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EMOTIONAL INTELLIGENCE AND ORGANISATIONAL COMMITMENT IN THE BANKING INDUSTRY IN NIGERIA

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Abstract

The purpose of this study was to investigate the relationship between emotional intelligence and organisational commitment in the Nigerian banking sector. A descriptive correlational research design was adopted for this study. Quantitative research methods were used to collect data from 312 non-managerial bank employees who participated in this study. A multistage stratified random sampling method was used to determine the samples. SPSS version 20, descriptive statistics, correlation, and regression analyses were performed to analyse the data. The results of the study showed that emotional intelligence was positively related to all three dimensions of organisational commitment (affective, continuance & normative). The regression result indicates positive and statistically significant impacts of emotional intelligence on organisational commitment. The findings have implications for emotional intelligence training may play an important role in enhancing the organisational commitments of employees. Therefore, the results of the present study recommended that organisations while hiring or promoting new managers should measure the emotional intelligence level of prospective candidates. In addition, they should organise seminars and workshops on emotional intelligence for their managers and similar ones to energise organisational commitment among their subordinates.

Keywords: *Affective commitment, Continuance commitment, Emotional intelligence, Normative commitment.*

Introduction

Committed employees dedicate their mental energy, emotional energy, and time to their organisations. In return, these dedicated employees assume their company to reciprocate the same. It is this expectation that creates the psychological contract between employees and the organisations. These symbiotic expectations between the employees and employers have changed over time and have been influenced by among others global competition, high cost of labour, and knowledgeable customers. These

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changes call for organisations to develop new strategies for enhancing employee commitment to improving the performance of the employees (Vance, 2006). Employee job satisfaction is directly related with low turnover, decreased absenteeism, and improved employee commitment to the organisation's economic overall performance (Cherif, 2020).

In the foregoing, employees who are emotionally attached to organisations are critical to the success of those organisations. The ongoing operation of an organisation is affected by employee commitment, which is a factor that affects the overall performance of an organisation. In contrast, only 13% of employees around the world are actively engaged at work and more than twice that number are so disengaged and are likely to spread negativity to others (Bersin, (2014). According to Goleman (2006), the human brain can be contagious contending that people with negative emotions can cause others to feel negative emotions, which could hurt the productivity of an organisation.

The workplace needs emotionally intelligent people "who can identify, manage, and focus their emotions effectively, and cope successfully with the demands of daily life" (Nafukho and Muyia, 2014, p. 625; Farnia and Nafukho, 2016). Along with this line, managers with high levels of trait emotional intelligence may regulate their emotional states by supporting effective courses of action to deal with situations in ways that create more positive emotional responses from subordinates. A manager who is poor at perceiving emotions may unknowingly miss important emotional signals from his or her team members. Similarly, a manager who is poor at managing his or her own emotions may allow emotions to interfere with effective action (Zampetakis and Moustakis, 2011).

Banks are organisations that are considered to be one of the key financial sectors that handle the transaction and supply of money. Every bank has a lot of transactions happening every day, and even a small mistake in it can have huge consequences. A bank manager is a person who is responsible for all decisions and manages the bank's processes and work environment. Bank managers often make many key decisions as the decisions made can have a huge impact on the bank's outcome. A manager needs to be able to understand his/her emotions and feelings; and use them to communicate appropriately with employees and deal effectively with different challenges (Kumari & Priya, 2017).

Statement of the Problem

There is a lack of lookups investigating the influence of emotional intelligence on organisational commitment in banking, and as a result, the literature is missing in quite a few areas. In reviewing the literature, it was found that there were few studies conducted on emotional intelligence in Asia. However, studying the impact of Emotional Intelligence on enhancing performance and employees' outcomes provides valuable input to the organisation to identify the right skills and competencies that should be possessed by leaders and managers (Carmeli, 2003; Johnson & Julie, 1999;

Mina & Melika, 2011). In Nigeria, banking today has become more demanding and the workplace more complex and ambiguous. Managers should demonstrate their value in creating the conditions under which people can deliver the best results, which requires mastering a new set of key competencies, including emotional intelligence and related competencies. However, in the Nigerian context, the construct of Emotional Intelligence has only been studied with limited constructs such as academic achievement (Astatke, M., 2019), Organisational Development (Desta, B. K., 2020), self-efficacy beliefs (Girma, W., 2014), Adolescents Parental Relations (Muse Haji, E., &DemissieMelaku, T., 2020) and clinical performance (Thanaraaj, V., &Turkman, A., 2021). Though, there is still a need to fill the empirical gap in studying the impact of emotional intelligence on the organisational commitment of managers in the banking industry in Nigeria since there were no studies found in testing the relationships between these constructs.

To address the identified gaps in existing empirical research, this study investigates the relationship between emotional intelligence and organisational commitment among employees in Nigeria. Previous studies on emotional intelligence and organisational commitment have largely concentrated on developed economies or different institutional contexts, yielding mixed and inconclusive findings, while evidence from developing regions remains limited. By focusing on this under-researched context, the study provides empirical proof on whether emotional intelligence significantly influences employees' commitment to their organisations.

The remainder of the paper is structured as follows. The next section presents a comprehensive review of relevant theoretical and empirical literature on emotional intelligence and organisational commitment, highlighting gaps that justify the present study. Section Three outlines the research methodology, including data collection procedures and analytical techniques employed to test the proposed relationship. Section Four reports the empirical findings and discusses the results in relation to existing literature. The final section presents the conclusions of the study and discusses the implications of the findings for policymakers, researchers, and organisational practitioners.

Objectives of the Study

The main objective of this study is to examine the relationship between emotional intelligence and organisational commitment in the Nigerian banking industry. The specific objectives are to examine the relationship between emotional intelligence and:

i. affective commitment among employees in the banking industry in Nigeria.
ii. continuance commitment among employees in the banking industry in Nigeria.
iii. normative commitment among employees in the banking industry in Nigeria.

Hypotheses

Ha1:There is a significant relationship between emotional intelligence and affective commitment.

Ha2:There is a significant relationship between emotional intelligence and continuance commitment.
Ha3:There is a significant relationship between emotional intelligence and normative commitment.

Literature Review

Emotional Intelligence

Emotional Intelligence (EI) refers to the ability to recognise, understand, and manage one's own emotions as well as those of others (Salovey & Mayer, 1990). Goleman (2018) expanded this concept to include five dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. In the organisational context, EI enables employees to handle interpersonal relationships judiciously and empathetically, thereby improving teamwork, communication, and job satisfaction.

In the banking industry, employees frequently encounter stressful situations that require emotional control and interpersonal sensitivity. High emotional intelligence helps banking staff manage customer relations, resolve conflicts, and adapt to performance pressures effectively. Hence, emotional intelligence becomes a strategic competence influencing employee commitment and overall organisational performance.

Organisational Commitment

Organisational commitment refers to the degree of psychological attachment, identification, and loyalty that employees feel toward their organisation. It reflects the strength of an individual's involvement and alignment with organisational values, goals, and objectives (Mowday, Steers & Porter, 1979). It is a crucial determinant of employee behaviour, influencing job performance, turnover intentions, absenteeism, and overall organisational effectiveness. Employees who are highly committed to their organisation are more likely to exert extra effort, remain loyal, and contribute positively to the achievement of corporate objectives.

Meyer and Allen (1991) developed a three-component model of organisational commitment, which remains the most widely accepted framework in both academic and professional contexts. The components include:
Affective commitment – This dimension represents the emotional attachment an employee has toward their organisation. Employees with high affective commitment identify strongly with the organisational culture and values, feel a sense of belonging, and genuinely enjoy being part of the organisation. In the banking industry, such employees are motivated by passion and pride in their institution, which translates into superior customer service, teamwork, and innovation.
Continuance commitment – This form of commitment arises from the perceived cost or loss associated with leaving the organisation. It is influenced by factors such as job security, accumulated benefits, career progression, and lack of alternative employment opportunities. Employees with strong continuance commitment remain with their organisations because they feel that the cost of leaving is too high. In

Nigerian banks, where economic instability and job scarcity are prevalent, continuance commitment can play a crucial role in retaining skilled staff, though it may not always correlate with high job satisfaction or motivation.
Normative commitment – This reflects an employee's sense of moral duty or obligation to remain with the organisation. It is often shaped by cultural, social, or organisational norms that emphasise loyalty and responsibility. Employees with high normative commitment stay because they believe it is the right thing to do, perhaps due to the organisation's past support or investment in their professional development. In many Nigerian banking institutions, training sponsorships, mentorship programs, and employee welfare initiatives can foster this sense of obligation.

Organisational commitment plays a pivotal role in the banking industry, which is characterised by intense competition, high customer expectations, and strict regulatory standards. Committed employees demonstrate higher productivity, ethical conduct, and service consistency—factors that enhance customer trust and organisational reputation. Conversely, low commitment can lead to high turnover rates, poor service delivery, and diminished profitability.

Empirical studies further demonstrated that emotional intelligence (EI) significantly influences organisational commitment (Goleman, 2018; Carmeli, 2003). Employees with high EI are better equipped to manage workplace stress, maintain positive interpersonal relationships, and align their personal goals with organisational objectives. In the Nigerian banking context, where employees often operate under pressure and must navigate complex client relationships, emotional intelligence enhances affective, continuance, and normative commitment.

Empirical Review
Several empirical studies have demonstrated that employees with high emotional intelligence (EI) tend to show stronger affective commitment towards their organisations. Affective commitment reflects the emotional attachment, identification, and involvement of an employee with their organisation (Meyer & Allen, 2013).

Anari (2012) found a positive and significant correlation between emotional intelligence and teachers' affective commitment in Iran, suggesting that individuals who can understand and manage their emotions develop stronger emotional ties to their workplaces. Similarly, Adeyemo (2007) reported that Nigerian bank employees with high emotional intelligence exhibited deeper emotional attachment and loyalty to their organisations. The study revealed that employees with enhanced emotional awareness are more capable of resolving conflicts, managing interpersonal relationships, and maintaining positive attitudes. Further evidence from Goleman (2018) supports that emotional intelligence fosters empathy, self-awareness, and social skills, enabling employees to identify with organisational goals and values. In the Nigerian banking industry, where work pressures and customer demands are intense, affective commitment is particularly vital for employee retention. Emotionally intelligent staff are more adaptable, optimistic, and motivated to contribute meaningfully to organisational success. Hence, affective commitment strengthens when employees feel emotionally connected, recognised, and appreciated, implying that emotional intelligence plays a pivotal role in enhancing employees' intrinsic motivation and organisational identification.

Continuance commitment refers to the perceived cost of leaving an organisation or the awareness of the benefits associated with staying (Meyer & Allen, 2013). Several studies have revealed that emotional intelligence moderately influences continuance commitment by shaping employees' rational and emotional assessment of their job situations. Carmeli (2003) found a positive association between emotional intelligence and continuance commitment among senior managers in Israel, concluding that emotionally intelligent individuals are better at assessing career risks and recognising the professional investments made within their organisations. Likewise, Ogba and Adeniji (2015) in their study of Nigerian employees found that those with higher emotional intelligence were less likely to leave their organisations because they could manage stress, maintain interpersonal harmony, and perceive long-term job stability as rewarding.

In the Nigerian banking sector, characterised by high job demands, long working hours, and competitive environments, emotional intelligence acts as a coping resource. Employees who possess higher EI can manage emotional exhaustion and maintain job satisfaction, which reduces turnover intentions. Ojo and Adejumo (2021) also reported that employees who can regulate emotions are more likely to stay with their employers due to perceived emotional and professional investments in their current roles. Therefore, emotional intelligence indirectly enhances continuance commitment by promoting rational decision-making, stress management, and long-term attachment to organisational goals and benefits.

Normative commitment is based on an employee's perceived moral obligation to remain with their organisation (Allen & Meyer, 1990). Emotionally intelligent employees tend to demonstrate stronger normative commitment due to their heightened empathy, sense of responsibility, and appreciation for fairness and organisational support. Nazari and Emami (2012) discovered that emotional intelligence significantly predicted normative commitment among employees in Iranian public organisations, noting that emotionally intelligent workers feel ethically obliged to reciprocate positive organisational treatment. Similarly, Chinomona (2013), in a study of South African firms, found that employees with high emotional intelligence displayed greater loyalty and moral responsibility toward their employers.

In Nigeria, banking employees often face intense customer interactions and performance pressures; thus, emotionally supportive environments foster loyalty and moral attachment. Studies such as Ogbodo and Onyekwelu (2020) have indicated that emotionally intelligent employees are more likely to develop feelings of obligation toward their organisations because they perceive the employer's empathy, fairness, and ethical leadership as deserving of reciprocation. Hence, emotional intelligence strengthens normative commitment by fostering a culture of mutual respect, empathy, and moral obligation, resulting in higher ethical standards and employee retention.

Theoretical Review
The Affective Events Theory by Weiss and Cropansano (1996) provides a useful framework for understanding how emotional experiences in the workplace influence attitudes and behaviours. It posits that emotional reactions to workplace events shape employees' job satisfaction and commitment. When employees with high emotional intelligence interpret organisational events positively, they experience greater affective commitment toward the organisation.
Meyer and Allen's Three-Component Model (1991)

This model underpins the relationship between emotional intelligence and organisational commitment. It suggests that affective, continuance, and normative commitment are influenced by both emotional and cognitive processes. Employees with high EI can regulate emotions and maintain positive psychological bonds with their employers, resulting in stronger overall commitment.

Methodology
The study employed a descriptive correlational research design and employed a positivist approach. Conventionally, this approach uses structured questionnaires (Shukla, 2014). Therefore, this study employed structured questionnaires; that is, these instruments have become one of the most widely used data collection methods (Quinlan 2011). Questionnaires are a popular method of collecting raw data and thus can be used in all types of quantitative research (McNabb 2013; Saunders et al. 2019).

The sample respondents in the study were drawn from a total of 1420 employees working in the Nigerian banking sector located in Bahirdar, Gondar, and Dessie regions in Nigeria as they were representative of the general population. Using Yamane's formula (1967), the sample size was determined. 310 respondents were selected using a simple random sampling technique using a sampling error technique with a 95% confidence level and 5% probability.

This study uses a multi-stage stratified sampling technique to select banks, bank branches, and subordinate institutions. The 310 respondents were selected from the three district branches by using proportionate stratified random sampling. Proportional stratified random sampling is widely used to ensure equal representation of the population in the sample.

The data were collected using two standardised questionnaires: For this study, the three dimensions of organisational commitment were assessed by administering the revised version of Meyer & Allen's (2013). Emotional intelligence for the full version of the Genos EI questionnaire developed by Palmer & Stough (2009) was used. Both standardised questionnaires were scored using a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = slightly agree, 4 = agree, 5 = strongly agree.

To analyse the collected data, the researcher used quantitative techniques. These techniques include descriptive statistics, correlation, and regression analysis. The analysis was done by using SPSS Software. Inferential statistics were also used to make valid conclusions from the data.

Results and Discussions

The questionnaires were handed in physicist to the respondents in each of the selected bank branch offices. Questionnaires were hand-delivered to respondents at each selected bank branch. A total of 343 questionnaires were distributed, of which 310 people completed the questionnaires, with a recovery rate of 90%. The data were analysed using the contemporary SPSS statistical software. Pearson correlations were carried out to verify the correlations between emotional intelligence and organisational commitment. Multiple linear regressions had been performed to examine the relationship of importance in learning about the model.

Correlation between EI of Managers and OC of Employees

The results showed that there was a moderate and positive correlation between emotional intelligence and organisational commitment (310) =.454, p<.05. The results showed a moderate and positive relationship between emotional intelligence and organisational commitment, r (310) = .454, p < .05. This seems to demonstrate that leaders who tend to demonstrate an appropriate level of emotional intelligence will be able to increase employees' organisational commitment to the organisation. The results are shown in Table 1

Table 1: Correlation analysis between emotional intelligence and organization's commitment

		Organization al Commitment
	Pearson Correlation	.454**
	Sig. (2-tailed)	.000
Emotional Intelligence	N	310

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

The regression results are presented in the form of model summaries, regression, analysis of variance, and regression coefficients:

Regression Model Summary

The model summation results presented in Table 2 show that emotional intelligence explained 20% of organisational commitments of employees in public and private banks in Nigeria (R2) = .206.

Table 2:Model summary of emotional intelligence on organizational commitment

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.454a	.206	.203	13.217	.206	79.849	1	308	.000

a. Predictors: (Constant), EI

Regression ANOVA

Regression ANOVA shows that emotional intelligence has a significant effect on organisational commitment F (1, 13948.992) = 79.849, p<.05), as shown in Table 3. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the organisational commitment of Nigerian public and private bank employees.

Table 3: Regression ANOVA of emotional intelligence on organizational commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13948.992	1	13948.992	79.849	.000[b]
	Residual	53805.279	308	174.692		
	Total	67754.271	309			

a. Dependent Variable: OC
b. Predictors: (Constant), EI

Regression Coefficient of Emotional Intelligence

Table 4 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted organisational commitment (β =. 210, (11.090) t = 8.936, p<. 05). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a beta of 0.210, statistically significant at p<0.05. This means that for every unit of increase in emotional intelligence, the unit of organisational commitment increases by
0.210.

Table 4: Coefficients of emotional intelligence on organisational commitment

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.088	2.983		11.090	.000
	EI	.210	.024	.454	8.936	.000

a. Dependent Variable: OC

From the coefficient table, the values of the regression model were derived: The general form of the regression model used to be: $Y = \beta_0 + \beta_i + E$ β_0= Constant; β_i= emotional intelligence and E=Error term. From the coefficient table, emotional intelligence influences organisational commitment among employees in banks in Nigeria. Y= 33.088 + .210X + .024

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted organisational commitment among employees in banks in Nigeria. The results revealed emotional intelligence explained 20% of organisational commitment (R2 =. 206, F (1, 13948.992) = 79.849, p<.05) while the remaining 80% of organisation commitment was explained by other factors. Furthermore, emotional intelligence significantly predicted organisational commitment (β = .210, (11.090) t =

8.936, p<.05). Hence, the study accepted the alternate hypothesis, Ha1: There is a significant relationship between emotional intelligence and organisational commitment.

Correlation between EI and Dimensions of OC

The correlations between emotional intelligence and the three dimensions of organisational commitment (affective, continuance, and normative) are shown in Table 5. Correlation analysis was used to examine the relationship between emotional intelligence and effective, continuance, and normative commitment. Results showed moderate and positive correlations between emotional intelligence and affective, continuance and normative commitment, r(310) = .391, p<.05; r(310) = .314, p<.05 and r(310) = .415, p<.05 respectively. All these results seem to demonstrate that leaders who tend to demonstrate appropriate levels of emotional intelligence will be able to increase employees' organisational commitment to the organisation. The results are shown in Table 5.

Table 5: Correlation analysis between emotional intelligence and dimensions of OC

Correlation analysis		
Emotional Intelligence		Affective Commitment
	Pearson Correlation	.391**
	Sig. (2-tailed)	.000
	N	310
Emotional Intelligence		Continuance Commitment
	Pearson Correlation	.314**
	Sig. (2-tailed)	.000
	N	310
Emotional Intelligence		Normative Commitment
	Pearson Correlation	.415**
	Sig. (2-tailed)	.000
	N	310

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

Regression analysis between EI and Dimensions of OC

Regression analysis was performed to determine the extent to which emotional intelligence affects dimensions of organisational commitment (affective, continuance, and normative commitment) among Nigerian public and private bank employees. Multiple linear regressions were used to predict affective, continuance, and normative commitment of Nigerian bank employees from managers' emotional intelligence. The regression results are presented in the form of model summaries, regression, analysis of variance, and regression coefficients.

Regression Model Summary of EI and AC

The model summation results presented in Table 6 show that emotional intelligence explained 15% of affective commitments of employees in public and private banks in Nigeria (R2) **= 0.153.**

Table 6: Model summary of emotional intelligence on affective commitment

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.391ª	.153	.150	6.095	.153	55.729	1	308	.000

a. Predictors: (Constant), EI
b. Dependent Variable: AC

Regression ANOVA

Regression analysis of variance showed that emotional intelligence had a significant effect on affective commitment F (1, 2070.459) = 55.729, p<.05), as shown in Table 7. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the affective commitment of Nigerian public and private bank employees.

Table 7:Regression ANOVA of emotional intelligence on affective commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2070.459	1	2070.459	55.729	.000ᵇ
	Residual	11442.860	308	37.152		
	Total	13513.319	309			

a. Dependent Variable: AC
b. Predictors: (Constant), EI

Regression Coefficient of Emotional Intelligence

Table 8 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted affective commitment (β =. 081, (8.340) t =
7.465, p<. 05). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a Beta of 0.081 Statistical significance at p<.05. This means that for every one-unit increase in EQ, the affective commitment unit increases by 0.081.

Table 8: Coefficients of emotional intelligence on affective commitment

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.475	1.376		8.340	.000
	EI	.081	.011	.391	7.465	.000

a. Dependent Variable: AC

From the coefficient table, the values of the regression model were derived: The general form of the regression model used to be: $Y = \beta_0 + \beta_i + E$ β_0= Constant; β_i= emotional intelligence and E=Error term. From the coefficient table, emotional intelligence influences affective commitment among employees in banks in Nigeria. Y= 11.475+ .081X + .011

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted affective commitment among employees in banks in Nigeria. The results revealed emotional intelligence explained 15% of affective commitment (R2 =. 153, F (1, 2070.459) = 55.729, p<.05) while the remaining 85% of affective commitment was explained by other factors. Farther, emotional intelligence significantly predicted affective commitment (β = .081, (8.340) t = 7.465, p<.05). Hence, the study accepted the alternate hypothesis, Ha2: There is a significant relationship between emotional intelligence and affective commitment.

Regression Model Summary of EI and CC

The model summation results presented in Table 9 show that emotional intelligence explained 10% of continuance commitments of employees in public and private banks in Nigeria (R2) =.098.

Table 9: Model summary of emotional intelligence on continuance commitment

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.314[a]	.098	.096	5.173	.098	33.625	1	308	.000

a. Predictors: (Constant), EI
b. Dependent Variable: CC

Regression ANOVA

Regression analysis of variance showed that emotional intelligence had a significant effect on continuance commitment F (1, 899.859) = 33.625, p<.05), as shown in Table 10. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the continuance commitment of Nigerian public and private bank employees.

Table 10: Regression ANOVA of emotional intelligence on continuance commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	899.859	1	899.859	33.625	.000[b]
	Residual	8242.515	308	26.761		
	Total	9142.374	309			

a. Dependent Variable: CC
b. Predictors: (Constant), EI

Regression Coefficient of Emotional Intelligence

Table 11 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted continuance commitment (β =. 053, (11.217) t = 5.799, p<. 05). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a beta of 0.053, statistically significant at p<0.05. This means that for every unit of increase in emotional intelligence, the unit of continuance sustained commitment increases by 0.053.

Table 11: Coefficients of emotional intelligence on continuance commitment

Model		**Unstandardised Coefficients**		**Standardised Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	13.098	1.168		11.217	.000
	EI	.053	.009	.314	5.799	.000

a. Dependent Variable: CC

From the coefficient table, the values of the regression model were derived: The general form of the regression model used to be: Y = $\beta_0 + \beta_i +$ E β_0= Constant; β_i= emotional intelligence and E=Error term. From the coefficient table, emotional intelligence influences continuance commitment among employees in banks in Nigeria. Y= 13.098+ .053X + .009

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted continuance commitment among employees in banks in Nigeria. The results revealed emotional intelligence explained 10% of continuance commitment (R2 = .098, F (1, 899.859) = 33.625, p<.05) while the remaining 90% of continuance commitment was explained by other factors. Furthermore, emotional intelligence significantly predicted continuance sustained commitment (β =. 053, (11.217) t = 5.799, p<.05). Hence, the study accepted the alternate hypothesis, Ha3: There is a significant relationship between emotional intelligence and continuance commitment.

Regression Model Summary of EI and NC

The model summation results presented in Table 12 show that emotional intelligence explained 17% of normative commitments of employees in public and private banks in Nigeria (R2) =.172.

Table 12:Model summary of emotional intelligence on normative commitment

Model	**R**	**R Square**	**Adjusted R Square**	**Std. The error of the Estimate**	**Change Statistics**				
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.415[a]	.172	.170	5.320	.172	64.132	1	308	.000

a. Predictors: (Constant), EI
b. Dependent Variable: NC

Regression ANOVA

Regression ANOVA shows that emotional intelligence has a significant effect on normative commitment F (1, 1815.262) = 64.132, p<.05) as shown in Table 13. This means that the constructed regression model is suitable for predicting the outcome variable of how emotional intelligence affects the normative commitment of Nigerian public and private bank employees.

Table 13: Regression ANOVA of emotional intelligence on normative commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1815.262	1	1815.262	64.132	.000[b]
	Residual	8717.980	308	28.305		
	Total	10533.242	309			

a. Dependent Variable: NC
b. Predictors: (Constant), EI

Regression Coefficient of Emotional Intelligence

Table 14 shows the output of the regression coefficients. In the regression coefficient model, the analysis showed that emotional intelligence statistically predicted normative commitment (β =. 076, (7.090) t = 8.008, p <. 05). Beta weights measure the importance of explanatory variables in the model and are positive for emotional intelligence, with a beta of 0.076, statistically significant at $p < 0.05$. This means that for every one-unit increase in emotional intelligence, the unit normative commitment increases by 0.076.

Table 14: Coefficients of emotional intelligence on normative commitment

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	8.515	1.201		7.090	.000
	EI	.076	.009	.415	8.008	.000

a. Dependent Variable: NC

From the coefficient table, the values of the regression model were derived: The general form of the regression model used to be: $Y = \beta_0 + \beta_i + E$ β_0= Constant; β_i= emotional intelligence and E=Error term. From the coefficient table, emotional intelligence influences normative commitment among employees in banks in Nigeria. Y= 8.515+.076X + .009

The multiple linear regression analysis was used to test if emotional intelligence significantly predicted normative commitment among employees in banks in Nigeria. The results revealed emotional intelligence explained 17% of normative commitment (R2 =. 172, F (1, 1815.262) = 64.132, p < .05) while the remaining 83% of normative commitment was explained by other factors. Further, emotional intelligence significantly predicted normative commitment (β =.076, (7.090) t = 8.008, p < .05). Therefore, the study accepted the alternate hypothesis, Ha4: There is a significant relationship between emotional intelligence and normative commitment.

Conclusion and Recommendation

The findings of this study reveal a significant relationship between managers' emotional intelligence and the three components of employees' organisational commitment, namely affective, continuance, and normative commitment. Managers who exhibited higher levels of emotional intelligence were found to demonstrate stronger attachment to their organisations across all three commitment dimensions. Consequently, the alternative hypothesis, which posits a significant relationship between emotional intelligence and the components of organisational commitment, was accepted.

These findings are consistent with previous empirical studies by Carmeli (2003) and Nadri and Sodani (2010), which similarly established positive relationships between emotional intelligence and affective, continuance, and normative commitment. The results further indicate that emotional intelligence has a positive and statistically significant influence on organisational commitment, thereby supporting the view that managers with high emotional intelligence are more emotionally attached to their organisations, develop healthier working relationships, and exhibit greater tolerance when confronted with emotional labour and workplace pressures. Such managers are better able to manage complex emotions and interpersonal challenges without compromising their composure or effectiveness.

In light of these findings, it is recommended that organisations incorporate the assessment of emotional intelligence into their recruitment and promotion processes for managerial positions. Furthermore, organisations should invest in regular training programs, seminars, and workshops aimed at enhancing managers' emotional intelligence, as this is likely to foster stronger organisational commitment among employees and improve overall organisational effectiveness.

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