, fostering the development and progress of employees. It plays a vital role in task execution within the workplace, using employees' capabilities, that facilitating individual, team, and organizational growth (Bar-On et al., 2000).

2.1.2 Employee Performance

The worker is an important part of the organization. The success of the business relies on worker performance. Ramli and Novariani (2020) assert that performance within the workplace holds significant value, to move onward and have edge more than their competitors. This is because the performance of workers directly correlates with business success, encompassing profit margins, sales, boost in output, and the establishment of a robust organizational position in comparison to rivals. Wattoo et al. (2020) discussed that

high levels of work performance significantly enhance work efficiency and productivity, leading to superior outcomes for an organization (Onuegbu, 2021). Work performance, as described by Femi (2014), encapsulates an employee's capability to effectively execute their assigned tasks within an organization. Furthermore, Sharma et al. (2009) define job performance as cohesive outcomes linked to work-related goals, measured through assessments of tasks contributing to organizational objectives. Pandey (2018) characterizes job performance as actions, behaviors, and measurable outcomes directly tied to employees' contributions toward organizational goals. Similarly, Kehoe & Wright (2013) assert that work performance is evaluative, episodic, and multifaceted behavior requiring periodic evaluation against a series of objectives. Elevated levels of work performance, as posited by Wattoo, et al. (2020), directly elevate organizational productivity, subsequently driving success. Job performance emerges as a pivotal determinant influencing an organization's profitability. Its significance lies in the fact that worker performance significantly influences business success. The efficacy of competitive advantage heavily depends on the workforce's performance, where outcomes such as productivity and output play a critical role in an organization's ability to maintain competitiveness in the market (Daeley, 2012). Moreover, performance is crucial for individuals, as accomplishing tasks can be a fount of achieving shared objectives (Muchhal, 2014).

2.1.3 Employee Engagement

Engagement stands as the active involvement of an employee, enhancing their intelligence of professional efficiency (Maslach & Leiter, 2008). Highlighted by May et al. (2004), Managers recognize the pivotal nature of engagement, aiming to avert employee detachment, isolation, and disinterest. Richman (2006) delineates employee engagement, encapsulating their emotions, actions, accomplishments, and approach, while enterprise engagement pertains to productivity, proficiency, and competitive positioning in the market. Additionally, an organization's achievements and successes linked with engagement (Lockwood, 2007). Kahn (1992) emphasizes engagement as an individual's mental availability, connectivity, and focused disposition when executing organizational tasks. An employee displaying enthusiasm towards their role is more deeply engaged, dedicated, and fulfilled (Harter et al., 2002). Saks (2006) identifies the antecedents of engagement as job uniqueness, support from the organization and management, motivations, and acknowledgment. Employees exhibiting high levels of EE manifest energy, dedication, and immersion in their tasks (Bakhuys et al., 2014). AbuKhalifer and Som (2013) define EE as a positive attitude held by the worker toward the organization and its values. An engaged employee possesses an understanding of the business context and collaborates with colleagues to enhance job performance for the organization's benefit.

2.2 Job Demand-Resources (JD-R) model

The Job Demand-Resources (JD-R) model of Bakker and Demerouti (2007) provided the basic underpinning to the framework of the study. JD-R is a conceptual framework employed to comprehend the influence of particular work elements on the well-being and performance of employees. The job characteristics are classified into two distinct categories: job demands and job resources (Bakker & Demerouti, 2007).

Job demands refer to aspects of the job that necessitate continuous physical, psychological, or emotional exertion. If the demands placed on someone, such as a heavy workload, time constraints, or emotional stress, exceed the resources they have available, it can potentially result in stress, fatigue, and a decline in overall well-being.

Conversely, employment resources refer to elements in the work environment that aid in accomplishing goals, alleviate job pressures, and promote personal development. These

resources include elements such as social assistance, independence, chances for enhancing skills, and a favorable organizational environment. They function as protective barriers against the adverse effects of job demands by equipping employees with the necessary resources and assistance to efficiently handle their responsibilities.

Since employees working in banking sector are confronted with various challenges such as task pressure, long working hours, customers' varied personalities and expectations, and work-related targets (George & KA, 2015). All these work demands create a stress which can be handled and addressed with the help of emotional stability (Wu, 2020). In sum, emotional intelligence provides a resource to cope with varied demands that help to engage in work activities with vigor, dedication and absorption. The imbalance if created for employees weak in emotional strength, may affect their work engagement and overall performance.

2.3 Emotional Intelligence and Employee Performance

Various empirical studies have established EI as a pivotal construct for enhancing employee performance, as evidenced by the works of Arshad et al. (2023), Sendaro and Baharun (2020), Alheet and Hamdan (2021), and Furnham and Treglown (2021). Sendaro and Baharun (2020) investigated the correlation between EI and the individual performance of operational workers in the banking industry. Data was collected from 188 respondents, revealed a significant impact of EI on individual performance. Alheet & Hamdan (2021) explored the relationship between EI and job performance among workers in the Jordanian retail sector, analyzing data from 120 workers. The study identified a significant association between EI and employees' work performance. Furnham et al. (2021) examined the relationship between trait EI facets and performance appraisals. TEI facets of 903 workers were compared to assessed performance appraisals of different groups. Findings revealed significant relationship between TEI and performance appraisal. Nasir et al. (2023) investigated the connection between EI and job performance in the Kingdom of Saudi Arabia's higher education sector. Data was collected from 277 faculty members. The findings highlighted a positive relationship between different dimensions of EI and both contextual performance (CP) and task performance (TP). Serhan & Gazzaz (2019) explored the impact of EI on employee performance. Data was collected from 300 respondents in the Saudi banking sector. Study found significant positive relationship between EI and employee performance. From the foregoing discussion, it can be hypothesized that:

H₁: EI is positively associated with employee performance.

2.4 Emotional Intelligence and Employee Engagement

Ravichandran et al. (2011) highlighted that individuals exhibiting high trait Emotional Intelligence (EI) tend to demonstrate active involvement in work-related tasks. The top contributors to organizational success are identified as emotional intelligence and EE. When employees possess self-awareness regarding their emotions and effectively manage them, their efficiency and productivity increases, thereby fostering EE (Deshwal, 2015). Naz et al. (2019) investigated the influence of EI on EE and performance, Data was gathered from 233 employees in the manufacturing sector of Lahore. The findings demonstrated a significant and positive association between EI, employee performance, and EE. Karamustafa & Kunday (2018) investigated the impact of EI dimensions on employee engagement. Data was collected from 245 professionals in Istanbul's private sector companies. The findings showed a significant positive relationship between EI and EE among these professionals. Deshwal (2015) explored the effect of EI on employee engagement. Data was collected from 60 respondents. Results showed a negative correlation between high EI and low EE. Sarangi & Vats (2015) examined the impact of emotional intelligence on EE. Data was collected from 182 professionals working in Indian organizations. Findings showed a positive relationship

between emotional intelligence and EE. From the foregoing discussion, it can be hypothesized that:

H₂: EI is positively associated with employee engagement.

2.5 Employee Engagement and Employee Performance

The level of worker performance heavily relies on their commitment to the organization and its principles (Selvarasu & Sastry, 2014). Engaged workers have an understanding of the business context and collaborate with colleagues to enhance job performance for the organization's benefit (Ologbo & Sofian, 2013). Ghafoor et al. (2011) demonstrated a positive and significant correlation between employee engagement (EE) and employee performance (EP). Bakti (2015) and Dahani (2015) also identified a noteworthy relationship between EE and EP. Sendawula et al. (2018) investigated the impact of training and EE on employee performance within Uganda's health sector. Author collected data from 150 respondents. Results indicated that training and employee engagement significantly linked with employee performance, and EE is the primary predictor of employee performance. EI and EE are the pivotal elements contributing to companies' success. When employees identify and effectively manage their feelings and emotions, they work with greater efficiency and productivity, consequently fostering employee engagement. Individuals with high EI exhibit serious level of dedication in the workplace, smoothly handling emotions to minimize conflicts, foster better interpersonal relationships, maintain optimism, and align their goals with organizational objectives (Deshwal, 2015). Numerous studies highlight the significance of promoting EE as a significant approach to enhance employee performance. EE is identified as a crucial determinant in sustaining and elevating employees' performance levels. From a managerial perspective, EE can serve as a valuable mechanism to boost worker performance (Hee et al., 2018). From the foregoing discussion, it can be hypothesized that:

H₃: Employee engagement is positively associated with employee performance.

H₄: Employee engagement mediates the relationship between EI and employee performance.

3. Research Methodology

3.1 Sample and Data Collection Procedures

Keeping in view the objectives of the study, Employees of banking sector constituted the population of the study. To capture maximum variance, different banks were contacted for data collection. With departmental permission, employees of banks were approached. In Pakistan, minimum qualification for bankers is fourteen years of education. For that reason, they could easily understand the items of survey instrument. However, we ensured the participation of subjects with at least one year of working experience.

The questionnaire was divided into two parts with demographical information attached with each part along with unique code. In total 450 questionnaires were floated using self-administered approach and with the help of local postage services. We received 170 questionnaires and subsequently punched in IBM SPSS Statistics-20.

Since the survey studies are vulnerable to social-desirability bias (Edwards & Diers, 1962), therefore various measures were taken to address methodological bias that could contaminate the results of the study (Nederhof, 1985; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). For example, the participation of the respondents was at their will and they could leave the survey even while attempting the questionnaire. A cover letter was attached that had detailed information about the nature and purpose of study as well as the protocols followed to uphold the anonymity of the responses. A list of research team was also attached with contact details. The respondents were free to contact principal investigator to discuss any ambiguity or concern. The author could not observe any significant event, before and during the survey

administration that could affect the perception or responses of subject participants. In total 450 questionnaires were floated and 170 were returned back. Sample characteristics represents that male were 58.2 percent and females were 41.8 percent. Sample represents 17.1 percent of workers were aged between the 20 to 30 years, 48.8 percent workers were aged between 31 to 35 years, 20 percent were aged between 41 to 50 years, and 14.1 percent were aged between the age group of 50 and above years. In the qualification category, 39.4% were bachelor's degree holders, 48.8 percent has a qualified master's degree, 8.8 percent has a qualified MPHIL degree and 2.9 percent were PHD degree holders. In working experience category, 23.5 percent were having 3 years working experience, 47.1 percent were having 4 to 7 years working experience, 12.4 percent were having 7 to 10 years job experience and 17.1 percent were having 10 or above years job experience.

3.2 Measures

3.2.1 Emotional Intelligence

Emotional intelligence was measured with 16 items developed by Wong & Law (2002). Participants answered the items on 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Following are the items included as example "I have a good sense of why I have certain feelings most of the time"; "I have good understanding of my own emotions"; "I would always encourage myself to try my best".

3.2.2 Employee Performance

Employees' performance was measured with 05 items adopted from the study of Rodwell, Kienzle & Shadur (1998). Participants answered the items on 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Examples included "Employees are very effective in contributing to firms market share", "Employees are very effective in generating a high level of sales".

3.2.3 Employee engagement

Employees' engagement was measured with 09 items developed by Schaufeli & Bakker (2006). Participants answered the items on 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Examples included "At my work, I feel bursting with energy", "At my job, I feel strong and vigorous," and "When I get up in the morning I feel like going to work".

4. Results

The findings of the study are reported in three parts. First, the descriptive statistics, correlation analysis and reliability analysis is presented. Second, regression analysis are reported, and last, the results of mediation analysis are presented.

4.1 Descriptive Statistics, Correlations, and Reliabilities

Table 1 presents descriptive statistics, correlation analysis and reliabilities. The maximum value for descriptive statistics is 5, and the minimum value is 1. The mean value for employee performance is 4.06 and Std is .63. The mean value for emotional intelligence is 3.6 and Std is .95. The mean value for employee engagement is 3.77 and Std is .73. Each variable's Cronbach's alpha value is shown in the table 1. The findings highlighted the Cronbach's alpha value for emotional intelligence was 0.91, showing that the variable is valid and has excellent reliability. Cronbach's alpha value for employee performance was 0.76 and Cronbach's alpha value for employee engagement was 0.81. The Pearson correlation of the EI with EP is .434 **. The correlation of the EI with EE is .298 **. The correlation of the EE with EP is .306**.

The findings of correlation analysis, all hypotheses were supported in this study. EI was found to be significantly linked with EP (Hypothesis 1) and EE (Hypothesis 2), EE positively connected with EP (Hypothesis 3).

Table 1. Descriptive Statistics, Correlations, and Reliabilities

Variables	Mean	SD	1	2	3
1. Employee Performance	4.06	.63	(.76)		
2. Emotional Intelligence	3.64	.95	.43**	(.91)	
3. Employee Engagement	3.77	.73	.30**	.29**	(.81)

Note: * $p < .05$, ** $p < .01$; $n = 170$; Reliability measures are in parenthesis.

Table 2. Regression Analysis

Variables	B	R square	T value	Sig
EI-EP	.289**	.189	6.248	.000
EI-EE	.231**	.089	4.053	.000
EE-EP	.263**	.093	4.163	.000

Note: *** $p \leq 0.001$, ** $p \leq 0.01$, * $p \leq 0.05$

Table 2 represents the results of regression analysis. The β value is 0.289 with the p-value .000. The result shows that the relationship is highly significant. When increasing the effect of EI then EP increases. Therefore hypothesis 1 is accepted. The β value is 0.231 with the p-value .000. The result shows that the relationship is highly significant. When increasing the effect of EI then EE increases. Therefore hypothesis 2 is accepted. The β value is 0.263 with the p-value .000. The result shows that the relationship is highly significant. When increasing the effect of EE then EP increases. Therefore hypothesis 3 is accepted.

Table 3. Mediation Analysis

Variables	β	SE	t	p	LLCI	ULCI
EI → EP	.289**	.046	6.24	.000	.1980	.3810
EI → EE	.231**	.0571	4.05	.000	.1187	.3441
EE → EP	.166**	.0615	2.70	.007	.0450	.2877
EI → EE → EP	.251**	.0477	5.26	.000	.1569	.3451
Indirect Effects						
			β	SE	LLCI	ULCI
Bootstrap Findings for indirect influence			.0385	.0179	.0081	.0781

Table 3 represents the results of mediation analysis. The β value is 0.251 with the p-value .000. The result shows that the relationship is highly significant. Both ULCI and LLCI have the same sign that is a positive sign and there was no zero between these. Therefore, author can conclude from here that mediation occurs. Therefore, hypothesis 4 is also accepted, that employee engagement mediates the relationship between emotional intelligence and employee performance.

5. Discussion

Employees performance is the key ancestor to overall productivity and effectiveness of the organization. The banking sector of Pakistan is competitive, which strongly accentuates the need of deep involvement of employees into their work and task assigned. The basic premise of the study was to know the strength of emotional intelligence towards employees' work engagement which could further lead towards employees' performance. In sum, the mediating role of employee engagement was examined between emotional intelligence and employee performance. Overall, the results were in expected direction.

The strong positive and significant relationship between emotional intelligence and employee work engagement reveals the fact that when employees with strong emotional reservoirs, it helps them to work with passion and persistence. Employees working in banking sector are confronted with various types of work and job demands such as varying nature task demands, monthly targets, customers with varying temperament are to name a few. All these factors pose a cognitive pressure, that can only be handled when employees are emotionally stable and can keep the consistent pace of work without reacting to external pressure. Hence, emotional intelligence emerged as a core strength to work with vigor, dedication and absorption. The results are aligned with the study of Suehs (2015), Naz, Li, Khan, and Rafiq (2019) and of Selvi and Aiswarya (2023) reported strong positive relationship between emotional intelligence and work engagement.

The strong positive relationship between employee work engagement and task performance, shows that employees' emotional, psychological and behavioral engagement in composite term, is a key element to achieve targets and sustain high level of performance. Since the work environment of banks are demanding, all it requires to be fully engaged in the assigned task. It encapsulates the employees' cognitive efforts comprising a vivid plan, job crafting, innovative work practices and due diligence, in addition to behavioral aspects where employees share physical enthusiasm to carry out the assigned task. Based on all forms of work-related engagements, employees working in banks achieve given targets and show a high level of performance. The results are aligned with the previous studies, concluded a strong and significant association between employee work engagement and task performance (Bakker & Bal, 2010; Kim, Kolb, & Kim, 2013).

In sum, this research was conducted in banking sector of Pakistan which is important sector or backbone of the economy. The main purpose of the banks is to provide best services and receive maximum customer loyalty. This is challenging sector as there is much competition due to the fact that private banks have been inundated and every bank is trying best to capture maximum market share (Anis, 2017). As the competition has been multiplied many folds banks are turning no stone unturned to get competitive advantage over the rivals. For the said purpose banks have major focus on their HR departments, organizational policies and practices. Banks have started to work on human development, with major focus on training and development of the employees (Babar & Zeb, 2012). In this research emotional intelligence is taken as independent variable and impact has been checked on employee job performance. It has been found that EI has significant and positive impact on employee job performance. Employee engagement has been taken as mediator between EI and job performance of the employee. Employee engagement partially mediates the relationship between EI and job performance.

5.1 Theoretical Implications

First, our study contributes to the service industry i.e. banking industry by developing an integrated model based on variables like emotional intelligence and employee performance. In addition, employee engagement was also examined as potential mediator strengthening the relationship between emotional intelligence and employee job performance. The postulated

framework confirms all the hypothesis and same has been tested through data analysis. Emotional intelligence showed strong influence in enhancing employee's job performance at their work. The results are in line with the previous findings that there is positive relationship between employee emotional intelligence and employee job performance and same has been tested and checked. Employee engagement mediates the relationship between emotional intelligence and employee job performance.

Likewise, the results support the job demand and resource model (JD-R) which provided the basic underpinning to the study framework. Emotional intelligence constitutes a key resource of employees to deal with various types of challenge stressors such as job scope, time emergency, pressure to complete work, responsibility, workload, and time pressure. With strong emotional resource employees can easily manage work demands, which further lead towards consistent employee performance.

5.2 Practical Implications

Our findings have important practical implications for chief executives, managers, general managers and recruiters. First of all, the findings provide a way to enhance employee job performance of banking sector. It has urged the need to quit traditional ways and adopt practices related to human psychology and emotions.

Firstly, Emotional wellbeing state of a person authenticates the good state of mind where employee is target and goal oriented with good social acceptability and extrovert nature. Such employees have number of good qualities that ultimately adds contribution to employee job performance. An employee with high EI performs well as compare to the person with deteriorated state of mind. Same has been tested and in line with our study. Employer needs to foresee future demands of banking sector and let the right candidate to come in the system. This may be done by taking psychological assessment tests and analytical case studies for better and right choice of the candidate. Again recruiters, HR Managers and CEOs should take this fact into account while hiring resource. The emotionally stable person can fulfill the requirements of fast and robust banking. A naïve, emotionally weak and nagging person takes wrong decisions and creates problems for the organization. It is recommended to train employee for the stability of their emotions for better results. This may be done through training and development and selection of right candidate.

This study has taken the banking sector of Pakistan that was fairly need of the hour to study under this model. Banking sectors should adopt this study for better performance of the employee. This study will set a clear direction for the higher authorities to chalk out strategies for better operation of the banking sector.

It is recommended to focus more on emotions rather on subjective matters. Emotions play key role in ascertain the progress and performance of an individual and same has been tested and proven through this study in banking sector. Human resource departments should shun up traditional means of running the affairs of the organization rather it should adopt modern day methods to get better job performance of the employees.

5.3 Limitations and Recommendations for Future Research

This study has several potential limitations, in terms of methodology.

- First, we could not take any objective step to tap responses about variables of interest, therefore self-reported measures were used which may sometimes raise the concerns about common method biasness.
- The participants in this study were informed through cover letter about academic nature of the study and contact detail was shared to ask any ambiguity, still the participants were reluctant to participate.

- This research design was based on time lag analysis. Responses are sensitive to time span, therefore longitudinal design may be used to figure out the response variations on longer time intervals.
- Our model has proved to be quite parsimonious in explaining the variance based on study variables. The same model may also be replicated in other settings with similar job demands.
- This study may be extended for future by introducing moderating variable or replacing the existing mediator with an appropriate variable. Further same model may be replicated in other sectors like, health sector.

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