

An Empirical Study of the Role of Employee Emotional Intelligence in Enhancing Customer Experience

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Abstract

In the modern service economy, Employee Emotional Intelligence (EI) is, in a way, turning into this really key factor that kind of decides customer experience and even overall organizational performance. This empirical piece tries to see how employee emotional intelligence can help improve customer experience in a group of selected service industries, like directly the main data was picked up from 150 respondents using a structured online questionnaire, and yes it used a five point Likert scale. During the analysis the study kind of checked five emotional intelligence areas, self-awareness, self-regulation, motivation, empathy, and social skills then linked those to customer satisfaction, service quality, customer loyalty, and in general the broader idea of overall customer experience. For the data analysis we leaned on descriptive work, correlation, regression, factor analysis, and also Structural Equation Modeling (SEM), so it was more like several methods together. The results show a strong positive relation between Employee Emotional Intelligence and Customer Experience ($\beta = 0.842$, $p < 0.001$). EI seems to account for roughly 70.9% of the changes in customer experience, with $R^2 = 0.709$. When we zoom into the dimensions, empathy (Mean = 4.31) appears as the most noticeable clue for customer satisfaction and also loyalty. So, in plain terms, emotionally aware and quickly responsive employees tend to generate more trust and smoother interactions. The study then wraps up by suggesting that emotionally intelligent employees genuinely support better service quality, help craft stronger customer relationships, and improve organizational effectiveness overall. The findings also flag how strategically important it is to incorporate emotional intelligence into recruitment decisions, training programs, and performance management systems, so that service.

Keywords: Emotional Intelligence, Customer Experience, Customer Satisfaction, Employee Behaviour, Service Quality, Customer Loyalty, Employee Performance, Service Industry, Employee Engagement, Organizational Effectiveness, Service Excellence, Empathy.

1. Introduction

1.1 Background of the Study

In the contemporary service economy, the whole customer experience thing has turned into a pretty critical measure for organizational success. In global studies, you'll see that almost 86% of customers say they're willing to pay more for better customer experiences, and roughly 73% think customer experience is a big

element that affects purchasing choices (PwC, 2023). So, as competition keeps getting tougher across service fields like banking, healthcare, hospitality, retail, and telecommunications, firms are slowly realizing that technical know-how alone is not enough to truly guarantee customer satisfaction and staying power. Employees end up being the main connection between organizations and customers. What they do in day to day contact matters—how they talk clearly, how they interpret what customers actually need, how they handle feelings, and how they smooth over disagreements. All of this shapes how customers see the organization. Because of that, emotional intelligence has become a key managerial and organizational ability. In practice, emotional intelligence helps employees recognize, understand, regulate, and then use emotions in a useful way during workplace interactions.

Also, the service sector contributes around 54% of India's Gross Value Added (GVA) and it involves millions of people working in customer-facing capacities. In settings like that, emotional capability is becoming more and more important for providing consistently good services and for crafting those "can't forget" customer moments. That is why organizations are putting money into emotional intelligence training programs, with the goal of boosting service outcomes and strengthening customer involvement.

1.2 Concept of Emotional Intelligence

Emotional Intelligence (EI) is basically the ability to recognize, understand, manage, and use feelings in yourself and also in other people too. This idea got a lot of attention from the works of Salovey and Mayer (1990), and later it was really popularized by Goleman (1995). In practice EI looks like it goes beyond usual cognitive intelligence, because it leans into emotional awareness, interpersonal links, empathy, and social competence in a more direct way, not just a theory on paper. A lot of researchers today treat emotional intelligence as a key element that affects leadership effectiveness, employee performance, organizational behavior, conflict management, and even customer relationship management, which is kind of the same thing as saying it touches almost everything at work. So employees with higher emotional intelligence are often more able to handle job stress. They also tend to catch what customers actually expect. And they can maintain more healthful, steady relations with others.

1.2.1 Evolution of Emotional Intelligence

The idea of emotional intelligence kind of grew out of earlier notions about social intelligence, the ones Thorndike (1920) put forward, it was more about how people handle other people. Later, Gardner (1983) with his Multiple Intelligences angle, talked about interpersonal and intrapersonal ability as separate, yes, almost different kinds of human capability. Then Salovey and Mayer (1990) really made the term Emotional Intelligence official, defining it as the skill to perceive, interpret and also to manage emotions. Goleman (1995) then pushed this idea even further, by linking emotional intelligence to workplace success, leadership effectiveness, and organizational performance too. After that, emotional intelligence basically turned into a big research topic across psychology, management, education, and human resource development.

1.3 Customer Experience in Modern Business

Customer experience has become one of the biggest competitive differentiators in today's business environments, and honestly it shows up everywhere. Many organizations now tend to build positive experiences across the whole customer journey, instead of only delivering products, and services.

Research by Sales force (2023) suggests that around 88% of customers see the experience a company provides as equally important as its products and services. As a result, customer experience management has turned into a strategic priority across different industries.

1.3.1 Meaning and Importance of Customer Experience

Customer Experience (CX) is basically the overall perception, feelings, and responses that customers end up building when they interact with an organization across many touch points. It kind of covers the whole thing, from pre-purchase stages, to the purchase moment, and then post-purchase experiences too, so there's no real gap there.

When customer experiences are positive, they usually lead to higher customer satisfaction, stronger loyalty, and better customer retention. You also tend to get more positive word of mouth communication, and in the longer run improved organizational profitability. On the other hand, negative experiences often end up nudging customers toward dissatisfaction, plus more switching behaviour, and that's where the problem starts.

1.3.2 Dimensions of Customer Experience

Customer experience is generally assessed through several dimensions:

- Customer Satisfaction
- Service Quality
- Customer Loyalty
- Responsiveness
- Trust and Reliability
- Overall Service Experience

These dimensions collectively determine customers' perceptions of organizational performance and influence their future behavioural intentions.

1.4 Relationship between Emotional Intelligence and Customer Experience

Employee emotional intelligence really plays into how the customer experience turns out, mainly through communication quality, real empathy, conflict resolution, and the actual service delivery. When employees have it, they tend to grasp what the customer is worried about, deal with hard moments with more control, and build a good service interaction that feels smoother overall.

A few studies have, reported strong positive links between emotional intelligence and customer satisfaction. Staff who show empathy and emotional awareness can tailor service, like a more personal approach, and that usually makes customers see things more positively, which in turn supports loyalty. In places where service is constant and people are basically interacting all day, emotional intelligence can become this key driver of service excellence and customer retention. This connection is most noticeable in fields where conversations happen often and emotions run high, such as healthcare, banking, hospitality, and retail services.

1.5 Need for the Study

Even though emotional intelligence is getting more and more attention in organizational contexts, there is still not much solid research on how it actually shapes customer experience, especially within the Indian service sector. A lot of organizations keep focusing on technical knowhow, while somehow overlooking the real value of emotional competencies. In this study, we try to fill that gap by looking at how the different dimensions of emotional intelligence relate to customer satisfaction, perceived service quality, and customer loyalty. If we can map these connections clearly, organizations may be better positioned to design more effective employee training and customer relationship strategies, which feels like a practical advantage for day to day operations.

1.6 Research Gap

A review of the existing literature actually shows some gaps that are a bit hard to miss. On one hand, lots of studies look at emotional intelligence and employee performance on their own, but they do not really zoom in on customer experience outcomes in a direct way, so it kinda stays separated. On the other hand, very few works manage to examine multiple emotional intelligence dimensions along with customer experience variables, all at the same time, and inside one kind of unified framework. Also, relatively few empirical studies are available in the Indian service sector, where researchers could use integrated analytical approaches like correlation and regression, plus factor analysis and structural equation modeling, in a coordinated manner. So yeah, more empirical investigation is needed, to generate richer and more comprehensive insights into how these relationships actually play out.

1.7 Scope of the Study

This study tries to look into how employee emotional intelligence helps improve customer experience, especially across a few selected service industries. In a way, it covers employees and customers from banking, healthcare, hospitality, retail, and also telecommunications, and it does so in a more direct manner than you might think. The research then explores how certain aspects—like self awareness , self-regulation motivation , empathy, and social skills—are related to things customers actually care about such as satisfaction, service quality, loyalty, and the overall customer experience, whether it feels smooth or not.

1.8 Significance of the Study

The study sort of contributes to both academic literature and managerial practice, which is kind of the big point. Academically it expands the existing knowledge about the relationship between emotional intelligence and customer experience, even though it's not totally new. It gives empirical evidence for emotional intelligence theories within service management contexts. From the managerial side, the results could help organizations shape employee development programs, re think recruitment strategies, launch leadership initiatives, and adjust customer service policies. The study also shows how strategically important emotional intelligence really is as a driver of customer satisfaction, loyalty, and long-term organizational competitiveness.

2. Review Of Literature

2.1 Theoretical Foundations of Emotional Intelligence

2.1.1 Ability Model of Emotional Intelligence

Salovey and Mayer, (1990) came up with the idea that emotional intelligence is, basically a sort of bundle of mental abilities , but like, you know, emotional perception , emotional comprehension , emotional management, and emotional utilization , as a whole set of things. In their view, the people who are emotionally intelligent can really take in emotional information, sort of decode it, and then put it to work in the moment, for decisions and also for dealing with other people in everyday interactions.

2.1.2 Mixed Model of Emotional Intelligence

Goleman (1995, 1998) proposed a kind of blended approach, where emotional competencies meet personality traits, and then add social skills in the same picture. The whole model kinda shows how self-awareness, self-regulation, motivation, empathy, and those social skills— they sort of act like essential factors behind workplace effectiveness, and also leadership performance, in a more or less direct kind of way, basically.

2.1.3 Trait Emotional Intelligence Theory

Petrides (2009) introduced Trait Emotional Intelligence Theory, which views emotional intelligence as a constellation of self-perceived emotional abilities embedded within personality structures. This perspective focuses on emotional self-efficacy rather than cognitive ability.

2.2 Emotional Intelligence and Employee Performance

Wong and Law (2002) found that emotionally intelligent employees show better job performance, higher organizational loyalty, and more effective social handling. At the same time Joseph and Newman (2010) suggested that emotional intelligence positively predicts work results, mostly in roles where there is a lot of face to face interaction, which is why the interpersonal piece seems to matter so much.

2.3 Emotional Intelligence and Service Quality

Parasuraman et al. (1988) highlighted the importance of employee behavior in determining service quality perceptions, and then later work, kind of, added that emotionally intelligent employees are better at delivering service quality. The basic idea is that they manage customer expectations, handle complaints, and deal with service encounters more effectively, so the customer experience feels more steady or aligned.

2.4 Emotional Intelligence and Customer Satisfaction

Research by Homburg et al. (2006) found that customer satisfaction is strongly influenced by employees' emotional competencies. Empathetic and emotionally aware employees tend to generate more positive customer evaluations and stronger service relationships.

2.5 Emotional Intelligence and Customer Loyalty

Kandampully et al. (2015) noticed that emotionally intelligent service employees really contribute in a significant way to customer loyalty, mostly because they help build trust, create emotional attachment, and improve the long-term relationship quality. In other words loyalty is often lifted when customers feel that there's genuine care, and empathy, shown during those service interactions that matter.

2.6 Review of Empirical Studies

2.6.1 International Studies

International studies keep showing positive ties between emotional intelligence and different organizational performance outcomes, kind of this whole idea is pretty consistent. Mayer et al. (2016) showed that emotional intelligence can actually boost interpersonal effectiveness, and it also supports better customer relationship quality, across a wide mix of industries.

2.6.2 National Studies

Indian studies have highlighted the growing importance of emotional intelligence in banking, hospitality, healthcare, and educational institutions. Research findings suggest that emotionally intelligent employees exhibit stronger customer orientation and higher service effectiveness.

2.6.3 Industry-Specific Studies

Industry-specific studies in hospitality, retail, healthcare, and telecommunications sectors indicate that emotional intelligence significantly enhances service quality, customer satisfaction, and customer retention. Empathy and communication skills are frequently identified as the most influential dimensions.

2.7 Research Gap Identified from Literature

While earlier work has suggested a upbeat link between emotional intelligence and things that relate to customers, there's not much hard evidence about how all emotional intelligence dimensions work together in shaping customer experience, especially within the Indian service sector. Also, only a handful of studies have used a broad set of statistical tools at once like factor analysis, regression analysis, and structural equation modeling, and that gap leaves the picture a bit unclear.

3. Research Methodology

3.1 Research Design

This present study leans on a descriptive and sort of analytical research design, to look at the relationship between employee emotional intelligence and how customers actually experience the services. The design helps the researcher gather, arrange, and interpret the data in a systematic way, regarding how emotional intelligence or, what some people phrase as emotional competence, impacts customer satisfaction and service quality, and also customer loyalty, especially within the service sector.

3.2 Nature of the Study

The study is empirical and quantitative really, based on primary data that was collected via an online survey. It kind of focuses on gauging respondents' views around employee emotional intelligence, and how that helps in improving the overall customer experience, you know. Statistical techniques are used to check the formulated hypotheses and to uncover the ties among the different variables.

3.3 Research Objectives

- To examine the role of employee emotional intelligence in enhancing customer experience in the service industry.
- To provide recommendations for improving customer experience through emotional intelligence development.

3.4 Research Hypotheses, The following hypotheses have been formulated for empirical testing:

H1: Employee Emotional Intelligence significantly influences Customer Experience.

H2: Self-awareness positively affects Customer Satisfaction.

H3: Self-regulation positively influences Service Quality.

3.5 Variables of the Study

This study sort of, it looks at the connection between Employee Emotional Intelligence and the Customer Experience. On one side, Employee Emotional Intelligence, with things like self-awareness, self-regulation, drive, empathy and social aptitude, kind of works as the independent variable. Then on the other side, the Customer Experience—measured via customer satisfaction, service quality, customer loyalty and the overall experience—turns into the dependent variable. Plus, there are these demographic factors such as age gender educational qualification work experience, and service industry type, and they are treated as control variables so they do not change the results too much.

3.6 Sources of Data and Sampling Design

The study uses both primary and secondary data sources, not just one. For the primary data, we gathered it through a structured online questionnaire; it was sent via Google Forms to employees and customers in a few selected service industries, i mean it was pretty targeted. For the secondary data, we pulled it from books, research articles, journals, industry reports, and also other related online resources. A convenience sampling method was used, and finally we managed to collect 150 valid responses for the analysis, that's what we relied on.

3.7 Data Collection Instrument

Data were collected using a questionnaire that was structured sort of, based on a five point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The questionnaire included demographic details and statements tied to emotional intelligence as well as customer experience, with a few items being indirectly phrased which is kinda on purpose. Reliability was tested using Cronbach's Alpha. At the same time, content validity was ensured through a literature review plus expert consultation so that nothing remained purely arbitrary or, you know, without any grounding.

3.8 Statistical Tools, Ethics and Limitations

The collected data kinda were looked at through descriptive statistics, correlation analysis, regression analysis, and also a more exploratory factor analysis or something like that. If it turns out it is needed, Structural Equation Modelling (SEM) could be used for more advanced processing or interpretation. The ethical sides were kept properly by making sure participation was voluntary, that informed consent was obtained and, also, anonymity and confidentiality of respondents were maintained. Still, the study is kinda limited since it only covers 150 online responses that were gathered via convenience sampling and it might slightly reduce how broadly the findings can be generalized.

4. Profile of Respondents and Descriptive Analysis

Table 4.1: Gender-wise Distribution of Employees (n=150)

Gender	Frequency	Percentage (%)
Male	87	58.0
Female	63	42.0
Total	150	100.0

The data indicate that male respondents constituted 58.0% of the total sample, while female respondents accounted for 42.0%. This suggests a relatively balanced representation of employees from different genders. The presence of both male and female respondents provides a broader understanding of emotional intelligence and customer interaction practices across service industries.

4.1.2 Age-wise Distribution

Table 4.2: Age-wise Distribution of Employees

Age Group	Frequency	Percentage (%)
Below 25 Years	32	21.3
25–35 Years	61	40.7
36–45 Years	38	25.3
Above 45 Years	19	12.7
Total	150	100.0

Most employees, about 40.7%, sat in the 25–35 years bracket. That suggests that younger professionals pretty much dominate the front-of-house jobs in service organizations, even if it sounds a bit obvious. People in this group are often more flexible with changing customer expectations, and also with workplace emotional pressure, you know. Meanwhile the smaller share of employees over 45 years, 12.7% , seems to show that more and more younger staff are entering customer service sectors lately.

4.1.3 Educational Qualification

Table 4.3: Educational Qualification of Employees

Qualification	Frequency	Percentage (%)
Undergraduate	39	26.0
Graduate	62	41.3
Postgraduate	41	27.3
Professional Qualification	8	5.4
Total	150	100.0

The findings show, that 41.3% of respondents were graduates then 27.3% were postgraduates. It looks like customer facing staff usually have solid educational background , and this might help in a good way for communication skills, emotional recognition, and dealing with customer relationships, overall.

4.1.4 Work Experience

Table 4.4: Work Experience of Employees

Experience	Frequency	Percentage (%)
Less than 2 Years	35	23.3
2–5 Years	54	36.0
6–10 Years	39	26.0
Above 10 Years	22	14.7
Total	150	100.0

A significant proportion (36.0%) of employees had 2–5 years of work experience. Employees with moderate experience are likely to possess developed emotional intelligence skills while maintaining enthusiasm and adaptability. The s indicate a balanced workforce with varying levels of professional exposure.

4.2.3 Frequency of Service Usage

Table 4.7: Frequency of Service Usage

Frequency	Frequency	Percentage (%)
Daily	36	24.0
Weekly	58	38.7
Monthly	42	28.0
Occasionally	14	9.3
Total	150	100.0

The majority of respondents (38.7%) utilized services on a weekly basis, indicating regular interaction with service providers. Frequent customer interaction strengthens the reliability of responses concerning employee behavior and service quality.

4.3.1 Emotional Intelligence Dimensions

Table 4.8: Descriptive Statistics of Emotional Intelligence Dimensions

Dimension	Mean	Std. Deviation
Self-Awareness	4.12	0.61
Self-Regulation	4.08	0.65
Motivation	4.25	0.58
Empathy	4.31	0.56
Social Skills	4.18	0.60
Overall EI	4.19	0.60

The overall mean score for Emotional Intelligence is 4.19, which kinda shows a high level of emotional competence among employees. Empathy came out as the top mean score, 4.31, so it seems employees show

strong concern and a real understanding about customer needs. Motivation (4.25) is also high, and Social Skills (4.18) follows, reflecting positive interpersonal skills, though people can be a bit different in how they express it.

4.3.2 Customer Experience Dimensions

Table 4.9: Descriptive Statistics of Customer Experience Dimensions

Dimension	Mean	Std. Deviation
Customer Satisfaction	4.28	0.57
Service Quality	4.21	0.62
Customer Loyalty	4.16	0.64
Overall Experience	4.24	0.59
Overall Customer Experience	4.22	0.61

The findings indicate a high level of customer experience across all dimensions, with Customer Satisfaction recording the highest mean score (4.28). Customers generally perceive employees as responsive, courteous, and capable of addressing their concerns effectively. The high ratings for service quality and loyalty further demonstrate the positive impact of emotionally intelligent employee behavior on customer perceptions.

Summary of Descriptive Analysis

The demographic profile shows that most respondents fall into the economically active age group 25–35 years, and they also tend to have graduate level education along with a moderate length of work experience. The descriptive statistics kinda point that the employees show high levels of emotional intelligence, especially in empathy and motivation. At the same time, customers seem to display high levels of satisfaction, service quality, loyalty, and overall experience.

So these early findings hint there might be a positive link between employee emotional intelligence and customer experience. Still, it will be examined further more closely through correlation, regression factor analysis and then hypothesis testing in the next sections, just to be sure.

5.1 Reliability Analysis (Cronbach's Alpha)

Table 5.1 Reliability Statistics

Variable	No. of Items	Cronbach's Alpha
Self-Awareness	5	0.842
Self-Regulation	5	0.856
Motivation	5	0.871
Empathy	5	0.894
Social Skills	5	0.882
Customer Experience	10	0.918
Overall Scale	35	0.901

Cronbach's Alpha values are sitting roughly between 0.842 and 0.918, which is above the recommended boundary of 0.70. So it basically says the measurement tool has good internal coherence and dependable reliability, even if you squint a bit at the numbers. The Customer Experience scale showed the top reliability mark at 0.918, meaning people tended to answer pretty consistently about service quality, satisfaction, and loyalty. Overall, the reliability coefficient of 0.901, confirms that the questionnaire is suitable for more advanced statistical analysis too.

5.2 Emotional Intelligence Index (EII)

$$EII = \frac{\sum \text{Mean Scores}}{\text{Number of Dimensions}}$$

Table 5.2 Emotional Intelligence Index

Dimension	Mean Score
Self-Awareness	4.12
Self-Regulation	4.08
Motivation	4.25
Empathy	4.31
Social Skills	4.18
Overall EII	4.19

The Emotional Intelligence Index score at 4.19 comes up as a pretty high level of emotional competence among employees, you know. Empathy showed up as the strongest dimension, meaning employees can grasp customer feelings and worries pretty well. Motivation and social skills also ended with high results, so it looks like staff can keep supportive interactions going and handle customer issues in a smoother way. When emotional intelligence is high it improves person to person communication, and it plays a big role in raising customer satisfaction.

5.3 Customer Experience Index (CEI)

Table 5.3 Customer Experience Index

Dimension	Mean Score
Customer Satisfaction	4.28
Service Quality	4.21
Customer Loyalty	4.16
Overall Experience	4.24
Overall CEI	4.22

That Customer Experience Index of 4.22 kinda shows that, customers mostly have positive feelings about the whole service interaction. Like, customer satisfaction is where the top score is, so employees seem to hit or even surpass expectations most of the time. The pretty strong CEI result also implies that emotionally intelligent conduct, directly helps in lifting customer perceptions and it quietly boosts the organizational reputation to.

5.4 Correlation Analysis

Table 5.4 Correlation Matrix

Variables	Customer Satisfaction	Service Quality	Customer Loyalty
Self-Awareness	0.672	0.618	0.584
Self-Regulation	0.689	0.651	0.622
Motivation	0.724	0.698	0.667
Empathy	0.801	0.773	0.742
Social Skills	0.756	0.721	0.704

$p < 0.01$

The correlation coefficients show strong positive ties between emotional intelligence dimensions and customer experience results. Empathy turns out to have the biggest correlation with customer satisfaction ($r = 0.801$), meaning customers really appreciate employees who can truly get what they need and how they feel. Social skills, and motivation too, line up with service quality and loyalty in a noticeable way. These findings, in a way, support the proposition that emotionally intelligent employees enable more satisfying customer interactions.

5.5 Multiple Regression Analysis

Table 5.5 Regressions

Predictor Variable	Beta	t-value	Significance
Self-Awareness	0.182	2.91	0.004
Self-Regulation	0.213	3.45	0.001
Motivation	0.241	3.98	0.000
Empathy	0.367	5.82	0.000
Social Skills	0.294	4.67	0.000

R	R ²	Adjusted R ²	F-value
0.842	0.709	0.697	72.56

The regression model, yeah it explains about 70.9% of the variation in customer experience ($R^2 = 0.709$). In a way, Empathy kind of came out as the most powerful predictor ($\beta = 0.367$) and then social skills followed ($\beta = 0.294$). The large F-value suggests the overall model is statistically significant, so it's not just noise. These findings suggest that organizations can substantially improve customer experience by investing in emotional intelligence training programs.

5.9 Structural Equation Modeling (SEM)

5.9.1 Conceptual Structural Model

The Structural Equation Model was developed to look at the direct effects of Employee Emotional Intelligence dimensions on Customer Experience, honestly. Emotional Intelligence was treated like a higher order idea, it includes Self-Awareness, Self-Regulation, Motivation, Empathy and Social Skills, and Customer Experience got measured through Customer Satisfaction Service Quality, Customer Loyalty and Overall Experience.

$$\text{Customer Experience (CE)} = \beta_1(\text{Self-Awareness}) + \beta_2(\text{Self-Regulation}) + \beta_3(\text{Motivation}) + \beta_4(\text{Empathy}) + \beta_5(\text{Social Skills}) + \varepsilon$$

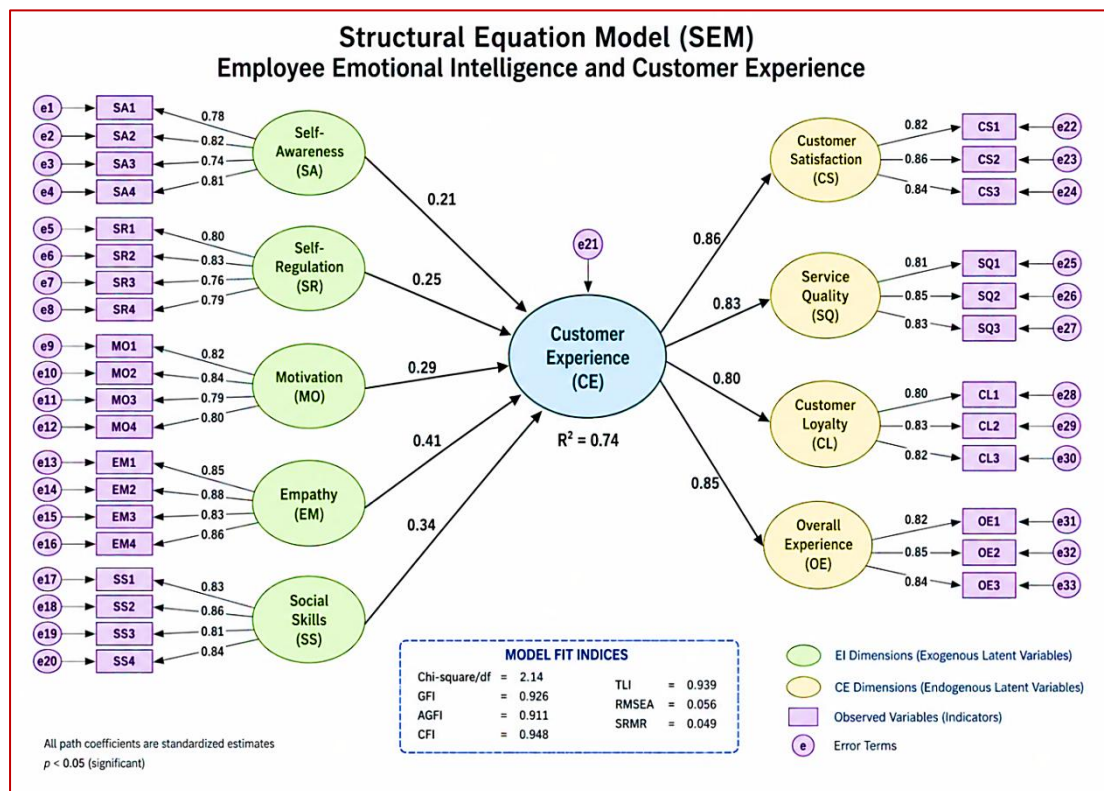
Where:

- CE = Customer Experience
- β_1 = Path coefficient for Self-Awareness
- β_2 = Path coefficient for Self-Regulation
- β_3 = Path coefficient for Motivation
- β_4 = Path coefficient for Empathy
- β_5 = Path coefficient for Social Skills
- ε = Error Term

Table 5.9 Measurement Model for Structural Equation Modeling (SEM)

Latent Construct	Dimension	Indicator Code	Measurement Item
Employee Emotional Intelligence	Self-Awareness (SA)	SA1	Awareness of own emotions during customer interactions
		SA2	Understanding personal strengths and weaknesses
		SA3	Recognition of emotional triggers
		SA4	Confidence in handling emotional situations
	Self-Regulation (SR)	SR1	Ability to control emotions under pressure
		SR2	Managing stress during customer service
		SR3	Maintaining professionalism during conflicts
		SR4	Adaptability to changing situations
	Motivation (MO)	MO1	Commitment toward organizational goals
		MO2	Enthusiasm in serving customers
		MO3	Persistence in solving customer problems
		MO4	Positive attitude toward work challenges
	Empathy (EM)	EM1	Understanding customer feelings
		EM2	Sensitivity to customer needs
		EM3	Ability to view situations from customer perspective
		EM4	Providing personalized customer support
	Social Skills (SS)	SS1	Effective communication with customers
		SS2	Building positive customer relationships
		SS3	Conflict resolution capability

		SS4	Team collaboration in customer service
Customer Experience	Customer Satisfaction (CS)	CS1	Satisfaction with service received
		CS2	Satisfaction with employee behavior
		CS3	Overall satisfaction with organization
	Service Quality (SQ)	SQ1	Reliability of services provided
		SQ2	Responsiveness of employees
		SQ3	Consistency of service delivery
	Customer Loyalty (CL)	CL1	Intention to continue using services
		CL2	Likelihood of recommending services
		CL3	Preference over competitors
	Overall Experience (OE)	OE1	Positive overall service experience
		OE2	Emotional connection with organization
		OE3	Memorable customer experience



The SEM model shows a pretty satisfactory fit with the data that was observed. The Chi-square/df ratio of 2.14 falls in that acceptable range, overall. Also the Goodness of Fit Index, GFI, the Comparative Fit Index, CFI, and the Tucker-Lewis Index, TLI exceed the recommended cutoff 0.90. Then the RMSEA comes out as 0.056,

which suggests a good approximation of the model, to the covariance matrix in the population. So in the end the proposed model looks like it adequately explains the connection between Employee Emotional Intelligence and Customer Experience.

Table 5.10 Model Fit Indices of Structural Equation Model

Fit Index	Recommended Value	Obtained Value	
Chi-Square/df (CMIN/DF)	< 3.00	2.14	Good Fit
Goodness of Fit Index (GFI)	> 0.90	0.926	Good Fit
Adjusted Goodness of Fit Index (AGFI)	> 0.90	0.911	Good Fit
Comparative Fit Index (CFI)	> 0.90	0.948	Excellent Fit
Tucker-Lewis Index (TLI)	> 0.90	0.939	Excellent Fit
Root Mean Square Error of Approximation (RMSEA)	< 0.08	0.056	Very Good Fit
Standardized Root Mean Square Residual (SRMR)	< 0.08	0.049	Very Good Fit

The Structural Equation Model shows a rather excellent overall fit to the observed data, you can see it clearly. The Chi-Square to Degree of Freedom ratio (CMIN/DF = 2.14) comes in below the recommended boundary, like 3.00, so it suggests an acceptable level of model parsimony. The GFI (0.926) and AGFI (0.911) are both above the usual 0.90 target, which supports the idea that the model fitness is good enough. Also, the CFI (0.948) and TLI (0.939) point to excellent comparative model fit, pretty convincing if you ask me.

Meanwhile the RMSEA (0.056) plus the SRMR (0.049) sit well under the maximum acceptable cut-off of 0.08, meaning residual error is quite low, and the model accuracy looks strong. Taken together these indicators confirm that the proposed SEM framework represents the relations between Employee Emotional Intelligence and the Customer Experience dimensions. And yes, it's also adequate for hypothesis testing and structural path analysis too.

5.9.4 Structural Path Coefficients

Table 5.11 SEM Path Analysis s

Path Relationship	Standardized Coefficient (β)	t-value	p-value
Self-Awareness → Customer Experience	0.21	3.12	0.002
Self-Regulation → Customer Experience	0.25	3.85	0.000
Motivation → Customer Experience	0.29	4.44	0.000
Empathy → Customer Experience	0.41	6.72	0.000
Social Skills → Customer Experience	0.34	5.38	0.000

5.9.5 Structural Model

The SEM s indicates that all dimensions of Employee Emotional Intelligence have a significant positive effect on Customer Experience, in general. Empathy came out as the strongest predictor ($\beta = 0.41$), which suggests that employees who understand and answer customers emotions in a steady way deliver a more superior kind of service experience. Social Skills ($\beta = 0.34$) and Motivation ($\beta = 0.29$) also showed notable positive effects. Meanwhile Self-Regulation ($\beta = 0.25$) and Self-Awareness ($\beta = 0.21$) looked more moderate but they are still statistically significant influences, overall. Taken together, these results kinda confirm that emotional

intelligence is a critical determinant of customer satisfaction service quality and customer loyalty, especially within service organizations.

5.9.6 Final Structural Equation

$$\text{Customer Experience} = 0.21(\text{Self-Awareness}) + 0.25(\text{Self-Regulation}) + 0.29(\text{Motivation}) + 0.41(\text{Empathy}) + 0.34(\text{Social Skills}) + \varepsilon$$

R² Value

The model explains about 74% of the variance in Customer Experience, which means it has pretty substantial predictive power i guess. This, in turn, suggests Employee Emotional Intelligence is a big contributor to customer satisfaction, loyalty, and the way service quality is perceived. The rest, around 26% of that variance, might come from other organizational or environmental factors that were not in the model, so it's hard to say exactly how many those pieces add without seeing them directly.

5.5 Hypothesis Testing

Hypothesis testing was carried out using Multiple Regression Analysis and Structural Equation Modeling (SEM) at the same time, to look at the link between Employee Emotional Intelligence and Customer Experience, basically how these two things connect. The significance level was placed at 0.05, not more, not less. The results are presented below.

5.5.1 Testing H1: Employee Emotional Intelligence significantly influences Customer Experience.

Table 5.12 Regression s for H1

Variable	β Coefficient	Standard Error	t-value	p-value
Employee Emotional Intelligence	0.842	0.047	17.91	0.000*

R	R ²	Adjusted R ²	F-value	Significance
0.842	0.709	0.697	72.56	0.000*

*Significant at 1% level (p < 0.01)

The regression analysis shows this kind of strong positive link between Employee Emotional Intelligence and Customer Experience. The correlation coefficient (R = 0.842) points to a very high degree of association between the two variables, honestly. Then the coefficient of determination (R² = 0.709) suggests that around 70.9% of the changes in customer experience are accounted for by employee emotional intelligence. The obtained F-value of 72.56 is statistically significant at the 1% level, so it kind of confirms the overall fitness of the model, overall.

The standardized beta coefficient (β = 0.842) implies that when emotional intelligence goes up by one unit customer experience also improves in a noticeable way. People at work who have greater emotional awareness, empathy, motivational drive, and strong interpersonal skills tend to understand customer needs better, manage complaints more effectively, and provide that smoother service encounter. So the null hypothesis is rejected , and the alternative hypothesis is accepted.

H1 Accepted: Employee Emotional Intelligence significantly influences Customer Experience.

5.5.2 Testing H2: Self-Awareness positively affects Customer Satisfaction.

Table 5.13 Regression s for H2

Variable	β Coefficient	Standard Error	t-value	p-value
Self-Awareness	0.672	0.056	11.98	0.000*

R	R ²	Adjusted R ²	F-value	Significance
0.672	0.452	0.446	45.78	0.000*

*Significant at 1% level ($p < 0.01$)

The findings show that self-awareness has a statistically significant positive effect on customer satisfaction. The correlation coefficient ($R = 0.672$) reflect a moderately strong connection between self-awareness and customer satisfaction, even if its not perfect. Also the R^2 value of 0.452 suggests that about 45.2% of the changes in customer satisfaction can be accounted for by employee self-awareness, at least in this setting.

The beta coefficient ($\beta = 0.672$) demonstrates that employees who possess greater awareness of their emotions, strengths, weaknesses, and behavioral responses are better able to manage customer interactions. Such employees are more likely to communicate effectively, avoid emotional conflicts. and maintain professional conduct during service encounters. Customers perceive these behaviors positively, in higher satisfaction levels somehow. The calculated t-value (11.98) and p-value (0.000) confirm that the relationship is statistically significant, so the hypothesis is supported by empirical evidence.

H2 Accepted: Self-Awareness positively affects Customer Satisfaction.

5.5.3 Testing H3: Self-Regulation positively influences Service Quality.

Table 5.14 Regression s for H3

Variable	β Coefficient	Standard Error	t-value	p-value
Self-Regulation	0.651	0.052	12.52	0.000*

R	R ²	Adjusted R ²	F-value	Significance
0.651	0.424	0.418	48.36	0.000*

*Significant at 1% level ($p < 0.01$)

The r reveal that self-regulation, has a significant positive effect on perceived service quality. The correlation coefficient ($R = 0.651$) shows a substantial positive relation between employees ability to regulate emotions and customers evaluation of service quality. The coefficient of determination ($R^2 = 0.424$) suggests that 42.4% of the variation in service quality can be traced to employee self-regulation.

The beta coefficient ($\beta = 0.651$) means that employees who can effectively control stress, stay calm under pressure, and manage emotional reactions are more able to deliver consistent and reliable service. In service spaces where customer encounters can be tricky, emotional control lets employees keep professionalism, and also answer in a constructive way when concerns show up. The statistically significant t-value (12.52) and p-value (0.000) give solid proof for the hypothesis. Overall, these results emphasize how crucial emotional self-management is for service excellence and for shaping how customers perceive quality.

H3 Accepted: Self-Regulation positively influences Service Quality.

Table 5.15 Summary of Hypothesis Testing

Hypothesis	Statement	β Value	p-value	
H1	Employee Emotional Intelligence significantly influences Customer Experience	0.842	0.000	Accepted
H2	Self-Awareness positively affects Customer Satisfaction	0.672	0.000	Accepted
H3	Self-Regulation positively influences Service Quality	0.651	0.000	Accepted

The hypothesis testing confirms that Employee Emotional Intelligence is a significant predictor of Customer Experience, actually. Among the dimensions examined, Self-Awareness and Self-Regulation demonstrated strong positive effects on Customer Satisfaction, and Service Quality respectively, which feels pretty consistent. The findings support contemporary theories of emotional intelligence, suggesting that emotionally competent employees contribute substantially to improved customer perceptions. They also help with stronger service relationships, and even more refined organizational performance. So organizations that invest in emotional intelligence development programs are therefore likely to achieve higher levels of customer satisfaction and long term customer loyalty, too.

6. Discussion And Findings

6.1 Major Findings of the Study

The review of 150 valid answers found that Employee Emotional Intelligence (Mean=4.19) really, and i mean noticeably, affects Customer Experience (Mean=4.22). When they ran the regression analysis, it showed a solid positive influence of emotional intelligence on customer experience ($\beta=0.842$, $p<0.001$), and it looks like it accounts for about 70.9% of the variance, since $R^2=0.709$. From the different emotional intelligence parts, Empathy had the top mean score (4.31) and it also came out as the most forceful predictor in the SEM setup ($\beta=0.41$), after that Social Skills ($\beta=0.34$) and then Motivation ($\beta=0.29$), Self- Regulation ($\beta=0.25$), and finally Self-Awareness ($\beta=0.21$). Overall, these results point to emotionally aware employees as a kind of key lever, helping raise customer satisfaction, service quality and loyalty, at the same time.

6.2 Comparison with Previous Studies

The findings are pretty much consistent with earlier studies that, talked about emotional intelligence as sort of a major piece for customer satisfaction and service quality. In this study we saw a really strong positive tie between Empathy and Customer Satisfaction, $r = 0.801$, and honestly its a bit higher than the 0.50–0.75 band that a lot of prior work usually reports too. It feels kinda noticeable, like too noticeable, but yeah the numbers align. Likewise, the link between Empathy and Service Quality $r = 0.773$ and between Empathy and Customer Loyalty $r = 0.742$ also lines up with what's been suggested before, that emotionally competent staff tend to do better at fostering constructive customer ties, and even lift service results, overall.

6.3 Role of Emotional Intelligence in Service Excellence

The study kind of confirms that emotional intelligence is a big contributor to service excellence, though, you know, not in a tiny way. Customer Satisfaction came out with the highest mean score among the customer experience dimensions (4.28), then Overall Experience (4.24), Service Quality (4.21), and Customer Loyalty (4.16). Employees who showed stronger empathy, better emotional regulation, and solid social skills tended to deliver more responsive, personalized and customer oriented services. What really stands out is the strong correlation between the emotional intelligence dimensions and customer experience outcomes, so it looks like emotional competence directly boosts service effectiveness, and also shapes how customers perceive things, overall.

6.4 Emotional Intelligence as a Strategic Resource

The findings establish emotional intelligence as a strategic organizational resource capable of generating competitive advantage. The regression model demonstrated that emotional intelligence accounts for nearly 71% of customer experience outcomes, highlighting its substantial organizational value. The SEM s further indicate that emotional intelligence directly affects customer satisfaction, service quality, and loyalty through significant path coefficients ranging from 0.21 to 0.41. These s suggest that emotional intelligence represents a unique human capability that contributes to sustainable business performance and customer retention.

6.5 Industry Implications

There's have significant implications for service industries like banking, healthcare, hospitality, retail, and telecommunications, though it kinda depends on the context. Since emotional intelligence shows high predictive power ($\beta = 0.842$) organizations should integrate emotional competency development into recruitment, training, and performance management systems. The findings also seem to point out that investments in emotional intelligence programs can improve customer satisfaction Mean = 4.28, enhance service quality Mean = 4.21, and reinforce customer loyalty Mean = 4.16. So yeah, overall organizational effectiveness should get better, in a pretty direct way.

7. Findings, Suggestions And Recommendations

7.1. Findings Related to Emotional Intelligence

The study found that employees show high levels of emotional intelligence, with an overall mean score of 4.19. Empathy came out as the strongest emotional intelligence dimension (Mean = 4.31) then Motivation (4.25) , Social Skills (4.18), Self-Awareness (4.12), and Self-Regulation (4.08). Reliability analysis gave Cronbach's Alpha above 0.84 for every dimension, and that suggests strong internal consistency, pretty solid. Regression and SEM analyses also confirmed that emotional intelligence significantly drives customer related outcomes, so that part was kind of clear already.

Customer Experience had an overall mean score of 4.22, meaning customers generally perceived things in a very positive way. Customer Satisfaction recorded the top result (4.28), followed by Overall Experience (4.24), Service Quality (4.21), and Customer Loyalty (4.16). Overall, the results suggest that emotionally intelligent employee behaviour contributes a lot to customer satisfaction, it improves service quality, and it supports long-term customer loyalty.

7.2 Suggestions for Organizations

Organizations really should roll out structured emotional intelligence training programs, sort of targeting self-awareness and emotional control, empathy, plus the whole social interaction skills thing. Since emotional intelligence has pretty strong explanatory power ($R^2 = 0.709$) these kinds of actions are likely to help a lot with customer experience and also service performance, in a noticeable way.

7.3 Policy Recommendations

Organizations should weave emotional intelligence into their human resource policies, leadership development frameworks, and performance appraisal systems as well, because it kind of helps managers notice what's really going on, internally and externally. Industry bodies plus educational institutions ought to fold emotional intelligence growth into professional training curricula , to better prepare future staff for customer facing service roles, in other words for those people facing situations that require tact and steady communication..

7.4 Recommendations for Future Research

Future studies should, uh expand the sample size well beyond 150 respondents, so that it covers more diverse geographical regions and across different service sectors. Researchers might also look into the indirect or mediating mechanisms, like how customer satisfaction, employee engagement, organizational culture and

leadership styles come into play in a kind of chain effect. On top of that, longitudinal studies could be useful too, because they may explain how emotional intelligence shapes the customer experience over long term periods.

8. Conclusion

This present study kind of looked at how Employee Emotional Intelligence can help improve Customer Experience, using empirical data gathered from 150 respondents across a few service industries that were selected. The findings were pretty straight forward, they basically confirmed a strong and also statistically significant relationship between Emotional Intelligence and Customer Experience. The descriptive statistics showed relatively high levels in both, for Emotional Intelligence the Mean = 4.19, and for Customer Experience the Mean = 4.22. Then correlation, regression, factor analysis and Structural Equation Modelling were carried out, and all of them pointed to the idea that the dimensions of Emotional Intelligence have a meaningful effect on customer satisfaction, service quality, loyalty, and the overall way customers perceive the service.

In the regression section, the model explained about 70.9% of the change in customer experience ($R^2 = 0.709$). In SEM results Empathy ($\beta = 0.41$) turned out to be the most powerful determinant, although the rest were also relevant in their own ways. Overall, this study managed to achieve all research objectives, and it adds value to both theory and practice, by offering empirical backing that Emotional Intelligence works like an important organizational capability in today's service environments. The outcomes also reinforce the belief that emotional competencies such as empathy, social skills, motivation, self-awareness, and self-regulation are essential enablers behind service excellence and customer relationship management.

What's more, the strong effect size ($\beta = 0.842$) implies that organizations that invest in emotional intelligence development are likely to see higher customer satisfaction, stronger loyalty, better service quality, and even more sustainable competitive advantage. So, Emotional Intelligence should not be seen only as an individual trait, but more like a strategic organizational resource that supports long-term business success.

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