International Journal of
Innovative Research in Social Sciences and Strategic Management Techniques
p-ISSN: 2465-728X | e-ISSN: 2467-8155
IJIRSSSMT
April, 2023
Vol. 10, No. 1

Emotional Intelligence and Customer Retention in the Banking Industry

Nwibere, Barinedum Michael
University of Port Harcourt

Article DOI:
10.48028/iiprds/ijirsssmt.v10.i1.16

Keywords:
Emotional Intelligence, Customer Retention, Competence, Problem solving, Forcing

Corresponding Author:
Nwibere, Barinedum Michael

Abstract

This study investigates the relationship between various aspects of emotional intelligence (EI)—self-awareness, self-regulation, social skills, and empathy—and customer retention in the banking sector. Using a descriptive survey research technique, data were collected from 189 bank customers in Port Harcourt through structured questionnaires, employing a five-point Likert scale. The study utilized Pearson's product correlation moment to analyze the data, revealing significant positive correlations between each EI component and customer retention. Specifically, self-awareness, self-regulation, social skills, and empathy showed Pearson correlation coefficients of 0.892, 0.901, 0.991, and 0.534 respectively, all with p-values of 0.000, indicating statistical significance. The coefficients of determination indicated that EI components accounted for substantial proportions of customer retention variability: 79% for self-awareness, 82% for self-regulation, 98% for social skills, and 98% for empathy. These findings underscore the pivotal role of emotional intelligence in enhancing customer retention, aligning with previous research suggesting that emotionally intelligent staff positively impact customer satisfaction and loyalty. Based on these results, the study recommends that banks invest in EI training, foster a customer-centric culture, and incorporate EI metrics into performance evaluations to enhance employee-customer interactions and organizational performance. These strategies can help banks remain responsive to customer needs and improve their retention efforts by cultivating a workforce adept in emotional intelligence.

Background to the Study

Customer retention is critical to the success of any firm, especially in the competitive banking market, where acquiring new clients may be costly (Hussain, 2021). When it comes to attracting new customers, banks must be able to meet their needs and desires long-term. To remain competitive in an environment of increasing competition and changing consumer expectations, it is critical to understand consumer behaviour and preferences in the current market. Ensure their profitability by innovating and introducing new products and services (Hussain, 2021).

Emotional intelligence (EI) is essential in the banking industry, where customer interactions are critical and service quality is paramount. The ability to perceive, understand, and effectively manage one's own emotions is critical for improving customer relationships and promoting positive work environments (Cherniss & Goleman, 2001). Studies show a link between EI and employee performance, client satisfaction, and organisational efficiency (Jordan & Troth, 2004). Carmeli (2003) claims that employees with a high level of EI are better able to manage conflicts, maintain customer trust, and manage difficult interactions.

In the banking sector, social intelligence assumes a fundamental and strategic role in managerial success, particularly in cultivating trust among stakeholders. Absence of such trust undermines the ability to foster relationships among managers, clients, and staff, ultimately leading to a decline in social interaction quality (Rezaei & Khalil, 2009). Effective communication with customers is paramount, and individuals with heightened social intelligence navigate such interactions with ease. Consequently, managerial deficiencies in social intelligence not only disadvantage banks but also result in customer attrition. Individuals with elevated social intelligence exhibit superior organizational skills, enabling them to process social information effectively and gain deeper insights into social dynamics. Osloub (2010) highlights the importance of flexibility, multiple perspectives, and strategic thinking in addressing diverse social challenges. In essence, individuals with robust social intelligence and knowledge are better equipped to navigate varied social scenarios, offering a more adept approach to social interactions.

Despite this, research on the correlation between emotional intelligence of bank employees and customer persistence is limited, particularly in areas such as Rivers state, Nigeria. The current studies focus on various cultural and geographical contexts, but they show a positive correlation between EI and customer satisfaction (Satish & Sumita, 2023; Faruk & Derya, 2023). As a result, further research is required to investigate how emotional intelligence influences customer retention in specific cultural and socioeconomic environments, such as the banking sector in Rivers State.

Objectives of The Study

The primary goal of this study was to evaluate the association between emotional intelligence and client retention at money deposit institutions. The main aims were to

i. investigate the correlation between self-awareness and client retention.

ii. identify the link between self-regulation and client retention.
iii. Evaluate the link between social skills and client retention.
iv. Assess the link between empathy and client retention.

Statement of Hypotheses

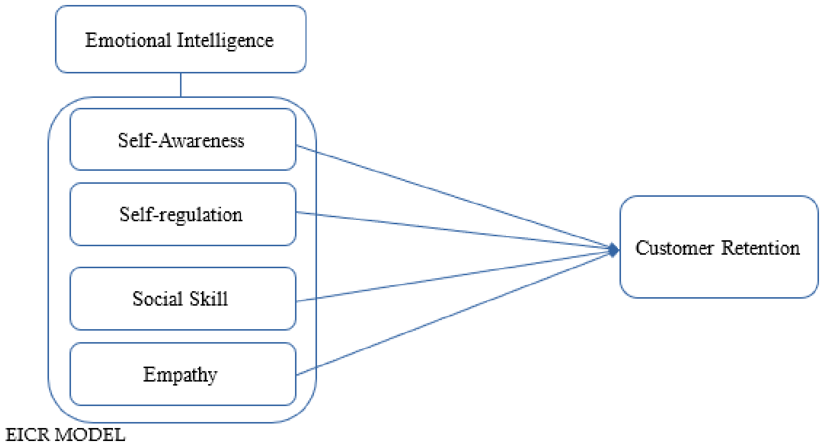
$H_{O1:}$ There is no significant relationship between self-awareness and customer retention

$H_{O2:}$ There is no significant relationship between self-regulation and customer retention

$H_{O3:}$ There is no significant relationship between social skill and customer retention

$H_{O4:}$ There is no significant relationship between empathy and customer retention

Figure 1: Conceptual Model



Source: The researcher

Literature Review

Emotional Intelligence

The business climate is continually changing, and many companies are looking into both internal and external tactics to adapt and remain competitive. The need for change, competitiveness, globalisation, service sector expansion, and faster conveyance has prompted organisations, particularly banks, to evaluate their workforce's competency. To perform well, today's workers must be deeply emotionally and intellectually committed in their job, not just physically. In the banking sector, there is a great desire for employees to demonstrate expediency, quickness, and customer pleasure, and management is continually educating its personnel in order to gain significant commercial advantage.

The idea of employee emotional intelligence (EEI), which has a major influence on many organisational outcomes, is critical to the study of employee intelligence (EI) and is gaining favour in organisational psychology. Employee emotional intelligence is described as an employee's capacity to recognise, comprehend, manage, and effectively convey their emotions at work (Cherniss & Goleman, 2001). Researchers employ a range of measures to test EI, including performance-based tools like the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) and self-report methods like the Wong-Law Emotional Intelligence Scale.

Several variables have been recognised as precursors to EEI. Individual personality qualities such as agreeableness, conscientiousness, and openness to experience have been found to be significantly associated with EEI levels (O'Boyle et al., 2011). Furthermore, organisational elements such as leadership style, organisational culture, and job characteristics have a significant impact on employee EEI (Jordan & Ashkanasy, 2015).

Self-Awareness: In today's fast-paced and competitive professional landscape, the notion of employee self-awareness has gained significant traction among researchers and practitioners alike. Employee self-awareness, often described as individuals' capacity to accurately perceive their emotions, strengths, weaknesses, values, and motivations, is crucial for fostering personal and professional growth within organizational settings (Brackett & Salovey, 2006). It serves as a cornerstone for effective communication, decision-making, and interpersonal interactions (Hughes & Terrell, 2011).

Employees' awareness of the services they provide involves grasping the company's offerings, its core principles, and the anticipated outcomes, which facilitates effective communication with clients (Hennig-Thurau, 2004). It entails understanding customer needs and aligning them with the company's offerings. Service awareness empowers employees to actively listen to and understand client requirements, thereby enabling the delivery of exceptional customer service. Individuals with a service-oriented mindset not only boost client satisfaction but also devise innovative approaches to assist clients, playing a pivotal role in the organization's success (Liao, & Chuang, 2004). Employee service awareness benefits both the organization and its staff, fostering a sense of connection, pride, and fulfillment. Employee service awareness is acknowledged as a crucial predictor of a firms' performance and customer satisfaction, with the aim of enhancing psychological well-being, job satisfaction, performance, and reducing turnover rates (Ateke & Akani, 2018).

Social Skill: Enhancing customer satisfaction within banks hinges significantly on the social acumen of their personnel. When staff possess heightened social intelligence, fostering smoother and more convenient interactions with customers becomes achievable (Buzan, 2005). Social intelligence encompasses the capacity to forge interpersonal connections within groups, collaborate effectively, and employ both mental and physical faculties to communicate with and comprehend others (Rezaee, 2009). Rezaee (2009) underscore the significance of cultivating attitudes conducive to relationship building, fostering friendly behavior, and maintaining awareness of interpersonal dynamics with colleagues. This aspect plays a pivotal and strategic role in the success of bank managers by bolstering trust levels among employees, managers, and the organizational framework. Conversely, a dearth of social intelligence undermines constructive communication with customers, employees, and management alike, stunting individual social development.

Self-Regulation: In a competitive banking industry, keeping client loyalty is critical for long-term development and profitability. Employee self-regulation, defined as an employee's capacity to regulate their own behaviours, emotions, and cognitions in order to achieve organisational goals, has emerged as a critical component in customer retention. Several theoretical frameworks have been offered to help understand the psychological factors that underpin the link between staff self-regulation and customer retention. Drawing on self-determination theory (Deci & Ryan, 1985), researchers contend that personnel with high levels of self-regulation are more intrinsically driven to provide superior service to consumers, resulting in higher satisfaction and loyalty. Furthermore, the emotional contagion hypothesis proposes that employees' emotional states can impact customers' perceptions and behaviours, emphasising the relevance of employees' emotional regulation skills in creating customer experiences (Barsade, 2002).

The implications of employee self-regulation for banking institutions extend beyond customer retention to encompass broader organizational outcomes. For instance, research by Johnson and Smith (2020) indicates that fostering a culture of self-regulation within the organization can enhance employee engagement, reduce turnover rates, and improve overall performance. Consequently, banking institutions are encouraged to invest in training programs and initiatives aimed at enhancing employees' self-regulatory skills, thereby creating a positive ripple effect on both customer relationships and organizational effectiveness.

Empathy: Empathy refers to an individual's ability to comprehend and relate to another person's ideas, emotions, and experiences (Wieseke et al. 2012). According to Mayshak et al. (2017), empathy in the context of service refers to a service employee's ability to participate in supportive behaviours towards clients, such as displaying interpersonal care and emotional connection from a professional position. This behaviour indicates to clients that they are receiving the personalised attention they desire.

The manifestation of empathy often occurs when a company provides customers with attentive and individualized care (Ramya et al., 2019). This communicates to customers that the company is committed to meeting their needs. Empathy involves acknowledging and expressing concern for the challenges faced by customers. Daniels et al. (2014) describe empathy as service professionals' cognitive ability to understand a customer's ideas, viewpoints, and intentions. From the customer's perspective, empathy refers to the service employee's ability to grasp their point of view and sentiments throughout interactions (Hwang & Kim, 2016). Empathy also means being sensitive to the worries of prospective clients. Its goal is to communicate to consumers that they are appreciated and valuable to the company through bespoke or personalised service delivery (Ramya et al., 2019). Empathetic behaviour frequently results in clients developing a good view of the service provider (Hyounae et al., 2015), which is consistent with Parasuraman et al.'s (1993) stance on the importance of caring and personalised attention in attaining success.

Customer Retention

Customer retention refers to consumers' continuing use of services and goods during a specific duration (Chiat et al. 2012). It comprises consumers' commitment to maintaining commercial ties and transactions with a certain organisation throughout time (Hansemark & Albinsson, 2004). Furthermore, client retention may be described as the continuation of customer activity or purchases from a company (Hening-Thurau, 2004). This feature is critical to any business plan since it represents the capacity to sustain long-term connections with existing clients and cultivate loyalty. To ensure customer happiness and engagement, a variety of techniques and activities are used, with the goal of reducing churn rates and increasing lifetime value. Reichheld and Sasser (1990) stressed the importance of customer retention, highlighting that even a slight increase in retention rates can lead to significant enhancements in profitability.

Providing excellent customer service is a critical component of effective client retention tactics. According to a Bain & Company research (2020), customers are more likely to remain loyal to businesses that regularly provide excellent service and respond quickly to their demands and complaints. According to Kumar and Shah (2004), well-designed loyalty programmes may motivate repeat purchases and increase consumer engagement by offering incentives, discounts, or unique benefits to loyal customers. These activities not only create client loyalty but also build a sense of exclusivity and belonging, which strengthens the emotional link between the brand and its consumers. Businesses may create long-term loyalty and retention by continuously refining and optimising their offerings based on consumer feedback and behavioural data.

Furthermore, proactive communication and relationship-building are fundamental aspects of effective customer retention strategies. Maintaining regular contact with customers via personalized emails, newsletters, and social media interactions helps to reinforce the brand's value proposition and keep it top-of-mind. Additionally, soliciting feedback from customers and actively addressing their suggestions or concerns demonstrate a dedication to continuous enhancement and customer satisfaction.

Theoretical Review

Social Exchange Theory (SET) offers a useful lens through which to examine how employee emotional intelligence (EI) relates to customer retention within organizational settings. SET proposes that social interactions involve a mutual exchange of resources, with individuals seeking to maximize benefits and minimize costs within their relationships. In workplace contexts, employees and customers engage in reciprocal exchanges that impact organizational outcomes, including customer retention. Within this framework, higher levels of employee EI enable individuals to navigate interpersonal dynamics more effectively, grasp customer needs, and deliver superior service. This proficiency in fostering positive exchanges with customers leads to heightened satisfaction and loyalty, thus bolstering retention rates.

Johnson and Smith (2015) conducted a study in a retail environment, discovering a positive association between employee emotional intelligence and customer satisfaction. Employees with elevated EI demonstrated greater adeptness in managing customer interactions, resulting in increased satisfaction and repeat patronage. Moreover, according to SET, employees with high EI may perceive customer interactions as fulfilling experiences, fostering a commitment to nurturing positive relationships. This perception prompts employees to invest additional effort in ensuring customer contentment, consequently amplifying retention rates.

Brown et al. (2020) further support these notions, revealing that organizations valuing emotional intelligence among employees exhibit heightened levels of customer loyalty and retention. This underscores the significance of organizational norms and practices that prioritize the cultivation and acknowledgment of emotional intelligence in fostering favorable customer outcomes. SET thus furnishes a theoretical framework illuminating the interplay between employee EI and customer retention, emphasizing how elevated EI levels empower employees to facilitate positive customer experiences, ultimately fortifying retention metrics.

Empirical Review

Emotional Intelligence and Customer Retention

Ekeke et al (2019) investigated the association between staff' emotional intelligence and client retention in many hotels in Port Harcourt. In their research, they examined the data of 100 visitors to determine the impact of employees' emotional intelligence on client retention. Four predictions have been confirmed in this study: emotional management and connection management are positively and strongly related to consumer satisfaction and loyalty.

Judeh (2013) presented a study on emotional intelligence and retention, emphasising the moderating influence of job participation. The study, conducted during a conference in Spain, sought to investigate the impact of emotional intelligence on retention, as well as the moderating role of job participation. To test its hypotheses, the study used data from 241 employees at hotels and tourist firms listed on the Amman Stock Exchange and hierarchical regression analysis. The findings suggested a link between emotional intelligence and retention.

In Port Harcourt, Hennshaw et al. (2022) investigated the connection between insurance sales personnel' performance and self-awareness. They used a survey approach to conduct their research, which focused on twenty-five local insurance providers. All 200 participants, chosen by random selection, were executives and six employees from each company. The outcome was that self-awareness had a positive impact on both client growth and treatment, which are both significant retention predictors.

Atuma and Agwu (2015) performed a survey on self-awareness and organisational performance in Nigeria's banking industry. They surveyed 210 bank managers in

Nigeria's South-South region, gathering information through interviews and questionnaires. The study used Spearman's rank correlation coefficient to test four hypotheses and discovered that self-awareness and net profit, as well as return on investment, were positively related.

Abdalhamid et al. (2020) investigated the role of emotional intelligence on word-of-mouth communication and client retention in Egyptian commercial banks. Their study included 396 bank clients in Egypt and used route analysis to analyse the data. The findings revealed that emotional intelligence had a direct impact on customer retention and word of mouth, with customer retention acting as a mediating factor in the connection.

Prasad (2012) investigated the relationship between employee emotional intelligence, service performance, and customer retention in the Indian banking business. The study revealed that emotional intelligence components such as social awareness, self-regulation, and self-awareness influenced service quality and customer retention. However, it revealed a negative link between social awareness, service performance, self-regulation, and customer retention. According to Kidwell et al. (2011), salespeople with stronger emotional intelligence generate more income and retain more customers.

In Accra, Ghana, Emelia (2014) conducted research on the impact of emotional intelligence on organisational performance. The research, which was based on Ghanaian bank accounts, used quantitative methods such as ordinary least squares regression analysis and the Pearson correlation test. The results show that emotional intelligence has a positive impact on organisational performance, and that it may also regulate the relationship between customer satisfaction and economic success.

Methodology

For this current study, a sample of 189 customers of five banks in Port Harcourt was chosen using a descriptive survey research technique. The method for gathering data was a well-structured questionnaire. Within each measure, a Likert scale of five points is used, with one point indicating "strong disagreement" and five indicating "strong agreement." This study used the judicial sampling method. When contacted, respondents were requested to assist complete out questionnaires. After reaching an agreement, they were given a standardised questionnaire to complete the appropriate responses. The hypotheses were analysed using Pearson's Correlation analytical tool.

Results and Findings

Table 1: Test of Self-awareness and Customer Retention

Correlations

		Self-awareness	Customer Retention
Self-awareness	Pearson Correlation	1	.892**
	Sig. (2-tailed)		.000
	N	189	189
Customer Retention	Pearson Correlation	.892**	1
	Sig. (2-tailed)	.000	
	N	189	189

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

Based on the observations, the Pearson Correlation Coefficient is calculated to be 0.892, with a two-tailed P value of 0.000. Given that the resulting p-value of 0.000 is less than the preset significance level of 0.05, it is fair to reject the null hypothesis in favour of the alternative hypothesis. The data in Table above reveal a statistically significant positive correlation coefficient ($r = 0.892$) between self-awareness and client retention. The coefficient of determination ($r^2 = 0.79$) implies that staff self-awareness accounts for around 79% of customer retention, with the remaining 21% impacted by other factors. The p-value of 0.000 ($p<0.05$) indicates a statistically significant connection. The present analysis provides further support for the prior research undertaken by Ekeke et al (2019), which proposed that emotional management and relationship management had a positive and significant relationship with customer satisfaction and customer loyalty respectively.

Table 2: Test of Self-Regulation and Customer Retention

Correlations

		Self-Regulation	Customer Retention
Self-Regulation	Pearson Correlation	1	.901**
	Sig. (2-tailed)		.000
	N	189	189
Customer Retention	Pearson Correlation	.901**	1
	Sig. (2-tailed)	.000	
	N	189	189

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

The Pearson correlation value was calculated to be 0.901, showing a high positive association. The p-value (two-tailed) was calculated to be 0.000, indicating that the observed association is statistically significant. Given that the resulting p-value of 0.000 is less than the preset significance level of 0.05, it is fair to reject the null hypothesis in favour of the alternative hypothesis. According to the data shown in table 2, there is a significant positive correlation coefficient ($r = 0.901$) between self-regulation and client retention. The coefficient of determination ($r^2 = 0.82$) implies that staff self-regulation accounts for approximately 82% of the variability in customer retention, with the remaining 18%

impacted by other variables. A p-value below 0.05 indicates a significant connection. This is congruent with the findings of Abdalhamid et al. (2020), who hypothesise that emotional intelligence proxies such as staff regulation, awareness, and social competence have a direct impact on customer retention and word of mouth. Emotional intelligence has an indirect influence on word of mouth through client retention.

Table 3: Test of Social Skill and Customer Retention

Correlations

		Social Skill	Customer Retention
Social Skill	Pearson Correlation	1	.991**
	Sig. (2-tailed)		.000
	N	189	189
Customer Retention	Pearson Correlation	.991**	1
	Sig. (2-tailed)	.000	
	N	189	189

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

According to the results, the Pearson Coefficient is 0.991, indicating a strong positive association. In addition, a P-value (two-tailed) of 0.000 was reported, indicating a statistically significant relationship between the variables in question. In favour of the alternative hypothesis, the null hypothesis is rejected since p-value 0.000 is less than the preset significance level of 0.05. Social skills and client retention have a statistically significant positive association value (r = 0.991). The results of Table 3 are here. The coefficient of determination (r^2 = 0.98) indicates that around 98% of the variability in customer retention can be attributed to the social competencies of the employees, while the remaining 2% may be attributed to various variables. According to Prasad's (2012) findings, the quality of employees' services and their ability to retain clients are influenced by three levels of emotional intelligence: social awareness, self-regulation, and social awareness.

Table 4: Test of relationship between Empathy and Customer Retention

Correlations

		Employee Empathy	Customer Retention
Employee Empathy	Pearson Correlation	1	.991**
	Sig. (2-tailed)		.000
	N	189	189
Customer Retention	Pearson Correlation	.991**	1
	Sig. (2-tailed)	.000	
	N	189	189

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

The data suggest that there is a favourable relationship between information staff empathy and customer retention. The Pearson Correlation Coefficient is found to be 0.534, with a two-tailed P-value of 0.001. The calculated p-value of 0.001 is less than the preset significance level of 0.05, hence the null hypothesis is rejected in favour of the alternative hypothesis. The results in Table 4 demonstrate a statistically significant positive correlation coefficient ($r = 0.534$) between empathy and client retention. The coefficient of determination ($r^2 = 0.98$) obtained from the analysis reveals that empathy may explain around 98% of the variability in customer retention, with the remaining 2% impacted by other factors. The p-value of 0.000 ($p<0.05$) indicates a statistically significant connection. This conclusion is similar with the study conducted by Chege et al (2019), which found that a client who perceives empathy from his/her insurer's staff is certain to have better satisfaction and a high likelihood of being retained than a customer who does not sense empathy from their insurer.

Conclusion

Emotional intelligence (EI) is a critical driver of customer retention in the banking industry, where creating favourable interactions with consumers is essential. This study investigated the complex link between many characteristics of emotional intelligence—self-awareness, self-regulation, social skill, and empathy—and customer retention in the setting of money deposit institutions. The findings revealed a substantial positive association between each component of emotional intelligence and customer retention, emphasising EI's critical role in fostering long-term relationships with clients. Notably, self-awareness, self-regulation, social ability, and empathy revealed as important drivers of customer retention, offering insight on the varied nature of emotional intelligence and its implications for organisational performance in the banking industry.

Recommendations

This investigation led to a series of suggestions that might help money deposit banks get more customers:

i. Invest in emotional intelligence training: Banks should prioritise recruiting, training, and developing emotionally intelligent individuals. Increased employee awareness, self-control, ability to interact with others, and empathy for others can all have a significant impact on the creation of a work culture that focuses on customers and their performance over time.
ii. Promotion of a customer-centric culture: When it comes to banking, financial institutions should promote an environment in which understanding and satisfying the needs of their own customers is paramount. Encourage staff to develop empathy and strong interpersonal skills, which may improve customer happiness and loyalty, eventually boosting organisational effectiveness.
iii. Integrating motivation into performance metrics: Including emotional intelligence metrics in performance assessments can stimulate the development of emotional intelligence abilities while also emphasising their value inside the firm. To increase customer attention, recognise and reward employees with high emotional levels.

Practical and Managerial Implications:

The findings of this study have several practical and managerial implications for money deposit banks:

This study can benefit bank hiring by identifying candidates with emotional intelligence and providing strategic guidance. Furthermore, funding programmes for multicultural training can help employees improve their ability to interact with customers through the development of emotional intelligence skills. With a better understanding of the relationship between customer retention and emotional intelligence, businesses may adjust the ways in which they interact with their clients to prioritise empathy, communication, and relationship-building. This might involve providing the dependents with the tools and resources required to understand and respond to the needs and feelings of the clients as well as possible.

By recognizing emotional intelligence as a key driver of customer retention, banks should adopt a culture of continuous improvement, regularly evaluating and refining their customer retention strategies based on feedback and insights. By staying attuned to evolving customer preferences and market dynamics, banks can remain agile and responsive in their approach to customer relationship management.

References

Akani, G. H., Nwokah, N. G. & Nsirim, Q. (2022). Self-awareness and sales reps performance: Insights from insurance salespeople in Port Harcourt. *Nigerian Journal of Management Sciences, 23*(1), 244- 251

Ateke, B. W., & Akani, G. H. (2018). Perceived organizational support and commitment of customer-contact employees of eateries in Port Harcourt, *International Journal Innovation, Psychology & Social Development, 6*(2), 47-53.

Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly, 47*(4), 644–675.

Brackett, M. A., & Salovey, P. (2006). Measuring emotional intelligence with the Mayer-Salovery-Caruso Emotional Intelligence Test (MSCEIT). *Psicothema, 18*(Suppl), 34-41.

Brown, C., White, D., & Jones, E. (2020). The impact of organizational emotional intelligence on customer retention: A longitudinal study. *Journal of Organizational Behavior, 3*(2), 1-8.

Buzan, T. (2005). *Social intelligence capabilities*. Behnaz Kamali Translations: Negar. Tehran.

Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of Managerial Psychology, 18*(8), 788–813.

Cherniss, C., & Goleman, D. (2001). *The emotionally intelligent workplace: How to select for, measure, and Improve emotional intelligence in individuals, Groups, and Organizations*. San Francisco: Jossey-Bass.

Chege, C., Wanjau, K., & Nkirina, S. (2019). Relationship between empathy dimension and customer satisfaction in the insurance industry in Kenya, *International Journal of Research in Business and Social Science, 8*, 357-366. https://doi.org/10.20525/ijrbs.v8i6.577.

Chiat, L. W., Mat, N. K. N., Saidin, N., & Ludin, N. H. M. (2012). Customer retention structural model of direct selling employees. *American Journal of Economics, Special Issue*, 46-49.

Daniels, K., Glover, J., & Mellor, N. (2014). An experience sampling study of expressing affect, daily affective well-being, relationship quality, and perceived performance, *Journal of Occupational and Organizational Psychology, 87*(4), 781–805.

Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*, *Springer Science & Business Media*.

Ekeke, J. N., Nnochiri, V. N., & Ichella, C. (2019). Employees' emotional intelligence and customers' retention in selected hotels in Port Harcourt, *Business & Social Science Journal, 4*(1), 1-13.

Emelia Danquah. (2014). Analysis of the impact of emotional intelligence on organisational performance: a banking perspective, *British Journal of Marketing Studies, 2*(3), 34-50.

Faruk, Ş., & Derya, A. I. (2020). Service employee's emotional intelligence and customer's evaluations of service quality in hospitality industry, *Journal of Advanced Management Science, 8*(2), 65-69.

Gupta, A., & Singh, A. (2018). Employee self-regulation and its impact on customer satisfaction and loyalty in the banking sector. *International Journal of Bank Marketing, 36*(4), 721–739.

Han, S., & Kim. (2016). Effect of employee empathy on customer satisfaction and loyalty, *Journal of Business Administration and Management Science Research, 1*, 1-9.

Hansemark, O. C., & Albeinsson, M. (2004). *Managing service quality, 14*, 40-57.

Hennig-Thurau, T. (2004). Customer orientation of service employees: Its impact on customer satisfaction, commitment, and retention. *International Journal of Service Industry Management, 15*(5), 460–478.

Hughes, M., & Terrell, J. (2011*). Emotional intelligence in action: Training and coaching activities for leaders, managers, and teams.* John Wiley & Sons.

Hülsheger, U. R., Alberts, H. J., Feinholdt, A., & Lang, J. W. (2013). Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction, *Journal of Applied Psychology, 98*(2), 310-325.

Hyounae, M., Yumi, L., & Vincent, P. M. (2015). Factors affecting customer satisfaction in responses to negative online hotel reviews: the impact of empathy, paraphrasing, and speed, *Cornell Hospitality Quarterly, 56*(2), 223–231.

Judeh, M. (2013). Emotional intelligence and retention: The moderating role of job involvement. *international conference on economics, Business and Marketing Management*.

Johnson, A., & Smith, B. (2015). The role of employee emotional intelligence in customer satisfaction: A retail perspective, *Journal of Applied Psychology, 5*(1), 45-51.

Johnson, C., & Smith, B. (2020). The role of employee self-regulation in organizational performance: A meta-analysis, *Journal of Applied Psychology, 105*(7), 787–809.

Jordan, P. J., & Troth, A. C. (2004). Managing emotions during team problem solving: Emotional intelligence and conflict resolution, *Human Performance, 17*(2), 195–218.

Kidwell, B., Hardesty, D. M., Murtha, B. R., & Sheng, S. (2011). Emotional intelligence in marketing exchanges, *Journal of Marketing, 75*(1), 78-95.

Kumar, V., & Shah, D. (2004). Building and sustaining profitable customer loyalty for the 21st century. *Journal of Retailing, 80*(4), 317-329.

Liao, H., & Chuang, A. (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes, *Academy of Management Journal, 47*, 41–58.

Mayer, J. D., Salovey, P., & Caruso, D. R. (2002). Mayer-salovey-caruso emotional intelligence test (MSCEIT). *Multi-Health Systems*.

Mayshak, R., Sharman, S. J., Zinkiewicz, L., & Hayley, A. (2017). The influence of empathy and self-presentation on engagement with social networking website posts, *Computers in Human Behavior, 71* 362–377.

Osloub, S. (2010). *The study of relationship between social intelligence and the ability to absorb knowledge among school principals in Bukan*, Master's Thesis, Esfahan, Isfahan University, Faculty of Education and Psychology.

Parasuraman, Z. & Randolph, W. A. (1995). Navigating the journey to empowerment. *Organizational Dynamics, 23*(4), 1950.

Prasad, N. (2012). A study on employees' emotional intelligence and customer retention in the Banks at Bangalore, *The International Journal of Research Publications: Research Journal of Social Science & Management, 2*.

Ramya, N., Kowsalya, A., & Dharanipriya, K. (2019). Service quality and its dimensions. *International Journal of Research and Development, 4*(2), 38-41.

Reichheld, F. F., & Sasser, W. E. (1990). Zero defections: Quality comes to services. *Harvard Business Review, 68*(5), 105–111.

Rezaee, A., & Khalilzadeh, A. (2009). Relation between intelligence social of managers with job satisfaction of Schools teachers. *Education, 2*(7), 121-145.

Rezaei, A., & Tamer, I. (2020*). Impact of emotional intelligence on word of mouth mediating customer retention in Egyptian commercial banks*, Retrieved from https://csj.journals.ekb.eg.

Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence, *Imagination, Cognition and Personality, 9*(3), 185–211.

Satish, M., & Sumita, D. (2023). Role of emotional intelligence in increasing customer satisfaction of Banks in Chhattisgarh, *Rivista Italiana di Filosofia Analitica Junior, 14*(2), 564-575.

Smith, J., Brown, L., & Williams, M. (2019). Emotional labor and customer satisfaction in the banking sector: The mediating role of employee self-regulation, *Journal of Service Management, 30*(5), 593–610.

Wieseke, J., Geigenmüller, A., & Kraus, F. (2012). On the role of empathy in customer-employee interactions, *Journal of Service Research, 15*(3), 316–331.

Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study, *The Leadership Quarterly, 13*(3), 243-274