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## **The Impact of Emotional Intelligence on the performance of Local Government Employees in Plateau State, North Central Nigeria.**

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### **Abstract**

*Emotional intelligence is seen as an important factor for an organisation's performance and development and it plays an important part in the performance of any organization today. The aim of this research is to investigate the impact of emotional intelligence on employees' performance of Local Government System in Plateau State, Nigeria. A structured questionnaire was administered to 240 respondents and 176 were dully filled and returned representing 73% response rate. The data of the study were analysed using correlation matrix and ordinary least square regression analysis. Findings from this paper revealed that self-awareness, self-management, social awareness and relationship management are positively related to employees' performance. The paper concludes that emotional intelligence is an important variable that creates awareness, help employees' to learn from others, share knowledge and creates trust and concerns for others. Based on the findings, the study recommends that workshops, seminars and other sensitization programmes should be organised for Local Government Staff. This will help to inculcate on employees' the need and relevance of emotional intelligence to life activities.*

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**Keywords:** *Emotional intelligence, self-awareness, self-management, social awareness, relationship management, employees' performance.*

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### **INTRODUCTION**

The organization is a dynamic and complex system that is changing rapidly on a daily basis with employees who work for these organizations. These changes are attributed to advancement in technology, competition, globalization and the growth in the service industry and improvement in information communication system, this put a lot of pressure on the performance expectations of the employees for workers to be effective in our present day organization, they required to be much more involved in their work, not only physically but also emotionally and mentally (Turner, Barling and Zacharatos, 2002)

Emotional intelligence is the ability to identify, assess and control the emotions of oneself and others in a group (Harns and Crede, 2010). According to Jorfi, Jorfi and Moghadam (2010) emotional intelligence is an essential variable for an organizational performance. Emotional intelligence contributes to work performance as it is seen in remuneration of employees, the ranking of an organization among its contemporaries. Emotional intelligence helps employees to nurture position relationships at work effectively in teams to build social capital (Seibert, Kraime and Liden, 2001)

The application of emotional intelligence in the work place can be seen in the formation of teams, selection of employees and training and development of employees. Bar- on (2000) opined that organization must make it a duty to coach their employees on how to improve

interpersonal skills to enable them perform effectively on the job with other workers working in the organization.

The review of literature by Bachman, Stein, Campbell and Sitraneois (2000) and Radha, Shree and Vijayalakshmi (2017) showed that emotional intelligence plays a critical role in determining employee performance. Ahmad, Sabir, Rahman, Khosa and Khan (2006) opined that employees with high emotional intelligence are those who can exploit the antecedent and response to emotional regulation efficiently and this assists them to interact with others in a more effective manner.

This assertion is in diadem with the argument of Abraham (1999), Dimitriades (2007) and Afolabi, Awosola and Omole (2010). There have been studies on employees outcomes for example Wong and Law 2002; Agbor, Ebeh, Nwankwo and Agu 2014; Ahmed et al, 2016 and Radha et al 2017; studied on employees performance. Abraham 2000 focused on organizational commitment, Kassim, Bambale, and Jakada 2016; investigated on job satisfaction, Ogunbamila, Balogun, Ogunbamila, 2014; looked at labour turnover intention, Carmeli 2003; investigated on work attitude

There exists the dearth of research focusing exclusively on the impact of emotional intelligence on employees' performance in Local Government Administration in Nigeria. The few studies in Nigeria that investigated on the topic emotional intelligence and employees' performance in Local Government include Jimoh, Raji, and Oyeniran (2012), Agbor, Ebeh, Nwankwo and Agu (2014), and Olannye (2014). All of these studies were conducted in southern part of Nigeria. From our search no similar studies on the topic the impact of emotional intelligence on employees' performance in Local Government System in Northern Nigeria, specifically Plateau State. This study is therefore carried out to fill the gaps left opened in literature. The aim of this study is to examine the impact of emotional intelligence on employee's performance in Local Government System in Plateau State, this would help us to update the previous studies and fill the gap in literature. The research hypotheses arising from the above issues are therefore as follows (1) There is no significant effect of self-awareness on employees' performance in Local Government System in Plateau State (2). There is no significant impact of relationship management on employees' performance among Local Government workers in Plateau State. (3) Social awareness has no significant influence on employees' performance of Local Government employees in Plateau State. (4). There is no significant relationship between self-management and employees' performance in Local Government Areas in Plateau State. The rest of the paper is divided into sections, section two literature review, section three deals with methodology, section four data analysis, presentation and discussion of results and section five culminates with the conclusion and recommendations

## **LITERATURE REVIEW**

### **Conceptual Framework**

Concept of Emotional Intelligence has no single definition. It was first defined by Mayer and Salovey (1997) as the ability to monitor one's own and others feelings and emotions to discriminate among other employees and use the information gathered to guide one's thinking and action. This definition was later adjusted by Salovey, Mayer and Caruso (2002). As the ability to feel one's emotion, integrate emotion to support one's thinking, understanding emotions for personal development. Harns and Crede (2010) defined emotional intelligence as the ability to identify, assess and control the emotions of oneself and others in a group.

### **Dimensions of Emotional Intelligence**

Goleman in (1996) derived five dimensions for emotional intelligence they are self - awareness, self - regulation, social awareness, self - awareness, social skills, empathy, and motivation. This was later reviewed by Goleman in 1997 to four dimensions; namely, self - awareness, self -management, social awareness and relationship management.

**Self - Awareness:** It recognizes the importance of one's own feelings and how it affects one's own strengths and weakness (Shalзад, Sarmand, Abbas and Khan, 2011). Accurate self-awareness is the hallmark of superior performance (Boyatzis, 1982). Individuals with accurate self - awareness know their abilities or capabilities which basically made up of self - confidence, self - assessment and can individually handle their emotion properly?. Self - awareness assist workers to seek for feedback and learn from their past mistakes and identify where they need to work on when they work with others in teams who have an edge over them (Shalзад et al, 2011)

**Self - Management:** This is the process of managing one's own beliefs, impulse, resources and disciplines. Rahim, Psenicka, Polychronious, & Zhao (2002). Opined that it is a continuous act which directly affect the performance of individuals in the organization while facing emotional exhaustion, an employee with a strong sense of control and manage frustration and stress at work place which allow others to know one's beliefs and principles (Shalзад, et al,2011). Trustworthy workers are sincere about their weaknesses.

**Social Awareness:** It means that an individual knows what is socially and morally accepted from him| her in the society and how he | she should response to the situation. An empathic employee is socially aware of the feelings and concerns of other employees (Shahzad, et al, 2011). Social aware individual should have the ability to comprehend the general motives of the organization and the political dynamics they exist in group networking and coalition building which makes the employee to exerts some influences on other people irrespective of the individual professional affiliation (Shalзад et al, 2011)

**Relationship Management:** It transfers set of skills which include essential social skills, analyzing and influencing others and inducing desirable responses from others. Good relationship management helps in molding others which are the hallmark of managing supervisors and subordinates in an organization. (Spencer & Spencer, 1993 and Shalзад, et al, 2011)

Relationship management requires definite line of authority which is a vital factor in corporate success. Effective communication permits workers to offer and receive emotional information; it also aids good listening ability and encourages sharing of knowledge and accepting good and bad news (Goleman, 1998). Employees prefer to work with those managers who possess strong competency for relationship management. (Goleman, 1998)

### **Concept of Performance**

Performance as a concept is a multi - variant construct that can be described in different ways. Borman and Motowidlo, (1993) distinguish between task and contextual performance. Task performance means an employee's skills that help an individual to perform his |her duties efficiently to add the organizations technical core. This contribution can come from the employees that are closely involved in the production or from supervisors that are responsible for directing the subordinates to perform the job assign to them.

Contextual performance on the other hand hubs on the performance which do not contribute to the production process but support the organisational, social and emotional situation in

which organisational objectives are followed to improve best possible performance ( Bambale, Kassim & Musa and Mshellia, Malachy, Sabo & Abu- Abdissamad, 2016)

For the purpose of this study, the researchers used the contextual performance. Bambale et al (2016) identified that there are two contextual performances. Performance as changing concept behaviour which main purpose is to see that the present activities of the organisation are carried smoothly without interruption. The proactive behaviour is aimed at modifying and improving work procedures and organisational processes. Organ (1988) opined that the stabilizing contextual performance behaviour is made of five components they include; altruism, conscientiousness, civic virtue, courtesy and sportsmanship.

According to George and Brief (1992) organisational spontaneity are assisting other employees to safeguard the organisation. Pro- active behaviour of the workers includes personal initiative (Olugbenga, 2014, voice (Van –Dyne & Lepine, 1998) taking charge (Morrison & Phelps, 1999, Affandi & Riza, 2013) and proactive attitude (Oge & Damar, 2013).

### **Relationship between Emotional Intelligence and Contextual Performance**

Emotional intelligence is a term that connects emotion and individual performance. It shows that there is a positive association with organisational commitment, organisational citizenship, employee's intention, and job satisfaction and employees performance. Kafetsois and Zampatakis (2008) discovered that emotional awareness is connected with social and interpersonal relationship and experience of emotions and stress in work place. Sy, Tram & O, Hara (2006) posit that employees with higher emotional intelligence are better able to use their abilities to appraise and manage the emotions of others. Similarly, A. Shimazu, M Shimazu and Odahara (2004) opined that employees with higher emotional intelligence are capable of to utilise their emotional intelligence skills to promote positive personal interactions which assist in promoting employees morale and contribute to the feelings of personal success and job satisfaction.

George and Brief (1996) studied that job performance is affected by employees capability to use emotions to support performance, which is one of dimensions of emotional intelligence. The result shows a positive outcome such as anxiety could be used by employees to augment their performance in the workplace (Sy et al, 2006)

### **Theoretical Framework**

Every research work that wants to stand the test of time is always anchored on theories. Thus, this study is underpinned by Salovey and Mayer's Ability model of emotional intelligence and Goleman's emotional intelligence model. The ability model of emotional intelligence was developed by Salovey and Mayer's in 1997. This model is conceptualized on the idea that emotions contain information about relationships which may be actual remembered or imagined but co-exist with emotions which means felt signals of relationship status. The model aids employee to recognize the meanings of emotions, and their association with work outcomes and how it is used to promote cognitive activities. Salovey and Mayer (1997) identified four different factors of emotional intelligence, the perception of emotions, the ability to reason using emotions, the ability to understand emotion and the ability to manage emotion.

Another model that has emerged to explain emotional intelligence and performance is the Goleman model. This model was propounded by Daniel Goleman in 1995. It is called the model of mixed emotional intelligence because it addresses the fusion of emotional intelligence and organizational outcomes. Goleman (1995) defines emotional intelligence as a learned ability based on emotional intelligence results in excellent or brilliant work

performance. This theory or model agrees with the psychological and organizational management theory. It includes twenty-five competencies that were grouped into five categories they are: self-awareness, self-regulation, social skills, empathy, and motivation. Boyatzis, Goleman, and Rhee (1998). Later reduced the above five constructs into four namely: self-awareness, self-management, social awareness and relationship management. These are the four competencies of Boyatzis, Goleman, and Rhee that the study adapts; these were properly explained in the ability model and Goleman model of mixed emotional intelligence.

### **Empirical Review**

Afolabi, Awosola and Omole (2010) studied the influence of emotional intelligence and gender on job performance and satisfaction among Nigeria Police. The research employed 2x2 factorial designs and as well as multiple regressions to test the hypotheses of the study 119 public officers were randomly selected from Esan command in Edo State. The results show those police officers who have low emotional intelligence performed poorly and those with high emotional intelligence performed excellently and they are satisfied with their jobs.

Jorfi, Jorfi, and Moghadam (2010) in their study on the impact of emotional intelligence on performance of employees in educational sector in Iran. The studies employed both primary and secondary method of collecting data, 155 respondents were selected for the study. The data of the study were analyzed by using descriptive statistics t-test and correlations. The findings of the study indicate that emotional intelligence has a positive impact on the performance level of the managers and employees in educational institutions in Iran.

Jimoh, Raji, and Oyeniran (2012) examined the influence of leadership styles and emotional intelligence on job performance in Local Government workers in Osun State Nigeria. The result of the study revealed that all independent variables, sex, age, marital status, academic qualification, length of service, emotional intelligence and leadership styles when combined significantly predicts job performance. The results further revealed that there is a significant relationship between emotional intelligence and job performance of workers. It was found that two dimensions appraisal obtained showed that transactional leadership was significant on job performance.

Agbor, Ebeh, Nwankwo and Agu (2014) assessed the influence of emotional intelligence and gender on job satisfaction among Local Government employees in Imo State Nigeria. A cross-sectional survey design was adopted while 2 ways ANOVA on SPSS Version 17 was used to analyze the data collected. Results of the study showed that emotional intelligence had a significant influence on job satisfaction.

The study of Olannye (2014) investigated the effect of emotional intelligence on leadership performance in Local Government Administration in Delta State South - South Nigeria. A survey research designed method was employed with participants of 130 staff, stratified the top and multiple regression analysis was used as the major analytical tools. The findings revealed that self-awareness as a dimension of emotional intelligence exhibited the strongest direct effect on the leadership performance in the Local Government Administration, which indicates that self-awareness is important psychological insight and key to self-control that encourages emotional intelligence.

### **METHODOLOGY**

The survey design was adopted for the study. Surveys are used to study to vastly populated areas where the entire population cannot be studied

### **Population and Sample Size**

The participants in this study were drawn from a population of employees' primarily working Local Government Area of Plateau State Nigeria. Because of secrecy and fear by the employees working in Plateau State Ministry of Local Government and Chieftaincy Affairs, it became difficult for the researchers to ascertain the total population of local government employees currently working in the seventeenth Local Government Area of the State. For the purpose of this study, six local government areas were randomly selected from the three senatorial district in Plateau State. The participants comprised of male and female local government employees. A sample of 240 respondents was randomly selected and administered self – rating questionnaires out of which 176 were returned valid.

### **Method of Data Collection and Measurement**

The data of this study was collected through the use of questionnaires. The questionnaire is made up of two constructs to be measured; they are emotional intelligence and employees' job performance. The questionnaire items in this study were adapted from previous studies on their importance to this study. These include emotional intelligence (Boyatzis, 1999) and employees' contextual job performance from Goodman and Svyantex (1999). Emotional intelligence is measured by means of emotional inventory (ECI) is a multi-rater survey instrument based on the self – assessment questionnaire (SAQ) developed by Boyatzis and validated by Boyatzis, Goleman, and Rhee (2000).

The items in ECI are divided into four clusters or dimensions namely self-awareness, self - management, social awareness, and relationship management. The first clusters have 3 items and the fourth has 5 items, totally 16 competencies. Each item was answered through 6 points Likert scale ranging from rarely never, don't know one's strengths and limit, self - management have items like keeping disruptive emotions and impulse in check, maintaining integrity acting cogently with one 'values etc. Social awareness has items like sensing others feelings and perspectives and taking an active interest in their concerns, anticipating, recognizing and meeting other people needs etc. The last dimension of the intelligence has sensing others people needs and bolstering their abilities, inspiring and guiding individuals and groups, negotiating and resolving disagreements etc.

### **Job Performance**

The Performance was measured by a scale taken from Goodman and Svyantex (1999). The measure includes 25 items first 16 items while the 9 items were related with task performance. Each item was answered through a seven - points Likert scale ranging from 1- strong disagrees to 7- strongly agree. For the purpose of this study, the contextual performance scale include help others employees with their work, when they are absent, assist others, in carrying their duties tasks initiative to orient new employees of the department etc.

### **Model Specification**

The following multiple regression models is estimated.

$$E_i = \beta_0 + \beta_1 SEA + \beta_2 RLM + \beta_3 SOA + \beta_4 SEM + e_i$$

Where EP = Employees Performance

RLM = Relationship Management

SOA= Social Awareness

SEM = Self - Management

$B_0$  = is the intercept of  $\beta_1 \beta_2 \beta_3 \beta_4$  are the coefficient

$e_i$  = is the error term (error term is normally distributed and has mean zero.)

## DATA ANALYSIS AND DISCUSSION OF FINDINGS

**Table 1: Demographic Characteristics of Respondents.**

Demographic variable	frequency	percentage
<b>Gender</b>		
Male	102	61.07
Female	65	38.93
Total	167	100.00
<b>Age</b>		
18 – 25	5	2.99
26 – 35	39	23.35
36 – 45	65	38.92
46 – 55	48	28.75
Above 55	10	5.99
<b>Total</b>	167	100.00
<b>Marital status</b>		
Single	28	16.77
Married	131	78.44
Others	8	4.79
Total	167	100.00
<b>Working experience</b>		
Secondary school certificate	5	2.99
ND/NCE	20	11.98
HND/B.SC,B.A,B.ED,B.TECH	63	37.72
Post Graduate	39	23.35
Master degree	40	23.95
Ph. D	-	-
Total	167	100.00

The characteristics of the respondents in Table 1 reveals that 61.07% were males, 38.93% were females. The majority of respondents were aged between 36 - 45 years and 40.72% of the respondents had working experience between 11- 20 years.

**Table 2: Correlation matrix of components of Emotional intelligence**

Variable	Employees Performance	self-awareness	relationship management	social awareness	Self mgt
EP	1				
SA	.406	1			
REM	.540	.394	1		
SOA	.149	.383	.387	1	
SEM	.520	.462	.201	.258	1

SOURCE: S.P.SS version 21 field work 2017

The correlation results in table 2 shows that there is a positive relationship among the components of emotional intelligence of self-awareness, relationship management, social awareness and self- management on employees' performance with correlation of 0.406, 0.540, 0.149 and 0.520 respectively at 5% level of significance. This means that emotional intelligence of self - awareness, relationship management, social awareness and self - management increases employees' performance in local government areas in Plateau State.

**Table 3 Regression Results and Hypotheses Testing**

**Regression model summary**

Model	R	R square	Adjusted	F statistic	Sig
1	0.551	.304	.285	10.70	0.000

A predictor (constant) self - awareness, relationship management, social awareness and self-management.

Dependent variable is employee performance. The result in table 3 from the multiple linear regression shows that  $R = 0.551$ ,  $R^2 = 0.304$ , adjusted coefficient between the predictors and the criterion variable was .551, the predictor accounted for 30.40% of the variance in the employee performance.

The generalization of this model to the population was .285. The significant F- Test shows that the relationship of (10.701  $P > 0.000$ ) shows the general prediction of independent variable to the dependent constant and to the dependent variable.

**Table 4: Multiple Regression Analysis showing the relationship among Emotion intelligence component and Employees performance**

Hypothesis	coefficients model	unstandardized Coefficient		standardized Coefficient	t
		B	Std error	Beta	
<b>sig</b>	Constant	1.244	.405	3.074	0.002
H1	self- awareness	.200	.060	.200	3.53 0.001
H2	relationship Management	.130	.050	.179	2.610 .010
H3	social awareness	.231	.057	.284	4.034 .000
H4	self- management	.142	.064	.301	2.564 .000

Source: Research field work 2017, using S.P.S.S version 21

**Hypothesis 1:** Result in Table 3 showed that the regression coefficient of self-awareness in the estimated regression function is .200 which indicates that 20% of the increase in employee's performance was accounted for self-awareness. The value of  $t - cal = 3.353$  was greater than the tabulated statistic ( $tab=1.960$ ) at 0.05 level of significant indicating that self-awareness contributed significantly to employee performance ( $P=0.001$ ). The null hypothesis states that there is no significant effect of self-awareness on employee's performance in the Local Government system in Plateau State was therefore rejected. This means that self-awareness significantly influenced employee's performance.

Finding in the current study is consistent with the works of Olannye (2014), who found that self- awareness as a dimension of emotional intelligence exhibited the strongest direct effect on employee's performance. Similarly, Jimoh, Raji, & Oyeniran (2012) found that self-awareness has a positive impact of employee's performance.

**Hypothesis 2:** The result revealed that the regression coefficient of relationship management in the estimated regression line is .130 which indicates that 13% variability change of employee's performance was accounted for by relationship management. The value of the  $t - statistics$  of relationship management.

The value of the calculated ( $t_{cal} = 2.610$ ) was greater than the tabulated  $t - statistic$  ( $t_{tab} = 1.96$ ) meaning that relationship management greatly have an impact on employees



performance ( $P = 0.010$ ). The null hypothesis which states that there is no significant impact of the relationship management on employee's performance among Local Government workers in Plateau State is rejected.

The alternative hypothesis is accepted. This implies that the relationship management significantly impact employee's performance. This present study supports the findings of Ahmad, Sabir, Rahman, Khosa and Khan (2016) who found that relationship management enhances employee's performance.

**Hypothesis 3:** The result revealed that the regression coefficient of social awareness in the estimated regression line is .231 (see table 4) which indicates that 23.1% of variability change of employee's performance was attributed to social awareness. The value of the calculated  $t$  – statistic of social awareness contributed significantly to the employees performance ( $P = 0.000$ ). The null hypothesis that there is no significant impact of emotional intelligence on employee's performance was therefore rejected. This shows that social awareness influence employees' performance. This finding is in line with the work of Shahzad, Sarmand, Abbas & Khan, (2011) their finding revealed that social- awareness is positively related to employee's performance.

**Hypothesis 4:** The result showed that the regression coefficient of self-management on the estimated regression line is .142 (see table 4). This indicates that 14.2% variability change of employees' performance was attributed to self- management. The value of the calculated  $t$  – statistics of employees self-management ( $t_{cal} = 2.514$ ) was greater than the tabulated statistics of ( $t_{tab} 1.96$ ) indicating the employees self- management performance. The null hypothesis was therefore rejected and alternative hypothesis was accepted, this means that self-management has a significance impact on employees performance. This position is in tandem with the works of Ekpenyong, Akpan, and Usoro (2015) and Malachy, Sabo and Abu-Abdissamad, (2016). They found a positive relationship between self-management and employees performance.

## CONCLUSION AND RECOMMENDATIONS

### Conclusion

Based on the outcome of the impact of emotional intelligence on employees' performance in local government administration in Plateau State we found that self-awareness, self-management, social awareness and relationship management all have positive and significant relationship with employees' performance. Findings also identifies that emotional intelligence is an important variable that creates awareness, help employees' to learn from others, share knowledge, and creates trust and concerns for others.

After a review of the literature on emotional intelligence and employees' performance in Local Government system in Northern Nigeria, no reference to this research could be found. This research therefore adds a new dimension to emotional intelligence and employee performance as this research looks at Local Government System in Plateau State. This research further contributes to the arrays of findings of resulting to the relevance of these concepts in Nigeria context.

### Recommendations

Based on the findings arrived at, the study recommends the following:

1. The Local Government Areas in Plateau State in conjunction with Local Government Commission should organised workshops, seminars, and other sensitization programme for the staff of the local government council, this will help to inculcate on them the need and relevance of emotional intelligence to life activities.

2. Local Government Service Commission should try to incorporate the assessment of emotional intelligence applicant they want to employ during recruitment exercise. This will help the local government system to filled with employees' high sense of efficacy and thereby increase the performance of workers.
3. Furthermore, since the study survey the Local Government Administration in Plateau State. The findings will only be limited to the Local Government Administration. Thus, a replication of this study is suggested on wider scope both in context and location so as to validate the generalization of the findings

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