

NEXUS BETWEEN EMOTIONAL INTELLIGENCE AND WORK OUTCOMES IN OSUN STATE UNIVERSITY, OSOGBO

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Abstract

The work outcomes dimensions are job performance and deviant work behaviour. The study investigates the nexus between emotional intelligence and work outcomes among senior staff in Osun State University. The study adopted a correlational design. The objective of the study is to examine the relationship between emotional intelligence and work outcomes (job performance and deviant work behaviour).

Primary data were used and data were collected using structured questionnaire having three scales including personal data. 148 responses were obtained through Taro Yamane formula. Senior staff of Osun State University was randomly selected across Okuku and Osogbo campuses were used for the study.

Two hypotheses were tested and revealed that there was a significant and positive relationship between emotional intelligence and job performance at $p < .01$, there was a significant and positive relationship between emotional intelligence and deviant work behaviour at $p < .01$.



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The study recommended that the institution should include some programs in order to enhance emotional intelligence based on their job satisfaction, job performance, and employee work outcome.

The implication of the findings of the study was that the emotional intelligences and work outcomes are important variables that governments, employers, institutional management need to give more attention especially among University workers and other related workforce for high job performance and low deviant work behaviour.

Keywords: *emotional intelligence; work outcome; job performance; and deviant work behaviour.*

JEL Classification: J24, J31

Introduction

Open guidance foundations are among the associations that are pushing ahead in overseeing issues with globalization. In this way, to give the labourers who can show superior in any circumstance passionate insight is one in the entirety of the variables that ought to be underscored by the general open guidance organization. This will be on the grounds that singular execution has become a significant issue to the general open guidance foundations in their arrangements for the finish of the strategic world-class colleges. To acknowledge accomplishment in actualizing this strategy, guidance foundations must have representatives who are well both genuinely and intellectually. This is because Winarno (2008) considers that work although not dictated by appropriate instructions and therefore not controlled by flexibility and insight, however, the main significant commitment to help the individual is passionate knowledge. [Winarno, 2008]. In order to uphold this foundation, it's a need to lead an examination on the effect of emotional intelligence on work outcome at Osun State University among the senior staff. This will be on the grounds that there has not been a lot of research on the passionate insight that has been cleared out by the general open guidance institutions.

Commitment and elite of a worker are viewed as indispensable to a university to contend towards quality and in accordance with the changes [Rozman, 2007]. Today, in a surpassing globalization, passionate knowledge begins to encourage the



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consideration of the generally open and seen as a significant viewpoint inside the hierarchical condition. A workplace with a great execution in a very good company is firmly identified with passionate insight that there is inside the employees [Adey, 2010]. Smigla and Pastoria (2000) [YengKeat, 2009] consider that passionate knowledge might be a pivotal component for making a profitable working condition. As well, it is useful for others to deal with individuals in an extremely helpful manner when trouble emerges. Inside the working environment, numerous people move and express various practices. Every one of these practices has various outcomes for the people working inside the association and for the final results. Inside the best possible case situation, these practices concur with the standards of the association, the authoritative standards being a development comprising of “anticipated practices, dialects, standards, and hypotheses that permit the work environment to perform at a suitable pace” [Appelbaum *et al.*, 2007]. Be that as it may, since the truth isn’t the correct case, work conduct may likewise go outside the standards of the association. Opportunities at work have a genuine enthusiastic effect on members. The aftereffects of passionate states inside the work environment, both conduct and attitudinal, have generous note-worthy for individuals, gatherings, and society. Positive feelings inside the work environment can assist representatives with acquiring good results including accomplishment, work advancement, and better quality social setting, while negative feelings, similar to fear, outrage, stress, threatening vibe, bitterness, and blame, are probably going to broaden the consistency of working environment aberrance. Feelings regularly are identified with explicit occasions or events and are sufficiently extraordinary to disturb points of view.

Salovey and Mayer (1990) were the first to characterize the term EI as “a sensibly social knowledge that includes the flexibleness to see one’s own and others’ sentiments and feelings, to segregate among them, and to utilize this data to direct one’s reasoning and activity”. This definition comprises three types of capacities: i) articulation and assessment of feeling, ii) guideline of feeling and iii) utilizing feelings inside the choosing procedure. A comparable definition was given by Bar-On (1997) as “a variety of enthusiastic, individual, and social capacities and aptitudes that impact a person’s capacity to adapt successfully to ecological requests and weights”. EI is guaranteed to a spread of non-intellectual aptitudes, capacities, or capabilities that will impact a person’s ability. Subsequently, EI can be referred to in order to additionally characterized gratitude to the ability to see



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and get feelings, to direct and sort out feelings and, to return up with and oversee feelings so on upgrade thinking and advance scholarly development. Harper (1990) found that 33% to 75% of labourers are occupied with practices such as vandalism, damage, undesirable truancy, and robbery, which affects work execution and at last outcomes in misfortunes for the organization [Bensimon, 1997; Bjorkqvist, 1994; Coccia, 1998; Webb, 1991].

Statement of the Problem

The prevalence of deviant behaviour such as fraud, theft, withholding effort, aggressive behaviour, and sexual harassment in the workplace is a big challenge for organizations. It is increasingly important to executives and to the researchers to prevent deviant workplace behaviour for good reasons. Job performance of employees is a crucial issue for any organization and indicates whether employees are performing well or not in a workplace. Job performance comprises behaviours that employees depict at workplace that are significant to the aims of the organization. Emotional intelligence develops innovation and inventiveness in employees which in turn helps in the enhancement of employees' job performance. Emotional intelligence stimulates effectiveness at all levels at the workplace and contributes to job performance by aiding people to control their emotions, perform well under stress and adjust to organizational change. The study attempts to test the degree to which emotional intelligent senior staff develop high job performance and diminish deviant workplace behaviour.

Research Objectives

The main objective of the study is to investigate the nexus between emotional intelligence and work outcomes among senior staff of Osun State University. Specifically, the study hopes to:

- 1) determine the nexus between emotional intelligence and job performance (work outcome) among senior members of Osun State University;
- 2) assess the nexus between emotional intelligence deviant work behaviour among senior members of Osun State University

Research Hypotheses

1. There will be a significant relationship between emotional intelligence and job performance among senior members of Osun State University



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2. There will be a significant relationship between emotional intelligence and deviant work behaviour among senior members of Osun State University

Literature Review

Theoretical Review

Goleman's Perspective of Emotional Intelligence

Among other claims, Goleman (1995) defined emotional intelligence as comprising awareness, emotional management, motivation, empathy and social skills. Later on, in 2001, he modified it to abilities named 1) self-awareness, 2) self-management, 3) social awareness and 4) relationship management. Further, in 1998, he claimed that more the emotions in an organization higher will emotional intelligence be, but there are certain requirements such as: self-reflection, the desire to know the feelings of others, develop emotional control, desire to learn more listening skills, etc. Daniel Goleman, a psychologist, science writer and who has researched, analysed and written on brain and behaviour research for the *New York Times* took keen interest in the work of Saolvey and Mayer in 1990's. His own research resulted in the formulation and publication of the ground-breaking book *Emotional Intelligence* (1995).

This book renewed the interest of both private and public sectors in the concept of emotional intelligence. Goleman's model helped in the identification of four main emotional intelligence constructs. The constructs are self-awareness, self-management, social awareness and relationship management. Self-awareness deals with an individual's ability to identify one's emotions and analyse its impact. It also deals with the ability of gut feelings while taking decisions. The second construct, self-management, involves controlling one's emotions and impulses and thereby adapting to the situation and changing circumstances. The third construct, social awareness, accentuates on an individual's ability to identify, perceive and react to other's emotions while being a part of a social network. The fourth construct, relationship management, talks about the ability to motivate, influence and train others when dealing with conflict [Goleman, 1998].

Daniel Goleman has identified a set of emotional competencies which lie within each construct of emotional intelligence. Emotional competencies and traits are not inborn talents but are learned over a period of time by working on them. A mastery over these competencies helps an individual achieve and deliver outstanding performance. Goleman states that an individual is born with a certain level of



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general emotional intelligence which later on determines his/her ability to learn and practice the emotional competencies.

The various competencies are not random, but appear in synergistic clusters or strata's that help, support and have cross linkages with each other [Boyatzis *et al.*, 1999] Goleman's conceptual model and the corresponding emotional competencies matching with the emotional constructs. These constructs and the competencies fall under one of four categories, that is, the recognition of emotion in oneself or others and the regulation of emotion in oneself or others.

Empirical Review

Olonade, Omotoye, and Oluwoye (2018) have investigated the impact of emotional intelligence (EI) on job performance among the civil servants in Osun State. 176 respondents felt the structure questionnaire and hypotheses were tested with regression. The findings show that antecedents of EI are positively associated with the task performance of the civil servants in Osun State. It was concluded that EI is a very important variable that makes awareness, shares knowledge and creates trust and concerns others. The study recommended that the government should organize workshops, training, and seminar programs to the civil servants in Osun State to reinforce the extent of their emotional intelligence.

Hilda, Hope, and Nnenne, (2016) analysed the association between Emotional Intelligence and proportion among the picked Banks in Anambra State. The study adopted a correlational research design; Pearson's Moment Correlation was utilized to investigate the data. The discoveries uncovered that emotional intelligence have a strong negative relationship with proportion.

Uzma and Tajammal (2013) examined 300 employees chosen from various associations inside the Telecommunication Industry and discover a connection between emotional intelligence, intelligent quotient and their effect on employee performance. The study adopted random sampling techniques in selecting the organizations and information was gathered utilizing a poll. The result revealed that IQ alone isn't adequate for the achievement of workers. Emotional Intelligence is found to have a mammoth relationship with representatives' presentations connoting that passionate knowledge has a higher priority than the IQ in the working environment. Furthermore, the association between emotional intelligence may likewise be seen through numerous examinations directed by numerous analysts.



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Simarjeet and Sriparana (2019) examine the effect of emotional intelligence (EI) on the work environment conduct of the labourers inside the Indian financial division. The business was picked for this investigation as a result of the dynamic idea of this division pushing an increased requirement for similarity and strength of workers. The point of the investigation was twofold: (a) to show if there is a major effect of EI on working environment conduct of the labourers in both private and open area banks, and (b) to work out if the effect is more in one division than the other option. Coleman's (1995) EI system and furthermore the Emotional Competence Inventory (ECI) were utilized for information assortment.

Reem, Taghrid, and Mohammed (2019) explored the effect of enthusiastic knowledge on counterproductive work conduct by looking at the intervening job of the authoritative atmosphere. Information was gathered from 304 authoritative representatives working in nine private colleges in Amman, Jordan. Research theories were tried through multivariate investigations and basic condition displaying techniques. Results of the study showed that there is an association between emotional intelligence and counterproductive work conduct.

Sahidur, Shameema, and Rana (2012) inspected the connections among emotional intelligence, deviant workplace behaviour, and job performance. Information for this investigation was gathered from 201 utilized MBA understudies learning at four private colleges in Chittagong. Results demonstrated a connection between emotional intelligence and deviant workplace behaviour and deviant workplace behaviour and job performance while emotional intelligence was found to correlate positively with job performance. The chief ramifications of the investigation were that sincerely canny representatives display higher employment execution and a lesser inclination to require a section in degenerate work environment conduct. Likewise, the nearness of freak work environment conduct was a past sign of poor occupation execution; thus directors should utilize their passionate insight skills to flavour up their own and others' activity execution.

Methodology

Correlational research design was adopted for the study. The population for the study comprises of all staff senior in Osun State University distribution. The total population of the senior staff in Osogbo and Okuku campus was 193. The sample of 148 respondents was obtained through adoption of Taro Yamane formula. Simple random sampling technique was used for the distribution of the

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questionnaire. This gives every member of staff equal chance of being part of the study. Structured questionnaire was used for data collection. The questionnaire was divided into 3 sections. Section A consisted of Demographic information, while Section B consisted Emotional Intelligence Scale (EIS) that Goleman has developed (1995), the scales contain 33 items. The respondents were asked to rate the statements on Likert-type scale from 1 = Strong Disagree, 2 = Disagree, 3 = undecided, 4 = Agree and 5 = Strongly Agree. The Cronbarch alpha for the scale is 0.83. The last Section consisted of Work Outcomes Scale (WOS) developed by Sandra (1995). The respondents were asked to rate the statements on Likert-type scale from 1 = Never, 2 = Seldom, 3 = Sometimes 4 = frequently and 5 = Often. The Cronbarch alpha for the scale is 0.85. Reliability and validity tests were carried out on the questionnaire, and a reliability coefficient of 0.95 was obtained for the Instrument's reliability, and professionals' concurrence obtained for validity. Data collected were subjected to Inferential and Descriptive Statistics. Specifically, Pearson Product Moment Correlation was used for testing the hypotheses of the study. The formulated hypotheses were tested at 0.05 alpha levels.

Result

Hypotheses One

This stated that there is a significant relationship between emotional intelligence and job performance. The hypothesis was tested by Pearson, r correlation. The result is shown in table 1 below.

Table 1. A Summary Table of Pearson, r Correlation Showing the Relationship between Emotional Intelligence and Job Performance

Variables	N	X	SD	df	R	P
Emotional Intelligence	148	35.36	9.43	146	.55**	<.01
Job Performance	148	38.45	10.54			

The result in table 1 above revealed that there was a significant and positive relationship between emotional intelligence and job performance ($r(146) = .55^{**}$, $p < .01$). Therefore, the hypothesis one was supported by the result of the study.

Hypothesis Two

This stated that there is a significant relationship between emotional intelligence and deviant work behaviour. The hypothesis was tested by Pearson r, correlation. The result is stated in table 2 below.

Table 2: A Summary Table of Pearson, r Correlation Showing the Relationship between Emotional Intelligence and Deviant Work Behaviour

Variables	N	X	SD	df	r	P
Emotional Intelligence	148	35-36	9.43	146	.34**	<.01
Deviant Work	148	40-56	12-54			

The result in table 2 above showed clearly that there was a significant and positive relationship between emotional intelligence and deviant work behaviour ($r(146) = .34^{**}, p < .01$). Therefore, hypothesis two fully supported by the result of the study.

Discussion of the Findings

The first hypothesis which stated that there is a relationship between emotional intelligence and job performance was supported by the results of the study. The findings indicated that senior staff members who were higher on emotional intelligence were equally found to report more job performance. This finding was supported by the finding of the study conducted by George (2000), which showed how the aspects of emotional intelligence appraisal and expression of emotions, use of emotion to boost cognitive processing and higher cognitive process, knowledge about emotions and management of emotions contribute to effective leadership. For this study, it's important to notice that although it is theoretically significant to indicate how each aspect affects performance, it is more accurate to acknowledge that skills are available in groups and clusters in which they support each other [Goleman, 2001].

The second hypothesis stated that there is significant relationship between emotional intelligence and deviant work behaviour. Therefore, hypothesis two is fully supported by the results of the study. However, individuals with higher



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emotional intelligence are less likely to be involved in deviant work behaviour. This result is supported by Sahidur Shameema, and Rana (2012), who say there is indirect correlation between emotional intelligence and deviant workplace behaviour.

Conclusion

The research was able to establish that there is a nexus between employees' emotional intelligence and work outcome (job performance and deviant work behaviour). Employees' performance is often achieved through their intelligence, and also through the empowerment of the workers which can cause a discount in deviant work behaviour. Employees who are empowered and are involved in innovation become more satisfied with their jobs and so more productive. Managing people in an innovative organization is about allowing people to develop and to form a contribution to strategic objectives. The implication of the findings of the study was that the emotional intelligences and work outcomes are important variables that governments, employers, institutional management need to give more attention especially among University workers and other related workforce for high job performance and low deviant work behaviour. The research established that there's a major relationship between senior staff' emotional intelligence and employees' work outcome

Recommendation

It is recommended that the organization include some programs to increase emotional intelligence, thus supporting employee satisfaction at work, performance at work, organizational commitment and work outcome. Such programs will assist them in developing better management of their work. Seminars, training and conferences should be introduced to the workers on how to manage the emotion and understanding and knowledge of emotional intelligence. These programs must be used to show about a way to control, recognize, and facilitate their emotions and their jobs. It is suggested that this study be replicated with other variables.

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