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# Exploring the role of emotional intelligence on organizational commitment in the Nepalese banking industry's employees

Pradeep KC [1], Rewan Kumar Dahal[2*], Dilli Raj Sharma[3], Surendra Prasad Joshi[4]

[1]*Purbanchal University, School of Management (Nepal)*

[2]*Tribhuvan University, Faculty of Management, Nepal Commerce Campus (Nepal)*

[3]*Tribhuvan University, Faculty of Management, Central Department of Management (Nepal)*

[4]*M.Phil. Scholar, School of Management, Tribhuvan University (Nepal)*

*pkc256824@gmail.com*

[*]*Corresponding author: rewan.dahal@ncc.edu.np*

*dilli.sharma@fom.tu.edu.np, surendrajoshi20@gmail.com*

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***Abstract***

***Purpose:*** The study's aim was to examine the status of emotional intelligence (EI) and organizational commitment (OC) among Nepalese banking employees and to uncover the impacts of the constructs of EI, namely, self-awareness (SA), self-management (SM), social awareness (SoA), and relationship management (RM), on organizational commitment (OC).

***Design/methodology/approach:*** Descriptive and causal research designs were used in the quantitative approach. This study used stratified and purposive sampling techniques. The study distributed 480 questionnaires, and 393 were returned, for a response rate of 81.88%. To test the hypothesized relationships, it used confirmatory factor analysis (CFA) and structural equation modeling (SEM).

***Findings:*** Emotional intelligence significantly affects organizational commitment ($\beta = 0.838$, $p < 0.01$), explaining 70.2% of its variance. Among the four dimensions, social awareness (SoA) and relationship management (RM) showed the strongest standardized loadings on EI ($\beta = 0.958$ and 0.945, respectively), while self-management (SM, $\beta = 0.860$) and self-awareness (SA, $\beta = 0.655$) showed relatively lower, though still significant, loadings.

***Research implications/limitations:*** These results have important practical and theoretical implications for bank executives, practitioners, and policymakers. By applying the EI ability model and interdependence theory, this study explains how to leverage EI in HR activities to support emotional stability, psychological safety, and unwavering OC. The study is limited to commercial and development banks in Sunsari District, Nepal. Future studies should expand geographically and include mediating and/or moderating variables to better understand the relationship between EI and OC.

**Originality/value:** The study provides evidence from the Nepalese banking sector, showing that relationship management and social awareness are the most important aspects of emotional intelligence in developing organizational commitment, and offers practical recommendations for strategic human resource management in emerging economies.

***Keywords:*** Emotional intelligence, Organizational commitment, Relationship management, Self-awareness, Nepalese banking sector

***Jel Codes:*** J24, M12, M54

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## 1. Introduction

Examining human psychology and its interaction with organizations is highly valuable (Kamarova et al., 2025) since individuals navigate their daily lives in unique ways (Fischer et al., 2026). Human resource management (HRM) is a critical foundation for steering and shaping an organization's long-term trajectory (Aust et al., 2020). Over the past three decades, rapid technological acceleration has positioned an HR department's emotional intelligence (EI) as a central driver of organizational commitment (Saha et al., 2023). Ultimately, both EI and organizational commitment (OC) are essential for identifying individual competencies necessary for effective recruitment, employee development, and talent utilization (Beier et al., 2025; Sung et al., 2026). Capable and committed human resources are vital for achieving sustainable competitive advantages in contemporary corporate communities (Shaikh et al., 2026). Continuous lifelong learning through emotion- and commitment-based training and development programs reflects a significant endeavor for organizational resilience (Liu et al., 2023). According to Anvari et al. (2023), emotion and commitment are core elements of human resource capital and predictors of organizational growth. This is because conceptual differences and psychological elements shape human actions.

Emotionally intelligent managers' performance was significantly higher (45%) than that of common managers (Wu et al., 2026). Before 2014, Microsoft applied a "know-it-all culture" as a competitive culture, and shifted to "learn-it-all" as an empathy-driven culture (Chowdhury, 2025; Hector & Cameron, 2023) which increased commitment of HR by 30% and drastically improved talent retention from 2015 to 2020 (Coleman, 2025). This practical evidence proves how EI connected organizational culture, tactics, and leadership to heighten OC (Paredes-Saavedra et al., 2024) as a strategic instrument rather than a simple soft skill (Cuadra-Peralta et al., 2017). The association between emotional intelligence and organizational commitment is well established in both the academic and organizational literature (Shrestha & Dahal, 2023). The issue has grown in importance in global labor market perspectives, but context differs.

Several studies have investigated the relationship between emotional intelligence and organizational commitment (Hameli & Ordun, 2022). The turning point in the development of the philosophy of emotional intelligence was marked by Salovey and Mayer (1990). Doan et al. (2020) argued that this issue is fundamental to social relationships and that understanding its early conceptions helps in managing those relationships. It includes the capacity to understand others' emotional states, distinguish among different emotions and efficiently manage one's cognitive and behavioral world (Gkintoni et al., 2025; K. C., 2023). Bar-On (2007) stated that emotionally intelligent individuals can identify the best methods for managing emotions and navigating complex interpersonal interactions. Therefore, emotional intelligence influences attitude, commitment, and overall human resource performance (Reisi & Ghoddousi, 2026), and employees' personal and professional achievements also depend on it (Zhao & Sang, 2023).

Contemporary research papers in this area highlight the significance and value of emotional intelligence, focusing on its critical role in enhancing HR capital's organizational commitment and strengthening their engagement in the workplace (Bacha & Kosa, 2024; Dahal et al., 2024). Emotionally intelligent people are remarkably enthusiastic and have determined, dedicated, and committed personalities in all organizations, including banking and finance (Goleman et al., 2013). Nepal announced a liberalization policy in 1992 to promote trade and investment, which accelerated the output of private and foreign banks (Edwards, 1993). These banks have played a vital role in stimulating sustainable financial development and generating

employment nationwide (Ghimire et al., 2021; Regmi, 2017). Two years prior, in 1990, when Nabil Bank began issuing credit cards, the modern banking era in Nepal commenced (Poudyal & Jaishi, 2024).

This research work connects to global research claiming that EI uplifts OC, particularly in financial institutions (Giao et al., 2020). Though Nepal does not have a very long banking history and established culture like developed nations (Khatri-Chettri, 2022) it's developing and facing big ups and downs, low well-being, psychological insecurity, very low enthusiasm, declining organizational performance and sustainability (Dhakal & Acharya, 2025; El-Keshky et al., 2020). This raises a key question: Is EI relevant to building employees' commitment in Nepalese banking and finance? Furthermore, due to global trends and the revolutionary transformation of information technology, Nepali banks and financial institutions face challenges in remaining consistently competitive (Rajbhandari et al., 2022). Two key terms, people's emotional intelligence and organizational commitment, must be particularly high within the banking sector due to the growing unfavorable contexts, like worldwide economic downturns and low cognitive and behavioral states (Al-Khoury et al., 2023) have led to discouraged and worried workforces, exacerbated by the growing presence of artificial intelligence (Rahiman et al., 2020). Richtárik (2024) claimed that modern banks and financial institutions encounter employee issues such as stress, fatigue, absenteeism, boredom, turnover, and low motivation. Academic researchers have recognized that these problems are an increasing trend where emotional intelligence is not prioritized, and there is low organizational commitment (Winardi et al., 2022).

This research focuses on Nepal's banking industry, although its contributions extend beyond the Nepalese banking sector. It is significant because Nepal differs markedly from first-world economies (Khatri, 2024), which are characterized by a long historical experience curve and a well-established individualist working culture, and by theories on the EI-OC connection developed within that context (Miao et al., 2020), alongside HR policies and programs oriented toward employee well-being, career development, and more advanced, employee-friendly technologies (Cooke et al., 2022). By contrast, Nepal is characterized by collectivism, high power distance, strong respect for leaders, and a comparatively underdeveloped foundation of HR systems and policies (Mohi Ud Din et al., 2026). This research therefore tests the relevance of established EI-OC theories from developed economies (Reisi & Ghoddousi, 2026) within the banking sectors of middle and low-income economies, such as South Asian nations, transitional African economies, and other developing regions worldwide (Dhar et al., 2025), where comparable challenges are evident: weak HR priorities, practices, and policies, and low psychological, emotional, and social empowerment (Mohamed et al., 2021), compounded by the digital divide and the rapid, unpredictable pace of AI and algorithmic advancement (Lobo & Del Ser, 2024). Therefore, the study is vital for readers, as it explains how EI shapes OC in the workplace, provides actionable insights for practitioners and researchers, and addresses a core concern in the international knowledge community.

Thus, this work diverges from the assumption of EI-OC relationship uniformity, tries to investigate uncertainty of EI's impact on OC in Nepalese banking sector, where togetherness of EI and OC is a relatively novel research domain and con-current studies to examine this relationship in Nepal remains very few, and aims to address the research questions: What are the current levels of staff emotional intelligence and organizational commitment in Nepalese banks? How does Nepalese bank employees' emotional intelligence influence organizational commitment? To address these questions, this research paper assesses the status of Nepalese bank employees' EI and OC and determines the relationship between them. This work explicitly examines the influences of Nepalese bankers' SA, SM, SoA, and RM.

The findings of this research can serve as a strategic resource for future scholars to conduct studies on EI and OC with diverse mediating and moderating variables such as psychological safety and corporate culture, respectively, as well as other related variables, across diverse areas such as manufacturing, academia, and hospitality. Although prior research papers have explored this issue, this paper differs in that it applies structural equation modeling (SEM) to examine the influence of self-awareness, self-management, social awareness, and relationship management on Nepalese banking employees' commitment, where SEM is a multivariate statistical tool (Zhu et al., 2024) which combines factor analysis and regression to investigate the association among research variables (Keith et al., 2025). Furthermore, practical and advanced knowledge from this study would connect EI with basic tasks of HRM: acquisition, development, utilization, and

maintenance, along with grievance and conflict resolution (Cooper et al., 2025), significantly influencing HR commitment in the banking industry of Nepal (Shrestha, 2022). Theoretically, this paper can align with the ability-based EI model and interdependence theory, where EI strengthens employees' relational exchanges and interdependencies within the organization, helping them manage stress and turnover (Clarke et al., 2026), and the presence of a supportive HR climate for better practices of emotional loyalty in pressurized work settings (Chaanine, 2025) of Nepali banks. Contextually, this study contributes micro-level advanced strategic HRM knowledge; for example, empathetic grievance handling navigates Nepalese high power-distance organizational culture (Küster et al., 2024), which strengthens cohesiveness among team members and sustainable organizational commitment (Ahmad et al., 2023). Ultimately, this research paper adds to the existing literature, particularly on emotional intelligence and organizational commitment.

Beyond the direct EI–OC relationship tested in the study, both constructs can be understood as components of an organization's intangible capital: EI reflects psychological and human capital embedded in individual employees, while OC represents a relational, difficult-to-imitate asset that supports sustained organizational performance. Situating EI and OC within this intangible-capital perspective frames the study's contribution within the broader question of how intangible, people-centered resources, rather than physical or financial capital alone, drive competitive advantage in emerging-economy banking sectors.

## 2. Literature Review and Hypothesis Development

### 2.1. Theoretical Foundation

This study draws on three related theories that jointly explain how emotional intelligence affects an individual's level of organizational commitment. These theories provide solid conceptual support for both affective and cognitive individual-level processes in organizational settings. The three theories that form the basis of the research on EQ are the ability model of EI proposed by Mayer and Salovey (1993), the Interdependence Theory of Kelley and Thibaut (1978), and the Three-Component Model of Organizational Commitment developed by Allen and Meyer (1990). Collectively, these models create a single line of reasoning that begins with individuals' emotional perceptions, moves through person-to-person or interpersonal interactions within organizations, and ultimately ends in an enduring form of organizational commitment.

#### 2.1.1. Mayer and Salovey's (1993) Ability Model of Emotional Intelligence

One of the most well-established and empirically tested conceptualizations of emotional intelligence (EI) was put forth by Mayer and Salovey (1997), who defined it as "the ability to recognize, evaluate, label, express, and modify your own and others' emotions." This is an abilities model of EI, which views EI as a cognitive-based, measurable type of intelligence, separate from personality. It has four hierarchical branches: perceiving emotion, using emotion in thought, understanding emotion, and regulating emotion. Each branch represents a higher-level emotional skill required for successful interpersonal interactions and self-management (Anand et al., 2023).

More recently, Goleman (1995) applied this to a competency-based model of EI with four factors: Self-Awareness; Self-Management; Social Awareness; and Relationship Management. Additionally, Goleman (2013) stated that individuals with EQ consistently outperform their high-IQ counterparts in competitive or cooperative situations by developing better decision-making processes and more effective relationships with others. This model is especially relevant to organizational contexts because it links emotional competencies to measurable performance outcomes, such as commitment, job satisfaction, and organizational citizenship behavior (Suleman, Syed et al., 2020; Suleman, Aslam & Ahmed, 2020). The capacity model can be used to theorize that, within the banking sector, individuals with stronger emotional skills are more likely to build meaningful connections within the organization, particularly in roles that emphasize relationship-building. Given the nature of the job, the banking sector, which emphasizes relationship-intensive roles, can be expected to have more emotional labor; the capacity model can be used to theorize that employees with greater emotional skills will have the potential to develop more meaningful connections within the organization in a sector where the emphasis is on relationship building.

### 2.1.2. Interdependence Theory

Kelley and Thibaut's (1978) Interdependence Theory provides a relational model for assessing and maintaining social and professional relationships. The theory suggests that people evaluate relationships through two comparisons: the comparison level (CL) for the relationship, and the comparison level for alternatives (CLalt), which is the best available alternative (Columbus et al., 2021). It is especially relevant to organizational commitment research because it explains why employees remain in organizations despite suboptimal conditions when the costs of leaving are perceived as higher than those of an alternative (Hollebeek et al., 2022).

In an organizational setting, this theory implies that when employees feel they have positive interactions with their manager, colleagues and the organization in general, they tend to be more committed. Emotional Intelligence is a strong mediating factor for how well employees can manage the relationships they have at work, how effectively employees can resolve conflicts and how effective employees will be in creating, maintaining and developing positive working relationships (interdependencies) with other employees in their organization (Al-Eid et al., 2021; Mpaata et al., 2021). Interdependence Theory can be used to explain why Nepali bank employees in hierarchical organizations may value or use emotional competence to predict sustained organizational commitment. Relational Evaluations (Kelley & Thibaut), which define what employees consider when evaluating the quality of their working relationship, is very important because relational evaluations reflect whether there is harmony or loyalty among employees (Wahid et al., 2024).

### 2.1.3. Three-Component Model of Organizational Commitment

The most popular typology of organizational commitment (OC) was proposed by Allen and Meyer (1990), which distinguishes three types of commitment: affective, continuance and normative. Affective commitment is characterized by employees' emotional attachment to, identification with, and involvement in the organization (Herrera & de las Heras-Rosas, 2021). Continuance commitment is based on perceived costs of discontinuing, which are associated with investments and lack of alternatives (Pimenta et al., 2024). Normative commitment, in contrast, is based on a sense of obligation to remain in the organization, which may stem from cultural values, reciprocity norms, or moral duty (Fu & Deshpande, 2014).

Research repeatedly shows that all three components of commitment have unique antecedents and consequences. In particular, affective commitment has been found to be the most highly related factor to positive organizational outcomes such as performance, citizenship behavior, and turnover intention (Cesinger et al., 2023; Marzuki et al., 2024). Emotional intelligence is more likely to fit within affective commitment, as emotionally competent employees are more likely to experience a psychologically supportive, fair and meaningful workplace environment, which fosters psychological attachment to the organization (Dâmbean & Gabor, 2021). Normative commitment is also found to be susceptible to EI, as empathetic and socially attuned people value the organization more internally (Haque et al., 2021). This three-component model therefore provides a dependent-variable structure for the present study and offers a broad perspective for studying the different dimensions of EI and their corresponding dimensions of organizational commitment in banks in Nepal.

## 2.2. Hypothesis Development

EI can be categorized into four primary areas: Self-Awareness (SA), Social Awareness (SoA), Relationship Management (RM), and Self-Management (SM) (Wonda, 2024). These categories were developed by Goleman's (1995) competency-based model of EI as an "ability" (Hoxha & Zeqiraj, 2022) to recognize and control the emotional aspects of oneself and others (Ghoddousi & Zamani, 2025). As such, employees with high levels of EI will be better able to develop emotional competencies, manage interpersonal relationships at work, and build long-term organizational commitment (Suleman, Aslam & Ahmed, 2020; Wahid et al., 2024).

### 2.2.1. Self-Awareness

According to Yaseen (2020), employees' emotional intelligence, as measured by self-awareness, is significantly and positively correlated with organizational commitment, suggesting that high self-awareness makes employees more proactive in recognizing their responsibilities within the broader organizational mission. Similarly,

Gebresilase et al. (2024) found that self-aware employees have a stronger commitment to work because they have a better self-emotional evaluation, resulting in less inner conflict and greater consistency between their personal objectives and the organization's. Evidence supports the connection between self-awareness and organizational commitment across many cultures and professional areas. For example, in Iran, Alinejad et al. (2023) examined how HR professionals' emotional intelligence affects affective and normative commitment to the organization and discovered that self-awareness mediated this effect. Similarly, Abduljaber (2022) found a strong correlation between employees' self-awareness-based emotional intelligence and their overall commitment to the organization, particularly in the service industry, where expressing emotions is a key component of delivering customer service. Building on previous studies, Hameli and Ordun (2022) studied hospital nurses and found that nurses with high levels of self-awareness were much more committed than others because their ability to be emotionally clear reduces the stress they experience rather than causing them to withdraw from the workplace. Likewise, Munir et al. (2025) further developed this area of knowledge by showing that self-efficacy, which is highly correlated with self-awareness, mediates the association between emotional intelligence and organizational commitment, thereby supporting the self-awareness approach.

Further evidence suggests that self-awareness uniquely contributes to each of Allen and Meyer's (1990) components of commitment. Soriano-Vázquez et al. (2023) explained that emotional intelligence, especially self-awareness, significantly predicts both affective and normative commitment among employees, and that job satisfaction serves as a complementary mediator. Coronado-Maldonado and Benítez-Márquez (2023) found that employees contribute more to their organization because their ability to monitor their emotions helps them avoid counterproductive behavior and maintain high levels of engagement. Studies by Lewaherilla et al. (2024) also showed that emotional and spiritual intelligence, which relate to the individual's self-aspect, have a positive and significant effect on organizational commitment among nurses in Indonesia. Most recently, Al-Okaily et al. (2024) argued that knowledge and practice of self-awareness-based EI help regulate employees' emotions, thereby mitigating their psychological attachment to the organization. Doan et al. (2020) and Tang et al. (2019) also found that EI dimensions, such as self-awareness, positively affect commitment in the IT and manufacturing industries, respectively.

### 2.2.2. Self-Management

The importance of self-management in building organizational commitment has been extensively researched in various industries and countries. While job satisfaction was the mediator, Tang et al. (2019) found that employees' emotional intelligence, specifically self-management competencies, significantly facilitated employees' organizational commitment, indicating that self-managed employees had higher levels of workplace well-being, which in turn enhanced their organizational commitment. In an IT-intensive environment where ambiguity and change are common, self-management is an important component of emotional intelligence that positively affects organizational commitment, as Doan et al. (2020) found. Through a meta-analytic review, Wen et al. (2019) found a strong relationship between EI factors (self-management and organizational commitment) across various organizational samples. According to Segon and Booth (2015), employees' self-management skills enhance their value and respect in the workplace, reducing workplace mistreatment and fostering a positive emotional cycle of commitment.

Self-management remains a key central element of commitment outcomes as emerging research continues to support this. The effects of self-management as a component of the EI profile were found to be both direct and context-contingent, mediated by self-efficacy and moderated by collectivist culture orientation, as shown by Munir et al. (2025). In public and private hospitals, physicians' emotional intelligence was significantly correlated with their organizational commitment, with self-management as the key component of emotional intelligence, highlighting the pressures of working in high-stakes environments (Younis et al., 2024). Supriyanto et al. (2020) found that emotional intelligence, particularly self-management, positively affected organizational citizenship behavior and commitment among Indonesian hospital employees. Baba et al. (2021) found that the leadership-follower relationship with EI – specifically, self-management – strongly affects the level of commitment within the organization. Al-Eid et al. (2021) found an important relationship between emotional intelligence and commitment, mediated by job satisfaction, and both are related to self-management.

### 2.2.3. Social Awareness

The relationship between social awareness and organizational commitment has been shown in empirical studies in various professional settings. The study by Hameli and Ordun (2022) revealed that the social awareness related to EI of the hospital nurses significantly predicted organizational commitment, specifically affective attachment, as the more empathetic nurses felt more personally committed to the mission of the hospital; affective commitment on the part of hospital nurses was also significantly predicted by their social awareness. Alinejad et al. (2023) reported a positive correlation between HR practitioners' organizational commitment in Iran and their social awareness and ability to resolve interpersonal conflicts and power struggles. Scopelliti (2023) found that social awareness significantly affected the leadership effectiveness of chief radiographers and workplace experience, which was closely related to their organizational loyalty. Gebresilase et al. (2024) showed that social awareness, one of the EI components, was a significant predictor of organizational citizenship behavior and commitment, indicating that workers with social awareness are more willing to do more than is required. Abduljaber (2022) further confirmed these results, stating that socially conscious employees contribute to stronger informal organizational networks, which in turn increase employees' commitment through reciprocity.

This is supported by a range of other evidence indicating that social awareness operates through various psychological mechanisms to strengthen commitment. Soriano-Vázquez et al. (2023) concluded that emotional intelligence (as a mediating construct) significantly affected organizational commitment, and that social awareness (perceiving and responding to signals of organizational support) uniquely mediated this effect. Mpaata et al. (2021) stated that employees' behavior is intrinsically linked to their social awareness and welfare; socially aware employees are likely to have higher levels of normative and affective commitment. Coronado-Maldonado and Benítez-Márquez (2023) support these findings, finding that EI (social awareness) is significantly related to organizational commitment, mediated by relational quality. Yaseen (2020) and Alsughayir (2021) also showed that socially aware EI significantly impacts organizational performance and commitment in Middle Eastern organizational settings. Munir et al. (2025) found that collective cultural sensitivity, a construct closely related to social awareness, mediates the relationship between EI and commitment, particularly in South Asian organizational cultures such as those in Nepal.

### 2.2.4. Relationship Management

The individual and contextual documentation of the implications of relationship management for organizational commitment is available. Among Indonesian hospital nurses, emotional and spiritual intelligence, including relationship management skills, was positively and significantly correlated with organizational commitment, supporting the idea that relational skills lead to lasting organizational commitment. Lewaherilla et al. (2024) found that emotional intelligence and spiritual intelligence, both of which involve relationship management skills, were positively and significantly related to organizational commitment, supporting the view that relational skills are correlated with durable organizational commitment. Supriyanto et al. (2020) found that EI positively influenced relationship management and, in turn, organizational citizenship behavior and commitment among health service workers in Indonesia, indicating that implementing relational competence positively influences pro-organizational discretionary behavior. Al-Eid et al. (2021) found that strong relationship management, linked to emotional intelligence and spiritual intelligence, significantly affected employees' commitment and satisfaction, highlighting the relational nature of organizational loyalty. In a similar study, Younis et al. (2024) also showed that emotional intelligence, especially the capacity to manage relationships, was highly predictive of organizational commitment among health care workers in both public and private sectors.

Recent research confirms the importance of relationship management in fostering commitment across organizations and industries, regardless of culture. By managing relationships effectively, Wahid et al. (2024) noted that EI fosters optimism and positive energy among team members, resulting in improved involvement, collaboration, and productivity and, in turn, strengthening commitment. Scopelliti (2023) found that relationship management was a significant determinant of chief radiographers' leadership attributes and workplace experience, which are closely related to organizational commitment. Munir et al. (2025) found that

EI, including relationship management, significantly impacts organizational commitment through self-efficacy, and that this impact is further strengthened by the culture of collectivism prevalent in Nepal. According to Coronado-Maldonado and Benítez-Márquez (2023), workers with relationship management skills are respected and appreciated in their workplace, thereby reducing mistreatment and domination and, in turn, strengthening their commitment. Based on multiple samples, Alsughayir (2021) and Wen et al. (2019) jointly confirmed that relationship management was among the strongest predictors of EI in organizational commitment. Al-Okaily et al. (2024) provided the latest support, stating that knowledge and practice of relationship-centered EI always underpin emotional regulation and the maintenance of organizational commitment.

Based on this comprehensive evidence, the study's hypotheses were stated as:

### 2.3. Study Hypotheses

A hypothesis is an assumption about the association among the variables (Freedman, 1997), designed before the research work is conducted (Gaynor et al., 2025). This paper developed five hypotheses (four for EI and its four constructs, and a fifth hypothesis between EI and OC).

Consistent with a second-order confirmatory factor analysis (CFA) specification, Hypotheses H1–H4 test the measurement model: each evaluates whether a given EI dimension (self-awareness, self-management, social awareness, or relationship management) significantly and positively loads onto, and thereby constitutes, the higher-order EI construct, rather than testing a substantive relationship between that dimension and an external outcome. Hypothesis H5, by contrast, tests the structural relationship between the composite, higher-order EI construct and organizational commitment (OC).

#### 2.3.1. Self-Awareness and Emotional Intelligence

Self-awareness is the core component of emotional intelligence, which involves a person's ability to accurately monitor, assess, and understand his or her feelings, strengths, weaknesses, values, and motivations (Goleman, 1995). Staff with high self-awareness are more likely to manage their emotional reactions in the workplace, behave in ways expected by the organization, and be genuine in their working relationships.

*H1: Self-awareness is a significant and positive component of emotional intelligence (EI) among Nepalese bank employees of Sunsari District.*

#### 2.3.2. Self-Management and Emotional Intelligence

The second dimension of Goleman's (1995) model of emotional intelligence is self-management, which involves emotional regulation, impulse control, integrity, adapting to change and being persistent and optimistic when things fall apart. Strong self-management correlates directly with greater organizational commitment because employees with strong self-management skills are more resilient, dependable, and focused on their goals. Suleman, Aslam and Ahmed (2020) found that self-management in EI can positively affect employees' organizational commitment, as individuals with self-management are less likely to experience emotional exhaustion and withdrawal. In addition, Alsughayir (2021) confirmed that emotional intelligence is a major positive determinant of organizational commitment and that the self-management dimension of emotional intelligence is the most important determinant of employees' affective commitment to the organization.

*H2: Self-management is a significant and positive component of emotional intelligence (EI) among Nepalese bank employees of Sunsari District.*

#### 2.3.3. Social Awareness and Emotional Intelligence

The third dimension of Goleman's (1995) model of EI is social awareness, which includes empathy, organizational awareness, and service orientation, i.e., the ability to feel, understand, and respond appropriately to others' emotions, and to understand and respond to social dynamics of groups and institutions. Socially sensitive workers are good at identifying how others feel in the workplace and in client relationships, and can interact in sensitive and effective ways with difficult interpersonal situations. Gkonou and Mercer (2017) contended that linking intelligence with its societal and emotional aspects is crucial to enacting meaningful

collaborative interactions and directly affects employees' feelings of belonging and commitment. Similarly, Sternberg and Li (2020) suggested that social intelligence (closely linked to social awareness) is more effective than cognitive ability at solving interpersonal problems, and that employees with high social awareness make deeper commitments through more extensive interpersonal networks.

*H3: Social awareness is a significant and positive component of emotional intelligence (EI) among Nepalese bank employees in Sunsari District.*

#### 2.3.4. Relationship Management and Emotional Intelligence

The fourth and most complex component of Goleman's (1995) EI framework is relationship management, which entails the ability to inspire, influence, mentor, communicate effectively, manage conflict, and collaborate and work in teams. Those who work well in relationships help to create a positive organizational climate and contribute to a culture of trust, cooperation and mutual support, which are essential to organizational commitment. Baba et al. (2021) found that relationship management-based EI is a key factor in shaping the relationship between leaders and followers, suggesting that when employees can manage relationships effectively, they form deeper psychological connections with their organizations. One area of relationship management associated with emotionally intelligent people is the ability to manage their own and others' emotions, fostering a culture of caring and respect and reducing conflict in the organization, thereby increasing commitment (Gottman, 2011).

*H4: Relationship management is a significant and positive component of emotional intelligence (EI) among Nepalese bank employees of Sunsari District.*

#### 2.3.5. Emotional Intelligence (self-awareness, self-management, social awareness, relationship management) and organizational commitment

EI consists of self-awareness, self-management, social awareness, and relationship management (Rechberg, 2020) which collectively reflects an individual's competency to monitor their own and surroundings' emotions appropriately (Stoewen, 2024), where an individual's psychological connectivity and involvement with their institution is defined as OC (Reisi & Ghoddousi, 2026). Most of the evidence-based papers said EI aids in boosting HR wellness, social nexus, and cultivating top-layer organizational commitment (Tjimuku et al., 2025).

*H5: There is a positive and significant relationship between an individual's emotional intelligence (self-awareness, self-management, social awareness, relationship management) and organizational commitment in Nepalese banks of Sunsari District.*

## 3. Methodology

This research applies a deductive method, aligning with the collection of quantitative data and hypothesis testing, to analyze the correlation between emotional intelligence and organizational commitment (Anvari et al., 2023). This research study employs a causal-explanatory and descriptive design. The descriptive design describes the features, behaviors, and associations among the research phenomenon (Villamin et al., 2025) and captures the current status of Nepalese banking staff's EI and OC, while the causal-explanatory design investigates the cause and influence of why and how one variable affects another (Marian et al., 2021) and examines the effect of Nepalese bankers' EI on OC using appropriate statistical techniques.

The study's population comprises all staff of commercial and development banks in Nepal. For practical reasons, data were collected from bank branches in Sunsari District, selected for its economic significance as a prominent industrial corridor and growing SME sector, as well as for its representation across the major categories of banks operating in Nepal (government, joint-venture, private, and national-level development banks), as detailed in Table 1. A combination of stratified and purposive sampling techniques was applied to ensure proportional representation across bank types (commercial/development) and employee roles. Stratified sampling categorizes the population into different categories and randomly chooses respondents in proportion to their presence (Tega & Bojago, 2023). Table 1 shows the strata for this study, while purposive sampling selects respondents based on specific criteria and objectives (Campbell et al., 2020). This study

selected HR personnel from banks in Sunsari District, given the district's status as one of Nepal's most prominent banking hubs. The study gathered responses from 393 bank employees, exceeding the acceptable threshold of 384 for finite populations at a 95% confidence level with a 5% error margin (Karki et al., 2023; McGrath & Burke, 2024).

| S. N. | Strata of banks | Name of sample banks | No. of banks | No. of respondents (No of banks * No. of branches * No of respondents) |
|---|---|---|---|---|
| 1 | Government | Rastriya Banijya, Nepal Bank, and Agriculture Development | 03 | 3*5*4 = 60 |
| 2 | Joint venture | Nabil, Himalayan, Everest, Nepal SBI, Standard Chartered, and NMB | 06 | 6*5*4 = 120 |
| 3 | Private | Global IME, Kumari, Prabhu, NIC Asia, Sanima, Prime | 06 | 6*5*4 = 120 |
| 4 | National Level Development | Garima, Jyoti, Mahalaxmi, and Lumbini | 04 | (4*5*4) + 13 = 93 |
| Total | | | 19 | 393 |

*Table 1. Sampling Details*

### 3.1. Research Instrument and Data Collection

This paper used a standardized research questionnaire comprising two validated instruments. The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) evaluated employees' emotional intelligence (Bru-Luna et al., 2021), and the Organizational Commitment Questionnaire (OCQ), developed by Mowday et al. (1979), examined organizational commitment (Tran, 2024). The survey was conducted in full compliance with ethical research standards. To ensure face validity (i.e., the extent to which the instrument appears, on its face, to plausibly measure the intended constructs) and reliability, the instrument was reviewed by three expert management faculty members from Tribhuvan and Purbanchal Universities, with their recommendations incorporated into the final 42-item questionnaire structured in three sections: demographic information (7 items), emotional intelligence (28 items), and organizational commitment (7 items), all measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with 3 representing a neutral response. Through stratified and purposive sampling, 480 questionnaires were distributed across selected bank branches via Google Forms and physical surveys between March and April 2025, yielding 393 usable responses (81.88% response rate), a rate deemed methodologically sound for robust analysis (Devezer et al., 2021). This paper employed descriptive and inferential techniques to examine the hypothesized relationships; data were analyzed using structural equation modeling and path analysis to interpret the statistics. Inferential techniques produce conclusions that can be generalized to a population from the collected dataset (Nickols et al., 2026).

Table 2 displays the operationalization of study constructs. Seven measurement items per variable (35 total items) were drawn from established scales. Each instrument used a five-point Likert scale.

The study assessed consistency using Cronbach's alpha (α), where values > 0.70 indicate reliable measures, as recommended by Sarma et al. (2022). CMB is a common method bias, assessed via Harman's single-factor test, with thresholds < 50% variance suggesting acceptable bias levels, as suggested by Rodríguez-Ardura and Meseguer-Artola (2020). Table 3 presents the results from the alpha and single-factor variance analyses.

Table 3 shows that all constructs demonstrated strong reliability (α = 0.718–0.820), exceeding the 0.70 threshold. Harman's test revealed only 30.415% variance from a single factor, well below the 50% cutoff, confirming minimal CMB. The study assessed the fitness of 35 observed items for CFA (confirmatory factor analysis) using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity. The KMO value is significantly greater than the suggested criterion of 0.8 (Goni et al., 2020), indicating excellent sampling adequacy. Bartlett's test of sphericity was statistically significant, indicating a substantial nexus among the variables suitable for factor

analysis. These robust results collectively indicate that the data meet all necessary assumptions and that the 35 items are suitable for subsequent analytical procedures.

| Constructs | Measuring statements in brief | Adapted from |
|---|---|---|
| Self-awareness | Happy with my self-concept.<br>Positive thoughts about myself.<br>Feeling good about my thoughts.<br>My body expresses my feelings.<br>My own emotions are compelling.<br>Much attention is paid to my feelings.<br>My emotions are my priority. | (Goleman, 1995) |
| Self–management | Staying calm to enhance respect.<br>Accountable for the issues.<br>Standing behind my decision.<br>Thinking about handling situations.<br>Insights into my personality.<br>I tried to change my mood.<br>Conscious of future performance. | (Goleman, 1995) |
| Social–awareness | Analyzing the emotions surrounding it.<br>Excitement behind my team.<br>Read the mood of my people.<br>Admire team members publicly.<br>Decision-making with a team.<br>Feel proud of a team.<br>Feel good about being informal in a team. | (Goleman, 1995) |
| Relationship management | Active listening for trust.<br>Respect the efforts of others.<br>Accept constructive criticism.<br>Sharing goals with the team.<br>Motivation to recognize the team.<br>Respect and value the team<br>Familiar with team members. | (Goleman, 1995) |
| Organizational commitment | Spending a career in the organization.<br>Feel free with your employer.<br>Desire to be in an organization.<br>Adequately complete my duties.<br>Help absentees.<br>Strong sense of belongingness.<br>Prefer minimum absenteeism. | (Allen & Meyer, 1990) |

*Table 2. Research Variables*

| S. N. | Latent Variables | No of Observed Variables | Alpha (α) | Harman's single-factor variance |
|---|---|---|---|---|
| 1 | HR's Self-Awareness | 7 | 0.805 | 30.415 % |
| 2 | HR's Self-Management | 7 | 0.760 | |
| 3 | HR's Social Awareness | 7 | 0.813 | |
| 4 | HR's Relationship Management | 7 | 0.820 | |
| 5 | Organizational Commitment | 7 | 0.718 | |
| Recommended threshold value | | | ≥ 0.70 (Sarma et al., 2022) | ≤ 50.0% (Rodríguez-Ardura & Meseguer-Artola, 2020) |

*Table 3. Variables' Reliability and CMB Insights*

## 4. Results

Table 4 presents the socio-demographic profile of respondents and the key findings aligned with the research objectives. Respondents are employees of Nepalese commercial banks, and 393 data points were collected across seven demographic categories: respondents' age, gender, education, marital status, job position, income, and working experience.

| Demography | Categories | Frequency | % | Demography | Categories | Frequency | % |
|---|---|---|---|---|---|---|---|
| Age group | 20 years-29 | 227 | 57.8 | Qualification | Up to Bachelor's | 114 | 29.0 % |
| | 30 and above | 166 | 42.2 | | Master's and above | 279 | 71.0 % |
| Sex | Male | 270 | 68.7 | Status of marriage | Married | 221 | 56.2 % |
| | Female | 123 | 31.3 | | Unmarried | 172 | 43.8 % |
| Designation | Non-Officer | 253 | 64.4 | Monthly Income (Rs.) | 15000-25000 | 45 | 11.5 % |
| | Officer | 113 | 28.8 | | 25001-35000 | 73 | 18.6 % |
| | Manager | 27 | 6.9 | | 35001-45000 | 96 | 24.4 % |
| Job experience | 0-4 years | 211 | 53.7 | | 45001 and above | 179 | 45.5 % |
| | 5-9 | 109 | 27.7 | | | | |
| | 10-14 | 48 | 12.2 | | | | |
| | 15 and above | 25 | 6.4 | | | | |
| Total | | 393 | 100 | Total | | 393 | 100 |

*Table 4. Demographic Characteristics of the Sample*

The demographic profile presented in Table 4 reveals a predominantly male workforce in Nepalese commercial and development banks, with younger employees aged 20-29 years forming the majority. The sample characteristics reveal a slightly imbalanced distribution of marital status, with 44% unmarried and 56% married. In contrast, educational attainment is skewed significantly toward advanced degrees, with master's qualifications or higher. Significantly skewed reflects a remarkable deviation between the two categories (Guilbeault et al., 2024). Organizationally, non-officer staff constitutes the largest group, reflecting typical hierarchies in the banking sector. Financially, nearly half of respondents earn monthly salaries of Rs. 45,000 or more, while professional experience skews toward early-career employees with 0-4 years of job tenure. These demographic patterns collectively paint a picture of a young, educated, and predominantly male workforce in the early to mid-stages of their banking careers, suggesting potential implications for organizational commitment and emotional intelligence dynamics that merit further examination. The mean and standard deviation, or the descriptive statistics of the key constructs, are shown in Table 5. A 5-point Likert scale was used to evaluate constructs.

| Research Variables | Frequency | Min value | Max value | Mean score | Standard Deviation(σ) |
|---|---|---|---|---|---|
| HR's Self-Awareness | 393 | 1 | 5 | 3.89 | 0.8544 |
| HR's Self-Management | 393 | 1 | 5 | 3.99 | 0.7900 |
| HR's Social-Awareness | 393 | 1 | 5 | 4.06 | 0.7725 |
| HR's Relationship Management | 393 | 1 | 5 | 4.11 | 0.7283 |
| HR's Organizational Commitment | 393 | 1 | 5 | 3.86 | 0.8549 |

*Table 5. Descriptive Statistics of Research Variables*

The results indicate that respondents generally reported average to high levels of EI and OC, with mean values from 3.86 to 4.11on a 5-point Likert scale. Notably, relationship management and social awareness emerged as the highest-scoring dimensions, underscoring bank employees' proficiency in interpersonal skills and empathy. Closely following were self-management and self-awareness, reflecting respondents' ability to regulate emotions and maintain self-reflection. While organizational commitment recorded the lowest mean, it still aligned with a tendency toward agreement, suggesting a foundational level of employee loyalty. The consistently low standard

deviations across all variables indicate minimal response dispersion and homogeneous perceptions among participants. Collectively, these findings highlight a workforce with robust emotional intelligence and a moderate level of commitment to their organizations, providing a constructive baseline for further analysis of the interrelationships between these factors.

To ensure internal validity, convergent and discriminant validity tests were used. Average Variance Extracted (AVE) and Construct Reliability (CR) were used to assess convergent validity (CV) against the benchmark guidelines of Cheung et al. (2024). Specifically, items with standardized factor loadings below the 0.50 threshold were excluded to ensure the measurement scale's robustness. Consequently, the following items were excluded:

- Self-Awareness: SA4, SA7
- Self-Management: SM1, SM6
- Relationship Management: RM7
- Organizational Commitment: OC1, OC2, OC3

After purification, the final measurement model comprised 27 observed variables across five constructs, as presented in Figure 1. These were subsequently used for Structural Equation Modeling (SEM) analysis.

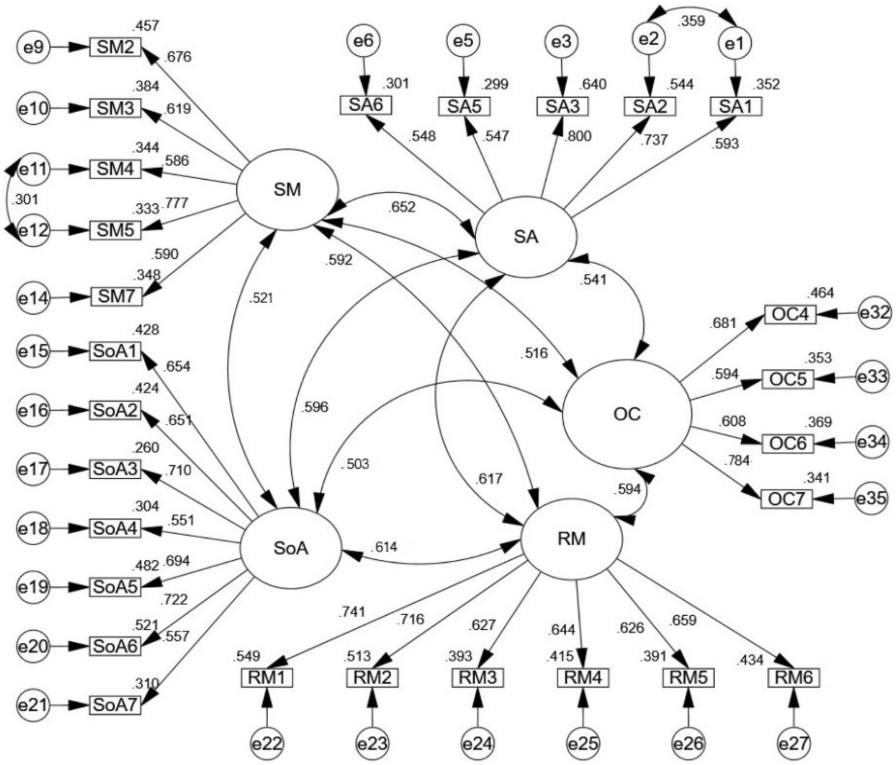



*Figure 1.* Measurement Assessment Model Validity

Figure 1 depicts the measurement model, while Table 6 summarizes the CR, AVE, and inter-construct correlations to verify convergent and discriminant validity, in line with standard psychometric thresholds (Cheung et al., 2024).

Table 6 presents the psychometric properties of the latent constructs, demonstrating adequate measurement model validity through tests of discriminant and convergent validity. All constructs exceeded the suggested thresholds for reliability and validity, with composite reliability values ranging from 0.7650 to 0.8370 (all > 0.7000 benchmark) and AVE values between 0.425 and 0.455 (all> 0.40 minimum), thereby establishing strong convergent validity. The discriminant validity assessment, following the criterion of Fornell-Larcker, was ensured as the square roots of AVEs (diagonal values in bold, ranging from 0.652 to 0.675) exceeded all concerning inter-construct associations (off-diagonal values, ranging from 0.503 to 0.652), demonstrating that each construct

is distinct from other constructs (Ahmad, 2025). Notably, relationship management (RM) showed the highest discriminant validity (√AVE = 0.675), despite its relatively strong correlations with other EI dimensions, while all inter-construct correlations were significant at $p < 0.01$. These results collectively verify that the measurement model meets rigorous psychometric standards, ensuring the constructs are both reliable and empirically distinct for subsequent structural equation modeling analysis. The findings align with established guidelines (Fornell & Larcker, 1981; Hair et al., 2019), providing confidence in the measurement quality before testing the structural relationships.

| Latent Variables | Convergent validity | | | Discriminant validity | | | | |
|---|---|---|---|---|---|---|---|---|
| | Observed Variables (OV) | Construct Reliability (CR) | Average Variance Extracted (AVE) | The square root of Average Variance Extracted and inter-construct correlation | | | | |
| | | | | SA | SM | SoA | RM | OC |
| SA | 5 | 0.788 | 0.431 | **.657** | | | | |
| SM | 5 | 0.787 | 0.428 | .652** | **.654** | | | |
| SoA | 7 | 0.837 | 0.425 | .596** | .521** | **.652** | | |
| RM | 6 | 0.833 | 0.455 | .617** | .592** | .614** | **.675** | |
| OC | 4 | 0.765 | 0.452 | .541** | .516** | .503** | 0.594** | **.672** |
| Psychometric thresholds | | ≥ 0.7000 | ≥ 0.4000 | The square root of AVE is greater than the inter-construct correlations | | | | |
| Recommended by: | | (Cheung et al., 2024) | (Nomran & Haron, 2022) | (Sujati et al., 2020) | | | | |

**. The significance level for correlation is 0.01 (2-tailed).

*Table 6. Variables' Convergent and Discriminant Validity Insights*

The research framework, as illustrated in Figure 2, examined the effect of EI on OC among employees of Nepalese commercial banks using structural equation modeling. This comprehensive analysis incorporated CFA to ensure the measurement model and path analysis to test the hypothesized associations between constructs. The study evaluated both the model's overall predictive power and the proposed pathway's statistical significance, as indicated by R-squared ($R^2$) values for endogenous variables. Additionally, the analysis examined the complex network of associations among exogenous (dimensions of one's emotional intelligence) and endogenous (i.e., an individual's organizational commitment) variables, providing a robust assessment of their interdependencies.

The structural equation model showed excellent fit with all indices meeting established thresholds ($\chi^2 = 749.896$, $p < 0.001$, $\chi^2/df = 2.366$, SRMR = 0.032, RMSEA = 0.059, PCLOSE = 0.004, GFI = 0.874, AGFI = 0.850, RFI = 0.811, CFI = 0.893, NFI = 0.829, TLI = 0.881). The analysis revealed that EI explained 70.20% of the variance in organizational commitment ($R^2 = 0.702$) among Nepalese commercial banks, indicating strong predictive power. Table 7 presents the standardized regression coefficients for each hypothesized path, detailing the magnitude and significance of relationships between dimensions of emotional intelligence and organizational commitment.

Note: The relationship management (RM) served as the reference (marker) indicator for the second-order EI construct, with its unstandardized regression coefficient fixed at 1.000; consequently, no standard error, critical ratio, or p-value is reported for H4 in Table 7, which limits direct statistical comparison of RM's significance against the other three indicators, even though its standardized loading (0.945) can still be meaningfully compared.

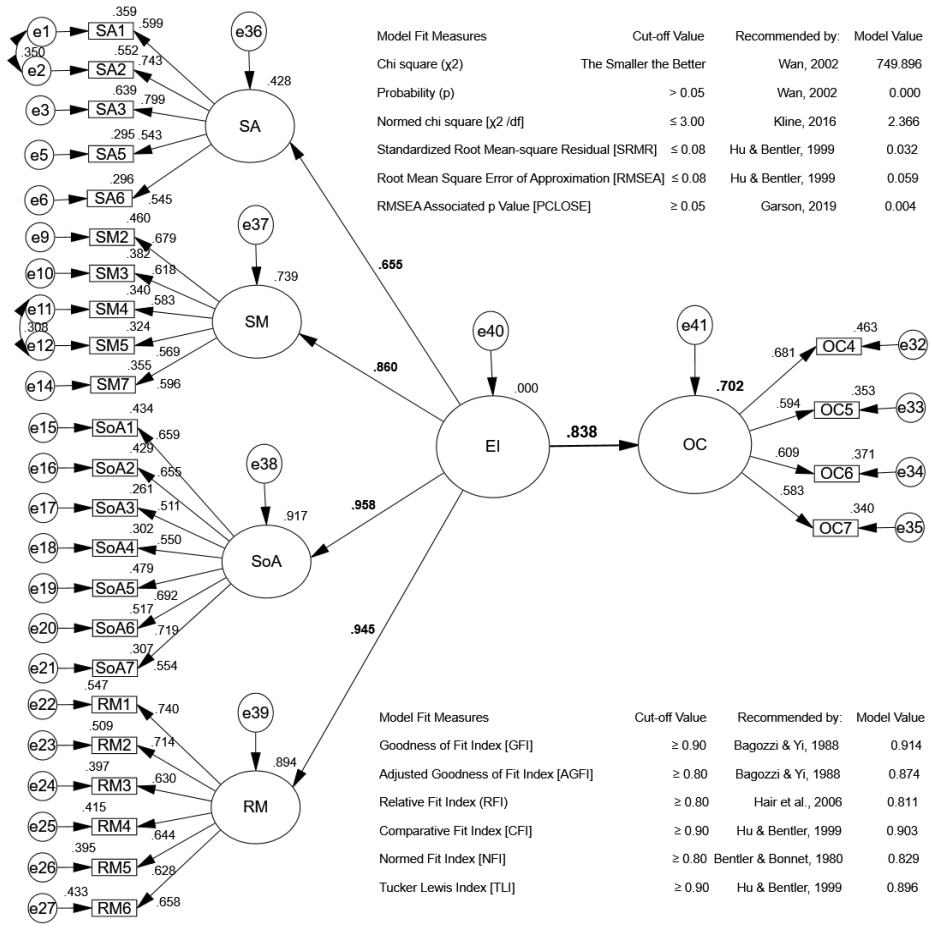



*Figure 2. The Study Model*

| Indicators | URC | SRC | SE | CR | p-value |
|---|---|---|---|---|---|
| *Research hypotheses:* | | | | | |
| H1: SA ← EI | 0.770 | 0.655 | 0.100 | 7.686 | *** |
| H2: SM ← EI | 1.007 | 0.860 | 0.109 | 9.252 | *** |
| H3: SoA ← EI | 0.983 | 0.958 | 0.105 | 9.321 | *** |
| H4: RM ← EI | 1.000 | 0.945 | | | |
| H5: EI → OC | 0.964 | 0.838 | 0.108 | 8.927 | *** |

Here, URC = Unstandardized Regression Coefficients; SRC = Standardized Regression Coefficients; SE = Standard Error; CR = Critical Ratio; *** = Significant at 0.01 level

*Table 7. Parameter Estimates for the Regression Paths*

Table 8 provides a comprehensive summary of the study's hypotheses, along with relevant remarks derived from the research framework depicted in Figure 2 and the parameter estimates in Table 7.

| Statements for the hypotheses | | Results | Observations |
|---|---|---|---|
| *Research Hypotheses:* | | | |
| H1 | Self-awareness is a significant and positive component of emotional intelligence among Nepalese bank employees. | $\beta = 0.655$; $p < 0.05$ | **accepted** |
| H2 | Self-management is a significant and positive component of emotional intelligence among Nepalese bank employees. | $\beta = 0.860$; $p < 0.05$ | **accepted** |
| H3 | Social awareness is a significant and positive component of emotional intelligence among Nepalese bank employees. | $\beta = 0.958$; $p < 0.05$ | **accepted** |
| H4 | Relationship management is a significant and positive component of emotional intelligence among Nepalese bank employees. | $\beta = 0.945$; $p < 0.05$ | **accepted** |
| H5 | There is a positive and significant relationship between an individual's emotional intelligence (self-awareness, self-management, social awareness, relationship management) and organizational commitment in Nepalese banks. | $\beta = 0.838$; $p < 0.05$ | **accepted** |

*Table 8. Outline of Study Hypotheses*

Table 8 presents standardized regression coefficients (SRC) and significance levels for all hypothesized relationships in the structural model. The findings demonstrate that HR's emotional intelligence (EI) has a positive and significant effect on organizational commitment (OC), with an SRC of 0.838 ($p < 0.05$), confirming hypothesis H5. Among the EI dimensions, social awareness shows the strongest association with the overall EI construct (SRC = 0.958, $p < 0.05$), followed closely by relationship management (RM, SRC = 0.945), while self-management (SM, SRC = 0.860) and self-awareness (SA, SRC = 0.655) exhibit relatively weaker but still significant relationships (all $p < 0.05$). The consistently high critical ratio values (CR > 7.686) and extremely low p-values (***) across all paths confirm the robustness of these associations. These outcomes collectively indicate that, while all EI dimensions contribute to the overall construct, social awareness and relationship management are particularly influential in the Nepalese banking context.

## 5. Discussion

This research work aims to examine how employees' emotional intelligence, encompassing their self-awareness, self-management, social awareness, and relationship management, influences organizational commitment within the Nepalese banking sector. The outcomes show a statistically significant positive effect of an individual's EI on their OC. Findings indicate that all employees with high levels of emotional intelligence are highly attached to and committed to their banks. The outcomes of this research project support the findings of several studies on the correlations between one's emotional intelligence, including its constructs, and one's organizational commitment. Abraham and Kroeger (1999) demonstrated a significant impact of an individual's emotional intelligence on self-awareness, self-management, and organizational commitment. These findings suggest that people's emotional intelligence elevates self-awareness and self-management among HR professionals, ultimately increasing the number of highly committed employees. Additionally, this result is supported by Dahal et al. (2025), who emphasize a statistically significant association among social awareness, relationship management, and emotional intelligence. This suggests that emotionally intelligent individuals are more proficient at social connectivity and relationship building, which enables them to be more committed to the organization.

Furthermore, the outcomes of this empirical paper are consistent with earlier studies of Sulantara et al. (2020) and Utami et al. (2021). Bayu et al. (2023) stated that the crucial role of emotional intelligence in employees' determination, commitment and performance should be appropriately supported. The results align with theoretical models by Mayer and Salovey (1993), Goleman (1995), and interdependency theory (Kelley & Thibaut, 1978). According to Mayer and Salovey (1993), emotional intelligence refers to a collection of cognitive competencies concerned with an individual's emotions and the processing of emotional information that supports logical analysis and overall intelligence. This construct differs from natural intelligence and preferred behavioral patterns, following Goleman's model of intelligence, and focuses on the individual and societal qualities needed to achieve success, particularly in one's professional journey. It also encourages optimism and good vibes among team members, which leads to greater involvement, collaboration and productivity. This study's empirical evidence from the analysis and results of the collected sample supports these models.

HR with greater EI is well-equipped to manage workplace unhappiness and nurture stronger connections with coworkers and seniors (Gonzales, 2022), which improves emotional attachment and leads to more committed people in the organization (Al-Romeedy et al., 2025). The Nepalese banking industry is experiencing increasing innovation, modernization, digitalization, and flexible rules and regulations (Ahmed et al., 2025), which are contributing to both new opportunities and challenges (Dhakal & Acharya, 2025). In this rapidly changing environment, emotional intelligence is vital for supporting HR capital in adapting to these changes (Drigas et al., 2023), managing conflicts constructively, and regaining determination, ultimately enhancing commitment to the organization (Woime & Shato, 2025). As a result, people may develop a stronger sense of responsibility and want to remain in the workplace for a longer period of their lives (Chigeda et al., 2022). EI is not only the ability to know and control an individual's own and their team's emotions (Haque & Lissillour, 2025) but also an attitude and body of knowledge that fosters a mature understanding of people (Arda-Tuncdemir, 2025) and the best use of their infinite competencies to achieve sustainable competitive advantages in this very dynamic business world (Cuéllar-Molina et al., 2020). Furthermore, emotionally sound managers are adept at fostering a diverse work culture, a participative work atmosphere, and a 360-degree communication approach (Nasr, 2026). The thoughtful observation about the togetherness of EI, consisting of SA, SM, SoA, RM, and effective managerial practices, collectively influences organizational commitment. Recognizing these associations and their impact is essential to organizational success.

Beyond this general confirmatory pattern, two results merit closer attention. First, self-awareness (SA) exhibited the lowest standardized loading on the EI construct ($\beta = 0.655$) relative to social awareness ($\beta = 0.958$), relationship management ($\beta = 0.945$), and self-management ($\beta = 0.860$). This pattern suggests that, in the relationship-intensive, hierarchical culture of Nepalese banking, externally oriented, relational competencies (social awareness and relationship management) may be more salient to employees' lived experience of EI than purely internal, self-reflective awareness, a nuance that qualifies the assumption, common in EI–OC literature developed in more individualist contexts, that all four EI dimensions contribute comparably. Second, the model's relatively high explained variance ($R^2 = 70.2\%$) is noteworthy; although Harman's single-factor test indicated minimal common-method bias (30.415% of variance, well below the 50% threshold; Table 3), the self-report, single-source nature of the data cannot fully rule out common-method bias or conceptual overlap between EI and OC as contributors to this figure. Future studies using multi-source data (e.g., supervisor-rated commitment) or longitudinal designs would help disentangle these explanations. Taken together with the study's distinctive context, in which the EI–OC relationship has rarely been examined among HR personnel across government, joint-venture, private, and development banks in Nepal using a combined stratified-purposive sampling design, these nuances extend the EI–OC literature beyond a straightforward contextual replication.

The time, context, sample, technique, data collection procedure, theories, and conceptual framework of this paper may not apply to different geographical areas or populations. For advanced insights and observations, upcoming articles may well analyze the same interactions within changing scenarios and scopes. For example, this research work selected commercial and development banks in Sunsari District, which may not fully represent the diversity of the Nepalese banking sector, particularly development banks in rural areas. Moreover, the paper's cross-sectional design limits its ability to establish a definitive cause-and-effect relationship. Future research may focus on banking and financial institutions across Nepal, including finance companies, cooperatives, and microfinance institutions. In the coming days, the paper should explore longitudinal research designs to evaluate how the correlation between one's emotional intelligence and organizational commitment evolves over time. Moreover, examining potential mediating and moderating variables, such as leadership style, work culture, and employee satisfaction, could provide in-depth insights into the dynamics of this nexus. This paper employed a quantitative research approach; however, future research might consider a mixed-methods approach, combining qualitative and quantitative methods to achieve greater overall productivity through key HR activities.

## 6. Conclusion

This study emphasizes the significance of EI, which comprises self-awareness, self-management, social awareness, and relationship management. Effective perception and preparation of EI are highly relevant to the optimal utilization of HR to develop OC. This paper offers essential insights to enhance practitioners'

understanding of OC in the Nepalese banking industry. Initially, adopting EI as a priority in the organization's strategic mission is a bold decision. This action will support the development of self-awareness and self-management in human capital. Similarly, create an environment that fosters a culture where people enthusiastically explore the limits of their social awareness and relationship-management skills. Through these initiatives, Nepali banks can effectively develop and retain human capital over the long term, resulting in a strong pool of committed HR capital to meet the demands of a rapidly modernizing business world.

The results show that bank employees in Nepal are competent in identifying and controlling their own and others' emotions and are more than moderately determined, involved, and committed to their performance at the bank. This research paper examines the nexus between individuals' EI and their commitment to their own bank in the Nepalese context, revealing a significant positive association between EI and OC. Among Nepalese bankers, social awareness is the most significant dimension of emotional intelligence, followed closely by relationship management, then self-management and self-awareness. This suggests a fundamental interconnection between emotions and commitments, with emotions exerting a greater influence on commitments. Therefore, banks and financial institutions must consider the significance of EI and OC throughout the human capital management journey, including conducting workshops and training programs aimed at enhancing emotional intelligence and organizational commitment. Building on the significant EI–OC association observed in this study, banks may also consider incorporating EI-related criteria into recruitment and selection processes, as a tentative, practice-oriented extension of the findings, to help identify candidates who demonstrate strong social skills, practical self-awareness, and effective self-management. It fosters intrinsic motivation and enthusiasm by helping individuals understand and monitor their own and others' emotions in an organizational setting, thereby enhancing overall organizational performance.

Consequently, Nepali banks and financial institutions can benefit from this paper by prioritizing emotional intelligence to strengthen organizational commitment. However, there are some issues in the Nepalese context in understanding and practicing HR capital's emotional intelligence and organizational commitment appropriately in our workplace; for example, a lack of priority, positive mindset and culture, planned budget, program, time schedules, adequate compliance and policy, and structure toward improving the level of employees' EI and their OC. This paper examines the interests and motivations of bank executives, policymakers, managers, and researchers in improving their employees' emotions and commitment, thereby helping banks reach new horizons of success.

This paper's contributions are significant for academicians, research fellows, and managers in the banking industry, as well as for the study of organizational behavior and human resource management (OBHRM). The outcomes of this paper reveal a strong positive association between an individual's emotional intelligence, comprising its four constructs, and organizational commitment; given the cross-sectional design, this association is best interpreted as evidence of a robust relationship rather than a confirmed causal effect. However, many obstacles hinder effective understanding and application of individuals' SA, SM, SoA, and RM. These findings support bank employees in increasing their happiness and satisfaction and help banks understand and effectively practice these dimensions through adequate strategic HR policies, thereby maintaining lifelong relationships with employees and helping attain the corporation's fundamental goals.

The outcomes of this research significantly benefit the literature review for upcoming research projects on an individual's emotional intelligence and organizational commitment, including all aspects of OBHRM. This article focuses on human resources as a key driver of competitiveness, increasing employees' motivation, satisfaction, and productivity while reducing absenteeism and turnover in the long run. Building on the EI–OC association identified in this study, the findings most directly support HR training and development initiatives designed to strengthen employees' EI. Extending these implications to other HRM practices, such as recruitment and selection, remuneration, or job evaluation, is plausible but was not directly tested by this study's cross-sectional design, and should be treated as a suggested direction for future, more targeted research rather than a direct implication of the data.

This empirical paper examines the interaction between EI and OC to evaluate their association with the psychological capital of Nepalese banks, which are valuable, rare, inimitable, and non-substitutable intangible

resources that play a significant role in an entity's growth and a greener future. This evidence-based paper analyzed how EI, with all four dimensions, strengthens commitments to intangible capital in commercial and development banks of Nepal, presenting insight into practical ways of attracting, developing, mobilizing, and retaining intangible psychological capital on an ongoing basis, with particular relevance to emerging and transition economies' financial industries and related economic sectors where HR capital remains an underprioritized resource.

## Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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## Authors' contributions

Pradeep KC: Conceptualization, Methodology, Formal analysis, Investigation, Resources, Data curation, Writing – original draft, Visualization, Project administration.

Rewan Kumar Dahal: Methodology, Software, Formal analysis, Writing – review & editing, Visualization, Supervision, Project administration.

Prof. Dilli Raj Sharma: Conceptualization, Validation, Formal analysis, Resources, Writing – review & editing, Supervision.

Surendra Prasad Joshi: Methodology, Software, Investigation, Resources, Data curation, Writing – review & editing, Visualization.

## Data availability

Data available upon request.

## Use of Artificial Intelligence

In preparing this manuscript, AI tools were used for some sections, with minimal or no editing.

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