

## INFLUENCE OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE OF ADMINISTRATIVE OFFICERS IN AN ORGANIZATION (A STUDY OF FEDERAL POLYTECHNIC ILARO)

SALAKO, Oluwaseun Adewale<sup>1\*</sup> AJIBADE, Olalekan, Eyitayo<sup>2</sup>

<sup>1,2</sup>Department of Public Administration Federal Polytechnic Ilaro Ogun State, Nigeria



### Article History

Received : 13/10/2021

Accepted : 23/10/2021

Published : 10/12/2021

**Abstract** The study examined the Influence of Emotional Intelligence on the Job Performance of Administrative officers in an Organization. The study was carried out at Federal Polytechnic Ilaro, Ogun State. Random sampling technique was adopted in selecting 65 (Sixty-Five) Administrative officers of Federal Polytechnic, Ilaro Ogun State. Three research questions were raised with twelve (12) items and were administered to the Administrative officers of Federal Polytechnic, Ilaro, Ogun.

Questionnaires were administered to elicit data from the respondents. Data collected were presented in tables and analysed with Mean method. The results show a clear understanding that self-awareness, emotional management, and relationship management have a greater influence on the Job Performance of Administrative officers in an Organization. It was concluded that Administrative officers must have the necessary traits of emotional intelligence such as the capability to understand the emotions of other people and make effort to manage such emotions. This paper, therefore, recommended among others that Administrative officers should help themselves by learning how to manage their emotions and that of others. And also understand the emotions of their superiors, colleagues, and subordinates when the need arises.

**Keywords:** Emotional Intelligence, Job Performance, Administrative officers, Organization.

### INTRODUCTION

#### Background Information to the Study

Central to the growth and survival of any organization, private or public, is the human resource of the organization as man remains the most viable of all resources available to an organization. The human capital of any organization explores the organizational internal and external environments, manipulates and converts all other resources into effective and profitable use.

The performance of the human capital is a result of the actions set to achieve a goal based on a specific standard. This includes actions or behavior of all non-observable mental processing eg. problem solving, decision-making, program planning, reasoning (Baiky and Robert, 2018).

Many organizations are looking for performance improvement and they desire to carry out Economic activities with maximum efficiency. However, performance is a function of knowledge, skills, capabilities, motivations, and other social and emotional competencies of the workers. Emotional intelligence is an important capability in today's organization with changing behaviours and motivations and emotion is a powerful psychological action that can affect behaviour and performance in an important way (Brown, 2017).

The structure of Emotional Intelligence (Hand) is one of the most frequently researched topics in organizational studies. Emotional intelligence has been found to be a significant predictor of a variety of enviable organizational outcomes such as job performance, job

satisfaction, organizational citizenship behavior, and organizational commitment. Emotional intelligence involves managing emotions in a way that is appropriately expressed, thus enabling people to work together for a common purpose in a constructive and transparent environment. When the manager values emotions, employees also value emotions. Therefore, if the manager feels optimistic, confident, creative, flexible, tolerant, respectful, and compassionate, employees will likely reflect these feelings.

During the past decade, management researchers claim that emotional intelligence influences performance and productivity. High emotional intelligence also affects all aspects of management (Jordan, Ashkanasy, and Hartel. 2014). Today, new findings show more attention to emotional intelligence on job functions (Steve, 2016).

While research has shown there is a significant relationship between emotional intelligence and job performance (Rangriz and Mehrabi. 2010), literature does not offer guidance on how the variables of emotional intelligence directly affect the relationship between job performances. We do not know how the measurement of variables of emotional intelligence can be directly used to measure managers and job performance

Besides, emotional intelligence is a presentation of emotional and social competencies, skills, and facilitators that impact intelligent behavior, and the capability to evaluate and manage emotion (Bar-On, 2017). Besides controlling own emotion, people who are emotionally intelligence is capable of resolving the problem and making an appropriate decision (Mayer, Caruso, & Salovey, 2014). Many experts have given different definitions in connection to

emotional intelligence, but can be summarized as emotional intelligence is a mixture of interpersonal intelligence and interpersonal intelligence (Bar-On, 2017; Goleman, 2018).

Other than this, emotional intelligence could also contribute to occupational success since its factors are capable of assisting employees for group decision, intercommunication, and productivity and demonstrate insurrection in managing thoughts and emotions (Goleman. 2013). According to Corcoran Torney (2017) discuss of Emotional Intelligence are: **Self-awareness** (The ability to recognize what you are feeling, to understand your habitual emotional responses to events, and to recognize how your emotions affect your behavior and performance), **Managing emotions** (The ability to study, focused and think clearly even when experiencing powerful emotions), **Self-motivation** (The ability to take and to persevere in the face of obstacles and setbacks). **Empathy** (The ability to sense, understand and respond to what other people are feelings). **Social Skill / Awareness** (The ability to manage, influence, and inspire emotions in others). **Relationship Management:** (Which is the ability to control own and other emotions and at the same time manages interaction successfully).

Mostly, Administrative officers perceive their employment as a reciprocal exchange relationship that reproduces relative dependence and extends beyond a formal contract. This type of perception is important because the organization and Administrative officers are involved in a reciprocal relationship. It is not sufficient enough to examine one side of this relationship but also consider the support which the organization gives to its Administrative officers. When Administrative officers are highly emotional and organization giving them fair and equal organizational support against their contribution then their performance level will increase.

Therefore, this study examines the influence of Emotional Intelligence on the Job Performance of Administrative officers in an organization. It explored the relationship between Emotional Intelligence and Job Performance among the secretarial staff of Federal Polytechnic. Ilaro.

#### Statement of the Problem

Since the modern business organization is a highly complex affair and thus, the function of the Administrative officer is becoming more and more challenging. Therefore, the influence of Emotional Intelligence on an Administrative Officer's Job Performance in an organization has to be carefully improved. However, Administrative officers are laced with various challenges that may affect their Emotional Intelligence and in the long run affect their Job performance. These challenges range from family issues, late payment of salary/wages, difficult boss, stress and poor working environment among many others.

Emotional Intelligence has been studied by researchers but little has established the relationship of Emotional Intelligence to Job Performance of Administrative officers considering the important role of the Administrative officer as the image-maker of the

organization, it is helpful for the Administrative officer to establish and maintain amicable working relationships by careful choice of words and calmness even when he or she is facing challenges or under duress. Hence, it is important to investigate how Emotional Intelligence contributes to or undermines the performance level of Administrative officers in an organization

#### Objective of the Study

The objective of this study was to examine the extent to which emotional intelligence could predict the job performance of Administrative officers in an organization. The study specifically focused on three of the components of emotional intelligence which are **self-awareness, emotion management, and relationship management**, and aims to determine the extent to which each of these three emotional intelligence components affects the job performance of Administrative officers.

#### Research Questions

The following research questions were drawn to serve as guide for the study:

1. To what extent could the self-awareness of an Administrative officer affects their Job Performance?
2. To what extent could the emotional management skill of an Administrative officer enhance their Job Performance?
3. To what extent does the relationship management skill of an Administrative officer affect their Job Performance?

#### Methodology

The Survey method with the use of a questionnaire which was from the research questions earlier formulated. The target population for the study comprised of Administrative officers in Federal Polytechnic Ilaro, Ogun State. The Institution has a total of Seventy (70) Administrative officers out of which Sixty-Five (65) were selected through simple random sampling techniques to form the sample size. A structured questionnaire was used to elicit responses from the respondents. The questionnaire consists of two sections which are Sections A and B. Section A dealt with the Personal Data of the respondents while Section B contains the question items developed from the research questions designed for the study. A 70 (Seventy) questionnaire was administered personally on the respondents that were randomly selected from the population. Sixty-five were duly completed and returned. The sample population is therefore the sixty-five respondents that returned their questionnaire. In the course of answering research questions, "Strongly Agree", "Agree", "Disagree", and "Strongly Disagree". A Mean method was adopted in the data collected from the respondent in order to arrive at a decision as to the interpretation of results; the normal values of the

responses were added together by the number of this value as thus:

$$4+3+2+1=10 \quad \frac{10}{4} = 2.5$$

Any response within a mean rating of 2.5 and above will be considered and accepted while those below the rating point will be considered rejected.

### Results

Research question 1: **To what extent could the self-awareness of an Administrative officer affect their Job Performance?**

S/N	ITEMS	SA	A	D	SD	N	X	REMARK
1	Self-awareness guards against the negative effect of emotion at work	60	5	-	-	65	3.92	Accepted
2	I understand when I am happy and it makes me perform exceptionally.	40	20	5	-	65	3.54	Accepted
3	Knowing one's strengths and limits helps to make quality decisions which make performance to be more efficient.	50	10	-	5	65	3.62	Accepted
4	Strong sense of oneself worth and capabilities helps to improve one's job performance.	46	8	5	6	65	3.46	Accepted
	Grand Mean X						3.6	

Source: Field Survey, 2021

Analysis of data in Table One shows a grand mean of 3.6 which is greater than 2.5, indicating that the research question one is accepted. Hence, it shows that the self-awareness skills of Administrative officers significantly affect their job performance.

Research question 2: **To what extent could the emotional management skill of an Administrative officer enhance their job performance?**

S/N	ITEMS	SA	A	D	SD	N	X	REMARK
1	It is easy for me to respond appropriately to the emotion of visitors.	45	15	5	-	65	3.62	Accepted
2	I go out of my way to emphasize with others.	50	8	5	2	65	3.75	Accepted
3	I can alter my feeling and emotion with changing situations.	55	8	2	-	65	3.82	Accepted
4	I found it easy to perceive the emotions of people around me.	57	8	-	-	65	3.88	Accepted
	Grand Mean X						3.7	

Source: Field Survey, 2021

Analysis of data in Table two shows a grand mean of 3.7 which is greater than 2.3, indicating that the question two should be accepted. Hence, it shows that the Emotional Management skills of Administrative officers significantly enhance their Job Performance

Research question 3: **To what extent does the relationship management skill of an Administrative officer affect their Job Performance?**

S/N	ITEMS	SA	A	D	SD	N	X	REMARK
1	It is easy for me to respond appropriately to the emotion of visitors.	40	15	10	-	65	3.46	Accepted
2	I go out of my way to emphasize with other.	35	25	5	-	65	3.46	Accepted
3	I can alter my feeling and emotion with changing situation.	30	20	15	-	65	3.23	Accepted
4	I found it easy to perceive the emotions of people around me.	41	20	4	-	65	3.57	Accepted
	Grand Mean X						3.4	

**Source: Field Survey, 2021**

Analysis of data in Table three shows a grand mean of 3.4 which is greater than 2.5, indicating that the research question three should be accepted. Hence, it shows that the Relationship Management skills of Administrative officers significantly affect their job performance.

**Discussion****Research Question One**

Analysis of data on Research Question One shows the mean ranking of the responses to the research question. The result shows a grand mean of 3.6 which implies that most of the respondents were of the belief that self-awareness is an important factor that determines the job performance of Administrative officers. The result points to the fact that self-awareness guards against the negative effect of emotions at work and that the Administrative officer's awareness of strengths and limits helps them to make quality decisions which in turn makes them be more efficient. The result further shows that when an Administrative officer is happy, it makes them perform exceptionally towards their work. Thus, the research question is upheld. This result agrees with the opinion of Corcoran & Tormey (2017) that says self-awareness is the ability to recognize what you are feeling, to understand your habitual emotional responses to events, and to recognize how your emotions affect your behavior and performance. The result also corroborates Goleman (2013) when self-awareness makes one to see himself as others see him, and have a good sense of own abilities and current limitations.

**Research Question Two**

Analysis of data on Research Question two shows the mean value of the responses to the research question. The results gave a grand mean of 3.7 indicating that Emotional Management has a significant impact on the job performance of Administrative officers. The result shows that the Administrative officers' ability to respond appropriately to the emotion of visitors and colleagues, readiness to go out of their ways to empathize with others help to alter their feelings and emotion with changing situations within the organization and outside the organization which in turn make it easy to perceive the emotions of people around them.

Thus, the research question is upheld. This result agrees with the opinion of Day & Livingstone (2015) that good emotional management should reflect an ability to be flexible and resist or deal with external impulse Executives with high emotional management are generally calm and work well under pressure; They are rarely impulsive and can often react to a stressful event without an emotional response. outburst. The result is also in tandem with Benson (2010) that emotional management entails managing personal, social, and environmental changes by coping with a situation, solving problems, and making decisions immediately, realistically, and flexibly.

**Research Question Three**

Research Question three was analyzed using the mean ranking of the respondents. The results gave a grand mean of 3.4 which implies that most of the respondents were of the belief that relationship management is a major determinant of the job

performance of Administrative officers. The result points to the fact that the work of Administrative officers should not affect their interpersonal relationship with customers and be willing to deal with different kinds of customers and colleagues.

The result further shows that relationship management helps Administrative officers to understand the diverse opinion on work decision because they are always ready to carry out their responsibility at all-time which in turn make the subordinates regularly share their problems and challenges with them. Thus, the research question is upheld. This is in tandem with the opinion of Corcoran & Tormey (2012) that relationship management is the ability of controlling own and other emotions and at the same time manages interaction successfully. The high caliber of interpersonal cognitions may demonstrate through the ability to interact with others, by being able to build trust and adhesion in order to maintain a long-term relationship

**Conclusion**

Based on the result of this study, it was concluded that Emotional Intelligence and its magnitudes have a great influence on Administrative officers' overall performance in an organization. It can also be concluded that Emotional Intelligence will remain an important tool through which Administrative officers' skills could be updated and their competencies enhanced. An organization should help the emotion of Administrative officers in other to enhance their performance.

**Recommendations**

Based on the findings of this study, the following recommendations were made:

- Adequate training programme should be organized to orientate Administrative officers on the importance of managing their emotions to help their work performance in the organization. This should be periodically since change is continuous.
- Organizations should, as a matter of fact, help their Administrative officers to develop their emotional intelligence skills by providing them with a conducive environment. This would help to reduce the poor performance of Administrative officers towards work.
- Administrative officers should also help themselves by learning how to manage their emotions and that of others. Organizations should provide all motivating factors that will propel Administrative officers to put all their efforts into the organization.
- Administrative officers should also see the need to understand the emotions of their superiors, colleagues, and subordinates when the need arises. Management of higher institutions should see the need to introduce courses that will help to train

the emotional intelligence of Office Technology and Management students.

#### References

1. Bailey, R. W. and Robert, B. (2018) Impact of Emotional Intelligence on Employees Performance and Organizational Commitment. *University of Mauritius Research Journal vol 20 2014*
2. Bar-On, R. (2017). Emotional Quotient Inventory (EQ-i): Technical Manual. *Toronto, Canada: Multi-Health Systems.*
3. Brown, SP Cron. W.L., & Slocum, J.W. 2013), "Effects of Goal-Directed Emotions on Salesperson. Volitions, Behavior, and Performance: A longitudinal study" *Journal of Marketing. p 610*
4. Corcoran, R. P. Tormey. R. (2017). How Emotionally Intelligent are Pre-Service Teacher *Teaching and Teacher Education, 28, 750-759.*
5. Goleman, D. (2013). Working with Emotional Intelligence. *New York: Bantam*
6. Jordan, P.J., Ashkanasy. N.M., & Hartel, C.E.J. (2014). "Emotional Intelligence as a Moderator of Emotional and Behavioural relations to Job Insecurity". *Academy of Management Review, 27: 361-372.*
7. Mayer, J. D., Salovey, P., Caruso, D. R. (2014). "Emotional Intelligence. In R. Sternberg (Ed.) Handbook of Intelligence. *Cambridge, UK: Cambridge University Press.*
8. Rangriz, H. & Mehrabi, J.(2010). "The Relationship between Emotional Intelligence, Organizational Commitment and Employees performance in Iran" *International Journal of Business and Management 5 (8): 50 -*
9. Steve, L. (2016). "How Emotional Intelligence Can Improve Management Performance" *International Journal of Contemporary Hospitality Management, 16(4):220-230*