

Effect of Emotional Intelligence on Employee Engagement: Evidence from selected Deposit Money Banks in Lagos State, Nigeria

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***Abstract:** Employee engagement is a prominent index of organizational success. However, engagement is in a downward trend in most banks in Nigeria. Several studies have been focused on strategies for promoting employee engagement. Such studies approached the discourse from leadership perspectives with little attention devoted to emotional intelligence perspective. This article therefore focused on emotional intelligence and employee engagement using data collected from Guaranty Trust Bank Plc., Head Office, Lagos and Union Bank Plc. Lagos. Organizations face challenges today which call for detailed understanding of emotional intelligence and its effect on employee productivity. This study sought to find out the extent to which self-control influences employee performance in an organization, how building bonds affect employee effectiveness and how self-awareness influences employee involvement. The study adopted mixed research method where both quantitative and qualitative data were used. For the quantitative research, copies of structured questionnaire were administered to 200 employees of the two selected banks used for the study. One hundred and twenty (120) copies of the questionnaire were returned properly completed for analysis. For the qualitative research, 20 participants from other stakeholder groups were interviewed. Three hypotheses were formulated and tested. It was revealed that self-control has significant effect on employee performance, building bonds has significant effect on employee effectiveness and self-awareness has significant effect on employee involvement. The study concluded that emotional intelligence enhances employee engagement and productivity in an organization. Based on the findings from regression and thematic analyses, the study recommended that banks should pay more attention to the promotion of emotional intelligence on their staff to enhance employee productivity.*

***Keywords:** Emotional intelligence, employee engagement, productivity, effectiveness.*

Introduction

A good understanding of emotional intelligence is essential when it comes to management of employees to produce the best of results for an organization. The significance of emotional intelligence is the ability to monitor one's emotion and that of others and to be able to use emotional skills and competence to understand the behavior of others and influence them in the right direction (Mayer & Caruso, 2020). Human resources practitioners are facing the challenge of understanding the emotions of employees as a result of high commercial and industrial demands that place high expectations on the workforce (Kapp, 2019). Human resources experts seek to understand the emotions of employees so as to deploy them effectively to achieve organizational goals and objectives. They also seek to achieve both individual and organizational

goals through suitable personnel programmes that would enhance efficiency and effectiveness as human beings are the greatest contributors to the bottom-line success of an organization (Drusket & Wolf, 2019). Researchers are concerned with finding out the relationship between emotional intelligence and workforce engagement as they influence the work of an organization. Lam and Kirby (2020) are of the opinion that emotional intelligence is the best predictor of employee engagement as it forecasts the productivity of employees through understanding and handling of their emotions in the desired manner. An employee with high emotional intelligence can achieve expected goal timely and for this reason, employers of labour today seek to engage workers who possess this essential human soft skill (Cameli, 2017).

Background to the Study

Authors have argued that emotional intelligence is a significant factor in the effort to achieve effectiveness in employee engagement (Gardner and Stough, 2019). It has also been discovered that people with high emotional intelligence can gather and regulate their emotions without difficulty and then use that emotional composure to make good decisions that can enhance the performance of an organization (Cable & Wang, 2018). As noted by Gardner & Stough (2019), emotional intelligence makes it possible for a person to recognize and control his inner feelings and to manage the emotions effectively in his relationships with other people. Salovey and Mayer (2020) also used the term emotional intelligence to explain that social intelligence involves the ability to recognize and control one's own feeling and emotions when communicating and interacting with others. In a study conducted by Fullan (2018), the researcher found that emotionally intelligent leaders are fully aware of their own emotional feelings and that of other people especially in solving routine hurdles in the face of new changes in the workplace. In a similar research, Gardner and Stough (2019) found significant positive relationship between transformational leadership and emotional intelligence and significant negative correlation between emotional intelligence and laissez-faire leadership but slight positive relationship between emotional intelligence and transactional leadership. This study provided empirical evidence to support the findings of Cherniss and Goleman, (2020) which concluded that a leader's emotional intelligence in an organization affects employees and impacts on results. Thus, the objective of this paper is to examine the effect of emotional intelligence on employee engagement in a firm. Specifically, the study will examine how self-control affects employee performance, the extent to which bond building influences employee effectiveness and how self-awareness affects employee involvement.

LITERATURE REVIEW

Conceptual Review

The historical backdrop of emotional intelligence as a concept can be traced to the work of Zapf & Holz (2006) who characterized intelligence as "the totality of a person's limit to act deliberately, to think independently and manage his condition with perfect control". This elucidation is in consonance with the hypotheses formulated by Gardner (1983) which upheld the view that intrapersonal intelligence, intrapsychic limit and relational aptitudes comprised the capacity to control one-self emotionally. Relational intelligence was proposed to incorporate the capacity to peruse mind-sets, wants and expectations of others and to follow up on this information. Caruso & King (2021) contended that general intelligence incorporates both intellectual and emotional intelligence and saw individual intelligence as the antecedents of emotional intelligence. Prins (2017) is of the opinion that emotional intelligence is concerned with comprehending and identifying with oneself as well as other people and adapting effectively to the prompt setting. Emotional intelligence is strategic and good for quick working, while subjective intelligence is increasingly vital, with long haul limit. Emotional intelligence mirrors one's capacity to deal with circumstances effectively. It measures an individual's state of mind and capacity to adjust to requests (Prins, 2017). Stuart & Paquet (2019) characterized emotional intelligence as a person's capacity to deal with data and information rationally, process data and tackle issues objectively. Emotional intelligence is concerned with general mental capacity associated with computing, thinking, seeing connections and analogies, adapting rapidly, putting away and recovering data, utilizing language and making changes in accordance with new circumstances. Bennis (2015) characterized emotional intelligence as the totality of mental procedures

associated with changes and adjustments to nature. Despite the fact that there remains a solid inclination to see emotional intelligence as an absolutely savvy or intellectual capacity, extensive proof proposes that emotional intelligence has numerous aspects. Palmer & Stough (2019) are of the view that most scholars will in general concur that emotional intelligence directs mental movement and critical thinking, logical reasoning, and successful dynamic analysis of situations. Sadock & Sadock (2018) characterized emotional intelligence as the: limit with regards to learning and capacity to review, incorporate productively and apply what one has realized; the ability to comprehend and think rationally. This capacity was, traditionally measured and expressed as intelligence quotient. However, as early as 1920, Thorndike argued in favour of social ability as an important component of intelligence. He defined social intelligence as the ability to act or behave wisely in relation to others and distinguished social intelligence from the mechanical and abstract forms of intelligence.

Bar-On (2019) argued that the term emotional intelligence has many definitions. He viewed emotional intelligence as non-cognitive capacity and aptitudes that impact one's ability to prevail with regard to adapting to ecological requests. The researcher further stated that emotional intelligence is a significant indicator of accomplishment in everyday life and directly impacts a person's general mental prosperity and wellbeing. Being emotionally and socially intelligent is to be able to comprehend and convey our feelings and to relate well with other people, This assertion is based on our inter-personal capacity to know about ourselves, to comprehend our qualities and shortcomings and to express our sentiments without injury to other people's feelings and sensibilities. On the relational dimension, being emotionally and socially intelligent is to have the capacity to know about the feeling of others and to be sympathetic with the feelings and aspirations of any one you relate with.

Human beings are naturally social creatures. We crave friendship and positive interactions, just as we eat food and drink water. So, it makes sense that the better our relationship is while we are working with other employees, the happier and more productive we are going to be. That is the essence of building bonds in the workplace (Kim, cable & Wang, 2018). Smooth working relationship with other employees engenders joy and happiness among the workforce. Building bonds gives room for employees to understand each other thereby enhancing their commitment to organizational tasks. Good relationship is necessary if employees hope to develop their careers. Cordial relationship brings about freedom of mind and happiness (Caruso & King, 2021). Instead of spending time and energy overcoming the problems associated with negative relationship we spend our time focusing on task accomplishment and achievement of organizational goals. In building bond, there are various factors that need to be considered, such as, trust, mutual respect, mindfulness, welcoming diversity and open communication (Gardner & Stough, 2019). Once all these factors are adequately controlled, employees will be more committed to their work and to the organization at large. In order to build bonds effectively, employees need to develop their skills, identify what they stand to benefit from the relationship, seek opportunity to build relationship with others and use emotional intelligence as a guide when dealing with peers and superiors (Fullan, 2018).

Emotional Intelligence and Employee Involvement

In order to understand the concept of emotional intelligence and its effect on employee involvement, let us first understand the term emotion. (Caruso & King, 2021) defined emotion as internal event that influences many psychological subsystems including physiological responses, cognitions, and conscious awareness. Kapp (2019) postulated that the average usage of the term refers to a state of consciousness having to do with arousal or feeling. Cooper & Sawaf, (2019) postulated that emotions when adequately managed, promotes trust, enforces loyalty and commands commitment and productivity and organizational achievement. In addition to this, Blackman & Henderson, (2020) believe that it is the perfect control of emotions that gives birth to emotional intelligence. According to Mayer and Caruso(2020), a manager who has good emotional intelligence will be better able to anticipate, cope with and effectively adapt to changes constantly taking place in the current digital dispensation. On the other hand, Stuart & Paquet, (2019) saw emotional intelligence as a person's ability to comprehend facts and figures mentally, understand information and craft solutions to problems. Psychologists defined emotional intelligence as the ability to understand the general mental state of individuals, their thinking process and be able to relate with them

smoothly. Although there remains a strong tendency to view emotional intelligence as a purely intellectual or cognitive function, considerable evidence suggests that emotional intelligence has many facets. Palmer & Stough (2019) suggested that most theorists tend to agree that emotional intelligence is “goal-directed” and driven by mental activity that is marked by problem solving skill, critical thinking, and effective abstract reasoning.

In today’s competitive business world, employees are in a position where they are compelled to engage actively in different roles and thus the relationship that exists between emotional intelligence and employee involvement focuses on task accomplishment (Fullan (2018). Employee involvement and engagement seek to make employees committed, focused and energized for work. This is achieved by making employees understand their roles and how the organization is achieving its goals and objectives. Engaged employees experience greater attachment to their work and the organization. They are more likely to do things that would contribute to the growth of the organization. One simple but overlooked way of influencing employees emotionally and enhancing their engagement is to put in place effective internal communication (Sadock & Sadock, 2018). Internal communication, if well managed, becomes an effective tool for achieving the set goals of an organization. Through effective communication, top management can build trust on its employees, keep them motivated, and make them understand their roles towards the achievement of bottom-line success of the organization. Internal communication as a tool for improving employee engagement must be two-way communication channel. While communication flows from top-down, employees are also given the opportunity to express their views on matters that affect them thus finding expression in participatory engagement of employees (Sadock & Sadock, 2018).

THEORETICAL REVIEW

Social Exchange Theory

The thrust of this study is to examine the effect of emotional intelligence on employee engagement in an organization and social exchange theory has been found to be most adequate to be deployed to drive the study. Social exchange theory was developed by George Homans, a sociologist. It first appeared in his essay “Social Behavior as Exchange,” in 1958. Homans studied small groups and initially believed that any society, community or group was best seen as a social system. Social exchange theory proposes that social behavior is the result of an exchange process. The purpose of this exchange is to maximize benefits and minimize costs. According to this theory, people weigh the potential benefits and risks of their social relationships and act on their best interest. It is like using your money as instrument of exchange to obtain the products and services you need. You will always go for the best quality products and most satisfactory services.

Criticisms against Social Exchange Theory

Social exchange theory has been criticized on the ground that it does not set parameters for the exchange deals and that there is danger in throwing exchanges universally open in society without limits. In the long run, the practice could lead to exchanging human beings for good and services thus reminding society of the evils of slave trade that have long been forgotten (Mishra & Mohapatra, 2018).

Blau, and Emerson (1970) were the foremost supporters of Homan’s social exchange theory. They undertook detailed study of the concept which led to theoretical and empirical development and extension of the theory to include analysis of power and dependence, social networks, reciprocity, fairness, social cohesion, and solidarity.

The proposition of social exchange theory is that commitments are made through a progression of collaborations between individuals who are in a condition of complementary association. It is a give and take relationship which calls for reasonableness between the two parties. According to the theory, the relationship develops into shared understanding as long as the individuals stand by specific principles of exchange. Along these lines, one successful method by which an employee pays his organization is through unflinching dedication to his work and the use of tact, diplomacy and emotional intelligence to maintain smooth relationship with superiors, colleagues and subordinates. Saks (2017) contended that the level of

engagement of the employees is to a great extent subordinated to the benefits they obtain from their association with their organization. By making full association towards their works and deploying emotional intelligence and physical strengths to their tasks, they derive satisfaction on the job and equal remuneration for their effort.

Empirical Review

This study examined the effect of emotional intelligence on employee engagement in an organization. Other researchers have also studied emotional intelligence and its relationship with employee engagement and performance and their views are represented here in support of the discourse on the subject-matter. Maye and Caruso (2020) conducted a research using 100 school children in Bangladesh. The research study sought to identify whether Emotional Intelligence (EI) has the characteristics and merits to be used in measuring mental development and performance in terms of identifying correct and incorrect answers. It was evident from the research that emotional intelligence abilities were distinct from the already existing natural intelligence and that emotional intelligence develop with age. Two other studies were conducted as part of this research using Multifactor Emotional Intelligence Scale (MEIS). One study was conducted on 503 adults from diverse sources i.e. college students, corporate employees, executives etc. Results from study No.1 confirmed that EI can be considered as a new and distinct type of intelligence. Study No. 2 was conducted on 229 adolescents and the results were compared with the scores in study No. 1. The findings from study No. 2 revealed that adults scored higher on EI than adolescents. Therefore it was concluded that EI can be considered as a full-fledged Intelligence on its own and it largely enhances performance of individuals.

Carmeli (2017) in his study of employees in a manufacturing company contended that most workers with high state of emotional intelligence can use and direct their own feelings and that they have likewise the emotional and social skill to oversee others and keep up smooth relationships with them. Employees with high state of emotional intelligence are productive and mindful of their duties and control their feelings adequately. Gryn (2018) analyzed the competency models developed by psychologists in 18 large and global organizations. He calculated the ratio of technical skills, emotional intelligence as contributing factors to excellent performance and found that emotional intelligence proved to be twice as important as others for excellent job performance at all levels in the studied organizations. He also identified five components of emotional intelligence (EI) which are; self-awareness, self-regulation, motivation, empathy and social skills.

Zeidner, Mathews & Roberts (2019) reviewed the empirical research which supported the claims that emotional intelligence is important in the workplace. The study largely investigated the role of EI in personnel selection, placement, job performance and job satisfaction. They found that emotional intelligence contributed to employee performance and other affective outcomes. Lam & Kirby (2020) studied direct and moderating effect of EI measured by ability based on individual performance among business undergraduates. With regard to controlling mental ability and personality factors, EI was found to determine only one measure of interpersonal effectiveness i.e. public speaking effectiveness. The study supported that EI has indirect effect on performance and mere possession of EI skills does not guarantee effective performance.

Gryn (2018) studied the relationship between EI traits of 268 call center managers and their job performance in a medical aid administration organization in Johannesburg, South Africa. The study found no significant relationship between EI and job performance of the call center managers. Mishra and Mohapatra (2018) carried out a research to establish the relationship between EI and job performance of 90 executives employed in different organizations in Delhi NCR. The results found a significant positive relationship between EI and job performance.

Methodology

This article focused on emotional intelligence and employee engagement using data collected from Guaranty Trust Bank Plc., Lagos Head Office and Union Bank Plc. Head Office, Lagos to consummate the study. Organizations face challenges today which call for detailed understanding of emotional intelligence

as they influence employee engagement and productivity. Consequently, this soft skill referred to as emotional intelligence has become relevant in leadership effectiveness and organizational success. This study adopted mixed method of research where quantitative and qualitative data were used and brought into harmony through triangulation. For the quantitative research method, copies of structured questionnaire were administered to 200 employees of the two selected banks used for the study. One hundred and twenty (120) copies of the questionnaire were returned properly completed for analysis. For the qualitative research, 20 participants from other stakeholder groups were interviewed to obtain soft data for the study.

Sampling

The study population consists of 200 employees of the two banks used for the study. For the quantitative research, copies of structured questionnaire were administered to 200 employees of the two banks (Guaranty Trust Bank Plc. and Union Bank Plc.) respectively. Only 120 copies of the questionnaire were returned correctly completed for analysis. For the qualitative research, semi-structured interviews were conducted with 20 participants which included (customers, suppliers, contractors and maintenance technicians). The selection of 20 participants was based on the work of Saunders et al. (2009), which stipulated that a sample of twenty (20) to thirty (30) participants should be used when conducting semi-structured interviews in order to give the researcher time to carry out effective in-depth analysis of the responses.

Measures

This research study benefitted from the works of extant scholars in the field of emotional intelligence and employee engagement in an organization. More specifically the works of Bakker & Demerouti (2018), Beeka (2019) and Bradberry & Greaves (2018) were used in drafting the quantitative research instrument.

Validity and Reliability of the instrument

The content validity was used for this study. Content validity tries to establish whether or not the instrument contains all the necessary elements that enable the researcher to measure correctly the attributes of interest. To certify content validity, the questionnaire items were generated from established prominent authors in the field such as; De Villiers & Nel (2017) and Feriselli & Ghini (2020). Other experts in this research area were given access to the draft questionnaire in order to provide feedback on the effectiveness of each question in measuring the constructs. Their comments were noted and reflected in the final draft of the research instrument.

The reliability test used for this research is the internal consistency method. The Cronbach Alpha internal consistency of the items in the questionnaire was analyzed using the reliability procedure in SPSS version 22. The Cronbach alpha value (α) for the research instrument was 0.79, which falls in line with the normal benchmark of 0.7 for reliability acceptance.

Table 1: Response rate of Respondents on the Administered Questionnaire

Questionnaire	Respondents	Percentage of Respondents
Number administered	200	100%
Number returned	120	60%
Number not returned	80	40%
Total	200	

(Source: Researcher’s Field Survey, 2021)

Demographic Characteristics of Respondents

This section provides demographic information on the respondents of the study. The characteristics include; Gender, age, marital status, academic qualifications and departments to which the employees belong.

Table 2: Demographic Characteristics

Demographic variable		Frequency	Percentage
Gender	Male	57	45.6
	Female	63	50.4
	Total	120	96.0
Age	18-30	89	71.2
	31-40	22	17.6
	41-50	7	5.6
	51-above	2	1.6
	Total	120	96.6
Marital Status	Single	86	68.8
	Married	26	20.8
	Divorced	6	4.8
	Total	120	96.0
Qualification	HND	13	10.4
	B.SC	47	37.6
	MSC	35	28.0
	OTHERS	24	19.2
	Total	120	96.0
Department	Human Resource Department	17	13.6
	Marketing Department	31	24.8
	I.T	29	23.2
	Bankers	22	17.6
	Managers	21	16.8
	Total	120	96.0

Source: Researcher’s Field survey, 2021)

Hypotheses Testing

Hypothesis 1

Ho: Self-control has no significant influence on employee performance

Hi: Self-control has significant influence on employee performance

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.254 ^a	.064	.056	.42724

(Source: Researcher’s Field Survey2021)

a. Predictors: (Constant), Self-Control

b. Dependent Variable: Employee performance

This result presented shows that self-control has a positive effect on employee performance at $r=0.254$, R^2 is the fraction of variance in the dependent variable which can be shown from the independent variable. This value indicated that there are 6.4% that occurs between self-control and employee performance.

Table 4: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1.480	1	1.480	8.106	.005 ^b
Residual	21.539	118	.183		
Total	23.019	119			

(Source: Researcher’s Field Survey, 2021)

- a. Dependent Variable: Employee performance
- b. Predictors: (Constant), Self Control

The F statistics in the mean square regression (8.106) divided by the mean square residual (.183), equals to $F= 43.347$. From the table above it shows that it is statistically significant. Therefore, self-control has a significant influence on employee performance. Sequel to this, the null hypothesis was rejected and the alternate hypothesis accepted which states that self-control has a significant influence on employee efficiency.

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.543	.329		10.780	.000
	Self Control	.216	.076	.254	2.847	.005

(Source: Researcher’s Field Survey2021)

- a. Dependent Variable: Employee performance

The table above shows that self-control has a significant influence on employee performance and their level of significance. ($\beta= .254$; $t= 2.847$; $p= 0.005$)

Decision: since the p value ($p= 0.005$) shows a statistical significant level, therefore the null hypothesis is rejected which lead to the acceptance of the alternate hypothesis. Thus, self-control has significant effect on employee performance.

Hypothesis 2

Ho: Building bonds has no significant effect on employee effectiveness

Hi: Building bonds has significant effect on employee effectiveness

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.097 ^a	.009	.001	.69640

(Source: Researcher’s Field Survey,2021)

- a. Predictors: (Constant), Building Bonds

This result showed that building bonds has a positive effect on employee effectiveness at $r=0.097$, R^2 is the fraction of variance in the dependent variable which can be shown from the independent variable. This value indicated that there are 0.9% significance effect between building bonds and employee effectiveness.

Table 7: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.547	1	.547	1.129	.290 ^b
	Residual	57.227	118	.485		
	Total	57.774	119			

(Source: Researcher’s Field Survey,2021)

- a. Dependent Variable: Employee Effectiveness
- b. Predictors: (Constant), Building Bonds

The F statistics in the mean square regression (1.129) divided by the mean square residual (.485), equals to $F = 2.327$. From the table above, it shows that it is statistically insignificant because it is above 0.005 and the null hypothesis should be accepted. Therefore, building bonds has no significant influence on employee effectiveness. Thus, null hypothesis was accepted which states that building bonds has no significant influence on employee effectiveness.

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.477	.502		6.928	.000
	Building Bonds	.121	.114	.097	1.062	.290

(Source: Researcher’s Field Survey,2021)

- a. Dependent Variable: Employee Effectiveness

The table above shows that building bonds has little influence on employee effectiveness and their level of significance. ($\beta = .097$; $t = 1.062$; $p = 0.05$)

Hypothesis 3

Ho: Self-awareness has no significant influence on employee involvement

Hi: Self-awareness has significant influence on employee involvement

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.112 ^a	.013	.004	.43888

Source: Researcher’s Field Survey,2021

- a. Predictors: (Constant), Self-Awareness

This result presented shows that self-awareness has a positive effect on employee involvement at $r = 0.112$, R –Square is the fraction of variance in the dependent variable which can be shown from the independent variable. This value indicated that there is 1.3% significant effect between self-awareness and employee involvement.

Table 10: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.290	1	.290	1.503	.223 ^b
	Residual	22.729	118	.193		
	Total	23.019	119			

(Source: Researcher’s Field Survey, 2021)

- a. Dependent Variable: Employee Involvement

b. Predictors: (Constant), Self Awareness

The F statistics in the mean square regression (1.503) divided by the mean square residual (.193), equals to $F = 7.787$. From the table above, it shows that it is statistically significant because it is above 0.05 and the null hypothesis should be accepted. Therefore self-awareness has no significant influence on employee commitment. Thus, the alternate hypothesis was rejected which states that self-awareness has a significant influence on employee involvement.

Table 11: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.162	.256		16.245	.000
	Self Awareness	.074	.061	.112	1.226	.223

(Source: Researcher’s Field Survey,2021)

a. Dependent Variable: Employee Involvement

The table above shows that self-awareness has little influence on employee involvement and their level of significance. ($\beta = .112$; $t = 1.226$; $p = 0.05$)

Decision: since the p value ($p = 0.05$) is less than the significant value, the null hypothesis was accepted meaning that self-awareness has no significant effect on employee involvement.

Results: (Quantitative dimension)

Hypothesis one showed that self-control has significant influence on employee efficiency. Using regression analysis, the result derived showed that there is an effect of self-control on employee performance in the workplace. The null hypothesis was rejected while the alternate hypothesis was accepted. The result from the model is ($F = 8.106$, $P = 0.05$).

Hypothesis two revealed that building bonds has no significant effect on employee effectiveness. Using regression analysis, the result derived showed that there is no effect of building bonds on employee effectiveness. The null hypothesis was accepted at 1.129, $P = 0.290$. This is because the $P = 0.290$ is greater than 0.05. Thus, building bonds has no effect on employees’ effectiveness.

Hypothesis three showed that Self-awareness has no significant influence on employee involvement. Using regression analysis, the result derived showed that there is no effect of self-awareness on employee involvement. The null hypothesis was accepted while the alternate hypothesis was rejected. The result from the model is ($F = 1.503$, $P = 0.223$). The explanation is that $P = 0.223$ is greater than 0.05 leading to the acceptance of the null hypothesis.

Results: Thematic Analysis (Qualitative)

Theme: Assessment of humility and emotional intelligence exhibited by employees.

Emotional intelligence is a person's capacity to control his feelings and emotions and to deal with data and information rationally, process data and tackle issues. Emotional intelligence is concerned with general mental capacity associated with computing, thinking, seeing connections and analogies, adapting rapidly, putting away and recovering data, utilizing language and making changes in accordance with new circumstances. Bennis (2017) characterized emotional intelligence as the totality of mental procedures associated with changes and adjustments and wisdom on the part of employees while attending to customers and clients.

(Comments from other stakeholder groups when they were interviewed)

“The employees of the bank show a lot of humility, consideration and emotional intelligence in dealing with customers.”

Supplier at Guaranty trust Bank Plc.

“Of course, in banking, the customer is the ‘King’ and employees of the bank demonstrate this in their attention to customers.

Customer of Union Bank Plc.

“A bank worker without patience to attend to customers does not deserve to be here at the bank”.

Computer Engineer at Guaranty Trust Bank Plc.

Comments and opinions from stakeholders of banks as given above validate the importance of humility and emotional intelligence in the achievement of organizational bottom-line.

Conclusion and Recommendations

Emotional intelligence is the ability to control one’s emotion and also positively influence that of others and to be able to use this soft skill to understand and promote cordial relationship in the work place. Human resource management seeks to understand the emotions of human beings in the work setting and to use such understanding to enhance the achievement of organizational goals and objectives. Human resource managers are also concerned with finding ways of achieving both individual and organizational goals through suitable personnel programmes as human beings are the most important contributors to the success of an organization. Research has shown that self-control and emotional intelligence have significant effect on employee performance. The banking sector is very dynamic in nature and every bank aims to have competitive advantage and sustained organizational success and this necessitates having good understanding of emotional intelligence and how to use that soft skill to achieve successful employee engagement. This study recommended that banks should constantly engage in finetuning and enhancing emotional intelligence of their employees through training and development aimed at teaching soft skills, such as, pleasantries, courtesies and smooth inter-personal relationship practices in the interest of organizational performance.

Managerial Implications

Development of emotional intelligence in the workforce will go a long way in enhancing organizational performance as revealed by the hypothesis tested in this study. Top management of banks should put more effort in building emotional intelligence in their workforce and motivating the employees to achieve the set goals. Effort should be extended to building bonds among employees since the best of performance can be achieved only under the atmosphere of peace harmony and cordial inter-personal relationships.

Suggestions for further Research

The findings of this research study supported by the revelations from literature review backs up the positive effect of self-control and emotional intelligence on the performance of an organization. Nonetheless, further research should be directed towards finding out how other factors in the environment of an enterprise, such as, culture and organizational values can be harnessed with emotional intelligence of employees to further enhance the effectiveness of banks.

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