

## EMPIRICAL ANALYSIS OF EMOTIONAL INTELLIGENCE ON LEADERSHIP PERFORMANCE IN THE NIGERIAN MANUFACTURING COMPANY

OGUNDARE OLUSEGUN SAMUEL, PhD.

Centre for part-time studies / Department of Business Administration

Faculty of Management Sciences

Ajayi Crowther University

Oyo, Oyo State.

### Abstract

*The modern business environment requires leaders to provide moral leadership that will be able to read their employees emotions and enhance their work related attitudes and performance. It is evident therefore that for leaders to succeed something more than academic qualification and experience is important. Emotional intelligence has been proven to be a major characteristics needed by leaders to succeed. This study will examine how emotional intelligence enhance leadership performance. Primary data was sourced through structured questionnaire. One hundred and twenty respondents were selected using simple random sampling technique, while one hundred and five questionnaires were properly filled and returned. Hypotheses was tested through Pearson product moment correlation and regression analysis respectively. The study revealed a relationship between emotional intelligence and leadership performance at 1% level of significance and that empathy has significant effect on employee commitment at 5% level of significance. The study recommended that leaders should be reminded through training and re-training of the fundamentals of emotional intelligence as an inevitable tool for a sterling leadership performance.*

*Key word: emotional intelligence, empathy, employee commitment, self-regulations, motivation*

### Introduction

Emotional Intelligence as a concept is gaining prominence among managers and leaders of thought today because its potency in assisting managers and leaders make informed and far reaching decision. Aside the fact that it builds collaboration and synergy the decision so made is swiftly executed because emotional intelligence has a way of promoting egalitarianism and collective participation.

According to Fagbohunbe (2018), emotional intelligent leaders are open to new ideas, increased learning and able to keep pace with climatic changes in contemporary business environment. Their disposition and feeling encourages healthy rivalry, discretion, initiatives and initiations among his subordinates. The indispensability of this trait is felt in making individuals and employees who works with this kind of leader a stakeholder in critical matters that needs joint force.

Current literatures noted that the construct of emotional intelligence can predict work related behaviours, leaderships and performances at the workplace (Mayer et. al., 2000; Baron and Parker, 2000; Dulewicz & Higgs 2000; Salovey & Mayer, 1997). 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. There is growing evidence that fundamental ethical stances and principles in life stem from underlying emotional capacities. The modern

business environment requires leaders to provide moral leadership that will be able to read their employees emotions and enhance their work related attitudes and performance. Emotional intelligence (EI) is regarded as an important concept that leaders have to learn for organizational success (Kappagoda, 2003).

According to Ogundare (2020) expectations are getting intense and higher on leadership today. Failure of organizations is always attributed to leadership and leadership style. Where organizations run into trouble waters in the 21<sup>st</sup> century business, those at the helms of affairs are not always from criticism, probe and interrogations from investors, stakeholders and government. They are mostly compelled to account for their stewardship. While most of the leaders are sound-minded with intimidating academic credentials and sterling business principles and ideas, findings revealed that organizations cannot be run by fiat and inordinacy any longer, therefore most of those failures are attributed to lack of emotional intelligence which stem from inability to listen to others; openness, transparency and inability to maintain certain standard without variability and nepotism. The modern business environment requires leaders to provide moral leadership that will be able to read their employees emotions and enhance their work related attitudes and performance (Olannye, 2013).

In an increasingly competitive global market place effective leadership is as crucial in every organization as it is throughout the world. The hallmark in conceptualization of emotional intelligence is the understanding that revolves around the outcome of the individual behaviour especially those that involve effectiveness or success. In this regard emotional intelligence seems to gain much popularity as an absolute necessity for effective leadership. In the same vein Palmer et' al (2001) and George (2000) affirmed that leaders with greater emotional intelligence will be more effective leaders. This suggests that ability to understand and manage moods and emotions in oneself and others appear to contribute to the leader's effectiveness in enhancing employees work related attitudes.

Today there seems to be increasing awareness among many organizations, management practitioners and researchers that emotional intelligence skills are critical to fostering the qualities that are instrumental to guiding an organization to success. In this regard, emotional intelligent leaders seem to promote self-awareness, self-regulation, social skills and empathy towards guiding the employees through the use of these skills (Kappagoda, 2012; Cavallo and Brienza, 2001; Coleman 1998 & Ogundare, 2020).

### **Statement of the Problem**

Emotional intelligence is a concept that is growing in popularity for its ability to enhance and capitalize on the human potential of an organization, seek to identify, assess and control emotions of oneself and of others. Leadership essentiality and expectations connotes that this attributes is very essential for the realization of corporate expected end (Olannye, 2013).

Leadership anywhere in the world are always people that wields enormous power, might and influence. They have everyone around them bowing and paying obeisance to them. The paraphernalia and the pageantry of their office is always with a lot of fun fares and other additives that can make leadership tempting. Most leaders according to Oyedokun (2017) tend to forget that leadership comes because you have followers and without effective management of those followers leadership is nothing. When a leader forgets the essentiality of his office and focus on the transiency of the position, there tend to be a disconnect between the leader and

the led and mostly such leader who does not have the support of his follower often fail. In real life situation, we have knowledgeable, experienced, learned and well trained leaders fail and their office corrupted amplifying the fact that credentials, experience, oration, exposure to international best practices alone does not guarantee leadership success.

Emotional intelligence has been identified as the missing link between a failed leader and a successful leader. Emotional intelligence position a leader to account his followers as very strategic and integral to his success, therefore he treats them relevantly as partner and colleagues rather than a mere tool position to carry out an order and achieve a determined end (Ogundare, 2020; Dvir, Kass & Shamir, 2004; Dixon, Turner, Cunningham & Kent, 2005; Fagbohunbe, 2015). The review of literature by Bachman, Stein, Campbell & Sitraneois (2000) and Radha, Shree & Vijayalakshmi (2017) showed that emotional intelligence plays a critical role in determining leadership success and employee performance. Ahmad, Sabir, Rahman, Khosa and Khan (2006) opined that leaders with high emotional intelligence are those who can exploit trait and characters that assists them to interact with others in a more effective manner. There is no gainsaying that most businesses in Nigeria especially small and medium scale businesses and public institutions are faced with numerous challenges of leadership, which appear to require skills and knowledge in emotional intelligence. In view of this, this study considered if emotional intelligence actually enhance leadership performance in manufacturing companies in Nigeria

### **Research Hypotheses**

To achieve the objective of this study, the following hypotheses will be tested:

Ho – There is no significant relationship between leadership performance and emotional intelligence in the Nigerian manufacturing company.

Ho – Empathy does not guarantee employee commitment in the Nigerian manufacturing company.

### **Literature Review**

#### **Conceptual Review**

The term “emotional intelligence” is a construct of two different meaning and as such one need to understand the meaning of each construct before delving into the construct emotional intelligence itself. The word emotions according to Frijda (1993) are the intense feelings that are directed at someone or something. Oxford advanced learners dictionary seventh edition (2005) sees emotion as strong feelings such as love, fear, anger or an aspect of individuals’ character. Khanka (2008) describe emotions as the strong mental and instinctive feelings such as love or fear”. Intelligence in its part is the “ability to learn, understand and think in a logical away about things” (Oxford advanced learners dictionary seventh edition, 2005).

The construct “emotional intelligence” was first utilized by Salovey and Mayer (1990). To them emotional intelligence is a type of social intelligence that involves personal ability to monitor feelings and emotions, differentiate and use the information to direct the actions and thinking of individuals”. Bar-On (1997), on his part posits that emotional intelligence is the collection and grouping of social and personal abilities including feelings that influences individuals’ total ability to respond effectively to demanding situations and pressures within the environment. Goleman (1995) sees “emotional intelligence” to be skill and ability that enable

one to distinguish and normalize feelings in oneself and others. This skill and ability entail the capacity to recognize individual feelings, motivate and persist, control impulse, regulate one's mood and empathize to help. Eskandarpour & Amiri (2012) assert that emotional intelligence depends on individual's knowledge of oneself and others, interpersonal relationship, environmental consistency in the way of meeting one's own need and social exchange.

Based on these definitions above, one tends to posit that emotional intelligence focuses on how one takes control of his mental feelings in line with the dynamism of the environment to control the behaviours and actions of others which will in-turn make a dynamic leader with increased organizational productivity. This position agrees with Goleman (1995) who posits that emotional intelligence increases the productivity and performance of employees and also increases the value of a leader. Lauren (2013) believes that improving emotional intelligence in an organization especially those at the top echelon or holding leadership positions can help by improving employees' morale and productivity which then lowers the rate of turnover and absenteeism. This stands to the findings of Mittal and Sindhu (2012) who suggested that effective leaders who are high on emotional intelligence are always sensitive of the impact of their behaviours on subordinates and as such use it to gain comparative advantages. They further added that effective leaders understand and experience others' feelings but still effect difficult decisions and balance feelings and logic in decision making process.

Emotional intelligence is a concept that is growing in popularity for its ability to enhance and capitalize on the human potential of an organization, seek to identify, assess and control emotions of oneself, of others and of groups. There are various definitions of what emotional intelligence is and what the concept actually encompasses. Goleman (1998) opined that emotional intelligence is about;

- ✚ Knowing what you are feeling and being able to handle those feelings without having them swamp you.
- ✚ Being able to motivate yourself to get jobs done, being creative and performing at your peak.
- ✚ Sensing what others are feeling, and handling relationships affectively.

Martinez (1997) says Emotional Intelligence is an array of non-cognitive skills, capabilities and competencies that influence a person's ability to cope with environmental demands and pressures. Ogundare (2020) advancing on the thought of Martinez averred that emotional intelligence is the ability to recognize your feelings and temperamental peculiarities and that of others, identify and label them appropriately using emotional information to guide thinking and behaviours; adjusting emotions to adapt to environment in order to achieve determined goals. Emotional intelligence also includes the ability to perceive, appraise and express emotion accurately and adaptively; the ability to understand emotions and emotional knowledge; the ability to access and generate feelings where they facilitate cognitive activities and adaptive actions; and the ability to regulate emotions in oneself and others (Mayer et al, 2000).

The concept of emotional intelligence is an expanding construct in management sciences and workplace organizations, though its emergence has passed two decades (Hasan, Ali, Asad & Mohammad, 2012) yet its definition has no unified accepted ground. The concept gains its foundation and starting point from the works of Salovey and Mayer (1990); Goleman (1995) & Bar-on (1997). These works focus on the mental abilities of individuals. These abilities

are inter related and as such, individuals who can control their emotions and those of their subordinates, distinguish and make use of the information to direct the actions and behaviours of others in organizations are said to have emotional intelligence. This implies that as human beings are different in colour and size, their attitudes, actions and behaviours are different and unique to us in special ways even for identical twins. It was also argued by Cicetti (2013) that people with high emotional intelligence are always open and agreeable with high verbal skills to solve problems for others with less thought. Emotional intelligence entails individual characteristics such as the will power to act, individual-esteem and a higher quest for better outcome (Mittal & Sindhu, 2012).

According to Ogundare (2020) a leader with emotional intelligence is not just a manager, boss, director or head of department, but someone who stimulate, inspire and ignite best performance in his subordinate through empathy, self-awareness, self-management, social-awareness and relationship management. In fact, the principles and dimensions of emotional intelligence explicate the veritable differences that exist between a leader and a boss. A leader leads, listen to others, offers equality, get involved, engages employees in constructive criticism, develops the people, take responsibility and generate enthusiasm and commitment in employees, but a boss may not be able because the innate character of this style of leadership is at variance with the ideals of emotional intelligence.

Several authors suggest that emotional intelligence is essential for effective leadership and can as well predict work related behaviours and performance at work. It is believed that even if one has the best training in the world as well as a high intelligence level without emotional intelligence, the person would still not make a good leader. The view of most researcher therefore is that feelings and emotions are intimately connected to the human experience and are intricately bound up in the ways that people think, behave and make decisions. (Fagbohunge, 2015; Mayer et. al., 2000; Baron & Parker, 2000; Dulewicz & Higgs 2000; Goleman 1998; Salavey & Shyter, 1997; Salovey & Mayer, 1997).

### Dimensions of Emotional Intelligence

Goleman Daniel in Harvard Business Review (2015) stated five dimensions of emotional intelligence namely; self-awareness, self - regulation, motivation, empathy, and social skills. He explained this dimensions as an inter-related variables that explains the dynamics and the functionality of emotional intelligence.

El Component	Definition	Hallmarks	Example
Self-awareness	The ability to recognize and understand your moods, emotions, and drives as well as their effect on others	<ul style="list-style-type: none"> <li>• Self-confidence</li> <li>• Realistic self-assessments</li> <li>• Self-deprecating sense of humor</li> <li>• Thirst for constructive criticism</li> </ul>	A manager knows tight deadlines bring out the worst in him. So he plans to get work done well in advance.
Self-regulation	<ul style="list-style-type: none"> <li>• The ability to control or redirect disruptive</li> </ul>	<ul style="list-style-type: none"> <li>• Trustworthiness</li> <li>• Integrity</li> <li>• Comfort with ambiguity and</li> </ul>	When a team botches a presentation, its leader resist the urge to scream. Instead, she considers

	<p>impulses and moods.</p> <ul style="list-style-type: none"> <li>• The propensity to suspend judgment- to think before acting.</li> </ul>	change.	possible reasons for the failure, explains the consequences to her team and explores solutions with them.
Motivation	<ul style="list-style-type: none"> <li>• A passion to work for reasons that go beyond money or status.</li> <li>• A propensity to pursue goals with energy and persistence.</li> </ul>	<ul style="list-style-type: none"> <li>• A passion for the work itself and for new challenges</li> <li>• Unflagging energy to improve.</li> </ul>	A portfolio manager at an investment company sees his fund tumble for three consecutive quarters. Instead of blaming external circumstances, she decides to learn from the experience and engineers a turnaround.
Empathy	<ul style="list-style-type: none"> <li>• The ability to understand the emotional make-up of other people.</li> <li>• Skill in treating people according to their emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise in attracting and retaining talents.</li> <li>• Ability to develop others</li> <li>• Sensitivity to cross-cultural differences</li> </ul>	An American consultant and her team pitch a project to a potential client in Japan. Her team interprets the client's silence as disapproval, and prepares to leave. The consultant reads the client's body language and senses interest. She continues the meeting, and her team gets the job.
Social Skill	<ul style="list-style-type: none"> <li>• Proficiency in managing relationships and building networks.</li> <li>• An ability to find common ground and build rapport.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness in leading change.</li> <li>• Persuasiveness</li> <li>• Extensive Networking in building and leading teams</li> </ul>	A manager wants his company to adopt a better internet strategy, He finds kindred spirits and assembles a de facto team to create a prototype website. He persuades allies in other divisions to fund the company's participation in a relevant convention. His company forms an internet division and puts him in charge.

Source: Harvard Business Review (2017)

## Leadership Performance

Performance as a concept is a multi - variant construct that can be described in different ways. Borman & Motowidlo, (1993) distinguish between task and contextual performance. Task performance is the work activities that contribute to an organization's technical core. It describes individual's core responsibility. It is also called "in-role prescribed behavior" (Koopmans et al., 2011) and is reflected in specific work outcomes and deliverables as well as their quality and quantity. Contextual performance goes beyond formal job responsibilities. Also referred to as "discretionary extra-role behavior" (Koopmans et al., 2011) contextual performance is reflected in activities such as coaching coworkers, strengthening social networks within an organization and going the extra mile for the organization. The role of a leader connotes a specific assignment and responsibility and it is important that such a manager reflect that responsibility in character and in principle. He must position himself to mentor and coach others into his responsibility, coordinate work process and provide a social networks and motivators that will make the employee achieve organizational goals. Leadership performance is measured by the commitment the employees insert into the work process. Leaders can actually use emotional intelligence dimension to augment their performance and re-appraise their responsibility (Fagbohunge, 2015; Shimazu & Odahara 2004).

## Theoretical Framework

The theoretical background used in this study is anchored on Salovey and Mayers Ability Model of Emotional Intelligence and Goleman's Emotional Intelligence Model.

### Ability Model of Emotional Intelligence

The Ability Model of emotional intelligence was developed by Salovey & Mayers (1990). This model is conceptualized on the idea that emotions contain information about relationships which may be actual, remembered or imagined, but coexist with emotions, which imply felt signals of relationship status.

This model facilitates an ability to recognize the meanings of emotions and their relationships, and employ them to enhance cognitive activities. The ability model divides emotional intelligence into the following four categories:

- (i) Perceiving emotions: entails the perceptual skills of self-identification of emotion in thoughts, identifying emotion in other people, accurate expression of emotions, and the ability to differentiate between accurate/real and inaccurate emotions.
- (ii) Using emotions: addresses their use in prioritizing and facilitating thinking by directing attention to important factors/invents, to generate emotions, assist judgments and facilitates decision making to utilize self-mood swings to change perspectives and to use different emotional states to promote various ways to problem solving.
- (iii) Understanding Emotions: concerns the ability to understand complex emotions and emotional chains, the transaction of emotion through stages, the ability to understand relationships among emotions and interpret the meanings emotions convey.
- (iv) Managing Emotions: involves the ability to effectively monitor emotions, stay open to them and eager to detach from them. Ability to solve emotion based problem in a manner that enhances personal growth and social relations.

### **Goleman Emotional Competence Model**

Goleman (1996) model addresses the fusion of emotional intelligence and the organization. He defines emotional competence as a learned capability based on emotional intelligence that results in outstanding work performance. He aligns psychological and organizational management theory; it includes 25 competences that were grouped into 5 categories: self-awareness, self-regulation, motivation, empathy and social skills. In their findings, Goleman, Boyatzis & Mckee, (2002), presented a new version of his original model that is more organizationally aligned to provide a means of emotional intelligence-based performance and specifically for leaders. The five main domains are further grouped into two: personal competence and social competence:

- ✚ Personal competence capabilities determine how we manage ourselves and are categorized into self-awareness and self-management.
- ✚ Social competence capabilities determine how we manage relationships and comprise: social-awareness and relationship-management.

The ability model of emotional intelligence provides suitable medium for examining why leaders need emotional intelligence which is germane to identifying, using understanding and managing emotions. It provides the platform which establishes that the ability for a leader to identify emotions and feelings within themselves also allows them to accurately identify the emotions of others, to express emotions accurately and to differentiate between honest and feigned emotional expressions.

The competency model is described as it includes multitude of traits, wide in scope and covers most current theory on effectiveness and is an amalgam of many of the standard competence models used by human resources practitioners (Mandeviya, 2013). However the proponents of emotional intelligence attribute both models to effective leadership. In this regard both models complement each other towards explaining why leaders need emotional intelligence and how they use emotional intelligence (Lauren, 2019; Cavallo & Brienza, 2000).

### **Empirical Review**

Ule Prince Alamina (2017) examined managerial emotional intelligence and workers' productivity in hotel operations in Nigeria. The research adopted cross-sectional survey design with a sample of 183 administrative and lower level workers obtained from the 173 registered hotels in Bayelsa State Ministry of Tourism Development. The stratified random sampling technique was utilized. Spearman's Ranked Order Correlation Statistical tool was used to test the hypotheses. The findings revealed that Managerial self-regulation and motivation gave rise to workers' efficiency and effectiveness in hotel operations in Nigeria. The study recommended that in checkmating deviations of employees' behaviours at work, hotels' management should endeavour to treat all workers the same not minding sex, race or region and this should be done with courtesy and fairness as it has significant impact on hotels' productivity.

Silas Gontur & Habila Dekom (2017) investigated the impact of emotional intelligence on the performance of local government employees in Plateau State, Nigeria. Structured questionnaire was administered to 240 respondents and 176 were dully filled and returned representing 73% response rate. The data of the study were analyzed using correlation matrix and ordinary least square regression analysis. Findings revealed that self-awareness, self-management, social awareness and relationship management are positively related to employees' performance. The study recommended that workshops, seminars and other sensitization programmes should be organized for Local Government Staff as this will help the employees' to appreciate the relevance of emotional intelligence to life activities.



Hilda, Osisioma, Nzewi & Nnabuife (2016) investigated relationship between emotional intelligence and employee performance in selected commercial bank in Anambra State, Nigeria. The study employed a Correlation Research Design. Three banks were selected from the three senatorial zones in Anambra State for coverage. Pearson's Product Moment Correlation Co-efficient was used to analyze the data. Findings revealed that Empathy has a strong negative relationship with Employee Turnover. It is recommended that management should institute policies that will ensure employment of Emotionally Intelligent workers as well as create avenues within the organization that will enhance the inter-personal relationship of employees towards reducing employee turnover.

Hasan Ali Al-Zu'bi (2015) investigated the impact of Emotional Intelligence on the leadership competencies development of employees within Jordanian industrial companies listed at the Amman Stock Exchange. The study population consists of employees working at these companies. A simple random sampling technique was used to select the respondents surveyed with a total of 154 questionnaires administered to the chosen respondents. Statistical tools were used to test the hypothesis. The findings of this study indicate that there is a significant positive impact of emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skill) on leadership competencies development. The study concluded that the most influential dimensions of emotional intelligence is motivation.

Olannye Peter (2013) studied on the assessment of the effect of emotional intelligence on leadership performance in local government administration. A survey research design method was employed. The sample objects were 130 staff stratified into top and middle management levels. They were representations from six departments in Directorate of Local Government Services and fifteen departments from the Local Government Commission. Correlation and multiple regression analysis were used as the major analytical tools. The findings revealed that self-awareness as a dimension of emotional intelligence exhibited the strongest direct effect on leadership performance in the local government administration, which indicates that self-awareness is important psychological insight and key to self-control that fosters emotional intelligence. The study concluded that managing emotions through emotional intelligence is found to be a critical element to leadership performance; this implies that carefully managed emotions are associated with successful outcomes which can drive employee loyalty and commitment.

Uzma & Tajammal (2013), studied 300 employees selected from different organizations in the Telecommunication Industry in order to establish a link between emotional intelligence and intelligent quotient and their effect on employee's performance. A simple random technique was used in selecting the firms and data was collected using questionnaire. Analysis was carried out with simple regression analysis and correlation analysis. Their findings revealed that IQ alone is not sufficient for the success of employees. Emotional Intelligence is found to have significant relationship with employees' performance signifying that emotional intelligence is more important than Intelligence quotient at workplace.

Yekinni, Raji & Oyeniran (2012) studied on Influence of leadership style and emotional intelligence on job performance of local government workers in Osun State. The study adopted a Survey Research Design. Random Sample Technique was used to select 256 willing respondents from 3 local governments – Ejigbo, Irepodun and Atakunmosa East. Four instruments namely Wong and Law EI Scale (WLEIS), Work Performance Rating Scale (WPRS), Leadership Assessment Scale and the Scale on Demographic variables were used to collect data from respondents. The hypotheses formulated were tested at 0.05 level of significance. Multiple Regression Analysis was used in analyzing the data collection. The results revealed that all the independent variables sex, age,

marital status, academic qualification, length of service, emotional intelligence and leadership styles when combined significantly predicted job performance. It was recommended that leaders should adopt transformational leadership style that will encourage and motivate workers to perform optimally.

Shahhosseini, Silong, Ismail, & Uli (2012) examined the role of emotional intelligence on job performance in Malaysia. Selected manufacturing companies were picked for the study. The population was 187 while the sample size which was determined using a simple random sampling was 108. Data was elicited using questionnaire; hypotheses were formulated and tested using correlation coefficient. The findings showed that emotional intelligence plays a significant role on the relationship at work and so determines the frequency of personal and industrial conflicts in the organization.

Lopes, Grewal, Kadis, Galland & Salovey (2006) assessed 44 analysts and clerical staff from the finance department of Fortune 400 Insurance Company in the United States, in a bid to acquire evidence that emotional intelligence has a relationship with the performance of employees. Data was collected using questionnaire and the analysis was carried out using Pearson’s moment correlation. They concluded their studies by saying that emotionally intelligent individuals received greater merit increases and held higher company rank than their counterparts. They also received better peer and/or supervisor ratings of interpersonal facilitation and stress tolerance than their counterparts.

**Conceptual Framework**



**Source: Researcher’s Conceptualization (2020)**

From conceptual review depicts the interconnectedness that exist between the independent variable and the dependent variable. Emotional intelligence as the independent variable explains the changes in leadership performance. Self-awareness, self-regulation, motivation, empathy and social skills all determine and define the characteristics of emotional intelligence. As leaders emotional intelligence moderate behaviours and cognate actions and encourage collegiate leadership. Obscene and despotic behaviours in work place such as nepotism, favouritism, Sabotage, divulging of official secrets, suppression, filial and external connection in consideration for recruitment, selection and or running of department, Sexual inclinations and unbridled relationship with opposite sex to the extent that official engagement are affected are all conquered and subdued. Emotional intelligent leader therefore is a listener, strategist, resource manager, resilient, tactician, team builder, technical adviser, mentor, motivator, empathetic, coordinator, vision builder, mission moulder, irrepressible, communicator and very reasonable. He engages in productive discussions, dissects the idea and suggestions of others (especially where the policy to be made and the programme to be executed cut across board), to make strategic decision. Though he listens to others, he is not a weakling; though pliable but never for stupidity. His all-encompassing and responsive leadership style makes him gain the respect and commitment of his subordinates.

His performance therefore will be sterling and productive. He is able to build good leadership-followership relationship; because of his mentorship prowess he builds the competence of his employees; he builds a team among his employee because there is no individualistic approach to management; and because he is not one-sided he gains the loyalty and commitment of his subordinates.

The outcome will be organizational productivity, organizational adaptivity, organizational commitment and organizational profitability. The highlighted points will be in the reverse for leaders that lacks emotional intelligence.

## **Methodology**

### **Research Design**

Survey design was adopted for the study because it is very useful in describing the characteristics of a large population. Survey research is useful in studying vastly populated area or group where the entire population cannot be reached

### **Population & Sample Size**

The participants in this study were drawn from the employees' working in Vista Foam Nigeria Limited. Total number of employees' are about five hundred and fifty (550) comprising temporary and permanent staff. A sample of one hundred and sixty respondents was randomly selected and one hundred and fifty-six questions returned but six were not properly filled. Therefore for this study the sample size in one hundred and fifty employees of Vista Foam Nigeria Limited.

### **Research Instrument**

The research instrument was a 22-item validated structured questionnaire. All items were assessed on a five point Likert scale to measure responses.

**Data Analysis & Discussion of Findings**

<b>Emotional Intelligence</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Indifferent</b>	<b>Strongly Disagree</b>	<b>Disagree</b>
Your boss correct you in manner that challenge your emotion and discretion	100 (66.7%)	16 (10.7%)	0 (0.0%)	20 (13.3%)	14 (9.3%)
If you have opportunity to pick among the array of leaders in your organization you will pick your boss again and again	30 (20.0%)	0 (0.0%)	0 (0.0%)	80 (53.3%)	40 (26.7%)
Your boss ask of your family and send greetings to your family seldom.	40 (26.7%)	20 (13.3%)	0 (0.0%)	90 (60.0%)	0 (0.0%)
You have learnt a lot from your boss in terms of relationship management and workforce motivation.	30 (20.0%)	10 (6.7%)	0 (0.0%)	100 (66.7%)	10 (6.7%)
Your boss do not pass official information to you but always with documented memos and uses that against your shortcomings	80 (53.3%)	10 (6.7%)	0 (0.0%)	40 (26.7%)	20 (13.3%)
Your boss is open to criticisms and when he is criticized he is not vindictive about it	50 (33.3%)	5 (3.3%)	0 (0.0%)	65 (43.3%)	30 (20.0%)
Your sterling performance in your department is as a result of motivation by wages and not your boss.	58 (38.7%)	17 (11.3%)	0 (0.0%)	40 (26.7%)	35 (23.3%)
You are fully informed of all that you need to do on the job	78 (52.7%)	22 (14.7%)	10 (6.7%)	30 (20.0%)	10 (6.7%)
You and your boss relate in a collaborative and participatory manner	20 (13.3%)	20 (13.3%)	30 (20.0%)	40 (26.7%)	40 (26.7%)

<b>Empathy</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Indifferent</b>	<b>Strongly Disagree</b>	<b>Disagree</b>
When you are feeling well or not happy your boss notices even without telling him and act proactively.	50 (33.3%)	10 (6.7%)	0 (0.0%)	50 (33.3%)	40 (26.7%)
Your boss knows how to relate with you even in difficult situation and gets the best out of you	68 (45.3%)	32 (21.3%)	0 (0.0%)	30 (20.0%)	20 (13.3%)
You are still working in this organization because of the leadership prowess and humanness of your boss.	20 (13.3%)	20 (13.3%)	10 (6.7%)	58 (38.7%)	42 (28.0%)

<b>Employee Commitment</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Indifferent</b>	<b>Strongly Disagree</b>	<b>Disagree</b>
You feel you could have done better in your productive output but for your manager	20 (13.3%)	20 (13.3%)	10 (6.7%)	68 (45.3%)	32 (21.3%)
You are not happy doing this job because you are not appreciated	20 (13.3%)	20 (13.3%)	10 (6.7%)	58 (38.7%)	42 (28.0%)
This job is given you the needed satisfaction and motivation	20 (13.3%)	20 (13.3%)	0 (0.0%)	78 (52.0%)	32 (21.3%)
If you have opportunity to work for any organization you will choose this organization again	76 (50.7%)	11 (7.3%)	1 (0.7%)	42 (28.0%)	20 (13.3%)
You are meeting your production target even when it is difficult to do so	47 (31.3%)	9 (6.0%)	0 (0.0%)	61 (40.7%)	33 (22.0%)
You are always punctual and timely to work	58 (38.7%)	17 (11.3%)	0 (0.0%)	40 (26.7%)	35 (23.3%)

<b>Leadership Performance</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Indifferent</b>	<b>Strongly Disagree</b>	<b>Disagree</b>
Your subordinate fail to understand at times that you do not have time for any deviation so you query them always.	58 (38.7%)	60 (40.0%)	10 (6.7%)	15 (10.0%)	7 (4.7%)
On the employee exit form your subordinate had listed lack of recognition for work done as one of the reasons for exit	58 (38.7%)	20 (13.3%)	10 (6.7%)	32 (21.3%)	30 (20.0%)
Your view about your subordinate is that they are lazy and do not want to work so you always coerce them to work so you can meet target	80 (53.3%)	8 (5.3%)	0 (0.0%)	42 (28.0%)	20 (13.3%)
Act of insubordination in your department is on the ascendancy and all effort to curtail it has proved abortive.	88 (58.7%)	20 (13.3%)	0 (0.0%)	20 (13.3%)	22 (14.7%)
Your subordinate does not respond to carrot and stick approach but mostly carrot and so you have no option than to adopt that to achieve your daily production target.	88 (58.7%)	30 (20.0%)	0 (0.0%)	20 (13.3%)	12 (8.0%)

## Test of Hypotheses

### Hypothesis One

$H_0$  – There is no significant relationship between leadership performance and emotional intelligence in the Nigerian manufacturing company.

#### Correlations

		Leadership Performance	Emotional Intelligence
Leadership Performance	Pearson Correlation	1	.928**
	Sig. (2-tailed)		.000
	N	150	150
Emotional Intelligence	Pearson Correlation	.928**	1
	Sig. (2-tailed)	.000	
	N	150	150

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2020)

The table above shows the Pearson's' product Moment Correlation Coefficient (PMCC) result carryout for the relationship between Leadership Performance and Emotional Intelligence. The correlation is significant at the **0.01** level. The (\*\*) highlights that the Probability of this correlation coefficient is not occurred by chance alone and is less than **0.01**; as well as **0.05** (1%; 5%). So, the correlation coefficient is therefore statistically significant at 99% confidential level. From the result it shows that there is correlation between the leadership performance and emotional intelligence at  $r = (0.928^{**})$ . Implies that as Leadership Performance increases by 92.8%, Emotional Intelligence also increases. As a result of this, the stated hypothesis which says "There is no significant relationship between leadership performance and emotional intelligence in the Nigeria Manufacturing Company" was accepted. This result is consistent with the result of Jimoh, Raji & Oyeniran (2012) who found the variables of emotional intelligence have direct significant effect on Leadership performance. In the same vein, Olannye (2014) reported that managing emotions is found to have positive effect on leadership performance ( $\beta = .291$ ,  $P < 0.01$ ).

### Hypothesis Two

$H_0$  – Empathy does not guarantee employee commitment in the Nigerian manufacturing company.

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.976 <sup>a</sup>	.952	.952	1.782	.377

a. Predictors: (Constant), Empathy

b. Dependent Variable: Employee Commitment

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9307.985	1	9307.985	2931.597	.000 <sup>b</sup>
	Residual	469.908	148	3.175		
	Total	9777.893	149			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Empathy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.444	.338		7.227	.000
	Empathy	1.831	.034	.976	54.144	.000

a. Dependent Variable: Employee Commitment

Source: Filed Survey (2020)

**Interpretation of the coefficients**

The estimation results show that the variables- Empathy (E) is statistically significant explaining Employee Commitment (EC) at 5% alpha level of significant. Therefore, the estimation shows that the co-efficient of determination R-squared is 0.952. This reveals that the explanatory variables account for 95.2% changes in Employee Commitment (EC). It tells us the model is of good fit, that the independent variables to a very large degree explains changes in the dependent variable.

**Interpretation of Durbin Watson and F- Statistics**

The Durbin Watson statistic is a number that tests for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic is always between 0 and 4. A value approaching 2 means that there is no autocorrelation in the sample. Values approaching 0 indicate positive autocorrelation and values toward 4 indicate negative autocorrelation. From the estimation, Durbin Watson statistics is (0.377), this implies that there is serial or autocorrelation. So there is evidence of positive first order serial correlation. Also the F-statistics value is (2931.597) with a probability or significant level of 0.000 shows the overall analysis of variance of the model; while the result indicates that explanatory variable are fundamental explaining the variation in the dependent variable.

In conclusion, since at the overall level, Empathy help in explaining significant changes in Employee Commitment, therefore,  $H_0$  that says, Empathy does not guarantee employee commitment in the Nigerian manufacturing company, is rejected. This is in agreement with the findings of cooper (1997) which highlighted that carefully managed emotions have successful outcomes which can drive trust, loyalty and commitment of employees.

**Conclusion & Recommendation**

The study considered emotional intelligence and leadership performance in the Nigerian manufacturing company and concluded that emotional intelligence have significant effect on leadership performance. From the result it shows that there is correlation between the

leadership performance and emotional intelligence at  $r = (0.928^{**})$ . Findings also revealed that that empathy by the leaders could increase employee commitment. The estimation shows that the co-efficient of determination R-squared is 0.952. This reveals that the explanatory variables account for 95.2% changes in Employee Commitment. The findings of this study is that it is very dangerous to thrust administration into the hands of leaders that lacks emotional intelligence because he will also lack the support of employees who could support his vision and ensure the realization of organizational objectives. Based on the findings, the study recommended that leaders should be reminded through training and re-training of the fundamentals of emotional intelligence as an inevitable tool for a sterling leadership performance, and that individual diversity should be harnessed as platform for corporate growth.

### References

- Al-Qudah, Alwan. (2006). *The impact of the adoption of the comprehensive quality strategy to improve the competitive position*. (Unpublished dissertation), Amman, Jordan.
- Bachman, J., Stein, S., Campell, K., & Sitarenois (2000). Emotional Intelligence in the Collection of Debt. *IOSR Journal of Business and Management*. Vol. 18 (2), 63-71.
- Bar-On, R. (1997). *Emotional quotient inventory*. Technical Manual: Toronto. Multi-Health System.
- Cavallo, K. & Brienza, D (2001). *Emotional Competence and Leadership Excellence at Johnson & Johnson: The Emotional Intelligence and Leadership Study*. Consortium for Research on Emotional Intelligence in Organizations. Retrieved. Retrieved on 04/09/2013. <http://www.ei.consortium.org>.
- Cicetti, F. (2013). Does Emotional Intelligence Improve with Age, Live, Science? Retrieved from <http://www.Livescience.com/37134-emotional-intelligence-improve>.
- Clarke, N. (2010). Developing emotional intelligence abilities through team-based learning. *Human Resource Development Journal*. Vol. 21 (2), 119 – 138.
- Dulewicz, V. & Higgs, M. (2004). Emotional Intelligence: A Review and Evaluation Study. *Journal of Managerial Psychology*. Vol. 15 (4), 341 – 372.
- Eskandarpour, B. & Amiri, M. (2012). Survey of Relationship between Dimensions of Emotional Intelligence and Effectiveness of Managers. *International Research Journal of Applied and Basic Sciences*. Vol. 3 (7), 1369-1374.
- Goleman, D., (1998). *Working with Emotional Intelligence* .New York: Bantam.
- Goleman, D. (2017) What Makes a Leader. *Harvard Business Review*. Pp. 1 - 21
- Hasan, A. A (2015). The Impact of Emotional Intelligence on Leadership Competencies Development of an Employee. *International Review of Management and Business Research*. Vol. 4 (1), 96 – 105.
- Higgs, M & Rowland, D. (2002) .Does it need Emotional Intelligence to lead Change. *Journal of General Management*. 27, 62 – 76.



- Hilda, E. O., Hope, N.N., & Nnnene, I.N. (2016). Emotional Intelligence and Employee Performance in Selected Commercial Banks in Anambra State, Nigeria. *European Journal of Business Economic and Accounting*. Vol. 4 (3), 1 -10.
- Hosan, D; Ali, S; Asad, H; & Mohammad, R. (2012). How Emotional Intelligence and Organizational Culture Contribute to Shaping Learning Organization in Public Service Organization. *African Journal of Business Management*. 6(5), 1921-1931.
- Jimoh, Y. A., Raji, O., & Oyeniran, S. (2012). Influence of Leadership Style and Emotional Intelligence on Job Performance of Local Government Workers in Osun State. *Journal of Alternative Perspectives in the Social Science*. Vol. 3 (4), 34 -48.
- Khanka, S. S. (2008). *Organizational Behaviours*. 4<sup>th</sup> Edition. S Chand and Company Pvt. Limited. New Delhi.
- Lauren, L. (2019). Why Emotional Intelligence is Important in Leadership. *Harvard Business Review*. Retrieved on-line on 30/05/20. <http://online.hbs.edu/blog/post/emotional-intelligence-In-leadership>.
- Martnez-Pons, M. (1997). The Relationship of Emotional Intelligence with Selected Areas of Personal Functioning. Imagination, Cognition and Personality. *International Journal of Management Sciences*. Vol. 2 (2), 34 – 50.
- Mayer, J. & Salovey, P., (1997). Emotional Development and Emotional Intelligence. *International Journal of Management Sciences*. Vol. 2 (3), 44 -60.
- Mayer, J. D., Peter, S., Caruso, D. R., & Sitareonis, G. (2001). Emotional intelligence as a standard Intelligence. *American Psychology Association*. Vol. 1 (3), 232 -242.
- Mittal, V & Sindhu, E. (2012). Emotional Intelligence and leadership. *Global Journal of Management and Business Research*. 12(16), 34-37.
- Ogundare, O.S (2020). *Impact of Economic Recession on Labour Casualization in the Nigeria Manufacturing Sector*. A PhD Thesis Presented to the Department of Accounting and Management, Faculty of Management Sciences, Ladoke Akintola University of Technology, Ogbomoso, Nigeria
- Olannye, A. P. (2013). An Assessment of the Effect of Emotional Intelligence on Leadership Performance in Local Government Administration. *Journal of Emerging Trends in Economics and Management Sciences*. Vol. (5), 44 – 50.
- Palmer, B., Walls, M., Burgess, Z., & Stough. C., (2001). Emotional Intelligence and Effective Leadership. *Leadership & Organization Development Journal*. 22(1), 5-10.
- Palmer, P.N. & Jansen, C.A. (2001) *Emotional Intelligence as an Important Attribute of Transformational Leadership*. Paper presented at the Southern African Institute of Management Scientist Annual Conference, 17-29 September 2004, Cape Town.
- Salovey, P. & Mayer, J. (1990). Emotional intelligence. *Imagination, Cognition & Personality*, 9(3), 185-211.
- Salovey, P. & Sluyter, D.J. (1997). *Emotional Development and Emotional Intelligence: Educational Implications*. New York: Basic Books.

Silas, G. & Hibala, D. (2017). The Impact of Emotional Intelligence on the performance of Local Government Employees in Plateau State, North Central Nigeria. *International Journal of Social Sciences and Management Research*. Vol. 3 (7), 47 – 59.