



Emotional Intelligence and Organizational Performance

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Abstract

This study examines emotional intelligence's impact on organizational performance with a focus on the impact of emotional intelligence, organizational citizenship behaviour, environmental factors, and job satisfaction on organizational performance. Questionnaires were administered to non-academic staff of the University of Benin, Nigeria with the aid of a survey research instrument. Heteroskedasticity diagnostic test, ordinary least square regression, Cronbach Alpha test, descriptive statistics were used to analyze the data for this study. The empirical results show that job satisfaction positively influences organizational performance at 1% level of significance while emotional intelligence, organizational citizenship behaviour, and environmental factors are positively but insignificantly related to organizational performance. The study, therefore, recommends that management should note that a well satisfactory job impacts positively on organizational performance.

Keywords: Organizational Performance, Emotional Intelligence, Organizational Citizen Behaviour, Environmental Factors, and Job Satisfaction

Paper Classification: Research Paper

Introduction

Emotional intelligence is a psychological and behavioural principle employed to be acquainted with people's behaviours and attitudes, management styles and quality, interpersonal skills, and capacity in carrying out their assigned roles and responsibilities (Zintz, 2013). Emotional intelligence are the tools used for the planning and management of organizational human resources in the area of job selection (Bharwaney, Baron & Mackinlay, 2011). Besides, Mayer, Salovey, and Caruso (2000) are of the view that emotional intelligence refers to the capability to perceive as well as express emotions towards understanding and regulating the activities of the organization for improved organizational performance. Omobude and Umemezia (2020) posit that emotional intelligence is very critical in the area of organizational performance.

In other words, emotional intelligence is based on individual feelings and emotions for others for self-motivation in relationship to others within the immediate and competitive business environment (Mahmood, Samaneh & Afeteh, 2012). Therefore, this tendency to promote the

activities of an organization to attract, develop, motivate and maintain a high-performance workforce is human resources management marked with personnel management which is applied to operational techniques (Armstrong, 2006). Also, management is a process of setting an organizational goal and deciding what activities and resources to contribute in terms of coordinating, guiding, and encouraging the cooperative work of other people to meet the desired objectives and goals of the organization. Hence, human resource management is seen as the organization and mobilization for the achievement of identified objectives in the organization (Khan, 2010).

Oriarewo, Agbim, and Zever (2014) examined the link that exists between emotional intelligence and performance of the organization in the hospitality industry of Makurdi, Benue State Nigeria. The study revealed that entrepreneurial performance is significantly influenced by emotional intelligence.

Shimazu, Shimazu, and Odahara (2004) opined that employees are likely to achieve positive change given their level of personal morale and the morale of others for better organizational performance and job satisfaction using their emotional intelligence skills. Meanwhile, in organizational settings, there is social interaction between one another pursuing organizational objectives and goals (Yao, 2009). Therefore, the interaction between customers, suppliers, employees, and employers are based on emotions and behaviours. On the contrary, when the employee has a low level of emotional intelligence, he/she will lack the feelings and proper evaluation of their working role to achieve higher performance. Based on the foregoing, the study looked at the emotions, attitudes, and behaviour of employees and others and how these interactions can yield positive returns to the organization. The study contributes to existing knowledge through the administration of a structured questionnaire with the aid of a survey research design to measure emotional intelligence quotient variables and organizational performance.

Objectives of the Study

This study's broad objective is to investigate the relationship that exists between organizational performance and emotional intelligence. However, the specific objectives are as follows:

- (i) evaluate the impact of emotional intelligence on organizational performance.
- (ii) scrutinize organizational citizens' behaviour effect on organizational performance.
- (iii) examine the effect of environmental factors on organizational performance.
- (iv) ascertain the result of job satisfaction on the performance of organization.

Research Hypothesis

The following hypotheses were stated in the null form for this study:

- H1: Emotional intelligence has a significant positive impact on organizational performance.
- H2: Organizational citizens' behaviour has a significant positive effect on organizational performance.
- H3: Environmental factors have a significant positive effect on organizational performance.
- H4: Job satisfaction has a significant positive effect on organizational performance.

Literature Review

Conceptual Review

Organizational Performance

Performance in organization is a human resource concept. It is the total achievement of a business organization captured in terms of the volume of stock turnover, profitability, customers, and market share (Olanipekun, Obioro, Akanni, Arulogun & Rabi, 2015). Human levels of performance are weighed against the activities for achieving the desired organizational standards. Amadi and Ndu (2018) assert that organizational performance is a medium of assessing, observing, monitoring, reporting, and evaluating performance. Iravo, Ongori, and Munene (2013) opined that corporate performance is based on the success level of the business organization. While Nzuve and Nyaega (2012) asserted that corporate performance is a strategic management fulcrum that has to do with the strategic unit of the business involved in thinking about defining and measuring performance. Therefore, the organizational capability is the main source of generation and development of competitive advantage for employee skills and abilities (Barney, 1991). Organizational characteristics and employee characteristics such as abilities, complex routines, best practices, core competence, collective skills, or organizational capabilities are geared towards organizational performance (Kemboi, 2013). Awino (2011) cited in Olanipekun, Obioro, Akanni, Arulogun & Rabi (2015) believes that a successful organization is likened to a high rate of profit level and returns among the functional heads in organizations.

The measurement of corporate performance is a critical factor for top management responsible for strategic decision-making and operations in general. Given that there are complexities in the competition as well as market dynamics in various organizations coupled with difficulties encountered in accessing financial data of some organizations, numerous studies employ a survey-based approach to measure the level of performance, depending on the perception of manager or owner of the business who is responding to the survey (Justin, Bell, Payne & Kreiser, 2010).

The measurement of organizational performance is heavily dependent upon environmental constraints such as competitors, technology and innovation-driven, and environmental conditions (humidity, heat, dust, noise, light, and smell) in an organization (Kahya, 2007). Indiatsy, Mwangi, and Mandere (2014) examined the impact of Porter's five forces on organizational performance using the data of the banking industry in Kenya. The study showed that the organization's overall revenues, revenue growth, and market outcomes are improved through the utilization of various techniques. In this study, a research instrument (Questionnaire) was used in the measurement of organizational performance.

Emotional Intelligence

Measuring emotional intelligence is very critical in appraising the level of individuals which eventually brings about the success of the organization (YengKeat, 2009). Emotional intelligence is defined by Zintz (2013) as a way of providing a new way to understand and examine the behaviour of people, leadership styles, attitudes, interpersonal skills, and potential. The concept of emotional intelligence brings about the ability to understand, regulate, coordinate, and advance emotional and intellectual growth. Kedri (2001) sees emotional intelligence as a process of creating a balance between individuals. In the organizational setting, emotional intelligence is applied in employee selection, employee development, teamwork, and organization performance. Jorfi, Jorfi, and Moghadam (2010) see emotional intelligence as an effective understanding of oneself about a

good relationship with other people and interaction among people in the business environment. Hence, it is the ability and capability to effectively understand and enhance emotions. Bharwaney, Baron and Mackinlay, (2011) state that emotional intelligence is a vital tool in the planning of human resources, job description, job evaluation, recruitment, interviewing and selection, customer relations, customer service, and management development in an organization for effective performance. However, Hee Kim (2010) views emotional intelligence as technical know-how about the emotions of individuals and the ability to manage these emotions. The complete knowledge of other people's emotions creates a personal relationship with people around the working business environment. Hence, emotional intelligence adequately describes the ability to coordinate and manage one's feelings as well as the ability to perceive an event in the right direction, acting perception of people, and empathizing with others (Winarno, 2008).

Organization Citizen Behaviour

Organizational citizenship behaviours deal with the willingness of individuals to cooperate in a workplace or organizations (Barnard, 1938). However, cooperation is a voluntary service with no reward to improve the organization even at the detriment of one's interests. Rashidah, Mazuri, Noorul, Aziz, and Munir (2016) add that organizational citizenship behaviour is the organizational tool employed to improve the effectiveness and efficiency of the organizations at a low cost. Ingrams (2018) assert that organizational citizen behaviour in public organizations creates an unclear and fragmentary picture of the causes, mechanisms, and consequences that affect the general incentive structures, environments, and missions of public organizations.

Behavior is the willingness of the employees to carefully carry out organizational duties and obligations toward achieving organizational goals (Bambale, 2011). Besides, Konovsky and Organ (1996) carried out a study on the determinants of organizational citizenship behaviour. A self-administered questionnaire was distributed to hospital employees for the collection of primary data for the analysis. The results showed that organizational citizenship behaviour has a significant relationship with job satisfaction which leads to organizational performance.

Environmental Factors

The environment is the summation of physical factors, political factors, economic factors, religious factors, social factors, and institutional factors which are relevant to the organization in terms of setting goals and achieving or attaining them during decision making (Adeoye & Elegunde, 2012). The environment is explained by Osuagwu (2001) as the summation of all factors influencing and determining the success or the performance of the organization. The environment can also be a conglomerate of non-tangible and tangible factors that enhance the success of organizations. The environment is made up of economic values, political values, social values, educational, legal, demographic, behavioural, natural resources, natural environment, and technological factors which are the life wire of the business organizations (Asheghian & Ebrahimi, 1990). Otokiti and Awodun (2003) think that Nigerian companies have to pay much attention to their operating business environments in terms of policy formulating and implementing for the survival and growth of the organizations. However, environmental factors bring about environmental uncertainty rounding the management of corporate organizations executives. The chief executive officers in quoted companies lack some basic information that can generate all the possible alternatives or consequences in the organizations (Alkaraan & Northcott, 2006). The management of corporate organizations has taken into consideration the power potential power of the political environment as a legal framework where the organization operates via laws and regulations guiding the operations of the organization. The presence of political stability

gives the business environment for smooth running of its operations (Ogundele, 2005). In other words, the economic environment is a platform that determines the opportunities and strengths of the organization in the expansion of the economy (Ogundele, 2005). Environmental factors are divided into both internal factors and external factors. Marcus, (2011) defines the internal environment of an organization to be made of the strengths and weaknesses of the organization. The organization's internal factors are controllable by the organization because it is internal to the organization, but the external environment is nevertheless uncontrollable by the organization which is made up of the micro and macro environments. Micro external factors of the environment consist of competitors, the potential entrants of business and consumer's substitution product producers while macro external environment factors consist of demographic, technological, economic, social and cultural, global, natural/ecological, political and legal (Nnamani & Ajagu, 2014).

Job Satisfaction

This is a pre-requisite for employees' performance in any business. Fasihzadeh (2012) believes when the organization's goals are clear and when the employees of the organization immensely participate in the decision-making process, it leads to job satisfaction. This gives employee fulfillment and a sense of security. It will ultimately lead to a reduction in absenteeism and employee turnover as well as enhanced employee commitment (Nausheen & Lin, 2012). Oshagbemi (2000) adds that job satisfaction elicits an emotional response on the part of an employee. He places a higher value on the job role leading to more than the expected outcomes of the job. This view was also adopted by Armstrong (2009). Kadiri and Amadasun (2020), opine that job satisfaction is an employee's optimistic feeling about their job.

More so, Sweeny and Mcfarln (2002) believe that job satisfaction results from the psychological comparison of the various perspectives of the job such as workload, pay, and autonomy as measured against the employee's expectations, prompting such satisfied workers to put in their best in the operations of the organization, ultimately leading to overall efficiency in the organization. In other words, job satisfaction describes employees' favourable perceptions about their job (Gumato, 2003).

Theoretical Review

Therefore, the following theories that will relate to the study are discussed below;

The Mayer and Salovey Model of Emotional Intelligence

Mayer and Salovey (1997) model of emotional intelligence is usually referred to as discrete mental abilities or branches. These branches are classified as emotional intelligence (understanding of emotion, perception of emotion, management of emotion, and use of emotion to facilitate thought). The model of Mayer and Salvey of 1997 is based on the principle of psychology. The first branch of the emotional intelligence of psychology is the ability to practically differentiate one's emotions from others. It signifies the ability of an individual to identify the emotions of other people in terms of artworks, objects and sound, appearance, color, language, and behavior. They view the use of emotion as a means to nurture emotions to enhance cognitive activities (problem-solving, reasoning, and interpersonal communication). However, it means the ability to think fast in problem-solving with practical reasoning. In the area of understanding one's and other emotions, it will assume having a body language of emotions thereby decoding the antecedents of emotions about one's sadness or joy. Meanwhile, the reflection and regulation of emotions is

simply the ability to coordinate, manage, prevent, reduce, enhance and modify the emotional impulse of one and that of others (Mayer & Salovey, 1997).

The Resource-Based Theory

This theory embraces the role of organizational economics and strategic management in a given organization (Barney, 1991). Resources are viewed as heterogeneous. Such resources are assumed to be imperfectly mobile in the short run, though they might gain more mobility in the long run due to the competitive nature of the market.

Empirical Review

Empirical reviews anchor on prior studies that reveal positive, negative, or no impact on the subject matter under study. Therefore, some of the empirical reviews are the work of Sofiah and Mohd (2012) who investigated the impact of leadership, organizational commitment, and organizational justice relationship with the organizational citizenship behaviour in Malaysia. Results reveal that organizational performance and organizational citizenship behaviour were positively and significantly related.

Adeoye and Elegunde (2012) opined that the external business environment has a significant impact on organizational performance using data from the food and beverage industry in Nigeria. This means that a good business environment would significantly influence the effectiveness, efficiency, and improved the sales margin of the organization.

Kirinyet and Gachunga (2013) investigated the impacts of job characteristics on employees' performance in the Kenyan public sector. The study employed a descriptive research design in collecting data from 506 personnel consisting of senior management, middle management, lower management, and staff of the public sector. They found there is a significant relationship between skills and abilities due to employee participation in the decision-making process and organizational performance. This means that constant involvement of employees in the decision-making process improves their skills and abilities thereby increasing the performance of the organization or establishment.

Ahmad, Shahzad, Waheed, and Khan (2014) conducted a study to establish the relationship between employee job performance and high involvement management, and overall impact on job satisfaction in Pakistan. Their empirical evidence revealed a strong correlation between high employee involvement in management decision-making with organizational performance. It also documented a significant relationship between organizational performance and employee job satisfaction. This in other words means that the frequent employee involvement in the decision-making process in an establishment significantly leads to increased organizational performance.

Oriarewo, Agbim, and Zeven (2014) studied emotional intelligence influence on entrepreneurial performance in the Benue State hospitality industry. The study used a simple random sampling technique and an ex-post-facto research design in administering the structured questionnaire to the selected respondents in the hospitality industry. The results documented that emotional intelligence is related significantly to entrepreneurial success. It means that a high rate of emotional intelligence would bring about improved entrepreneurial performance.

The research study of Kinyua-Njugun, Munyoki, and Kibera (2014) investigated how the performance of community-based HIV and AIDS organizations were affected by the internal organizational environment in Nairobi, Kenya. Using the survey research design where 163

organizations were sampled, evidence emanating from the above study showed that the performance of the organization is significantly affected by the existence of internal environment factors in terms of effectiveness, efficiency, relevance, and financial viability.

Nnamani and Ajagu (2014) administered a questionnaire for the collection of primary data from the employees of Juhel Company limited, Emene in Enugu state in a bid to study the relationship between organizational performance and environmental factors in Nigeria. The results showed that poor motivation, unhealthy work environment, high cultural interference, and lack of innovation negatively influences the performance of the Juhel Company.

Ridwan and Ina (2015) examined the influence that the business environment exerts on organizational performance. Their finding revealed that the influence is significant. The study concluded by suggesting that the business environment variable is a key determinant of organizational performance.

Rashidad, Mazuri, Noorul, Aziz, and Munir (2016) studied organizational citizenship behaviour evaluation in Malaysia and documented that organizational citizenship behaviour helps to promote high job performance with improved customer satisfaction.

In Nigeria, Konye, Solomon, Hamilton, and Ogor (2017) studied the effect of leaders' emotional intelligence on subordinate job satisfaction in five selected banks in Nigeria and found out that social awareness skills of leaders significantly affect subordinates' job satisfaction and work attitude and relationship management skills in Nigeria's banking sector. This implies that a high level of employee's social awareness as a dimension of emotional intelligence significantly enhances the organization performance of the bank through improved job satisfaction.

Similarly, Gontur and Dekom (2017) studied the impact of emotional intelligence on the performance of local government employees in the Plateau State of Nigeria with a sample of 240 respondents of the local government staff and regression results showed that self-awareness, self-management, social awareness, and relationship management had a significant positive impact on performance.

Dinka (2018) carried out a study on the relationship between employees' performance and organization citizen behaviour in Ethiopia and revealed that altruism, conscientiousness, civic virtue of organization citizen behaviour exerted a positive and significant relationship with employee performance. Kolawole and Mjoli (2019) study in Nigeria revealed that a good development of emotional intelligence significantly enhances organizational performance.

Methodology

The methodology describes the research problem, the research process, and the methods of data collection. It makes it possible to develop the process in which facts are placed so that there are meaningful and vivid results (Molloy, 2016). Therefore, this study employs a survey and descriptive research will be employed by the researcher.

The non-academic staff in the Faculties of Arts, Agricultural Science, and Management Sciences make up the population of the study. The sample size was reached using the formula: $n = \frac{N}{1+Ne^2}$ (Yamane, 1967); where "N is the population, n is the sample size, and e represents the chance allowed for error or the level of significance". The total number of non-academic staff in Faculty of Management Sciences was 17, Banking was 9, Accounting was 5, Business Administration

is 7, Faculty of Art was 19, English and Literature was 7, Foreign Languages 11, History and International Studies was 6, Philosophy and Religion were 9, Linguistic and Africa Language was 7, Faculty of Agriculture was 27, Agricultural Economics and Extension Services were 8, Animal Science was 12, Crop Science was 5, Agriculture and Fisheries Management were 9 and Forestry Resources and Wild Life was 10 and all were 168 non-academic staff (Dean's Office Report, 2018). Consequently, the total population size for the study was 168. Given the population size and an assumed significance level of five percent (5%);

The sample size is computed as:

$$\begin{aligned} n &= \frac{168}{1+168(0.05)^2} \\ &= \frac{168}{1.42} \\ &= 118 \end{aligned}$$

Therefore, 118 were randomly selected as the sample for the study. The research instrument for the study is a questionnaire.

Model Specification and Measurement of Variables

The variables that were used in this study were obtained from the items in the questionnaire. The four explanatory variables regressed against organizational performance are emotional intelligence, organizational citizen behaviour, environmental factors, and job satisfaction. Regression analysis was employed in data analysis of the data. The model specification is stated below:

$$\text{OPRF} = \alpha + \beta_1 \text{EMI} + \beta_2 \text{OCB} + \beta_3 \text{ENF} + \beta_4 \text{JOBS} + \varepsilon$$

Where:

OPRF = Organizational Performance

EMI = Emotional Intelligence

OCB = Organizational Citizen Behaviour

ENF = Environmental Factors

JOB = Job Satisfaction

α = intercept

ε = Errors

The research questions of the study were based on the items connected with the study. These instruments were constructed on the five-point Likert scale while Cronbach's Alpha value of 0.70 above was used to test the reliability. The significant impact of the given variables were test by multiple regressions techniques with the help of EViews 8.0 econometric software and Alpha test carried out using the 21.0 version of Statistical Package for Social Sciences (SPSS).

Findings and Discussions of Results

The data were analyzed by employing the Cronbach Alpha test to conduct the reliability test for the structured questionnaires. The table below presents the results obtained.

Table 1: Reliability Test

VARIABLE	CRONBACH'S ALPHA	NO OF ITEMS
Organizational Performance	0.750	6
Emotional Intelligence	0.710	6
Organization Citizenship Behaviour	0.717	6
Environmental Factors	0.721	3
Job Satisfaction	0.742	3

Source: Author's Computation

The range of reliability for the items' internal consistency was from 0.710 to 0.750. The highest reliability internal consistency result was organizational performance (0.750) followed by job satisfaction (0.742), environmental factors (0.721), organizational citizenship behaviour (0.717), and emotional intelligence (0.710). This shows that all the variables of the Cronbach Alpha test exceed 0.70. The internal alpha which is between 0 and 1 were considered to be good and this constitutes the other main variables. Therefore, the result was acceptable and that this reliability analysis were well-established.

Multiple regression techniques were adopted to test for the significance of individual variables and Table 2 present the results:

Table 2: Multiple Regression Results

Variable	Coefficient	t-Test	P-Value
C	2.0047	3.2482	0.0016
EMINT	0.0812	0.7981	0.4267
OCB	0.0979	0.8758	0.3832
ENVF	0.0018	0.0212	0.9831
JSAT	0.2026	3.1631	0.0021

R-Square = 0.108201

Adjusted R-Square = 0.072529

F-Statistic = 3.033207

Prob(F-Statistic) = 0.020904

Source: Author's Computation

It would be observed from Table 2 that the coefficient of determination (R^2) value is 0.108201 indicating that about 11% of the systematic variations in organizational performance are explained jointly by the independent variables. The error term captured the remaining 89%. This shows that the overall model is a good statistical prediction. The value of the F-statistic of 3.033207 and its associate value of 0.020904 indicates a significant linear relationship among the variables. From the given hypotheses formulated, it would be revealed from the above results that emotional intelligence and organizational citizenship behaviour (EMINT) has an insignificant positive impact on organizational performance (OPRF). The findings were contrary to the findings of Kolawole and Mjoli (2019), Gontur and Dekom (2017), and Oriarewo, Agbim, and Zever (2014) that emotional intelligence significantly influences organizational performance. The model of Mayer and Salvey (1997) added that emotion enhances cognitive activities thereby influencing organizational performance. This, therefore, suggests that the hypothesis emotional intelligence behaviour has a significant impact on organizational performance be rejected. Organizational citizenship behaviour (OCB) has an insignificant positive impact on organizational performance (OPRF). The finding was contrary to the findings of Dinka (2018) and Rashidad, Mazuri, Noorul,

Aziz, and Munir (2016) that organizational citizenship behaviour significantly influences organizational performance. This, therefore, suggests the hypothesis that organizational citizenship behaviour has a significant impact on organizational performance be rejected. Environmental factors (ENF) and organizational performance (OPRF) were positively and significantly related. This finding was contrary to the findings of Ridwan and Ina (2015). This, therefore, suggests the hypothesis that environmental factors have significant influences on the performance of the organization be rejected. Job satisfaction (JOBS) has a significant positive effect on organizational performance (ORGP) at a 1% level of significance. This in other words means that a satisfying job would positively impact the performance of the organization, thus confirming the findings of Konye, Solomon, Hamilton, and Ogbor (2017) and Ahmad, Shahzad, Waheed, and Khan (2014). This, therefore, suggests that the hypothesis job satisfaction has a significant influence on the performance of the organization be accepted.

Conclusion and Recommendations

As seen in the study, the concept of emotional intelligence is the tendency for recognizing individual emotions and feelings of others for self-motivation in relationship to others within the immediate and competitive business environment. Emotional intelligence helps to create a balance between individuals seen intellectually, emotionally, physically, and spiritually. In the organizational setting, emotional intelligence is applied in employee selection, employee development, teamwork, and organization performance. Performance is the efficiency of managers in maximizing the resources of the organization to meet the set goals of the organization and satisfying all the stakeholders. Organizational performance is built upon individual employee characteristics such as skills and ability, morale, commitment to the job, motivation, and support in a given work environment.

The following policy recommendations were made:

- (i) The study recommended that management should note that a well satisfactory job impacts positively on organizational performance.
- (ii) The study, therefore, recommended that high organizational citizenship behaviour would positively influence organizational performance.
- (iii) The study also recommends that the needs of the workers should be considered by management as this will significantly enhance organizational performance.

Limitation

The study is limited in scope. The study only sampled non-academic staff while the exclusion of academic staff of the University of Benin, Nigeria might affect the generalization of the result.

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Emotional Intelligence and Organizational Performance

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Abstract

This study examines emotional intelligence's impact on organizational performance with a focus on the impact of emotional intelligence, organizational citizenship behaviour, environmental factors, and job satisfaction on organizational performance. Questionnaires were administered to non-academic staff of the University of Benin, Nigeria with the aid of a survey research instrument. Heteroskedasticity diagnostic test, ordinary least square regression, Cronbach Alpha test, descriptive statistics were used to analyze the data for this study. The empirical results show that job satisfaction positively influences organizational performance at 1% level of significance while emotional intelligence, organizational citizenship behaviour, and environmental factors are positively but insignificantly related to organizational performance. The study, therefore, recommends that management should note that a well satisfactory job impacts positively on organizational performance.

Keywords: Organizational Performance, Emotional Intelligence, Organizational Citizen Behaviour, Environmental Factors, and Job Satisfaction

Paper Classification: Research Paper

Introduction

Emotional intelligence is a psychological and behavioural principle employed to be acquainted with people's behaviours and attitudes, management styles and quality, interpersonal skills, and capacity in carrying out their assigned roles and responsibilities (Zintz, 2013). Emotional intelligence are the tools used for the planning and management of organizational human resources in the area of job selection (Bharwaney, Baron & Mackinlay, 2011). Besides, Mayer, Salovey, and Caruso (2000) are of the view that emotional intelligence refers to the capability to perceive as well as express emotions towards understanding and regulating the activities of the organization for improved organizational performance. Omobude and Umemezia (2020) posit that emotional intelligence is very critical in the area of organizational performance.

In other words, emotional intelligence is based on individual feelings and emotions for others for self-motivation in relationship to others within the immediate and competitive business environment (Mahmood, Samaneh & Afeteh, 2012). Therefore, this tendency to promote the



activities of an organization to attract, develop, motivate and maintain a high-performance workforce is human resources management marked with personnel management which is applied to operational techniques (Armstrong, 2006). Also, management is a process of setting an organizational goal and deciding what activities and resources to contribute in terms of coordinating, guiding, and encouraging the cooperative work of other people to meet the desired objectives and goals of the organization. Hence, human resource management is seen as the organization and mobilization for the achievement of identified objectives in the organization (Khan, 2010).

Oriarewo, Agbim, and Zever (2014) examined the link that exists between emotional intelligence and performance of the organization in the hospitality industry of Makurdi, Benue State Nigeria. The study revealed that entrepreneurial performance is significantly influenced by emotional intelligence.

Shimazu, Shimazu, and Odahara (2004) opined that employees are likely to achieve positive change given their level of personal morale and the morale of others for better organizational performance and job satisfaction using their emotional intelligence skills. Meanwhile, in organizational settings, there is social interaction between one another pursuing organizational objectives and goals (Yao, 2009). Therefore, the interaction between customers, suppliers, employees, and employers are based on emotions and behaviours. On the contrary, when the employee has a low level of emotional intelligence, he/she will lack the feelings and proper evaluation of their working role to achieve higher performance. Based on the foregoing, the study looked at the emotions, attitudes, and behaviour of employees and others and how these interactions can yield positive returns to the organization. The study contributes to existing knowledge through the administration of a structured questionnaire with the aid of a survey research design to measure emotional intelligence quotient variables and organizational performance.

Objectives of the Study

This study's broad objective is to investigate the relationship that exists between organizational performance and emotional intelligence. However, the specific objectives are as follows:

- (i) evaluate the impact of emotional intelligence on organizational performance.
- (ii) scrutinize organizational citizens' behaviour effect on organizational performance.
- (iii) examine the effect of environmental factors on organizational performance.
- (iv) ascertain the result of job satisfaction on the performance of organization.

Research Hypothesis

The following hypotheses were stated in the null form for this study:

- H1: Emotional intelligence has a significant positive impact on organizational performance.
- H2: Organizational citizens' behaviour has a significant positive effect on organizational performance.
- H3: Environmental factors have a significant positive effect on organizational performance.
- H4: Job satisfaction has a significant positive effect on organizational performance.

Literature Review

Conceptual Review

Organizational Performance

Performance in organization is a human resource concept. It is the total achievement of a business organization captured in terms of the volume of stock turnover, profitability, customers, and market share (Olanipekun, Obioro, Akanni, Arulogun & Rabi, 2015). Human levels of performance are weighed against the activities for achieving the desired organizational standards. Amadi and Ndu (2018) assert that organizational performance is a medium of assessing, observing, monitoring, reporting, and evaluating performance. Iravo, Ongori, and Munene (2013) opined that corporate performance is based on the success level of the business organization. While Nzuve and Nyaega (2012) asserted that corporate performance is a strategic management fulcrum that has to do with the strategic unit of the business involved in thinking about defining and measuring performance. Therefore, the organizational capability is the main source of generation and development of competitive advantage for employee skills and abilities (Barney, 1991). Organizational characteristics and employee characteristics such as abilities, complex routines, best practices, core competence, collective skills, or organizational capabilities are geared towards organizational performance (Kemboi, 2013). Awino (2011) cited in Olanipekun, Obioro, Akanni, Arulogun & Rabi (2015) believes that a successful organization is likened to a high rate of profit level and returns among the functional heads in organizations.

The measurement of corporate performance is a critical factor for top management responsible for strategic decision-making and operations in general. Given that there are complexities in the competition as well as market dynamics in various organizations coupled with difficulties encountered in accessing financial data of some organizations, numerous studies employ a survey-based approach to measure the level of performance, depending on the perception of manager or owner of the business who is responding to the survey (Justin, Bell, Payne & Kreiser, 2010).

The measurement of organizational performance is heavily dependent upon environmental constraints such as competitors, technology and innovation-driven, and environmental conditions (humidity, heat, dust, noise, light, and smell) in an organization (Kahya, 2007). Indiatsy, Mwangi, and Mandere (2014) examined the impact of Porter's five forces on organizational performance using the data of the banking industry in Kenya. The study showed that the organization's overall revenues, revenue growth, and market outcomes are improved through the utilization of various techniques. In this study, a research instrument (Questionnaire) was used in the measurement of organizational performance.

Emotional Intelligence

Measuring emotional intelligence is very critical in appraising the level of individuals which eventually brings about the success of the organization (YengKeat, 2009). Emotional intelligence is defined by Zintz (2013) as a way of providing a new way to understand and examine the behaviour of people, leadership styles, attitudes, interpersonal skills, and potential. The concept of emotional intelligence brings about the ability to understand, regulate, coordinate, and advance emotional and intellectual growth. Kedri (2001) sees emotional intelligence as a process of creating a balance between individuals. In the organizational setting, emotional intelligence is applied in employee selection, employee development, teamwork, and organization performance. Jorfi, Jorfi, and Moghadam (2010) see emotional intelligence as an effective understanding of oneself about a

good relationship with other people and interaction among people in the business environment. Hence, it is the ability and capability to effectively understand and enhance emotions. Bharwaney, Baron and Mackinlay, (2011) state that emotional intelligence is a vital tool in the planning of human resources, job description, job evaluation, recruitment, interviewing and selection, customer relations, customer service, and management development in an organization for effective performance. However, Hee Kim (2010) views emotional intelligence as technical know-how about the emotions of individuals and the ability to manage these emotions. The complete knowledge of other people's emotions creates a personal relationship with people around the working business environment. Hence, emotional intelligence adequately describes the ability to coordinate and manage one's feelings as well as the ability to perceive an event in the right direction, acting perception of people, and empathizing with others (Winarno, 2008).

Organization Citizen Behaviour

Organizational citizenship behaviours deal with the willingness of individuals to cooperate in a workplace or organizations (Barnard, 1938). However, cooperation is a voluntary service with no reward to improve the organization even at the detriment of one's interests. Rashidah, Mazuri, Noorul, Aziz, and Munir (2016) add that organizational citizenship behaviour is the organizational tool employed to improve the effectiveness and efficiency of the organizations at a low cost. Ingrams (2018) assert that organizational citizen behaviour in public organizations creates an unclear and fragmentary picture of the causes, mechanisms, and consequences that affect the general incentive structures, environments, and missions of public organizations.

Behavior is the willingness of the employees to carefully carry out organizational duties and obligations toward achieving organizational goals (Bambale, 2011). Besides, Konovsky and Organ (1996) carried out a study on the determinants of organizational citizenship behaviour. A self-administered questionnaire was distributed to hospital employees for the collection of primary data for the analysis. The results showed that organizational citizenship behaviour has a significant relationship with job satisfaction which leads to organizational performance.

Environmental Factors

The environment is the summation of physical factors, political factors, economic factors, religious factors, social factors, and institutional factors which are relevant to the organization in terms of setting goals and achieving or attaining them during decision making (Adeoye & Elegunde, 2012). The environment is explained by Osuagwu (2001) as the summation of all factors influencing and determining the success or the performance of the organization. The environment can also be a conglomerate of non-tangible and tangible factors that enhance the success of organizations. The environment is made up of economic values, political values, social values, educational, legal, demographic, behavioural, natural resources, natural environment, and technological factors which are the life wire of the business organizations (Asheghian & Ebrahimi, 1990). Otokiti and Awodun (2003) think that Nigerian companies have to pay much attention to their operating business environments in terms of policy formulating and implementing for the survival and growth of the organizations. However, environmental factors bring about environmental uncertainty rounding the management of corporate organizations executives. The chief executive officers in quoted companies lack some basic information that can generate all the possible alternatives or consequences in the organizations (Alkaraan & Northcott, 2006). The management of corporate organizations has taken into consideration the power potential power of the political environment as a legal framework where the organization operates via laws and regulations guiding the operations of the organization. The presence of political stability

gives the business environment for smooth running of its operations (Ogundele, 2005). In other words, the economic environment is a platform that determines the opportunities and strengths of the organization in the expansion of the economy (Ogundele, 2005). Environmental factors are divided into both internal factors and external factors. Marcus, (2011) defines the internal environment of an organization to be made of the strengths and weaknesses of the organization. The organization's internal factors are controllable by the organization because it is internal to the organization, but the external environment is nevertheless uncontrollable by the organization which is made up of the micro and macro environments. Micro external factors of the environment consist of competitors, the potential entrants of business and consumer's substitution product producers while macro external environment factors consist of demographic, technological, economic, social and cultural, global, natural/ecological, political and legal (Nnamani & Ajagu, 2014).

Job Satisfaction

This is a pre-requisite for employees' performance in any business. Fasihzadeh (2012) believes when the organization's goals are clear and when the employees of the organization immensely participate in the decision-making process, it leads to job satisfaction. This gives employee fulfillment and a sense of security. It will ultimately lead to a reduction in absenteeism and employee turnover as well as enhanced employee commitment (Nausheen & Lin, 2012). Oshagbemi (2000) adds that job satisfaction elicits an emotional response on the part of an employee. He places a higher value on the job role leading to more than the expected outcomes of the job. This view was also adopted by Armstrong (2009). Kadiri and Amadasun (2020), opine that job satisfaction is an employee's optimistic feeling about their job.

More so, Sweeny and Mcfarln (2002) believe that job satisfaction results from the psychological comparison of the various perspectives of the job such as workload, pay, and autonomy as measured against the employee's expectations, prompting such satisfied workers to put in their best in the operations of the organization, ultimately leading to overall efficiency in the organization. In other words, job satisfaction describes employees' favourable perceptions about their job (Gumato, 2003).

Theoretical Review

Therefore, the following theories that will relate to the study are discussed below;

The Mayer and Salovey Model of Emotional Intelligence

Mayer and Salovey (1997) model of emotional intelligence is usually referred to as discrete mental abilities or branches. These branches are classified as emotional intelligence (understanding of emotion, perception of emotion, management of emotion, and use of emotion to facilitate thought). The model of Mayer and Salvey of 1997 is based on the principle of psychology. The first branch of the emotional intelligence of psychology is the ability to practically differentiate one's emotions from others. It signifies the ability of an individual to identify the emotions of other people in terms of artworks, objects and sound, appearance, color, language, and behavior. They view the use of emotion as a means to nurture emotions to enhance cognitive activities (problem-solving, reasoning, and interpersonal communication). However, it means the ability to think fast in problem-solving with practical reasoning. In the area of understanding one's and other emotions, it will assume having a body language of emotions thereby decoding the antecedents of emotions about one's sadness or joy. Meanwhile, the reflection and regulation of emotions is

simply the ability to coordinate, manage, prevent, reduce, enhance and modify the emotional impulse of one and that of others (Mayer & Salovey, 1997).

The Resource-Based Theory

This theory embraces the role of organizational economics and strategic management in a given organization (Barney, 1991). Resources are viewed as heterogeneous. Such resources are assumed to be imperfectly mobile in the short run, though they might gain more mobility in the long run due to the competitive nature of the market.

Empirical Review

Empirical reviews anchor on prior studies that reveal positive, negative, or no impact on the subject matter under study. Therefore, some of the empirical reviews are the work of Sofiah and Mohd (2012) who investigated the impact of leadership, organizational commitment, and organizational justice relationship with the organizational citizenship behaviour in Malaysia. Results reveal that organizational performance and organizational citizenship behaviour were positively and significantly related.

Adeoye and Elegunde (2012) opined that the external business environment has a significant impact on organizational performance using data from the food and beverage industry in Nigeria. This means that a good business environment would significantly influence the effectiveness, efficiency, and improved the sales margin of the organization.

Kirinyet and Gachunga (2013) investigated the impacts of job characteristics on employees' performance in the Kenyan public sector. The study employed a descriptive research design in collecting data from 506 personnel consisting of senior management, middle management, lower management, and staff of the public sector. They found there is a significant relationship between skills and abilities due to employee participation in the decision-making process and organizational performance. This means that constant involvement of employees in the decision-making process improves their skills and abilities thereby increasing the performance of the organization or establishment.

Ahmad, Shahzad, Waheed, and Khan (2014) conducted a study to establish the relationship between employee job performance and high involvement management, and overall impact on job satisfaction in Pakistan. Their empirical evidence revealed a strong correlation between high employee involvement in management decision-making with organizational performance. It also documented a significant relationship between organizational performance and employee job satisfaction. This in other words means that the frequent employee involvement in the decision-making process in an establishment significantly leads to increased organizational performance.

Oriarewo, Agbim, and Zeven (2014) studied emotional intelligence influence on entrepreneurial performance in the Benue State hospitality industry. The study used a simple random sampling technique and an ex-post-facto research design in administering the structured questionnaire to the selected respondents in the hospitality industry. The results documented that emotional intelligence is related significantly to entrepreneurial success. It means that a high rate of emotional intelligence would bring about improved entrepreneurial performance.

The research study of Kinyua-Njugun, Munyoki, and Kibera (2014) investigated how the performance of community-based HIV and AIDS organizations were affected by the internal organizational environment in Nairobi, Kenya. Using the survey research design where 163

organizations were sampled, evidence emanating from the above study showed that the performance of the organization is significantly affected by the existence of internal environment factors in terms of effectiveness, efficiency, relevance, and financial viability.

Nnamani and Ajagu (2014) administered a questionnaire for the collection of primary data from the employees of Juhel Company limited, Emene in Enugu state in a bid to study the relationship between organizational performance and environmental factors in Nigeria. The results showed that poor motivation, unhealthy work environment, high cultural interference, and lack of innovation negatively influences the performance of the Juhel Company.

Ridwan and Ina (2015) examined the influence that the business environment exerts on organizational performance. Their finding revealed that the influence is significant. The study concluded by suggesting that the business environment variable is a key determinant of organizational performance.

Rashidad, Mazuri, Noorul, Aziz, and Munir (2016) studied organizational citizenship behaviour evaluation in Malaysia and documented that organizational citizenship behaviour helps to promote high job performance with improved customer satisfaction.

In Nigeria, Konye, Solomon, Hamilton, and Ogor (2017) studied the effect of leaders' emotional intelligence on subordinate job satisfaction in five selected banks in Nigeria and found out that social awareness skills of leaders significantly affect subordinates' job satisfaction and work attitude and relationship management skills in Nigeria's banking sector. This implies that a high level of employee's social awareness as a dimension of emotional intelligence significantly enhances the organization performance of the bank through improved job satisfaction.

Similarly, Gontur and Dekom (2017) studied the impact of emotional intelligence on the performance of local government employees in the Plateau State of Nigeria with a sample of 240 respondents of the local government staff and regression results showed that self-awareness, self-management, social awareness, and relationship management had a significant positive impact on performance.

Dinka (2018) carried out a study on the relationship between employees' performance and organization citizen behaviour in Ethiopia and revealed that altruism, conscientiousness, civic virtue of organization citizen behaviour exerted a positive and significant relationship with employee performance. Kolawole and Mjoli (2019) study in Nigeria revealed that a good development of emotional intelligence significantly enhances organizational performance.

Methodology

The methodology describes the research problem, the research process, and the methods of data collection. It makes it possible to develop the process in which facts are placed so that there are meaningful and vivid results (Molloy, 2016). Therefore, this study employs a survey and descriptive research will be employed by the researcher.

The non-academic staff in the Faculties of Arts, Agricultural Science, and Management Sciences make up the population of the study. The sample size was reached using the formula: $n = \frac{N}{1+Ne^2}$ (Yamane, 1967); where "N is the population, n is the sample size, and e represents the chance allowed for error or the level of significance". The total number of non-academic staff in Faculty of Management Sciences was 17, Banking was 9, Accounting was 5, Business Administration

is 7, Faculty of Art was 19, English and Literature was 7, Foreign Languages 11, History and International Studies was 6, Philosophy and Religion were 9, Linguistic and Africa Language was 7, Faculty of Agriculture was 27, Agricultural Economics and Extension Services were 8, Animal Science was 12, Crop Science was 5, Agriculture and Fisheries Management were 9 and Forestry Resources and Wild Life was 10 and all were 168 non-academic staff (Dean's Office Report, 2018). Consequently, the total population size for the study was 168. Given the population size and an assumed significance level of five percent (5%);

The sample size is computed as:

$$\begin{aligned} n &= \frac{168}{1+168(0.05)^2} \\ &= \frac{168}{1.42} \\ &= 118 \end{aligned}$$

Therefore, 118 were randomly selected as the sample for the study. The research instrument for the study is a questionnaire.

Model Specification and Measurement of Variables

The variables that were used in this study were obtained from the items in the questionnaire. The four explanatory variables regressed against organizational performance are emotional intelligence, organizational citizen behaviour, environmental factors, and job satisfaction. Regression analysis was employed in data analysis of the data. The model specification is stated below:

$$\text{OPRF} = \alpha + \beta_1 \text{EMI} + \beta_2 \text{OCB} + \beta_3 \text{ENF} + \beta_4 \text{JOBS} + \varepsilon$$

Where:

OPRF = Organizational Performance

EMI = Emotional Intelligence

OCB = Organizational Citizen Behaviour

ENF = Environmental Factors

JOB = Job Satisfaction

α = intercept

ε = Errors

The research questions of the study were based on the items connected with the study. These instruments were constructed on the five-point Likert scale while Cronbach's Alpha value of 0.70 above was used to test the reliability. The significant impact of the given variables were test by multiple regressions techniques with the help of EViews 8.0 econometric software and Alpha test carried out using the 21.0 version of Statistical Package for Social Sciences (SPSS).

Findings and Discussions of Results

The data were analyzed by employing the Cronbach Alpha test to conduct the reliability test for the structured questionnaires. The table below presents the results obtained.

Table 1: Reliability Test

VARIABLE	CRONBACH'S ALPHA	NO OF ITEMS
Organizational Performance	0.750	6
Emotional Intelligence	0.710	6
Organization Citizenship Behaviour	0.717	6
Environmental Factors	0.721	3
Job Satisfaction	0.742	3

Source: Author's Computation

The range of reliability for the items' internal consistency was from 0.710 to 0.750. The highest reliability internal consistency result was organizational performance (0.750) followed by job satisfaction (0.742), environmental factors (0.721), organizational citizenship behaviour (0.717), and emotional intelligence (0.710). This shows that all the variables of the Cronbach Alpha test exceed 0.70. The internal alpha which is between 0 and 1 were considered to be good and this constitutes the other main variables. Therefore, the result was acceptable and that this reliability analysis were well-established.

Multiple regression techniques were adopted to test for the significance of individual variables and Table 2 present the results:

Table 2: Multiple Regression Results

Variable	Coefficient	t-Test	P-Value
C	2.0047	3.2482	0.0016
EMINT	0.0812	0.7981	0.4267
OCB	0.0979	0.8758	0.3832
ENVF	0.0018	0.0212	0.9831
JSAT	0.2026	3.1631	0.0021

R-Square = 0.108201

Adjusted R-Square = 0.072529

F-Statistic = 3.033207

Prob(F-Statistic) = 0.020904

Source: Author's Computation

It would be observed from Table 2 that the coefficient of determination (R^2) value is 0.108201 indicating that about 11% of the systematic variations in organizational performance are explained jointly by the independent variables. The error term captured the remaining 89%. This shows that the overall model is a good statistical prediction. The value of the F-statistic of 3.033207 and its associate value of 0.020904 indicates a significant linear relationship among the variables. From the given hypotheses formulated, it would be revealed from the above results that emotional intelligence and organizational citizenship behaviour (EMINT) has an insignificant positive impact on organizational performance (OPRF). The findings were contrary to the findings of Kolawole and Mjoli (2019), Gontur and Dekom (2017), and Oriarewo, Agbim, and Zever (2014) that emotional intelligence significantly influences organizational performance. The model of Mayer and Salvey (1997) added that emotion enhances cognitive activities thereby influencing organizational performance. This, therefore, suggests that the hypothesis emotional intelligence behaviour has a significant impact on organizational performance be rejected. Organizational citizenship behaviour (OCB) has an insignificant positive impact on organizational performance (OPRF). The finding was contrary to the findings of Dinka (2018) and Rashidad, Mazuri, Noorul,

Aziz, and Munir (2016) that organizational citizenship behaviour significantly influences organizational performance. This, therefore, suggests the hypothesis that organizational citizenship behaviour has a significant impact on organizational performance be rejected. Environmental factors (ENF) and organizational performance (OPRF) were positively and significantly related. This finding was contrary to the findings of Ridwan and Ina (2015). This, therefore, suggests the hypothesis that environmental factors have significant influences on the performance of the organization be rejected. Job satisfaction (JOBS) has a significant positive effect on organizational performance (ORGP) at a 1% level of significance. This in other words means that a satisfying job would positively impact the performance of the organization, thus confirming the findings of Konye, Solomon, Hamilton, and Ogbor (2017) and Ahmad, Shahzad, Waheed, and Khan (2014). This, therefore, suggests that the hypothesis job satisfaction has a significant influence on the performance of the organization be accepted.

Conclusion and Recommendations

As seen in the study, the concept of emotional intelligence is the tendency for recognizing individual emotions and feelings of others for self-motivation in relationship to others within the immediate and competitive business environment. Emotional intelligence helps to create a balance between individuals seen intellectually, emotionally, physically, and spiritually. In the organizational setting, emotional intelligence is applied in employee selection, employee development, teamwork, and organization performance. Performance is the efficiency of managers in maximizing the resources of the organization to meet the set goals of the organization and satisfying all the stakeholders. Organizational performance is built upon individual employee characteristics such as skills and ability, morale, commitment to the job, motivation, and support in a given work environment.

The following policy recommendations were made:

- (i) The study recommended that management should note that a well satisfactory job impacts positively on organizational performance.
- (ii) The study, therefore, recommended that high organizational citizenship behaviour would positively influence organizational performance.
- (iii) The study also recommends that the needs of the workers should be considered by management as this will significantly enhance organizational performance.

Limitation

The study is limited in scope. The study only sampled non-academic staff while the exclusion of academic staff of the University of Benin, Nigeria might affect the generalization of the result.

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