

Emotional Intelligence and Managers' Performance in Bayelsa State Civil Service



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ABSTRACT; The discourse on EI and employee work outcomes has taken up a lot of shelf space in recent times, as indicated in the extant literature. The study primarily investigates the relational outcome between emotional intelligence and managers in Bayelsa state civil service. The study is cross-sectional in nature which reflects on multiple government ministries. Questionnaire was adopted as the main instrument for data collection, and the data collected was descriptively analyzed, while the Spearman rank order correlational coefficient was adopted to quantify the empirical relationship between the study variables. The findings of the study are: self-awareness relates significantly with innovativeness, and self-awareness relates significantly with timely delivery. The research discovered a substantial relationship between self-awareness and innovativeness as a performance measure. Therefore, to enhance self-awareness competencies, managers of companies should do a better job of raising awareness of the significance of self-awareness among their personnel, particularly among the managers.

KEYWORDS: Emotional Intelligence, Managers, Self-awareness.

INTRODUCTION

Salovey and Mayer (1990) defined emotional intelligence (EI) as a component of social intelligence (SI) that covers an individual's capability to perceive and differentiate between their own cognitive and affective states, as well as the ability to use this information to govern their cognitive processes. EI is a subset of social intelligence. EI was defined by Serrat (2017) as a person's capacity to manage, assess, and identify the emotions of themselves, others, and groups. It includes a wide variety of capacities, capabilities, skills, and the individual's own perceptions of their aptitudes. EI is defined by Drigas and Papoutsis (2018) as a person's ability to recognise, identify, and effectively employ emotions in order to communicate successfully, deal with stress, overcome challenges, demonstrate empathy, handle conflicts, and find solutions to issues.

According to Mount et al. (2005), EI is considered to be an essential set of abilities that has a big impact on the workplace. This is due to the fact that persons who possess EI are able to pay attention to their emotional capabilities. During the course of interpersonal encounters, people have the potential to perceive the emotions and sentiments of their counterparts and, as a result, to respond in an appropriate manner to the situation at hand. This skill helps to build a positive climate within the firm, which is beneficial overall. It has been discovered that the development of EI has an effect on employees' responses to change. Individuals that have a low level of emotional control, as described by Sancoko, Setiawan, and Troena (2019), have a tendency to have unfavourable reactions towards changes that are being presented. On the other hand, those who have a high EI and are skilled at making effective use of their feelings have a tendency to view change as an exciting new challenge.

The term "EI" (EI) comes from the work of Kaur and Hirudayarai (2021), who define it as the capacity to make efficient use of both one's cognitive and emotional capabilities simultaneously. The relatively low level of EI that is displayed by the labour force is one issue that calls for consideration. Significant socio-economic repercussions, as well as a sense of social isolation, have arisen as a direct result of the adoption of the lockdown measures. This is due to the requirement for adults to work remotely in order to reconcile the responsibilities of their professional lives with those of caring for their children. The current research sheds light on the challenges that individuals experience in terms of their mental and physical health, which ultimately results in major shifts in their typical daily activities. People can experience a variety of challenges in their lives, including depressive disorders, anxiety, inability to sleep, reduction in immunity, and panic attacks. The findings of several investigations (Nicomedes & Avila, 2020) lend credence to this assertion.

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Problem Statement

In today's world of occupational effectiveness EI is a topic that is of the utmost significance in terms of relation to job performance. Performance has become an essential criterion to consider when evaluating the effectiveness of a company or organisation.

Employees are able to improve their resiliency, motivation, understanding, rationality, dealing with stress, communication, and proficiency in interpreting and negotiating a variety of social contexts and disputes within the workplace by developing their EI, which acts as the junction between cognition and emotion.

Employees frequently lack the ability to properly identify, utilise, interpret, manage, and regulate their emotions, as has been seen. This is a common problem in the workplace. This insufficiency can result in a loss in proactivity, untamed emotional outbursts, impulsive reactions, inefficient communication, lost self-assurance, and impaired credibility, all of which can negatively impact professional performance. Additionally, this deficiency can result in a diminished sense of credibility.

According to Lee and Ok (2012), managers are obligated to make judgements that are in accordance with rules and regulations, and they must use reasonable thought as the foundation for their actions. Because management pays inadequate attention to the emotional behaviour of employees, there is a greater risk of increased occupational stress and turnover. This, in turn, causes people to be dissatisfied with the jobs and less loyal to the organization's efforts to achieve its performance goals. Employees' inability to properly fulfil the obligations they have been given and add to the reaching of the organization's goals is being negatively affected by the unfavourable influence of uncontrolled emotions.

Objectives

This paper is to examine the relationship between emotional intelligence and managers in Bayelsa state civil service. The specific objective includes to;

1. Determine if self-awareness correlates with innovativeness.
2. Assess the link between self-awareness and timely delivery.

Questions

1. How does self-awareness relate with innovativeness?
2. Does self-awareness relate significantly with timely delivery?

Hypotheses

H₀₁: Self-awareness does not relate significantly with innovativeness.

H₀₂: Self-awareness does not relate significantly with timely delivery.

LITERATURE REVIEW: THE CONCEPT OF EMOTIONAL INTELLIGENCE

According to Serrat (2017), EI is the ability to grasp your feelings and those of others and of a group, and to respond in an appropriate manner to all of them. A talent, skill, or personal aptitude is one of the basic components of EI. EI is defined by Drigas and Papoutsi (2018) as the capacity to "understand, locate, and properly deploy emotions with the goal to converse effectively, modulate tension, overcome obstacles, display empathy, resolve disputes, and resolve issues." EI is also referred to as EI. According to the definition provided by Kaur and Hirudayarai (2021), having a strong EI means being able to make effective use of both one's rational and empathetic capacities. According to Goleman (2015), those who have EI are noticeable in everyday settings. People with high EI are able to keep their thoughts from straying off while they are under pressure because they are self-motivated, resilient in adversity, in control of their impulses, and able to manage their emotions. The trait model proposed by Lopez-Zafra et al. (2012), viewed EI as a person's personality comprised of a set of attitudes and self-perceptions of their own feelings and experiences.

According to Mayer, et al. (2016), EI is about more than just being able to recognise and control your emotions; it also entails being able to use your emotions to your advantage in a range of settings. Mayer, Caruso, and Salovey claim that EI is more than just being able to recognise and manage your emotions. According to Checa and Fernandez-Berrocal (2019), saw EI as the capacity to assess info through the detection, comprehension, and managing own emotions and those of other people. Robbin and Judge (2015) describe EI as the capacity to evaluate one's own emotional condition as well as the emotional states of other people, to comprehend the significance of emotions, and to exercise consistent control over one's own emotions over the course of one's lifetime.

Payne first used the term EI in 1985 to characterise a person's capacity to recognise and control both negative and good feelings, such as rage, grief, and happiness (Payne on Kambiz & Majid, 2013). EI was first intended to describe a person's ability to handle adversity. The two researchers Salovey and Mayer (1990) were the first to isolate EI from IQ as a distinct notion. EI is a subtype of SI that, according to their definition, involves being aware of one's own and other people's emotional states and being able to manage those states through self-reflection and conscious effort. In their academic research on EI, Maria and Ioanniss suggest that Sakovey and Mayer have extended their theoretical framework by conceiving of EI as a holistic construct that integrates a wide range of talents. This is something that Maria and Ioanniss say Sakovey and Mayer have done. EI, or EI, is described as "an

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individual's ability to correctly interpret, assess, and communicate emotional states" (Mayer & Salovey, 1997). This definition was developed in 1997. EI also encompasses the generation of emotions that are helpful to cognitive processes, the comprehension of emotional states and knowledge, and the regulation of emotions to facilitate the development of both emotional and intellectual capacities.

Self-Awareness

It is not possible to place an adequate amount of emphasis on the significance of EI in the workplace. Hassan Jorfi's research on what makes an individual effective in the workplace over the past quarter of a century resulted in the identification of a set of characteristics that he referred to as "workplace intelligence." (Lynn on Jorfi, Jorfi, & Moghadam, 2010) Thanks to the quantitative data on performance that was employed in these studies, we now have a stronger understanding of EI (EQ). (Wolfe & Caruso, 2004; Jorfi, 2010). Research has shown that an individual's emotional state can provide useful information for management and productivity. Jorfi's argument is based on a meta-analysis of research involving over 500 businesses from all over the world that was conducted by Goleman (1998). He contends that putting an emphasis on EI is essential for professional success in any industry. He is of the opinion that those individuals who have the greatest EI ratings will rise to the top of any company. One more important result from these investigations is the existence of exceptional workers. Exceptional workers typically excel in comparison to their contemporaries in terms of EI. Research conducted by Goleman and Jorfi (2010) indicates that EI is twice as important to professional achievement as intellectual capacity (IQ) or technical expertise. People require a wide range of EQ abilities in order to be successful in the workplace. For example, salespeople need to be able to assess the customer's mood in order to determine whether or not to make a sales pitch. This requires strong social skills. On the other hand, pursuits such as professional painting and tennis call for more internal sources of self-discipline and motivation. Therefore, implementing EI at work has far-reaching implications. Research comparing the EI (EQ) training received by men and women has produced some extremely fascinating findings. According to the findings presented by Goleman (1998), "men and women seem equally able to increase their EI." Stein reportedly examined the EI of 4,500 males and 3,200 women, as stated by Murray (1998). He came to the conclusion that even while men are superior in areas such as self-confidence and tolerance to stress, women are superior in areas such as empathy and social responsibility. According to his research (Jorfi, Jorfi, & Karahi, 2010), women and men have the same level of intelligence in terms of EI, but they are successful in a variety of different fields.

Innovativeness

In the professional world, it is essential to make a clear distinction between creativity and innovation. Creativity refers to an individual's capacity for coming up with original and distinctive ideas, whereas innovation refers to an individual's skill in putting those ideas into action, which may involve the introduction of innovative thoughts, resolutions, or methods. Creativity and innovation are both aspects of the same individual. Another essential ability that employees need to have is the ability to manage their time efficiently. Their capacity to divide their time effectively across a variety of responsibilities will be evaluated based on the workload that has been assigned to them and how well it aligns with the organization's long-term goals (Goren, 2018).

Timely Delivery

The appraisal of an employee's output, which is intrinsically connected to the particular tasks that they are responsible for at work, is a pivotal aspects of performance reviews. It is key to know, however, that employee functions and the level of responsibility they are tasked with may influence how this measure is calculated in some public institutions. The availability and ease of access to data for the sake of decision-making are the aspects of the concept of timeliness that are being discussed here (Razali et al. 2022).

Social Exchange Theory of Emotional Intelligence

This is a theoretical framework that explains how individuals make use of their EI to manage social interactions and relationships with other people. According to Frijda and Mesquita (1994) and Keltner and Haidt (1999), positive emotions, such as happiness and appreciation, can encourage the growth of high-quality relationships by signalling a person's willingness to participate in interactions that are beneficial to both parties. According to Graen and Scandura (1987), the relationship-based approach places an emphasis on the significance of leaders establishing and sustaining positive connections with the people they lead by exhibiting trust, respect, and support, among other traits. In the context of leadership, this approach places this emphasis on the fact that leaders should build and maintain these relationships. By doing so, leaders are able to cultivate a sense of loyalty and dedication among their followers, which can, in the long run, lead to higher job satisfaction and performance (Blau, 1964; Foa & Foa, 1974; Homans, 1950).

METHODOLOGY

The paper used the cross-sectional survey design. The present investigation encompasses the entire cohort of ministries within the Bayelsa State Civil Service. The study population comprised of the employees working in the twenty-seven (27) Ministries within the Bayelsa State Civil Service, with a total of 4932 individuals. To distribute the sample size of 370 from the studied Ministries in Bayelsa state which was gotten using Taro Yamane. The researcher gathered primary data through the use of structured questionnaires, which were administered and collected in person to minimize non-response rates. Descriptive statistics, including

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percentages, frequencies, tables, and means, were utilized to analyze the data. The hypotheses were evaluated through the application of the Spearman Rank Correlation Coefficient, utilizing the Statistical Package for Social Science (SPSS) software.

ANALYSIS AND RESULTS

A sum of 299 copies was recovered from the aforementioned quantity. The aforementioned numerical value denotes a comprehensive success rate of 81%. Table 4.1 below illustrates the presentation of the information breakdown.

Descriptive Outcome of Self-Awareness (n = 299)

S/N	Items	Mean	Std. Dev.
1	Individuals who possess a high level of self-awareness tend to exhibit a realistic outlook.	3.5987	1.32837
2	Typically, self-aware employees exhibit a balanced perspective and are not prone to excessive self-criticism or unrealistic optimism.	3.7358	1.13830
3	Self-awareness refers to the ability to engage in introspection and exhibit thoughtfulness.	3.8629	1.20872
4	Individuals who possess self-awareness tend to allocate a specific period to engage in introspection in a tranquil setting.	3.6555	1.28167
5	Individuals who possess self-awareness tend to engage in thoughtful consideration of situations before responding, rather than acting impulsively.	3.7860	3.7860
Grand mean score		3.7278	

Source: Field Survey Data, 2023.

Table 4.3 above presents information on the descriptive results of the self-awareness component of EI. As shown above, the mean scores for self-awareness range from 3.5987 to 3.8629 which are all above the midpoint score of 3.0 with a grand mean value of 3.7278. This suggests the respondents generally agree with the statements used in measuring self-awareness. It follows, therefore, that the respondents possess the self-awareness quality of EI. The low standard deviation scores also indicate that there are insignificant variations in the responses recorded implying that responses cluster around the mean.

Descriptive Outcome of Timely Delivery (n = 299)

S/N	Items	Mean	Std. Dev.
1	Employees arrive for work on time.	4.0903	1.03067
2	Clear guidance in support of unit objectives is given.	3.7793	1.17786
3	Good performance is always recognised.	3.6856	1.27238
4	The current levels of employee productivity within the company have significantly increased since the initial stages.	3.8261	1.29397
5	The current decision-making process within the company is characterized by a high degree of formality.	3.8428	1.22284
Grand mean score		3.8448	

Source: Field Survey Data, 2023.

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Table 4.7 above presents information on the descriptive results of timely delivery as a measure of managers performance. As shown above, the mean scores for timely delivery range from 3.6856 to 4.0903 which are all above the mid-point score of 3.0, with a grand mean value of 3.8448. This suggests the respondents generally agree with the statements used in measuring timely delivery. It follows therefore that the respondents demonstrate performance by delivering tasks promptly as scheduled. The low standard deviation scores also indicate insignificant variations in the responses recorded implying that responses cluster around the mean.

Descriptive Outcome of Innovativeness (n=299)

S/N	Items	Mean	Std. Dev.
1	The company's products exhibit a high level of quality.	3.7057	1.22625
2	The company's service quality is of a high standard.	3.7592	1.19656
3	The level of innovation demonstrated by employees is significant.	3.8696	1.28480
4	Ability to work without supervision is necessary.	3.7659	1.19789
5	The ability to set appropriate priorities for tasks is necessary.	3.6856	1.32154
Grand mean score		3.7572	

Source: Field Survey Data, 2023.

Table 4.8 above presents information on the descriptive results on innovativeness as a measure of managers' performance. As shown above, the mean scores for timely delivery ranges from 3.6856 to 3.8696 which are all above the midpoint score of 3.0 with a grand mean value of 3.7572. This suggests the respondents generally agree with the statements used in measuring innovativeness. It follows therefore that the respondents are innovative in their duties. The low standard deviation scores also indicate that there are insignificant variations in the responses recorded implying that responses cluster around the mean.

CONCLUSION

The discourse on EI and employee work outcomes has taken up a lot of shelf space in recent times, as indicated in the extant literature. The construct is found to be significantly correlated with varying employee outcomes both within and outside the shores of Nigeria. However, whether similar results will be recorded if the construct is correlated with managers' performance, on the one hand, and whether it will be effective among civil servants in Bayelsa State.

The findings of the study are: self-awareness relates significantly with innovativeness, and self-awareness relates significantly with timely delivery.

RECOMMENDATIONS

1. The research discovered a substantial relationship between self-awareness and innovativeness as a performance measure. Therefore, to enhance self-awareness competencies, managers of companies should do a better job of raising awareness of the significance of self-awareness among their personnel, particularly among the managers. Because of this, their levels of confidence and self-efficacy will increase, which will ultimately lead to increased performance on the job. The competencies of improved self-awareness will therefore morph into an expanded capacity for innovation.
2. The research also found a substantial relationship between self-awareness and timely delivery as a measure of performance. For their employees, especially their managers, to be able to create self-awareness competencies, organisational managers should raise employees' and managers' knowledge of the necessity for self-awareness in the workplace. It is anticipated that quicker completion of tasks will occur as a direct result of increased levels of self-awareness competencies

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