

EMOTIONAL INTELLIGENCE AND EMPLOYEE PERFORMANCE: EVIDENCE FROM LISTED DEPOSIT MONEY BANKS IN MAIDUGURI METROPOLIS, BORNO STATE

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ABSTRACT

Emotional intelligence (EI) has garnered considerable attention across various academic disciplines. This study focuses on exploring the relationship between emotional intelligence and employee performance within the context of listed deposit money banks. Specifically, the research investigates the influence of self-awareness and self-control on employee performance. Data was gathered from employees at Maiduguri branches of First Bank using stratified sampling techniques and an adapted questionnaire. Both descriptive and inferential statistics were employed for analysis. The findings indicate that self-awareness positively and significantly affects employee performance in First Bank's Maiduguri branches, whereas self-control does not exhibit a significant effect. The study concluded that Employees who demonstrate a high level of self-awareness are likely to perform better in their roles.

Keywords: Emotional Intelligence, Self-awareness, Self-Control, Employee Performance.

INTRODUCTION

The emerging concept of emotional intelligence is gaining attention in the workplace, being recognized as an essential yet underexplored aspect of competence. Emotional intelligence involves recognizing and managing emotions in oneself and others to guide actions. It supports managers and employees in understanding emotions, self-management, and relationship building. This "people-focused" concept encompasses self-awareness and self-control, contributing to positive attitudes and behaviors (Jonas, 2013).

Emotional intelligence is distinct from traditional "soft skills" and is backed by research. Effective managers have long understood the value of communication, empathy, and modeling behavior. While cognitive processes are important, they are insufficient for success; a blend of rational and emotional data is vital. Its applications in the workplace encompass personnel selection, employee development, team dynamics, and organizational success. Organizations can coach employees in interpersonal skills and effective collaboration (Fiori et al., 2018).

Enhancing emotional intelligence alongside technical skills improves productivity. Managing emotional intelligence aids team members' interpersonal skills. Empirical research links emotional intelligence to employee performance. Developing emotional intelligence results in enhanced performance, especially within service-oriented sectors. Employees who handle emotions adeptly and exhibit effective behaviors gather better information and make better decisions, resulting in improved job performance (Dorsey & Mueller-Hanson, 2019).

In Nigeria's Banking Industry, information technology has been pivotal for growth and competitiveness. However, emotional intelligence is prompting global financial institutions to transform business systems and models (Jain, & Das 2018). Regardless of their qualifications and skill set, it is crucial for employees to understand the importance of emotional intelligence, this is because EI is vital as skills and abilities when it comes to successfully carrying out all tasks, functions, and job responsibilities (Ashhar, 2023). It is against this background that this study explores the impact of emotional intelligence on employees' performance: Evidence from Listed Deposit Money Banks in Nigeria.

Effectively managing employees' emotions has emerged as a contemporary challenge for managers in the 21st century (Latha, 2020). Although prior research has established a connection between emotional intelligence and organizational performance, limited evidence exists regarding how employees translate their emotional intelligence into improved work outcomes within the banking industry.

In environments where individuals continually experience fear and insecurity, there is a risk of employees becoming emotionally "numb" as a self-protective measure. This phenomenon is evident through the subdued expressions of subordinates, the lack of enthusiasm among frontline workers, and the noticeable absence of genuine interactions between managers and employees (Kahtani 2013).

The coping mechanism that enables individuals to endure emotionally challenging situations can hinder their capacity to respond empathetically to others. Certain personnel in the banking sector appear to lack social awareness concerning the emotions and concerns of their colleagues. They exhibit uncertainty regarding socially acceptable behaviors and appropriate conduct in different situations (Ali & Anwar, 2021).

In the workplace, effective interaction with colleagues is pivotal, often requiring the skill of empathy to enhance performance. However, many employees within work environment lack social competence, they struggle to perceive situations from others' perspectives, often leading to ill-advised actions (Koman & Wolff, 2008). Socially adept employees possess the ability to comprehend an organization's overall psychology and navigate political dynamics within groups. Unfortunately, many employees seem to lack this awareness, they are unable to foster organizational understanding that could facilitate networking and coalition-building, enabling them to exert influence irrespective of their professional role (Usman & Waziri, 2022).

The apparent lack of consensus on EI and how it affect employee's performance create a problem that pumps the need for this investigation.

- i. To what extent does self-control affect employees' performance in listed deposit money banks in Maiduguri Metropolis?
- ii. To what extent does self-awareness affect employee performance in listed deposit money banks in Nigeria.

Hence, this study aimed to ascertain the impact of emotional intelligence on employees' performance in the Nigerian banking industry with the following specific objectives are to:

- i. examine the impact of self-control on employees' performance in listed deposit money banks in Maiduguri Metropolis.
- ii. evaluate the impact of self-awareness on employee performance in listed deposit money banks in Nigeria.

H₀₁: there is no significant effect of self-control on employees' performance in First Banks Maiduguri Branches, Borno State Nigeria.

H₀₂: there is no significant effect of self-control on employees' performance in First Banks Maiduguri Branches, Borno State Nigeria.

REVIEW OF RELATED LITERATURE

Kuruville and Menezes (2019) defined Emotional Intelligence as the capacity to recognize, comprehend, and manage one's own emotions as well as the emotions of others. It involves being in touch with your feelings, empathizing with the emotions of those around you, and effectively handling emotional situations. Furthermore, Irshad and Isani (2022) Viewed EI as a set of social and interpersonal skills that enable individuals to navigate relationships and social interactions effectively. It involves the ability to communicate, influence, and work with others harmoniously while considering their emotional states. Ezzatabadi et al. (2012) characterized emotional intelligence as the capacity to experience, apply, convey, perceive, recall, articulate, discern, gain insight from, regulate, comprehend, and elucidate emotions.

Goleman (1998), credited with popularizing the concept, has described Emotional Intelligence as "the ability to acknowledge our own emotions and the emotions of others, to inspire ourselves, and to effectively regulate emotions within ourselves and in our interactions." Furthermore, Goleman introduced an emotional competence framework model, wherein emotional competence, a skill cultivated through emotional intelligence, leads to exceptional performance in the workplace.

Self-Control

Self-control in the context of emotional intelligence refers to the ability to regulate and manage one's own emotions, impulses, and reactions effectively. It involves maintaining composure and making thoughtful choices in the face of challenging or emotionally charged situations. Self-control is a critical component of emotional intelligence, as it allows individuals to respond to circumstances in a balanced and rational manner rather than reacting impulsively or emotionally. It enables them to delay gratification, handle stress, and maintain a steady demeanor, contributing to better decision-making and more harmonious relationships with others (Fard & Khan 2014). As McPheat (2010) points out, he poses questions like: Can you pause and deliberate before taking action, generate multiple solutions before making a decision, carefully evaluate the best course of action, set priorities based on urgency, and avoid impulsive reactions? If you can do these things, you possess self-control. On the contrary, the absence of these abilities suggests a lack of self-control. McPheat (2010) goes on to explain that it's essential to consistently examine our fears and desires, which often trigger strong emotional reactions. We all have desires such as career advancement, love, financial security, well-being, and strong fears like salary

reductions, job insecurity, or losing our employment. Recognizing these desires and fears equips us with the insight needed to comprehend our intense reactions, enabling us to assess situations more effectively and develop more suitable solutions. Additionally, techniques like reframing negative self-talk and rehearsing ideas and plans before execution can enhance one's self-control.

Self-Awareness

According to Victoroff and Boyatzis (2012), self-awareness can be defined as the capacity to understand one's internal state, preferences, available resources, and intuition. It is not a given ability to effortlessly recognize our own emotional states and responses, whether in the public eye or in private, and still maintain this awareness afterward, whether operating in a group or individually (Goleman et al, 2002). Furthermore, self-awareness encompasses having an accurate assessment of one's own abilities. Those who possess this attribute are conscious of both their strengths and weaknesses, receptive to honest feedback from others, and open to learning from past experiences. This confidence stems from a deep understanding of our capabilities, values, and goals (Fatt, 2002).

Self-aware individuals possess the capability to accurately perceive their own emotions and remain conscious of them as they unfold. This includes being attuned to how they typically react in specific situations and with particular individuals as quoted in (Cheok & Eleanor 2011).

Self-awareness goes beyond merely having knowledge about oneself; it extends to the ability to interpret this self-knowledge to gain a deeper understanding of oneself (Drette, 2010). As discussed by Drette (2010), self-awareness can be divided into four levels: Arousal and attention, Sensory and motor, Cognitive, and Psychosocial. In the arousal and attention stage, attention to thoughts or any state of arousal is typically slow or impaired due to our inability to concentrate or respond with close attention, often due to distracting environmental factors. The sensory and motor stage is where we can articulate our sensory experiences, such as physical sensations, fatigue, and contentment, and even more advanced abilities to process our perceptions, thanks to our developed competence in paying attention, comprehending, and memorizing.

Emotional Intelligence and Employees' Performance

Organizations serve as environments where interpersonal interactions are essential. Many of these interactions are directly linked to job-related responsibilities. Emotions have the capacity to impact cognitive processes by triggering distinct approaches to information processing (Rendall, 2007). For instance, positive emotions often encourage heuristic processing, which can be beneficial for creative assignments and short-term memory tasks.

The fusion of emotion and cognition can exert an influence on employees' performance across a range of tasks, the correlation between trait emotional intelligence and tasks that involve the recognition of emotional facial expressions was examined. Two tasks assessing the speed of emotional information processing, utilizing the inspection time (IT) paradigm, were employed. The results revealed that a person's overall ability in processing emotions plays a role in their performance on these tasks. (Dorsey & Mueller-Hanson, 2019)

Empirical Review

Khan (2023) conducted research on the Influence of Managerial Emotional Intelligence on Employee Performance. The study adopted a systematic methodology, conducting an extensive exploration across academic databases encompassing journals and conference proceedings. Results indicated a noteworthy correlation between a manager's emotional intelligence and the performance of their employees. The study concluded that the emotional intelligence of managers is a crucial determinant of employee performance. Consequently, it is suggested that organizations prioritize the enhancement of emotional intelligence skills among their managerial staff.

Irshad and Isani (2022) conducted a study to investigate the Impact of Emotional Intelligence on Employee Performance within the Banking Sector in Bangalore. The research employed descriptive analysis and utilized a ranking method based on weighted mean to comprehend the effective emotional intelligence factors influencing performance. The study findings indicated that employees exhibit longevity and contentment in their tenure within the banking sector. Moreover, employees displayed an inclination towards delivering customer-centric services, despite having a relatively low personal interest in tasks, but they remain committed to completing their assigned tasks.

Aizoubi and Aziz (2021) conducted research to explore the Relationship between emotional intelligence and strategic decision quality, with a focus on the Mediating Role of Open Innovation in UAE National Banks. The study utilized a survey design, collecting cross-sectional data via questionnaires from top management personnel in UAE national banks. The findings of the study revealed a robust and positive correlation between managers' emotional intelligence and the quality of their strategic decisions.

Fard and Khan (2014) sought to examine the correlation between emotional intelligence and organizational commitment among municipality employees. The facets of emotional intelligence under investigation included self-awareness, self-control, self-motivation, social consciousness, and social skills. The study employed a descriptive research design and utilized a simple random sampling method to select a sample of 287 individuals from the municipality employee list. Data collection was conducted using a questionnaire. The Spearman correlation coefficient was employed to analyze the gathered data. The findings of the research affirmed the association between emotional intelligence components and organizational commitment. Notably, majority of these studies were conducted outside Nigeria, highlighting a paucity of literature in the specific research area that this study aims to address.

METHODOLOGY

The research focused on Deposit Money Banks listed in Nigeria, situated within Maiduguri Metropolis, with particular attention to First Bank branches in Maiduguri, Borno State, Nigeria. Maiduguri, also known as 'Yerwa', serves as the capital of Borno State and the commercial hub of the Northeastern sub-region of Nigeria. It comprises four local government areas: Maiduguri Metropolitan Council, Jere, Konduga, and Mafa (Waziri, 2012). The ethnic composition of Maiduguri includes the Kanuri (the largest group), Babur, Shuwa, Marghi, Hausa/Fulani, Igbo, Yoruba, among others. The populace of Borno is

predominantly comprised of farmers, traders, and cattle herders. Maiduguri functions as a central trading center for northeastern Nigeria, hosting thousands of businesses, including branches of nearly all major commercial banks in the country.

The study utilized a survey research design method due to its descriptive nature, which is deemed relevant for generating new facts and conducting natural experimentation without intentionally manipulating the research variables. Employing a descriptive survey design facilitates the adoption of various data collection instruments necessary for generalizing the research findings. This method is instrumental in generating information directly from the sample population.

In this study, the questionnaire served as the primary tool for collecting data. A questionnaire is utilized to gather responses from participants to address research inquiries. The survey questionnaire utilized a five-point Likert-scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This scale was selected for its appropriateness in assessing participants' perceptions on the subject matter, as suggested by Yomere and Agbonifoh (1999) and Olannye (2006).

The population of the study consists of 173 staff members from four First Bank branches in Maiduguri metropolis. The sample size for the study is 118, determined using Krejcie and Morgan's (1970) table for sample size determination, out of which 110 were accurately completed and returned, thus deemed valid for analysis. The data collected was analyzed using multiple regression. The aim of the statistical analysis for this research study is to assist the researcher in drawing valid conclusions that lead to informed decision-making. All analyses will be conducted using Statistical Package for Social Science (SPSS) software.

Model Specification

Multiple regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where;

Y= Employee Performance

B₀ - intercept coefficient

ε – error term (extraneous variables)

X₁ –Self Control

X₂– Self Awareness.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Hypotheses Testing

Multiple regression analysis was used to test the hypotheses of study. It was intended to examine the effect between the predicting variables and the dependent variable. The hypotheses are:

Ho¹: there is no significant effect of self-control on employees' performance in First Banks Maiduguri Branches, Borno State Nigeria.

Ho²: there is no significant effect of self-control on employees' performance in First Banks Maiduguri Branches, Borno State Nigeria.

Table 1:
Hypothesis Testing

Variables	Beta	t- Value	Sig. Level	Decision
Self-Control	0.226	4.887	0.000	Rejected
Self-Awareness	0.094	1.571	0.118	Accepted

a. Dependent Variable: Employee Performance

Model Summary

Table 2 present the model summary of the research work. The values of R = 0.245, R square= 0.60, and adjusted R square = 0.54. This implies that the independent variables in the study are responsible for 59% change in the dependent variable. Similarly, the value F change = 8.979 (p<0.000) this designates that the independent variable significantly predicts dependent variable.

Table 2

Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error Change Statistics					
				of the R Square Estimate	Change	F Change	df1	df2	Sig. Change
1	.245 ^a	0.60	0.54	.614	0.60	8.979	3	4.19	0.000

a. Predictors: (Constant), SC, SA

b. Dependent Variable: CS

Discussion

This study examined Emotional Intelligence and Employee's Performance: Evidence From Listed Deposit Money Bank, Borno State Nigeria. Self-control and self-awareness were the components used in the study. Two hypotheses were formulated and tested. The first hypothesis that was tested aimed to determine the effect of self-control on employees' performance in First Banks Maiduguri Branches, Borno State Nigeria. The results of this hypothesis test have indicated that there is a statistically significant relationship between the self-control and employee performance in first bank Maiduguri branches

Specifically, the beta coefficient (β) associated with the relationship between self-control and employee performance was found to be .226. The t-value, which helps assess the statistical significance of this beta

coefficient, was calculated to be 4.887. Additionally, the significance level (often denoted as alpha, typically set at 0.05) was reported as 0.000 in this study.

This finding corroborate the result of Ekpenyong et al. (2015) who carried study to examine emotional intelligence and employee performance. The result of their study indicted a significant correlation between the studied emotional intelligence factors i.e. self-awareness, self-management, social awareness, social skills and employees' performance respectively.

The second hypothesis that was tested aimed to investigate there is no significant effect of self-control on employees' performance in First Banks Maiduguri Branches, Borno State Nigeria. The results of this hypothesis test have demonstrated that Self-control has no significant effect on employee performance in first bank Maiduguri Branches.

To elaborate on the statistical findings, the beta coefficient (β) associated with the relationship between Self-control and Employee performance was calculated to be 0.094. The t-value, which is crucial in assessing the statistical significance of this beta coefficient, was reported as 1.571. Importantly, the significance level (often referred to as alpha, typically set at 0.05) was found to be 0.118.

This finding contradicts the research conducted by Fard and Khan (2014), which aimed to examine the correlation between emotional intelligence and organizational commitment among municipal employees. The results of their study affirmed a positive relationship between the various components of emotional intelligence and organizational commitment.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, it can be concluded that self-awareness plays a crucial role in enhancing employee performance within First Bank's Maiduguri branches. Employees who demonstrate a high level of self-awareness are likely to perform better in their roles. However, the study did not find a significant effect of self-control on employee performance in this context. This suggests that while self-awareness is important, self-control may not be as directly correlated with performance outcomes in the specific setting of First Bank's Maiduguri branches. These conclusions underscore the importance for organizations to focus on fostering self-awareness among their employees as a means to improve overall performance.

The study recommended that:

- i. First Bank Maiduguri branches should involve in Training and Development Programs. Implement training and development programs aimed at enhancing self-awareness among employees. These programs can include activities such as self-assessment exercises, mindfulness training, and emotional intelligence workshops.
- ii. Also First Bank Maiduguri branches can create a more supportive environment for employees to enhance their emotional intelligence, ultimately leading to improved performance and organizational success.

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