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INFLUENCE OF EMOTIONAL INTELLIGENCE ON ORGANISATIONAL COMMITMENT AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG EMPLOYEES OF SELECTED BANKS IN OSUN STATE, NIGERIA.

* IPAYE Yusuff Alabi, ADEGBOUEGA Nurudeen, FULLPOWER Gloria Maimunah, ADEMOLA Mary Abiola, ADELEGAN Christiana.

Department of Accounting and Finance, Fountain University, Osogbo.

** Corresponding Author:* yipaye001@gmail.com

Abstract

This study examined the influence of emotional intelligence (EI) — specifically self-awareness and empathy — on organisational commitment and organisational citizenship behaviour (OCB) among banking sector employees in Ede, Osun State, Nigeria. Conducted at First Bank of Nigeria Plc and Wema Bank Plc, the study adopted a quantitative survey design, drawing a systematic sample of 50 employees from a target population of 93 staff. Data were collected via a structured Likert scale questionnaire and analysed using multiple regression in SPSS version 25.0. Two multiple regression models were tested. Model 1 examined the joint influence of self-awareness and empathy on organisational commitment and found a significant positive effect, $R^2 = .404$, $F(2, 47) = 15.925$, $p < .05$. Model 2 examined the joint influence of self-awareness and empathy on organisational citizenship behaviour and likewise found a significant positive effect, $R^2 = .402$, $F(2, 47) = 15.804$, $p < .05$. Both null hypotheses were rejected. The findings affirm the theoretical positions of the ability based model of emotional intelligence (Mayer, Caruso & Salovey, 2016) and social exchange theory (Homans, 1958), confirming that emotional competencies are measurable drivers of employee attitudes and discretionary workplace conduct. The study recommends that Nigerian banking organisations integrate EI focused training, assessment, and leadership modelling into their human resource strategies.

Keywords: *Emotional Intelligence, Self-Awareness, Empathy, Organisational Behaviour, Organisational Citizenship Behaviour, Nigerian Banking Sector*

Introduction

Organisations in the twenty first century operate within exceptionally dynamic environments shaped by rapid technological advancement, economic globalisation, increasing workforce diversity, and intensifying competitive pressures. These forces have substantially transformed managerial expectations and employee roles, compelling researchers and practitioners alike to re-examine prevailing frameworks of organisational behaviour (OB). At its core, OB is concerned with understanding, predicting, and influencing human conduct within organisational settings in order to improve effectiveness and sustain productivity. Historically, the field accorded primacy to structural efficiency, formal authority, and cognitive intelligence as the principal determinants of performance. Contemporary organisational experience, however, has

demonstrated that these elements alone are insufficient for sustaining competitive advantage and long term performance (Robbins & Judge, 2022; Kreitner & Kinicki, 2022).

Against this backdrop, emotional intelligence (EI) has emerged as a concept of considerable relevance to contemporary organisational behaviour. Mayer, Caruso, and Salovey (2016) define EI as a set of interrelated abilities concerned with perceiving, using, understanding, and managing emotional information in oneself and others. The construct encompasses core competencies including self-awareness, self-regulation, motivation, empathy, and social skill, all of which shape interpersonal dynamics, decision making, leadership effectiveness, and organisational climate (Goleman, 2020; Boyatzis, Rochford & Taylor, 2020). These competencies determine not just how individuals feel at work, but how they perform, how they lead, and how they relate to others around them.

A growing body of empirical evidence consistently demonstrates that employees with higher emotional intelligence exhibit superior job performance, more effective teamwork, and higher rates of organisational citizenship behaviour (Miao, Humphrey & Qian, 2021; Dogru, 2022). Leaders who demonstrate emotional intelligence are better equipped to build trust, manage conflict constructively, and cultivate the positive workplace cultures that underpin long term organisational success. At the individual level, emotional competencies determine how employees handle pressure, build relationships, and sustain motivation even through difficult periods of change or uncertainty.

The modern work environment widely described as volatile, uncertain, complex, and ambiguous (VUCA) places significant demands on employees' emotional agility and resilience. Whether navigating technological disruption, shifting job demands, or diverse working arrangements such as remote and hybrid models, employees increasingly need emotional competencies to sustain productivity and collaborate across organisational boundaries (Cote, 2014; Wang, Li & Luo, 2023). In such conditions, emotional intelligence functions as a strategic organisational resource: one that shapes not merely how individuals feel, but how effectively they perform and contribute to collective goals.

Despite its growing importance, emotional intelligence remains a developing area within organisational behaviour. Ongoing scholarly debate surrounds its conceptualisation, measurement, and workplace application. Researchers remain divided on whether EI is best understood as a cognitive ability, a stable personality trait, or a set of learnable competencies a question that has given rise to multiple theoretical frameworks and methodological approaches (Joseph & Newman, 2010; Ashkanasy & Humphrey, 2011). These unresolved questions underscore the continued need for empirical investigation into how EI can be meaningfully integrated into organisational practice, especially in emerging economy contexts such as Nigeria where such studies remain comparatively sparse.

Statement of the Problem

Despite mounting evidence that emotional intelligence is a critical determinant of workplace effectiveness, a substantial number of organisations continue to prioritise cognitive ability and technical qualifications over emotional and relational competencies in their human resource policies and management practices. This imbalance perpetuates recurring organisational challenges including poor leadership quality, persistent workplace conflict, disengaged employees, chronic job dissatisfaction, and communication breakdown at all levels of the organisation. Over time, these challenges erode morale, reduce productivity, and undermine the organisation's capacity to retain talented staff and sustain performance.

Within the organisational behaviour literature, these challenges signal a persistent gap between conventional management paradigms and the emotional realities of contemporary work. Employees are increasingly expected to manage stress, adapt rapidly to change, and collaborate productively within diverse, multi-generational teams; yet many individuals lack the emotional competencies these demands require (Cote, 2014; Miao, Humphrey & Qian, 2021). Moreover, while empirical evidence linking EI to positive organisational outcomes is extensive and growing, significant inconsistencies remain in how the construct is defined, measured, and applied across different organisational contexts (Joseph & Newman, 2010). These inconsistencies limit the development of clear, actionable strategies for embedding EI into leadership development, talent management, and employee relations.

The central problem addressed in this study is the inadequate integration of emotional intelligence within organisational behaviour frameworks particularly in the Nigerian banking sector despite its well documented relevance to both individual and organisational effectiveness. This gap necessitates focused empirical inquiry into two key EI components: self-awareness and empathy, and their influence on organisational commitment and organizational citizenship behaviour among bank employees in Ede, Osun State.

Objectives of the Study

The primary aim of this study is to examine the influence of emotional intelligence on organisational behaviour. The specific objectives are to:

i. Investigate the relationship between self-awareness and empathy on organisational commitment among employees.

ii. Determine the influence of self-awareness and empathy on organisational citizenship behaviour in the workplace.

Research Questions

i. What is the relationship between self-awareness and empathy on organisational commitment among employees?

ii. What is the relationship between self-awareness and empathy on organisational citizenship behaviour among employees?

Research Hypotheses

H_{01}: Self-awareness and empathy does not have a significant positive influence on organisational commitment among employees.

H_{02}: Self-awareness and empathy does not have a significant positive influence on organisational citizenship behaviour among employees.

Significance of the Study

This study makes a meaningful contribution to the expanding body of knowledge on emotional intelligence within the field of organisational behaviour. By providing empirical evidence on how self-awareness and empathy two foundational EI dimensions shape employee commitment and discretionary workplace conduct, the study extends understanding of the mechanisms through which emotional competencies translate into organisational outcomes. Its findings will be of direct practical value to organisational leaders, human resource professionals, and managers who seek evidence based approaches to integrating emotional intelligence into leadership development, recruitment, and performance management.

For organisations in the Nigerian banking sector specifically, the study offers guidance on how investments in employees' emotional competencies can yield tangible gains: stronger commitment, improved teamwork, reduced conflict, and higher overall performance. For the academic community, it contributes a carefully grounded empirical examination of EI as an emerging construct in OB research, with implications for theory development and future inquiry. For students and early career researchers, it offers a replicable methodological framework that can be adapted to other industries and geographical contexts.

Literature Review

Conceptual Review

Concept of Emotional Intelligence

Emotional intelligence (EI) refers to the ability to perceive, use, understand, manage, and regulate emotions both in oneself and in others in ways that support effective thinking and adaptive behaviour (Mayer, Caruso & Salovey, 2016). Unlike traditional cognitive intelligence, which foregrounds analytical reasoning and problem solving capacity, EI focuses on affective and social competencies that determine how individuals navigate interpersonal situations, handle emotional demands, and maintain productive relationships under pressure. Goleman (2020) identifies five core dimensions of EI: self-awareness, self-regulation, motivation, empathy, and social skill. Importantly, he argues that these are not fixed characteristics but learnable competencies that can be developed through training, experience, and deliberate developmental effort. This distinction is crucial from an organisational perspective, as it implies that EI can be systematically cultivated as part of a broader human resource strategy.

Cote (2014) conceptualises EI as an integrated set of emotional and social abilities that enable individuals to respond adaptively to the demands and stressors of their environment. The construct has attracted significant scholarly attention over the past three decades, and contemporary empirical work consistently confirms that EI exerts a meaningful influence on leadership effectiveness, employee engagement, and organisational performance (Miao, Humphrey & Qian, 2021; Dogru, 2022). Within the Nigerian banking sector, where customer facing roles demand emotional dexterity, interpersonal sensitivity, and sustained engagement under pressure, EI is particularly germane.

Self-awareness

Self-awareness, as a dimension of EI, denotes an individual's capacity to recognise and understand their own emotions, motivations, and the ways in which these internal states influence their behaviour and decisions (Goleman, 2020). In workplace settings, self-awareness enables employees to make candid assessments of their own strengths and limitations, reflect meaningfully on their conduct, and arrive at considered and well-grounded decisions. Employees who demonstrate strong self-awareness are better positioned to align their personal goals with organisational objectives, thereby deepening their commitment to the organisation, and to regulate their own conduct in ways that support productive and cooperative workplace relationships.

Empathy

Empathy, by contrast, refers to the ability to perceive, understand, and respond appropriately to the emotional experiences of others (Boyatzis, Rochford & Taylor, 2020). In organisational contexts, empathy enhances the quality of communication, supports constructive conflict resolution, and strengthens interpersonal bonds among colleagues. Employees who demonstrate empathy are better equipped to build trust, provide meaningful support to coworkers, and manage interpersonal difficulties with sensitivity all outcomes that contribute positively to both organisational commitment and citizenship behaviour (Al Oweidat et al., 2023; Dogru, 2022).

Concept of Organisational Behaviour

Organisational behaviour (OB) is a multidisciplinary field of study concerned with understanding, explaining, predicting, and influencing the attitudes and conduct of individuals and groups within formal organisational structures. It draws on foundational insights from psychology, sociology, social psychology, anthropology, and political science to develop a comprehensive understanding of human dynamics in the workplace (Robbins & Judge, 2022). The ultimate goal of OB is to equip managers and leaders with the theoretical and practical tools necessary to enhance organisational effectiveness, improve employee wellbeing, and sustain competitive performance.

At its most fundamental level, OB operates across three interrelated units of analysis: the individual, the group, and the organisation. At the individual level, OB examines how personal attributes such as personality, perception, attitudes, motivation, learning, and emotional states influence workplace behaviour and performance. At the group level, it investigates team dynamics, communication patterns, leadership processes, power relations, and conflict management. At the organisational level, OB addresses issues of organisational design, culture, change management, and the structural conditions that shape collective conduct (Kreitner & Kinicki, 2022).

The evolution of organisational behaviour as a discipline reflects a progressive recognition that organisations are not merely technical or economic systems, but fundamentally social and psychological ones. Early management theories including Frederick Taylor's scientific management and Henri Fayol's administrative principles prioritised efficiency, formal authority, and task standardisation as the primary levers of organisational performance. The Hawthorne Studies of the 1920s and 1930s challenged this view by demonstrating that social relationships, group norms, and employee perceptions of their work environment exert a profound influence on productivity, independent of physical conditions. This insight catalysed the human relations movement and laid the groundwork for the emergence of OB as a distinct field of scholarly inquiry (Robbins & Judge, 2022).

Contemporary OB research is characterised by an increasingly integrative orientation, recognising that effective organisational management requires attention to both the rational and emotional dimensions of human behaviour. Constructs such as motivation, leadership, organisational commitment, job satisfaction, organisational citizenship behaviour, and emotional intelligence have become central to the field's theoretical and empirical agenda. The emergence of emotional intelligence as a significant construct within OB reflects a broader disciplinary recognition that affective, social, and relational competencies are as consequential for organisational effectiveness as cognitive ability or technical expertise (Cote, 2014; Goleman, 2020).

Organisational Commitment

Organisational commitment refers to the psychological bond that an employee develops with their organisation, reflecting the extent to which they identify with its goals and are willing to expend effort on its behalf (Meyer & Allen, 1991). It is one of the most extensively studied constructs in organisational behaviour, given its well established links to performance, attendance, and voluntary turnover. The construct is most commonly understood in terms of three components: affective commitment, which captures emotional attachment to the organisation; continuance commitment, which reflects an awareness of the costs associated with leaving; and normative commitment, which involves an internalised sense of obligation to remain.

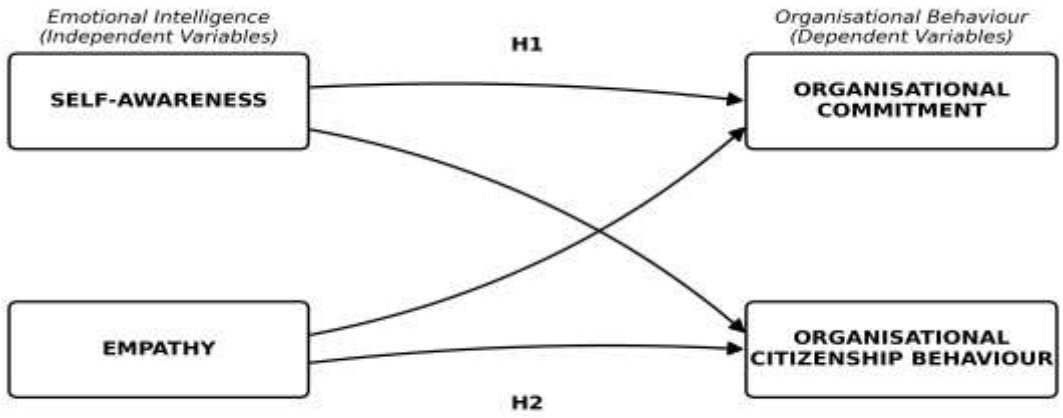
Research consistently demonstrates that employees with higher levels of emotional intelligence display stronger organisational commitment. This is because emotionally intelligent

employees are better able to regulate their emotional responses to workplace stressors, navigate interpersonal difficulties constructively, and maintain a positive orientation toward the organisation even during periods of pressure or uncertainty (Al Oweidat et al., 2023; Dogru, 2022). In the banking sector, where the demands of customer service, regulatory compliance, and performance targets create persistent stress, the capacity to manage one's emotions and remain committed to organisational goals is of considerable practical importance.

Organisational Citizenship Behaviour

Organisational citizenship behaviour (OCB) describes voluntary, discretionary conduct by employees that goes beyond formally prescribed job duties and contributes to the broader effectiveness and performance of the organisation (Organ, 1988). Classic examples include proactively assisting colleagues, demonstrating personal initiative, tolerating temporary inconveniences without complaint, and showing sustained dedication to organisational goals beyond what is contractually required. OCB is closely associated with positive organisational climates, high levels of employee engagement, and strong leadership making it a key indicator of both individual motivation and organisational health.

Studies consistently indicate that employees with stronger emotional intelligence particularly in the dimensions of self-awareness and empathy are more inclined to engage in OCB. This is because their heightened capacity to appreciate others' needs, regulate their own conduct, and invest meaningfully in collaborative working relationships creates a natural disposition toward helpful and cooperative discretionary behaviour (Miao, Humphrey & Qian, 2021; Aypik, Fadhistia & Maryam, 2025). In the context of this study, OCB is examined as a key outcome of the empathy dimension of EI.



Theoretical Review

Ability Based Model of Emotional Intelligence (Salovey & Mayer, 1990)

The ability based model of emotional intelligence, originally developed by Salovey and Mayer (1990) and systematically refined by Mayer, Caruso, and Salovey (2016), conceptualises EI as a hierarchically organised set of four interrelated cognitive emotional abilities. At the base of the hierarchy is the ability to perceive emotions accurately in faces, voices, images, and other stimuli. This foundational skill provides the raw emotional data from which higher order operations proceed. The second branch involves the ability to use or generate emotions in ways that facilitate cognitive tasks such as adopting a mood conducive to creative thinking or empathetic

understanding. The third branch encompasses the ability to understand complex emotional information: how emotions combine, progress, and intensify over time, and what emotional transitions can be expected in a given situation. At the apex sits the ability to manage emotions to regulate one's own and others' emotional states in ways that serve adaptive, constructive goals.
Central to the model is the proposition that emotions are not mere subjective states but functional information rich signals that can meaningfully guide reasoning, judgement, and social behaviour. Within organisational contexts, this implies that individuals with stronger emotional abilities are more effective at managing workplace stress, resolving conflict productively, communicating with clarity and sensitivity, and exercising adaptive leadership. The model further holds that emotional intelligence is both measurable and developable: individuals differ in their emotional capacities, and those capacities can be cultivated through training and sustained developmental practice (Mayer, Caruso & Salovey, 2016).

For this study, the model provides the theoretical basis for examining how self-awareness involving accurate perception and understanding of one's own emotional states predicts organisational commitment, and how empathy involving the perception and understanding of others' emotional experiences predicts organisational citizenship behaviour. Both pathways are consistent with the model's central premise that emotional information processing capacity shapes work relevant attitudes and behaviours.

Social Exchange Theory (Homans, 1958)

Social exchange theory, first articulated by Homans (1958) and subsequently developed by Blau (1964), offers a complementary framework for understanding the voluntary behaviours that constitute organisational commitment and citizenship conduct. The theory holds that social relationships are structured around systems of reciprocal exchange: individuals invest resources time, effort, loyalty, emotional energy in relationships from which they anticipate beneficial returns, and they calibrate the depth of their investment according to perceived equity and the quality of reciprocal exchange.

Applied to organisational contexts, the theory implies that employees who experience their organisation as fair, supportive, and genuinely appreciative of their contributions are motivated to reciprocate through heightened commitment, stronger identification with organisational goals, and a greater willingness to engage in discretionary behaviours beyond their formal role requirements. Critically for this study, the theory also helps explain why employees with high emotional intelligence are particularly predisposed toward both commitment and OCB. Their superior capacity for empathy enables them to perceive the relational expectations and emotional states of those around them, making them more skilled at navigating the reciprocal dynamics of social exchange at work. Their self-awareness, meanwhile, allows them to understand the nature and quality of their own organisational relationships with greater clarity reinforcing their sense of connection and responsibility to the organisation.

Empirical Review

Al Oweidat, Abu Shosha, Abu Baker, and Nashwan (2023) examined the relationship between emotional intelligence and organisational commitment among 200 nurses employed in governmental hospitals in Jordan. The study adopted a descriptive cross sectional correlational design and used the Schutte Emotional Intelligence Scale alongside Meyer and Allen's Organisational Commitment Scale for data collection. Pearson correlation analysis revealed a significant positive relationship between EI and organisational commitment ($r = 0.53$, $p < 0.01$), with nurses who scored higher on EI demonstrating notably stronger levels of affective and normative commitment. The study concluded that EI is a meaningful predictor of organisational

commitment and recommended that nursing organisations prioritise EI informed interventions in their management and training strategies. A limitation is the use of convenience sampling from a single national context, which constrains generalisability.

Aypik, Fadhistia, and Maryam (2025) investigated the effects of emotional intelligence, organisational commitment, and OCB on employee performance in a manufacturing firm in Indonesia. Using a quantitative design, the researchers selected 239 respondents from a population of 594 employees in the production department, applying the Slovin formula at a 5% error margin. Data were analysed using SmartPLS structural equation modelling (version 3.0). Results showed that emotional intelligence, organisational commitment, and OCB each positively and significantly influenced employee performance, both individually and in combination. The cross sectional design and single industry context are acknowledged limitations.

Dogru (2022) conducted a comprehensive psychometric meta-analysis examining the relationships between emotional intelligence and five key employee outcomes: organisational commitment, OCB, job satisfaction, job performance, and job stress. Results confirmed that all three EI streams were positively and significantly associated with organisational commitment, OCB, job satisfaction, and job performance, while being negatively associated with job stress. For self-report EI specifically, the relationship with OCB yielded a corrected correlation of $\rho = 0.37$ ($p < 0.001$). Its breadth and methodological rigour make it one of the most comprehensive meta analyses of EI outcomes to date.

Ehigie, Odunela, and Ehigie (2023) examined emotional intelligence and organisational communication as predictors of perceived teamwork effectiveness among 230 bank employees in Nigeria, selected through multistage sampling. Using a cross sectional survey design and a structured questionnaire incorporating all research variables, the study found that specific EI factors — rather than general EI alone — significantly enhanced team effectiveness when combined with effective organisational communication. The study concluded that Nigerian banks should orient new employees on emotionally intelligent communication practices to strengthen teamwork. A limitation is the single industry, single country focus, which constrains generalisability beyond Nigerian banking teams.

Mekpor and Dartey Baah (2020) investigated whether leaders' emotional intelligence mediates the relationship between leadership styles and employees' voluntary workplace behaviours — organisational citizenship behaviour (OCB) and counterproductive workplace behaviour (CWB) — among 234 respondents in the Ghanaian banking sector. Using a quantitative design with purposive and simple random sampling, the study found that leaders' EI mediated the relationship between transformational leadership and OCB specifically. The authors recommended that banks cultivate transformational, emotionally intelligent leadership to encourage citizenship behaviour and curb counterproductive conduct. A limitation is its focus on leaders' EI rather than employees' own EI, which differs from the self-reported employee level EI examined in the present study.

Amponsah Tawiah, Baafi, and Mensah (2023) examined how emotional intelligence shapes the relationship between co-worker incivility and employee engagement among 482 employees drawn from commercial banks in Ghana. Adopting a cross sectional survey design, the study found that co-worker incivility significantly and negatively predicted engagement, while EI positively predicted engagement and mediated the incivility engagement relationship. The authors recommended organisational policies that address workplace mistreatment alongside EI building interventions. A limitation is the use of convenience sampling, which may limit the representativeness of the Ghanaian banking workforce sampled.

Adekiya, Aliyu, Bello, and Kofar Mata (2021) tested emotional intelligence as a moderator of the relationship between domain based self-efficacy and task performance among 342 customer service employees in the Nigerian banking industry. Using a descriptive survey design and Hayes' Process macro for moderation analysis, the study found a significant positive relationship between self-efficacy and task performance overall, with EI moderating this relationship such that the positive effect was weaker among employees who reported higher EI a counter intuitive finding relative to most EI literature. The authors called for further work reconciling these inconsistent findings. A limitation is the cross sectional design, which cannot establish the direction of the moderation effect over time.

Andah, Ikyabo, and Onana (2021) examined emotional intelligence with specific focus on empathy and relationship management as a predictor of employee performance in Deposit Money Banks in Nasarawa State, Nigeria. The study found that both empathy and relationship management contributed significantly to employee performance and recommended that bank management organise social and team building activities to strengthen these competencies among staff. This study is notable for isolating the same empathy dimension examined in the present study within a Nigerian banking context. A limitation is its restriction to a single state, which limits generalisation to other Nigerian banking contexts.

Wokocha and Nwanyanwu (2025) investigated the relationship between emotional intelligence measured through self-management, social awareness, and relationship management and employee performance across 22 commercial banks in Rivers State, Nigeria, using a sample of 262 respondents drawn via the Taro Yemane formula. The instrument returned a Cronbach's alpha of .896, indicating high reliability, and Pearson correlation analysis revealed significant positive relationships between each EI dimension and its corresponding performance measure. The study recommended structured self-management and empathy building training for bank staff. A limitation is its use of correlation rather than regression analysis, which does not indicate the relative predictive weight of each EI dimension.

Inyama, Nwankwo, Okoliko, Tyohen, and Ume (2025) examined empathy, motivation, and social skills as predictors of managerial effectiveness among 267 mid-level and senior managers in commercial banks in Abuja, Nigeria. Using a cross sectional survey design and multiple regression analysis, the study found that all three EI dimensions significantly and positively predicted managerial effectiveness, with empathy emerging as the strongest predictor, followed by social skills and motivation. The authors recommended incorporating EI assessment into hiring and promotion decisions for banking managers. A limitation is its restriction to managerial staff, which may not generalise to non-managerial bank employees.

Oose, Oke, Oladoyinbo, Adetarami, and Adesina (2022) assessed the effects of organisational citizenship behaviour and emotional intelligence on job performance among agriculture faculty staff at two Nigerian universities. The regression results revealed a significant association between respondents' emotional intelligence and their job performance. Although conducted in the education rather than banking sector, the study reinforces the relevance of EI driven citizenship behaviour to job outcomes within Nigerian institutions generally. A limitation is the sector specific (academic) context, which differs from the commercial banking setting of the present study.

Gebresilase, Biramo, Elka, Demissie, and Aldbyani (2024) investigated emotional intelligence and organisational citizenship behaviour among 322 civil servants in Ethiopia, testing psychological contract as a mediator and organisational cynicism as a moderator using structural equation modelling. The study found a significant relationship between EI and OCB, with

psychological contract partially mediating this relationship and organisational cynicism significantly moderating it. This is one of the few sub Saharan African studies to model the EI–OCB relationship with mediating and moderating mechanisms. A limitation is its public sector Ethiopian context, which calls for caution in generalising to the Nigerian banking sector.

Research Methodology

Research Design

This study adopts a quantitative survey research design, employing simple linear regression analysis to examine the directional influence of two emotional intelligence components self-awareness and empathy on two dimensions of organisational behaviour: organisational commitment and organisational citizenship behaviour. A regression based design was selected because it enables systematic hypothesis testing, permits estimation of the magnitude and direction of relationships between predictor and criterion variables, and provides a basis for making evidence based conclusions about the statistical significance of observed effects at a pre specified significance level.

Area of the Study

The study was conducted at the Ede Branch offices of First Bank of Nigeria Plc and Wema Bank Plc, located in Ede, Osun State, Nigeria. Both institutions are well established commercial banks with sizeable branch workforces, making them suitable settings for examining emotional intelligence and organisational behaviour constructs within the Nigerian financial services sector.

Population of the Study

The target population comprised all 93 employees across both institutions at the time of the study 49 at First Bank of Nigeria Plc and 44 at Wema Bank Plc drawn from various functional departments including customer service, accounting, marketing, and teller operations. All cadres of staff from entry level to senior management were included in the population frame.

Sample Size and Sampling Technique

A sample of 50 employees was drawn from the population using a systematic sampling technique. The sampling interval was computed using the formula $k = N/n = 93/50 = 1.86$, approximated to 2. Every second employee on the staff register was therefore selected, yielding a final sample of 50 respondents. All 50 questionnaires administered were returned and found usable, producing a 100% response rate.

Research Instrument

Data were collected using a structured questionnaire developed by the researcher. The instrument comprised two sections. Section A solicited socio demographic information including gender, age, educational qualification, work experience, and department. Section B contained Likert scaled items (rated on a 5 point scale from Strongly Disagree to Strongly Agree) measuring the three study variables: self-awareness and empathy, organisational commitment, and organisational citizenship behaviour.

Validity and Reliability

Content validity was established through a rigorous expert review process. The questionnaire was submitted to the research supervisor and relevant subject matter specialists, whose corrections and recommendations were incorporated before the instrument was finalised for administration. Face validity was further confirmed through a pre administration review of item clarity. Reliability was assessed using the test retest method: the instrument was administered to a pilot group of respondents drawn from outside the main study population, and the consistency of responses across the two test occasions confirmed acceptable reliability of the instrument.

Method of Data Analysis

Data were analysed using both descriptive and inferential statistical techniques, with all computations performed using SPSS (Statistical Package for the Social Sciences), version 25.0. Descriptive statistics including frequencies, percentages, and means were used to summarise the socio demographic characteristics of respondents. Simple linear regression analysis was employed to test the four hypotheses, with each hypothesis assessed at a 0.05 level of significance. For each regression model, three output tables are reported: the Model Summary (showing R, R^2, Adjusted R^2, and the standard error of the estimate), the ANOVA table (showing F statistic, degrees of freedom, and significance), and the Coefficients table (showing unstandardised B, standardised Beta, t value, and significance for each predictor).

Data Presentation, Analysis, and Discussion

Socio Demographic Profile of Respondents

Table 4.1 presents the socio demographic characteristics of the 50 respondents who participated in the study.

Socio Demographic Information of Respondents (n = 50)

Category/Variable	Frequency (n)	Percentage (%)
Gender		
Male	28	56.0
Female	22	44.0
Total	50	100.0
Age Group		
18–25 years	20	40.0
26–35 years	27	54.0
36–45 years	3	6.0
Total	50	100.0
Educational Qualification		
ND	19	38.0
HND/BSc	25	50.0
MSc/MBA	6	12.0
Total	50	100.0
Work Experience		
0–5 years	35	70.0
6–10 years	13	26.0
11–15 years	1	2.0
21 years and above	1	2.0
Total	50	100.0
Department / Unit		
Teller Officer	19	38.0
Accountant	9	18.0
Marketer	15	30.0
Customer Service	7	14.0
Total	50	100.0

Source: Field Survey, 2026

The data presented in above table reveal that 28 respondents (56%) were male and 22 (44%) were female. The dominant age cohort was 26–35 years, accounting for 54% of respondents, while 40% were aged 18–25 years and only 6% were aged 36–45 years, indicating a predominantly youthful workforce. With respect to educational qualifications, 50% of respondents held an HND or BSc degree, 38% held an ND, and 12% possessed postgraduate qualifications (MSc/MBA). In terms of work experience, the majority (70%) had between 0 and 5 years of service, while 26% had 6–10 years and only 4% had 11 or more years. By department, Teller Officers constituted the

largest group (38%), followed by Marketers (30%), Accountants (18%), and Customer Service staff (14%).

Test of Hypothesis

Hypothesis One: Self-awareness and Empathy on Organisational Commitment

H_0: Self-awareness and empathy do not have a significant positive influence on organizational commitment among employees in a financial institution.

Table 2

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics		Durbin Watson	Breuch Pagan	
	B	Std. Error	Beta			Tolerance	VIF		X	P
(Constant)	7.123	1.924		3.703	.001					
Sa	.326	.150	.344	2.175	.035	.507	1.972	1.725	7.634	0.162
Em	.280	.128	.345	2.182	.034	.507	1.972			

a. Dependenft Variable: OC

R^2 = 0.404, F = 15.925, Sig. value = 0.000
Source: SPSS Output

The regression model is written as

Organisational Commitment = a + β_1(Self-awareness) + β_2 (empathy)

This is re written as Organisational Commitment = 7.123 + 0.326β_1 + 0.280β_2

This shows that self-awareness and empathy has a positive influence on organizational commitment. This implies that a unit change in self-awareness will increase organizational commitment by 0.326 units and a unit change in empathy will increase organizational commitment by 0.280 units, keeping all variable constant. The R^2 = 0.404 shows that about 40.4% of variation in OC can be explained by self-awareness and empathy in the model. The F = 15.925 also shows that the overall model is a good fit. Cook's value showed that the values were below 1, revealing that there was no evidence of excessively influential observations. The multicollinearity diagnostic, which is measured by VIF< 5 showed that there is no serious multicollinearity. The Durbin Watson test (1.725) revealed that there is no serious evidence of autocorrelation. The Breuch Pagan test shows that there is no evidence of heteroscedasticity since the p value> 0.05.

The sig value of 0.000 in the table shows that the null hypothesis is rejected in favour of the alternative hypothesis and it can be concluded that self-awareness and empathy have a significant positive influence on organizational commitment among employees in a financial institution

Hypothesis Two: Self-awareness and Empathy on Organisational Citizenship Behaviour

H_0: Self-awareness and empathy do not have a significant positive influence on organizational citizenship behaviour among employees in a financial institution.

Table 2

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics				
	B	Std. Error	Beta			Tolerance	VIF	Durbin Watson	Breuch Pagan	
(Constant)	6.359	2.084		3.052	.004				X	P
Sa	.267	.163	.260	1.641	.008	.506	1.975	1.842	7.634	0.162
Em	.372	.139	.424	2.677	.010	.506	1.975			

a. Dependent Variable: OCB

R^2 = 0.402, F = 15.804, Sig. value = 0.000
Source: SPSS Output

The regression model is written as
Organisational Citizenship Behavior = a + β_1(Self-awareness) + β_2(empathy)
This is re written as Organisational Commitment = 6.359 + 0.267β_1 + 0.372β_2

This shows that self-awareness and empathy has a positive influence on organizational citizenship behavior. This implies that a unit change in self-awareness will increase organizational citizenship behavior by 0.267 units and a unit change in empathy will increase organizational citizenship behavior by 0.372 units, keeping all variable constant. The R^2 = 0.402 shows that about 40.2% of variation in OCB can be explained by self-awareness and empathy in the model. The F = 15.804 also shows that the overall model is a good fit. Cook's value showed that the values were below 1, revealing that there was no evidence of excessively influential observations (outliers). The multicollinearity diagnostic, which is measured by VIF< 5 showed that there is no serious multicollinearity. The Durbin Watson test (1.842) revealed that there is no serious evidence of autocorrelation. The Breuch Pagan test shows that there is no evidence of heteroscedasticity since the p value> 0.05.

The sig value of 0.000 in the table shows that the null hypothesis is rejected in favour of the alternative hypothesis and it can be concluded that self-awareness and empathy have a significant positive influence on organizational citizenship behavior among employees in a financial institution

Reliability Test

Research Questions	No. of Items	Chronbach Alpa Reliability Scale
Self-awareness	5	0.758
Empathy	5	0.725

Emotional Intelligence	**10**	**0.843**
Organizational Behaviour (OC)	5	0.728
Organisational Citinzenship Behavior	5	0.730
Organizational Commitment	**10**	**0.839**
Overall	**20**	**0.901**

Researcher (2026).

The overall reliability test of the instrument was 0.901. Since all the Chronbach Alpha reliability value is more than 0.70 for all the items, the instrument (Questionnaire) is considered to be reliable

Discussion of Findings

The findings in the first table indicate that the staff hold a generally positive perception regarding organizational commitment in an organization. The staff strongly agreed that they are proud to be part of their organisation. Also, the staff strongly agreed that feel a strong sense of belonging to their organisation. Similarly, the staff strongly agreed that they are willing to put in extra effort to help the organisation succeed. Furthermore, the staff strongly agreed that they see themselves working in their organisation for the foreseeable future. Finally, the staff feels emotionally attached to the organisation's goals and values.

Also, findings in the second table indicate that the staff hold a generally positive perception regarding organizational citizenship behaviour in an organization. The staff strongly agreed that they encourage and support team members to achieve collective goals. Also, the staff strongly agreed that they abide by organisational rules and procedures, even when no one is watching them. Similarly, the staff agreed that they are willing to help colleagues with work related problems. Furthermore, the staff strongly agreed that they maintain a positive attitude even in challenging situations at work. Finally, the staff strongly agreed that they volunteer for tasks beyond their formal job responsibilities.

The hypothesis tested in the study revealed that self-awareness have a significant positive influence on organizational commitment among employees in a financial institution; self empathy have a significant positive influence on organizational commitment among employees in a financial institution; self-awareness have a significant positive influence on organizational citizenship behaviour among employees in a financial institution and empathy have a significant positive influence on organizational citizenship behaviour among employees in a financial institution.

Conclusion

This study set out to examine the influence of two key emotional intelligence dimensions self-awareness and empathy on organisational commitment and organisational citizenship behaviour among employees of First Bank of Nigeria Plc and Wema Bank Plc in Ede, Osun State. The results of simple linear regression analyses provide clear and consistent evidence that both EI components exert statistically significant positive influences on the organisational behaviour outcomes investigated, with both null hypotheses rejected at the .05 level of significance.

Specifically, self-awareness and empathy was found to significantly predict organisational commitment ($R^2 = 0.404$, $F = 15.925$, $p = .000$) Also, Self-awareness and empathy was also found to significantly predict organisational citizenship behavior with ($R^2 = .348$, $F = 25.166$, $p = .000$)

These findings confirm that emotional intelligence is not merely a supplementary personal quality but a strategically important organisational resource with measurable consequences for employee attitudes and discretionary conduct. For organisations in the Nigerian banking sector, these findings underscore the imperative of moving beyond a narrow focus on cognitive and technical skills to embrace emotional intelligence as a central pillar of human resource strategy and leadership development.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are offered, Organisations should integrate structured emotional intelligence development into their employee training programmes, with specific focus on building self-awareness and empathy. Given the demonstrated impact of these competencies on both commitment and citizenship behaviour, such programmes represent a high return investment in human capital. Human resource departments should incorporate validated EI assessments into recruitment and selection processes alongside conventional measures of cognitive ability and technical proficiency, to build a workforce that is more adaptive, relational, and committed to organisational goals from the outset. Organisational leaders and managers should actively model emotionally intelligent conduct in their day to day interactions with employees, normalising and reinforcing similar competencies among staff and creating a positive cycle of EI development throughout the organisation. Organisations should cultivate a workplace culture that encourages open communication, emotional safety, and mutual respect. Employees who feel psychologically safe are more likely to develop the trust and belonging that underpin organisational commitment and citizenship conduct. Policies and practices should explicitly recognise and reward organisational citizenship behaviour, signalling the value the organisation places on cooperative and initiative driven conduct and reinforcing a culture of collective responsibility.

Limitations and Suggestions for Future Research

This study has several limitations that should be noted. First, the sample was drawn from only two bank branches in a single city, which limits the generalisability of findings to the broader Nigerian banking sector or to other industries and contexts. Future research should replicate this study using larger, multi-site, and multi sector samples to strengthen external validity. Second, the cross sectional design employed captures data at a single point in time, precluding causal inference. Longitudinal designs that track changes in EI and organisational behaviour outcomes over time would provide stronger evidence of causal relationships. Third, the study focused exclusively on self-awareness and empathy as EI predictors; future studies should examine the full range of EI dimensions including self-regulation, motivation, and social skill. Finally, future research might usefully explore potential moderating variables such as organisational culture, leadership style, and job level to better understand the conditions under which EI exerts its strongest effects.

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