

The Influence of Emotional Intelligence, Knowledge Sharing and Organizational Commitment on Employee Performance of Commercial Banks in Guangdong Province, China

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Abstract: The global banking sector's transformation has spotlighted the role of human capital in the success of Chinese commercial banks, especially in Guangdong Province. This study aims to investigate the collective influence of emotional intelligence, knowledge sharing, and organizational commitment on employee performance. Using a quantitative research design, data were collected from a sample of 400 employees across 20 commercial banks, and analyzed through Structural Equation Modeling (SEM). The findings reveal that emotional intelligence significantly enhances employee performance, mediated by organizational commitment and knowledge sharing. These insights contribute to the understanding of workforce dynamics in the banking sector and highlight strategic interventions to optimize human capital and maintain competitive advantage.

Keywords: emotional intelligence, knowledge sharing, organizational commitment, employee performance

1. Introduction

The global banking sector has witnessed remarkable changes over the past few decades, with Chinese commercial banks emerging as significant players in this dynamic environment (Allen et al., 2022). This shift not only mirrors China's rising economic influence but also underscores the crucial role of human capital in enhancing organizational performance within the banking sector (Wu et al., 2020). In this context, emotional intelligence, knowledge sharing, and organizational commitment have gained considerable attention for their potential to shape employee performance. This research aims to delve into how these factors collectively influence employee performance, a vital determinant of organizational success.

Emotional Intelligence (EI) has increasingly been acknowledged as a key component of effective workplace dynamics (SELVI & SARANYA, 2022), particularly in high-stress settings such as commercial banks. EI, defined as the capacity to recognize, understand, manage, and reason with emotions, is pivotal in fostering a collaborative and adaptive work culture (Griffin et al., 2022). In Chinese commercial banks, where employees frequently handle high-stakes financial transactions and client interactions (Zhang et al., 2022), EI can significantly influence employee resilience, decision-making, and interpersonal effectiveness. Studies indicate that individuals with high EI manage stress better, navigate complex social situations more effectively, and contribute positively to team dynamics (Michinov & Michinov, 2022). These attributes are critical for enhancing employee performance and, by extension, organizational productivity.

Knowledge Sharing is another vital factor influencing employee performance in Chinese commercial banks (Cheng & Qu, 2020). In an era marked by rapid technological advancements and constantly evolving financial products, effective knowledge sharing among employees is paramount (Jumale, 2023). This practice involves the dissemination of ideas, skills, and expertise, facilitating collective problem-solving and innovation (Galeazzo & Furlan, 2019). In the competitive and fast-paced banking industry, the ability to quickly assimilate and disseminate new information can provide banks with a significant competitive edge (Sheng, 2021). In the Chinese cultural context, which traditionally values collective harmony and group achievement, fostering an environment that encourages knowledge sharing can significantly enhance organizational performance by leveraging the collective intelligence of the workforce.

Organizational Commitment, defined as the psychological attachment of an employee to their organization, is also crucial for influencing employee performance (NGUYEN et al., 2020). Highly committed employees tend to exhibit higher job satisfaction, lower turnover intentions, and superior performance (Lin & Huang, 2021). In the Chinese banking sector, organizational commitment is particularly important due to the cultural emphasis on loyalty and long-term relationships (Wang & Yan, 2019). A deeply committed workforce is more likely to go above and beyond in their duties, contributing significantly to the bank's overall success. Additionally, in the context of Chinese commercial banks, which are often large entities with a significant focus on stability and social contribution, fostering a sense of commitment can align employee efforts with organizational goals, further enhancing performance (Tan & Floros, 2019).

Despite the recognized importance of emotional intelligence within the workforce of commercial banks in Guangdong Province, China, several challenges impede its effective application and understanding, ultimately affecting employee performance and organizational efficiency (Huang et al., 2019). A major issue is the lack of awareness and understanding of EI among employees and management (Zhu et al., 2019). In the high-pressure environment of commercial banks, the emphasis often lies on technical skills, with insufficient focus on emotional competencies (Tan & Floros, 2019). This oversight leads to a workforce that is technically proficient but lacking the emotional acumen necessary to manage stress, adapt to change, and communicate effectively with colleagues and clients (Cooper et al., 2019). Consequently, emotional stressors and interpersonal conflicts are inadequately addressed, resulting in increased employee dissatisfaction and turnover rates.

The cultural context of Guangdong Province, which values harmony and collective well-being, may inadvertently suppress the expression of individual emotions in professional settings (Fang, 2019). This cultural norm conflicts with the principles of EI, which advocate for understanding and managing emotions. Employees may struggle to balance cultural expectations with the demands of emotional intelligence, leading to miscommunication and misunderstandings within teams (ADEGOKE, 2019). The inability to express emotions constructively stifles innovation, creativity, and the formation of cohesive teams.

Additionally, there is a significant gap in training and development opportunities related to EI within commercial banks (Zhu, 2019). While technical training programs are well-developed, EI training is frequently overlooked (Su et al., 2019). This leaves employees ill-prepared to develop crucial EI competencies, which are essential for leadership, customer service, and team collaboration. Without proper training, employees may struggle to build empathy, regulate emotions, and understand emotional cues, leading to less effective customer interactions and teamwork (Cooke et al., 2019).

Knowledge sharing within commercial banks in Guangdong Province faces challenges that hinder the flow of information and expertise, affecting employee performance and operational efficiency (Wang & Yan, 2019). Structural barriers such as hierarchical silos prevent open communication and free exchange of knowledge (Chen et al., 2021). Employees often work in isolation, unaware of the broader context of their tasks or their colleagues' experiences (Chu et al., 2020). This lack of interaction stifles innovation and problem-solving, contributing to redundancies and inconsistencies in customer service.

The competitive nature of the banking sector also fosters a culture where knowledge is guarded rather than shared (Wang, 2020). Employees may fear that sharing knowledge could jeopardize their job security or advancement opportunities (Zhang & Lu, 2020). This mindset limits collaboration and innovation. Technological barriers further impede knowledge sharing. Outdated technology, lack of user-friendly interfaces, and insufficient training on digital tools contribute to information bottlenecks (Wu, 2020).

The cultural emphasis on hierarchy and maintaining harmony can complicate knowledge sharing (He, 2020). Employees may hesitate to share information or offer suggestions, especially if it contradicts senior management or colleagues (He, 2020). This results in a lack of diverse perspectives and critical feedback, essential for continuous improvement and innovation.

Organizational commitment is critical for achieving high employee performance and sustaining competitive advantage. However, commercial banks in Guangdong face challenges in fostering strong organizational commitment (Ma, 2020). A significant issue is the perceived lack of career development and advancement opportunities (Lu, 2020). Without clear pathways for professional growth, employees feel undervalued and disengaged, leading to decreased motivation and performance.

Misalignment between bank objectives and employee values further undermines commitment (Wang, 2021). When a bank's culture and goals do not align with those of its employees, it leads to alienation and weak organizational commitment (Li, 2021). The intense pressure to meet short-term financial targets exacerbates this issue, causing burnout and disillusionment among employees (Su, 2021). The rapid pace of change in the banking industry, driven by technological innovation and regulatory developments, also contributes to employee insecurity and resistance to change (Yu, 2022).

In summary, commercial banks in Guangdong Province face multifaceted challenges that significantly impair employee performance, a key determinant of their operational success and market competitiveness. These challenges highlight the need for strategic interventions to enhance employee engagement, operational efficiency, and competitive edge. This study aims to explore the intricate relationships between emotional intelligence, knowledge sharing, organizational commitment, and their collective impact on employee performance, offering insights for strategic improvements in human capital management in the financial services industry.

Given the problems and background outlined, the study correspondingly proposes the following research objectives:

- (1) To examine the relationship between emotional intelligence and employee performance in commercial banks of Guangdong province, China.
- (2) To analyze the mediating effect of organizational commitment in the relationship between emotional intelligence and employee performance in commercial banks of Guangdong province, China.
- (3) To investigate the mediating effect of knowledge sharing in the relationship between emotional intelligence and employee performance in commercial banks of Guangdong province, China.

2. Literature Review

2.1 Relationship Between Emotional Intelligence and Employee Performance

Recent studies universally underscore the profound impact of emotional intelligence (EI) on employee performance, although they each explore different facets of this relationship. Purwanggono (2023) highlights the direct, positive influence of EI, noting that skills such as emotion management, communication, and conflict resolution are crucial for excelling in job roles. This research suggests that emotionally intelligent employees enhance workplace harmony and productivity, proposing the integration of EI training in professional development to bolster both individual and

organizational performance. Matta & Alam (2023), on the other hand, focus on the critical role of emotional awareness and regulation, especially in teamwork and customer interactions. Their findings suggest that individuals with high EI outperform peers, enhancing interpersonal relations, empathy, and customer satisfaction. This points to EI as a fundamental skill set for success in collaborative and client-facing roles, advocating for its prioritization in talent development strategies. Meanwhile, Harahap & Ali (2020) demonstrate the benefits of EI training for middle managers, revealing improvements in leadership, decision-making, and team dynamics that directly translate to increased team performance. Their work supports the effectiveness of EI training programs for managers, promoting a more emotionally intelligent leadership approach to boost productivity. While all studies affirm the positive correlation between EI and employee performance, they illuminate different mechanisms through which EI exerts its influence. Purwanggono's (2023) work is broad, suggesting universal applicability of EI across various job roles, whereas Matta & Alam (2023) specify its importance in roles requiring high degrees of teamwork and customer service. Harahap & Ali (2020) narrow the focus further to the impact of EI on leadership and management. These distinctions hint at the multifaceted nature of EI's benefits, ranging from individual competency enhancement to specific improvements in teamwork, customer satisfaction, and leadership effectiveness. Despite these varied angles, the overarching narrative is clear: developing EI within the workforce is not merely beneficial but critical for navigating the complexities of modern workplaces. These studies not only support the incorporation of EI into professional development initiatives but also underscore its strategic importance in achieving organizational excellence and health. Such evidence firmly positions EI as a key lever for organizational success, advocating for a holistic approach in nurturing both the technical and emotional competencies of employees.

2.2 Relationship Between Emotional Intelligence and Organizational Commitment

This section aims to explore the interplay between emotional intelligence (EI) and organizational commitment, aiming to illuminate the various dimensions through which EI fosters a deeper allegiance to organizations across diverse professional settings.

Nuraisah & Putra (2023) explore the dynamics of emotional intelligence within the organizational context, revealing its direct and positive influence on organizational commitment by dissecting emotional intelligence into core elements such as self-awareness, self-regulation, motivation, empathy, and social skills. Their research, spanning diverse industries and job roles, asserts that high emotional intelligence fosters a stronger allegiance to organizations. In contrast, Thomas et al. (2023) pivot towards the mediating role of job satisfaction between emotional intelligence and organizational commitment, suggesting that emotional intelligence bolsters job satisfaction, which in turn enhances organizational loyalty. This pathway underscores the importance of emotional intelligence in navigating workplace challenges and fostering positive relationships, culminating in increased job satisfaction and, subsequently, organizational commitment. Al-Oweidat et al. (2023) shift focus to the impact of emotional intelligence training programs, presenting evidence that such interventions significantly enhance aspects of emotional intelligence, thereby deepening organizational commitment. By highlighting the tangible benefits of emotional intelligence training, such as improved empathy, emotional regulation, and interpersonal skills, their study points to the transformative potential of structured emotional intelligence development workshops in cultivating a committed workforce. These studies underscore the pivotal role of emotional intelligence in cultivating a loyal and committed workforce, suggesting a synergistic approach that combines elements of emotional intelligence assessment, job satisfaction enhancement, and targeted emotional intelligence training could be most effective in bolstering organizational commitment.

2.3 Relationship Between Organizational Commitment and Employee Performance

This section aims to explore the intricate relationship between organizational commitment and employee performance. It explores various studies that have investigated how a deep sense of loyalty and belonging to an organization can

significantly influence an employee's productivity, and quality of work.

In examining the dynamics between organizational commitment and employee performance, Turek et al. (2023) emphasized the significant positive impact of loyalty and belonging on an employee's effectiveness, illustrating the ways in which commitment enhances performance metrics such as productivity and engagement. Their research underscored the universality of this effect across various industries, highlighting the necessity for businesses to foster employee commitment to bolster organizational success. Conversely, Vuong et al. (2023) dissected the psychological aspects of organizational commitment, revealing how a profound sense of allegiance motivates employees to surpass expectations and innovate, thus demonstrating that emotional and psychological ties to an organization directly contribute to superior performance outcomes. They posited that nurturing such bonds constitutes a strategic advantage, initiating a beneficial cycle of performance and commitment. Similarly, Hartono et al. (2023) explored how a robust sense of commitment acts as a catalyst for productivity and quality, with committed employees often exemplifying the traits most sought after by employers, such as innovation and resilience. Their findings suggest strategies for enhancing commitment, like fostering a positive work culture and instilling a sense of purpose, thereby reinforcing the notion that commitment is pivotal for sustainable competitive advantage and organizational prosperity. These studies underscore the strategic importance of organizational commitment not just as a factor in performance excellence but as a foundational element in achieving a thriving, resilient, and innovative workforce.

2.4 Relationship Between Emotional Intelligence and Knowledge Sharing

This section aims to explore the intricate relationship between emotional intelligence (EI) and knowledge sharing within various organizational contexts.

Jamshed & Majeed (2023) underscore the importance of emotional intelligence (EI) in enhancing organizational knowledge sharing by highlighting how individuals with high EI adeptly manage their own and others' emotions, thereby fostering an environment conducive to free communication, trust, and effective collaboration. They advocate for EI training programs to cultivate a collaborative and innovative organizational culture. Zhang et al. (2023) build on this premise by detailing how individuals with elevated EI levels excel in sharing crucial information within teams, attributed to their empathetic skills and adeptness at navigating professional social landscapes, which in turn facilitates better communication and reduces knowledge sharing barriers. They emphasize EI's role in conflict resolution and promoting a supportive atmosphere, crucial for diverse team dynamics. Lather & Kaur (2023) extend the discussion to virtual work environments, arguing that EI can mitigate challenges like building trust and maintaining effective communication in remote settings. Their findings suggest that high EI individuals are particularly adept at fostering openness and engagement online, underscoring EI's versatility in overcoming the challenges of virtual collaboration and advocating for targeted EI development programs tailored to virtual teamwork nuances. These studies provide an understanding of EI's multifaceted role in facilitating knowledge sharing across different contexts, highlighting its importance in both physical and virtual collaborative environments. Despite their convergence on EI's positive impact on knowledge sharing, these studies collectively illustrate varying dimensions of how EI facilitates this process, from enhancing interpersonal dynamics and conflict resolution within teams to bridging the communication gap in virtual settings.

2.5 Relationship Between Knowledge Sharing and Employee Performance

This section aims to review the complex interplay between knowledge sharing and employee performance, aiming to unravel how the dissemination of knowledge within organizations influences individual and collective efficiency.

Rohim & Budhiasa (2019), Nguyen et al. (2019), and Wang et al. (2019) converge on the premise that knowledge sharing significantly uplifts employee performance, yet they explore this dynamic through distinct lenses. Rohim & Budhiasa (2019) argue for the essential role of open communication channels in facilitating an environment conducive to problem-solving and innovation, suggesting that the democratization of information access through the eradication of

information silos boosts both individual and organizational productivity. This perspective is complemented by Nguyen et al. (2019), who emphasize the transformative effect of collaborative technologies in the knowledge sharing process, asserting that such integration not only streamlines exchange but also enhances job satisfaction and a sense of belonging, ultimately leading to a more engaged workforce. They posit the adoption of these technologies as a catalyst for fostering a supportive organizational culture that values shared success. Conversely, Wang et al. (2019) spotlight the foundational role of trust in enabling knowledge sharing, with trust acting not just as a social lubricant but as a crucial enabler that facilitates the sharing of insights and information, thereby driving performance. They underline that trust-based relationships mitigate exploitation fears and promote an open, collaborative culture, essential for organizational cohesion and performance. These studies paint a nuanced picture of the factors contributing to the successful impact of knowledge sharing on employee performance, underscoring the multifaceted approach organizations need to adopt to harness its full potential.

3. Research Methodology

3.1 Research Design

This study employs a quantitative research design grounded in the positivist paradigm, emphasizing the measurement and analysis of causal relationships between variables. The quantitative approach was chosen for several reasons. Firstly, it allows for the collection of objective data that can be quantifiably measured and analyzed, relevant for assessing constructs such as emotional intelligence, knowledge sharing, organizational commitment, and employee performance (Hodge, 2020). Secondly, using standardized instruments and statistical analysis, findings can be generalized to a larger population, crucial for extending the insights to the broader context of commercial banks in Guangdong province, China (Jamieson et al., 2023). Quantitative methods also facilitate the analysis of data from many participants, making it efficient for examining the dynamics within Guangdong Province's extensive banking sector (Mohajan, 2020). Finally, this approach is well-suited to examining and testing research hypotheses regarding the interrelations between variables, enabling systematic investigation (Skinner, 2020).

3.2 Population and Sample Size

The research population comprises employees within the commercial banking sector of Guangdong Province, China, which includes 159 commercial banks. These banks vary in size, scope, and market focus, reflecting a broad spectrum of the industry. The selected sample includes employees from 20 commercial banks, totaling approximately 81,256 individuals. The sample size was determined using the Calculator.Net sample size calculator, which, given the population size, recommended a sample of 383. To account for potential invalid responses, the sample size was increased to 400. This larger sample size ensures the application of complex statistical models like Structural Equation Modeling (SEM) and achieves satisfactory statistical power, reducing the risk of Type II errors. The sample size also aims for a representative cross-section of the workforce, capturing the diversity of roles and experience levels in the Guangdong banking sector.

3.3 Sampling Method

The study employs stratified random sampling to ensure the sample is representative of the population (Tiwari et al., 2023). This method involves dividing the population into distinct subgroups, or strata, that are homogeneous in some relevant way (Zaman & Bulut, 2023). The banking sector in Guangdong Province is diverse, with various sizes of banks and a range of roles from front-line staff to senior executives. Stratifying the population allows for capturing this diversity. From each stratum, individuals are selected randomly, ensuring every subgroup member has an equal chance of inclusion, thus mitigating selection bias and enhancing generalizability. The sample size from each stratum is determined proportionally to maintain representativeness.

3.4 Research Instrument

The primary research instrument is a structured questionnaire, designed to gather data on emotional intelligence, knowledge sharing, organizational commitment, and employee performance. The questionnaire has two sections: demographic variables and measurement of the study's latent variables.

Section 1: Demographic Variables

This section collects basic information such as age, gender, academic background, and years of experience in the banking sector. This data helps analyze how these variables may influence the key constructs and ensures the sample's representativeness.

Section 2: Measurement of Latent Variables

This section assesses four core latent variables using items adapted from validated instruments in previous research. Each variable is measured using a Likert-5 scale to quantify attitudes, perceptions, and behaviors.

1) Emotional Intelligence: The dimensions of self-awareness, self-regulation, motivation, empathy, and relationship management are assessed using 27 items derived from previous studies (Al-Shirawia & Tashtoush, 2023; Wang et al., 2023; Acosta-Prado & Zárate-Torres, 2019).

2) Organizational Commitment: The dimensions of affective commitment, continuance commitment, and normative commitment are measured with 16 items based on previous research (Bakotić, 2022; Çınar et al., 2022; Callado et al., 2023).

3) Knowledge Sharing: Explicit and tacit knowledge sharing are assessed with 12 items adapted from prior studies (Kumi & Sabherwal, 2019; Jyoti et al., 2019).

4) Employee Performance: Task performance, interpersonal facilitation, and job dedication are measured using 17 items (Wuryani et al., 2021; Riyanto et al., 2021).

3.5 Data Analysis

The data analysis will follow a structured approach to examine the dynamics between emotional intelligence, knowledge sharing, organizational commitment, and employee performance.

1) Descriptive Statistical Analysis: Initial analysis using SPSS will summarize the dataset, providing an overview of demographic characteristics and central tendencies.

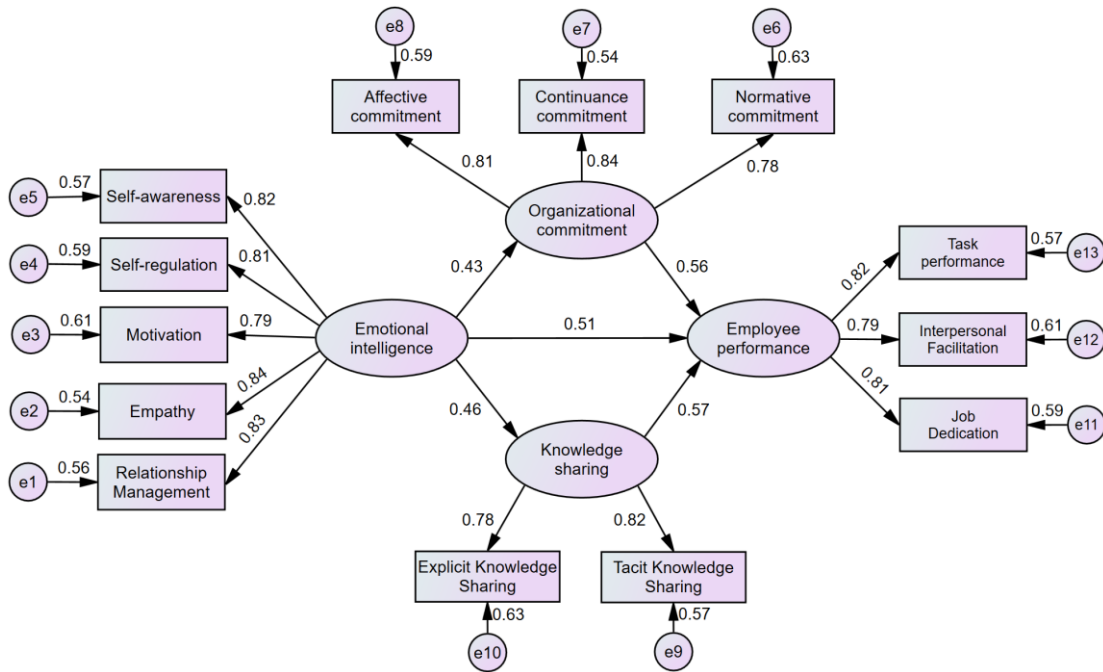
2) Confirmatory Factor Analysis (CFA): Using SEM software, CFA will test the hypothesized measurement model to ensure construct validity.

3) Path Analysis: Part of the SEM approach, path analysis will explore the relationships between constructs, examining direct and indirect pathways and mediating roles.

4) Statistical Significance and Model Fit: P-values, confidence intervals, and model fit indices (RMSEA, CFI, TLI) will be evaluated to ensure robustness and representativeness of the proposed model.

4. Research Findings and Discussion

The study examined the influence of emotional intelligence (EI) on employee performance (EE) with the mediating effect of organizational commitment (OC), and knowledge sharing (KS) within commercial banks in Guangdong Province, China through SEM path analysis, with analysis results shown in **Figure 1**.



The study also employs Bootstrap method to analyze the mediating effect of organizational commitment and knowledge sharing in the relationship between emotional intelligence and employee performance, with analysis results shown in **Table 1**.

Table 1 Mediating effect results of organizational commitment and knowledge sharing

Standard effect	Path	Effect coefficient	95% confidence interval		S.E.	P-value	Results
			Lower	Upper			
Total effect	EI--->EP	0.754	0.701	0.807	0.027	***	Mediating effect
Direct effect	EI--->EP	0.512	0.465	0.559	0.024	***	
Indirect effect	EI-->OC---> EP	0.242	0.201	0.283	0.021	***	
Total effect	EI--->EP	0.777	0.726	0.828	0.026	***	Mediating effect
Direct effect	EI--->EP	0.512	0.465	0.559	0.024	***	
Indirect effect	EI-->KS---> EP	0.265	0.226	0.304	0.020	***	

Based on above analysis results, the major research findings can be summarized as follows:

4.1 Emotional Intelligence and Employee Performance

The analysis confirms that emotional intelligence positively influences employee performance in commercial banks in Guangdong Province. Employees with high EI demonstrated superior task performance, better interpersonal facilitation, and higher job dedication. These findings align with Purwanggono (2023) and Matta & Alam (2023), who emphasize the critical role of EI in enhancing job-related competencies. Employees who can effectively manage their emotions and navigate social complexities contribute to a more harmonious and productive workplace. This underscores the importance of integrating EI training into professional development programs to enhance both individual and organizational outcomes.

4.2 Emotional Intelligence and Organizational Commitment

The study also establishes a positive relationship between emotional intelligence and organizational commitment. Employees with higher EI exhibited stronger psychological attachment to their organizations, characterized by higher levels of affective, continuance, and normative commitment. This finding supports the work of Nuraisah & Putra (2023) and Thomas et al. (2023), highlighting the role of EI in fostering job satisfaction and organizational loyalty. Emotionally

intelligent employees are better equipped to handle workplace challenges and maintain positive relationships, thereby enhancing their commitment to the organization.

4.3 Organizational Commitment and Employee Performance

Organizational commitment was found to positively influence employee performance. Committed employees showed higher levels of productivity, engagement, and innovation. This result is consistent with Turek et al. (2023) and Vuong et al. (2023), who identified a strong link between commitment and superior performance outcomes. A committed workforce tends to go beyond the minimum requirements of their roles, demonstrating traits such as resilience and creativity, which are critical for achieving organizational success. Strategies to enhance commitment, such as career development opportunities and alignment of organizational and employee values, are essential for sustaining high performance.

4.4 Emotional Intelligence and Knowledge Sharing

The findings indicate that emotional intelligence positively influences knowledge sharing among employees in commercial banks. Employees with higher EI are more likely to engage in knowledge sharing behaviors, contributing to a collaborative and innovative organizational culture. This supports the research of Jamshed & Majeed (2023) and Zhang et al. (2023), who emphasize the role of EI in facilitating effective communication and trust within teams. Emotional intelligence helps employees to manage their own and others' emotions, thereby creating an environment where knowledge can be freely exchanged and utilized for organizational benefit.

4.5 Knowledge Sharing and Employee Performance

Knowledge sharing was found to significantly enhance employee performance. Open communication channels and the free exchange of information contribute to problem-solving, innovation, and overall productivity. This finding aligns with the perspectives of Rohim & Budhiasa (2019) and Nguyen et al. (2019), who highlight the critical role of knowledge sharing in improving job satisfaction and engagement. By fostering a culture of collaboration and mutual support, organizations can harness the collective intelligence of their workforce, leading to superior performance outcomes.

4.6 Mediating Role of Organizational Commitment

The study reveals that organizational commitment mediates the relationship between emotional intelligence and employee performance. Employees with high EI tend to be more committed to their organizations, which in turn enhances their performance. This mediating effect underscores the interconnected nature of these constructs, as highlighted by Al-Oweidat et al. (2023) and Hartono et al. (2023). Enhancing EI within the workforce not only directly improves performance but also fosters a deeper commitment to the organization, further driving performance improvements.

4.7 Mediating Role of Knowledge Sharing

Similarly, knowledge sharing mediates the relationship between emotional intelligence and employee performance. Emotional intelligence facilitates better knowledge sharing, which in turn enhances employee performance. This mediating effect supports the findings of Lather & Kaur (2023) and Wang et al. (2019), who emphasize the importance of trust and open communication in effective knowledge sharing. By developing emotional intelligence within the workforce, organizations can create a more collaborative environment, leading to improved performance through enhanced knowledge dissemination and utilization.

5. Conclusion

This study underscores the profound influence of emotional intelligence (EI), knowledge sharing, and organizational commitment on employee performance within the commercial banks of Guangdong Province, China. This research

demonstrates that emotional intelligence is a cornerstone for enhancing workplace dynamics and individual performance, as employees proficient in EI exhibit superior interpersonal skills, job dedication, and resilience. These attributes are crucial in the fast-paced and emotionally charged environment of commercial banking. Furthermore, the study highlights the pivotal role of knowledge sharing in fostering a collaborative and innovative work environment, where the free flow of information leads to improved problem-solving capabilities and organizational efficiency. Organizational commitment emerges as another significant enhancer of employee performance, with committed employees displaying higher productivity, engagement, and a propensity to go beyond basic job requirements. The interconnections between these factors, mediated by organizational commitment and knowledge sharing, create a robust framework that significantly boosts employee performance and, by extension, organizational success. Thus, banks should consider strategic interventions focused on developing emotional intelligence and fostering a culture of knowledge sharing and commitment to optimize their workforce's potential and sustain their competitive advantage in the evolving banking landscape.

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Conflict of Interest

The authors declare no conflicts of interest

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