

Emotional Intelligence on Workforce Productivity of the Federal Ministry of Budget and Economic Planning, Abuja.

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ABSTRACT

This study examines the impact of emotional intelligence, specifically self-awareness and self-regulation, on workforce productivity at the Federal Ministry of Budget and Economic Planning, Abuja. Adopting a survey research design, questionnaires were distributed to a sample of 186 employees across departments, including Human Resources, Information, Monitoring and Evaluation, and Social Development, from a total workforce of 360 employees (2024). Krejcie and Morgan's (1970) sampling technique determined the sample size. Multiple regression analysis was conducted using IBM SPSS Version 26. Results showed significant positive effects of self-awareness ($t=11.878$, $p<0.000$) and self-regulation ($t=4.801$, $p<0.000$) on productivity, rejecting the null hypotheses. The study concludes that emotional intelligence enhances productivity, the study recommended that the Ministry should introduce Self-Awareness training Programs, including workshops on emotional intelligence, reflection, and personality assessments, to help employees understand their strengths and work styles, enhancing productivity. It was also recommended that the ministry should implement regular coaching and stress management resources, such as mindfulness, resilience training, and conflict resolution, to strengthen self-regulation skills and foster a positive, productive work environment.

Keywords: Emotional intelligence, workforce productivity, self-awareness, self-regulation, public sector

INTRODUCTION

The importance of emotional intelligence (EI) in today's business environment has been widely recognized, as organizations strive to enhance workforce productivity and overall performance. Emotional intelligence, which encompasses the ability to perceive, use, understand, and manage emotions effectively (Goleman, 2018), plays a crucial role in influencing employee interactions, decision-making, and teamwork. As organizations operate within increasingly complex environments, factors such as technological advancements, competition, and globalization are pushing for a workforce that is adaptable, resilient, and emotionally competent (Bar-On, 2019). Given this backdrop, emotional intelligence emerges as a key competency for driving workforce productivity (Salovey & Mayer, 2020).

Self-awareness, a key component of emotional intelligence, enables individuals to recognize their own emotions, strengths, weaknesses, and values. This recognition is essential for personal and professional

growth, as it provides a foundation for improving work performance and making informed decisions (Goleman, 1995).

Self-regulation refers to the ability to manage one's emotions and responses to stressful situations effectively. Employees who demonstrate strong self-regulation are better equipped to adapt to workplace changes, resolve conflicts, and sustain focus, which are crucial for maintaining productivity under various conditions (Bradberry & Greaves, 2009).

In Nigeria, workforce productivity is especially critical as businesses face external challenges such as economic instability, regulatory pressures, and competitive labor markets (NBS, 2023). Emotional intelligence can be instrumental in helping employees navigate these challenges by fostering better communication, reducing conflicts, and enhancing teamwork (Adeyemi & James, 2023). Studies have shown that employees with higher levels of emotional intelligence are better equipped to handle stress, maintain positive relationships with colleagues, and contribute meaningfully to organizational goals (Oladipo & Afolabi, 2022).

While existing literature provides understanding into the impact of emotional intelligence, specifically self-awareness and self-regulation, on workforce productivity, notable gaps remain in the context of the Nigerian public sector, particularly within the Federal Ministry of Budget and Economic Planning, Abuja. Studies such as those by Johnson and Lee (2023) in the banking sector, Kumar and Reddy (2022) in IT firms, and Adebayo and Okeke (2024) in public sector organizations have demonstrated the positive effects of emotional intelligence on productivity. However, these studies focus on sectors or regions distinct from the Nigerian context, leaving a gap in understanding how emotional intelligence influences workforce productivity within the specific dynamics of Nigerian government ministries. Additionally, while studies have examined self-awareness and self-regulation separately, limited research integrates both factors in the Nigerian public sector context. This gap necessitates an investigation into how these emotional intelligence dimensions collectively affect productivity in the Federal Ministry of Budget and Economic Planning, Abuja, where unique challenges, including bureaucratic structures and resource constraints, may influence the effectiveness of emotional intelligence interventions. Thus, the problem this study seeks to address is the lack of empirical evidence regarding the role of self-awareness and self-regulation in enhancing workforce productivity in the Nigerian public sector, specifically within Abuja's Federal Ministry. Therefore, understanding how emotional intelligence influences productivity is essential for Nigerian organizations aiming to optimize employee output and sustain long-term success.

The paper has the following research questions:

- i. To what extent does self-awareness influence workforce productivity?
- ii. How does self-regulation impact workforce productivity?

The broad objective of this study is to analyze the effect of emotional intelligence on workforce productivity of the Federal ministry of budget and economic planning, Abuja. The specific objectives are as follows:

- i. To examine the effect of self-awareness on workforce productivity.
- ii. To analyze the influence of self-regulation in enhancing work force productivity.

The following hypotheses were formulated for the study:

Ho₁: Self-awareness has no significant effect on work force productivity.

Ho₂: Self-regulation has no significant influence on work force productivity.

REVIEW OF RELATED LITERATURE

Concept of Emotional Intelligence

Emotional intelligence is a multifaceted concept that focuses on the emotional aspects of human behavior. Salovey and Mayer (2020) defined emotional intelligence as the ability to recognize, understand, and manage one's own emotions as well as the emotions of others. According to Goleman (2018), emotional intelligence consists of five key components: self-awareness, self-regulation, motivation, empathy, and social skills. These components are essential for effective interpersonal communication and play a significant role in workplace productivity. Bar-On (2019) further elaborates that emotional intelligence is a critical determinant of success, as it influences an individual's capability to navigate social complexities, manage stress, and foster effective teamwork. According to Mayer et al. (2021), emotional intelligence is defined as "the capacity to reason about emotions and to use emotions to enhance thought processes and decision-making." They emphasize that individuals with high emotional intelligence can effectively manage their emotions and use them to facilitate interpersonal and personal growth.

Goleman (2022) describes emotional intelligence as "the ability to recognize, understand, manage, and use one's own emotions as well as the emotions of others in social and professional settings." He highlights that emotional intelligence is essential for leadership, as it influences how individuals navigate social complexities and achieve positive outcomes in collaborative environments. Petrides and Furnham (2023) define emotional intelligence as "a set of emotional abilities that enable individuals to cope with the demands and pressures of the environment." This definition focuses on the role of emotional intelligence in helping people adapt to challenges, emphasizing stress management and self-regulation as core components. Bradberry and Greaves (2024) conceptualize emotional intelligence as "a skill set that enables individuals to accurately perceive, assess, and respond to their own emotions and those of others." Their definition underscores the importance of emotional awareness, empathy, and social skills in maintaining effective communication and positive relationships.

Emotional intelligence also has a direct impact on leadership and employee performance, making it a valuable asset for organizations. As noted by Adeyemi and James (2023), emotionally intelligent employees demonstrate enhanced decision-making, improved conflict resolution skills, and higher levels of adaptability, all of which contribute to improved productivity.

Self-Awareness

Self-awareness is the ability to recognize and understand one's own emotions and how they affect thoughts, behavior, and performance. This dimension involves accurately assessing one's emotional state and its influence on personal actions and decisions. High self-awareness helps individuals recognize their emotional strengths and limitations, which can improve decision-making and interpersonal relationships. Self-awareness is crucial in the workplace, as it enables employees to acknowledge their emotions without being overwhelmed by them, promoting better judgment and communication (Goleman, 1995).

Self-Regulation

Self-regulation, also known as emotional self-control, refers to the ability to manage or redirect one's emotions in a positive way, especially in situations that may trigger impulsive responses. This dimension allows individuals to keep disruptive emotions and impulses in check, maintaining composure and flexibility even under stress. Effective self-regulation fosters adaptability, resilience, and conscientiousness, all of which are valuable traits in professional environments. People with strong self-regulation skills can handle workplace challenges without letting emotions dictate their actions, leading to more constructive interactions and outcomes (Bradberry & Greaves, 2009).

Workforce Productivity

Workforce productivity is a measure of the efficiency with which employees contribute to the goals and outputs of an organization (Grant, 2019). Productivity depends on various factors, including employee motivation, engagement, and the work environment. In Nigeria, workforce productivity is impacted by challenges such as inadequate infrastructure, regulatory constraints, and limited access to resources (NBS, 2023). Within this context, emotional intelligence becomes a tool for enhancing employee productivity by promoting a positive work culture and reducing workplace stress (Oladipo & Afolabi, 2022). Studies have shown that organizations that invest in emotional intelligence training see significant improvements in employee productivity and morale (Hitt et al., 2020). Emotional intelligence enables employees to handle workplace challenges more effectively, resulting in reduced turnover, increased job satisfaction, and overall productivity (Dess et al., 2018).

Theoretical Framework

The Social Exchange theory was used to underpin this study. The theory provides a framework for understanding the relationship between emotional intelligence and workforce productivity. According to Blau (1964), the Social Exchange Theory posits that relationships are based on the reciprocal exchange of resources, both tangible and intangible. In the workplace, emotionally intelligent employees are more likely to engage in positive exchanges with colleagues and superiors, creating a collaborative and productive environment (Bolino & Turnley, 2020). This reciprocity fosters trust and mutual respect, essential elements for productivity and organizational commitment. Thus, emotional intelligence can be viewed as a resource that enhances social exchanges within organizations, leading to a more productive workforce.

Empirical Review

Johnson and Lee (2023) conducted a study to investigate the impact of self-awareness on employee productivity within the banking sector in South Korea. Using a sample of 150 employees selected through simple random sampling, the study employed a quantitative research design with data collected through structured questionnaires. Regression analysis revealed a significant positive relationship between self-awareness and productivity, with an R-squared value of 0.65, indicating that self-awareness accounted for 65% of the variance in employee productivity. Findings suggested that employees with higher levels of self-awareness were more proactive in identifying personal strengths and areas for improvement, which enhanced their task performance and goal alignment. The study recommends that organizations implement self-awareness training programs to improve employee productivity.

Kumar and Reddy (2022) examined the role of self-regulation in enhancing employee productivity in the information technology sector in India. The study sampled 200 employees from major IT firms, using a cross-sectional research design with data gathered via online surveys. Multiple regression analysis demonstrated a significant effect of self-regulation on productivity, with an R-squared value of 0.72, suggesting that self-regulation explained 72% of the productivity variance. The findings showed that employees who practiced effective self-regulation were better equipped to manage work stress, maintain focus, and adapt to changes, which contributed to improved performance outcomes. The study recommends that IT firms provide resources for emotional regulation training to support high productivity levels among employees.

Similarly, Adeyemi and James (2023) examined emotional intelligence and productivity within manufacturing firms in Lagos, Nigeria. The study utilized a survey design with 200 employees and found that emotional intelligence training led to a 20% increase in employee productivity. The study concluded that organizations prioritizing emotional intelligence training saw a reduction in employee turnover, increased job satisfaction, and enhanced workforce productivity.

Adebayo and Okeke (2024) also studied the impact of emotional intelligence on job performance in the Nigerian public sector. The study used a sample of 180 public sector employees and revealed a significant positive relationship between emotional intelligence and employee engagement. The findings suggest that emotionally intelligent employees were more committed to their roles and contributed positively to organizational outcomes.

Smith and Carter (2023) investigated the impact of self-awareness on employee productivity within the healthcare sector in the United States. The study sampled 200 healthcare professionals from a population of 300, using Cochran's formula for sample size determination. Adopting a quantitative research design, data were gathered through self-administered questionnaires focused on self-reflective practices and productivity measures. Findings from regression analysis revealed a positive correlation between self-awareness and productivity, with an R-squared value of 0.68, suggesting that self-awareness significantly contributed to enhanced productivity levels. The study recommends that healthcare institutions implement self-awareness training to boost employee performance.

Zhang and Li (2023) explored the relationship between self-regulation and employee productivity in the manufacturing industry in China. The study involved a sample size of 150 employees from an original population of 250, selected using Cochran's formula. Using a quantitative research approach, data were collected through structured questionnaires measuring self-regulation skills and productivity metrics. Regression analysis showed a positive relationship between self-regulation and productivity, with an R-squared value of 0.73, indicating that self-regulation explained a significant portion of productivity variance. The study suggests that manufacturing firms should promote self-regulation practices to optimize employee performance.

METHODOLOGY

The research adopted a survey design, utilizing questionnaires distributed to respondents. The population of the study consists of employees of the Federal Ministry of Budget and Economic Planning, Abuja, which had a total of 360 employees as of (2024), according to records from the Human Resources department. The sample size was determined using Krejcie and Morgan's (1970) sampling technique, suitable for studies with known populations, resulting in a sample size of 186. Consequently, 186 questionnaires were administered to staffs in the following department in the ministry: Human Resources, Information, Monitoring and Evaluation, Social Development.

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Formula for determining sample size

$$s = X^2 NP(1 - P) + d^2(N - 1) + X^2 P(1 - P)$$

s = required sample size.

X² = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

The study utilized multiple regression analysis to examine the collected data, using IBM Statistical Package for the Social Sciences (SPSS) Version 26.

Model Specification

The dependent variable in this study is the work force productivity (WFP), while the independent variable is emotional intelligent, represented by the following proxies: self awareness (SA) and self regulation (SR). To test all the stated hypotheses, multiple regression analysis was employed to estimate the model. The model is presented as follows:

WFP= f(EI)

$$WFP = \beta_0 + \beta_1 SA + \beta_2 SR + \mu_i \text{-----} (1)$$

Where: EI = an indicator representing emotional intelligent (Independent Variable);

WFP:= Dependent variable

β_0 = a constant and β_{1-2} = coefficients of independent variables;

SA = a predictor representing Independent Variable (self awareness);

SR= a predictor representing Independent Variable (self regulation);

μ = Stochastic error term;

i = Cross sectional; and

f = Functional relationship.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

A total of 186 questionnaires were collected from the respondents.

Table 1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.622	.86842

a. Predictors: (Constant), SR, SA

The results indicate an R-squared value of .627, meaning that 62.7% of the variation in the dependent variable is explained by the collective influence of the independent variables. Furthermore, the adjusted R-squared value of .622 implies that 62.2% of the factors related to the external business environment are captured within the model, with 37.8% remaining unaccounted for.

Table 2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	208.939	2	104.470	138.525	.000 ^b
	Residual	124.436	165	.754		
	Total	333.375	167			

a. Dependent Variable: WP

b. Predictors: (Constant), SR, SA

Table 2 shows an F-statistic value of 138.525 with a significance level of .000, indicating that the model is well-fitted and statistically significant at the 5% level. This result confirms that the model is reliable for decision-making purposes.

Table 3

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.090	.763		-4.052	.000
	SA	1.391	.117	1.174	11.878	.000
	SR	.507	.106	.475	4.801	.000

a. Dependent Variable: WP

Table 3 presents the statistical analysis results, showing a t-statistic of 11.878 with a significance level of 0.000, indicating that self awareness has a significant and positive impact on work force productivity of the Federal ministry of budget and economic planning, Abuja. This finding suggests a strong and statistically significant relationship between self awareness and work force productivity at the 5% significance level. Consequently, the null hypothesis, stating that self awareness has no significant effect on work force productivity, is rejected. These findings align with those of Johnson and Lee (2023), Adeyemi and James (2023).

Additionally, Table 3 reports a t-statistic of 4.801 with a significance level of 0.000, further demonstrating that the self regulation significantly and positively affects work force productivity of the Federal ministry of budget and economic planning, Abuja. This result also indicates a positive and statistically significant relationship between the self regulation and work force productivity, leading to the rejection of the null hypothesis that there is no significant impact of self regulation on work force productivity. These findings emphasize the critical role of self regulation on work force productivity. The findings is in consistent with the results of Kumar and Reddy (2022) , Zhang and Li (2023).

CONCLUSION AND RECOMMENDATIONS

The study demonstrates that both self-awareness and self-regulation have significant and positive impacts on workforce productivity within the Federal Ministry of Budget and Economic Planning, Abuja. The statistical analysis highlights a strong and meaningful relationship between these aspects of emotional intelligence and employee productivity, underscoring the critical role that self-management skills play in enhancing overall job performance. The findings suggest that employees with high self-awareness are better equipped to recognize their strengths and areas for improvement, which leads to more effective performance. Similarly, employees who exhibit strong self-regulation can manage stress and adapt to changes in the workplace, contributing positively to productivity. The study concludes that emotional intelligence has positive and significant effect on workforce productivity.

The study recommended the following:

- i. The Ministry should incorporate Self-Awareness Training Programs which can include workshops on emotional intelligence, reflective practices, and personality assessments to help employees better understand their strengths, weaknesses, and work styles, ultimately boosting productivity.
- ii. The Ministry should establish regular coaching sessions and stress management resources that promote self-regulation skills. This can include mindfulness exercises, resilience training, and conflict resolution techniques, enabling employees to better manage their emotions and contribute positively to a productive work environment.

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