Managers’ Emotional Intelligence Skills and Organisational Performance in Selected Telecommunication Companies in Lagos State, Nigeria

Francis Chukwudike Anyim PhD
Department of Employment Relations and Human Resource Management
University of Lagos, Akoka, Yaba, Lagos, Nigeria
E-mail: fanyim@unilag.edu.ng

Ayodeji Ilesanmi
Department of Employment Relations and Human Resource Management,
University of Lagos, Akoka, Yaba, Lagos, Nigeria
E-mail: ayoson@yahoo.com

Abstract
This study examines emotional intelligence skills and organisational performance in the Nigerian telecommunication sector. To achieve the objective of the study, survey research design was used for data collection. The study relied heavily on quantitative method by using a structured questionnaire which was administered on the employees of three selected telecommunication companies, MTN Nigeria, Airtel and Globacom at their Head offices respectively. The study adopted stratified sampling technique to administer Five hundred and thirty-three (533) questionnaires with three hundred and forty-two (342) (i.e. 64 percent) valid responses. The Cronbach’s Alpha reliability test of all the variables indicated 0.87. Data gathered were analyzed through descriptive and inferential statistics. The findings revealed that Managers’ emotional intelligence skills have no significant effect on organisational performance. The implication of this finding is that most managers in private sector tends to be interested in regulations, monitoring and evaluating subordinate’s performance without caring for their feelings and emotions. Therefore, it is recommended that the telecommunication companies should expose their managers to trainings that focus on the acquisition of emotional intelligence skills all in a bid to achieve their corporate objectives.

Keywords: Emotional Intelligence Skills, Organisational Performance, Telecommunication Companies.

1. Introduction
Managing organisational performance means improving various complex issues that relate to achieving organisational objectives (LePine, Zhang, Crawford & Rich, 2016; Amjad, 2018). Due to increasing competition in the telecommunication sector, telecommunication companies place greater emphasis on organisational performance which involves saddling managers with the task of making correct decisions in a complex and difficult situations that has to do with capital, sales, maximising customer service satisfaction, coordination of subordinates towards achieving a set target in line with effective and efficient utilization of resources (Tsai & Lee, 2014; Judge & Zapata, 2015; Ahearne et al., 2015; Bozionelos et al., 2016; Amjad, 2018).

Thus, achieving the foregoing goal lies on the shoulder of both the manager and subordinates since they are assigned with the tasks of making changes in line with organisational aims and objectives. Change in terms of improving performance in today’s contemporary world lies on what to do, how to do it and the adoption of the right strategies by managers to manage and motivate people who are skillful enough to maintain effective workplace communication and team work (Obakpolo, 2015; Sekhar-Rao, 2018). The relationship between managers and subordinates is dependent on their level of emotional intelligence (Carmeli, 2003; Levitats & Vigoda-Gadot, 2017; Amjad, 2018). Positive relationship between managers and subordinates promotes positive feelings which tend to increase participation, cooperation and improved performance (Allen & Meyer, 1990, Amjad, 2018). The manager and subordinates’ interactions focused on master servant relationship which entails exchange of information in the
process of working together in a formal organisation. The manager with his or her formal authority can direct and evaluate the activities of the subordinates in line with set performance target (Jablin, 1979; Bakar & Mustaffa, 2008).

Basically, manager is ultimately responsible for the subordinate’s or group’s performance, hence he/she uses formal authority, rules, policies and procedures to elicit performance from the subordinates or group (Dienesch & Liden, 1986; Bakar & Mustaffa, 2008). Looking at the telecommunication companies in Nigeria, the pressure to compete effectively with one another and to become a market leader has led to an increase in the complexity of their obligations to their customers. Consequently, this has placed greater responsibilities on their managers and other human resource team who are expected to achieve the set goals. To achieve these goal the telecommunication companies in Nigeria need to fill their managerial positions with competent hands who can easily understand the dynamics of business environment both at local and international level and also be able to come out with effective strategies that can be consistent with both the government policies, competitors and global business trends in a manner that could improve business fortunes (Datta & Agarwal, 2004; Pekaar, Linden, Bakker & Born, 2017).

The foregoing development may induce managers to apply the right emotional intelligence skills on how to motivate, coordinate and direct subordinates’ efforts towards organisational performance (Pekaar, Linden, Bakker & Born, 2017). Emotional intelligence serves as an important psychological factor that has a profound effect on employees’ abilities and performance (Asrar-ul-Haq & Anwar, Hassan, 2017). This buttresses the importance of emotional intelligence when linked with organisational performance. Lakshmi & Sekhar Rao (2018) posit that emotional intelligence has impact on superior’s leader member exchange on organisational citizenship behaviour. Pekaar, Linden, Bakker and Born (2017) are of the view that emotional intelligence serves as capacity or knowledge which helps to effectively deal with emotions of (one or others) hence it gives rise to high expectations about the ability to predict job performance.

Therefore, if a manager is having lower level of emotional intelligence in key areas that drive performance such as communication, teambuilding, flexibility, adaptability, relationship management amongst others (Lakshmi & Sekhar Rao, 2018), he/she is expected to make up for these shortcomings through learning and development, training, conferences, workshop, personal development efforts amongst others. The foregoing position is in tandem with Meyer, Morin & Vandenberghhe, (2015) viewpoint that stated that organisations should provide training for its employees in order to enhance their level of emotional intelligence. It implies therefore, that any organisation that engages in emotional intelligence training for its employees tend to facilitate change in performance (Jelinek et al., 2006; Mathieu & Martineau, 2014).

Telecommunication companies engage diverse group of employees with various skills with the aim of achieving a set performance goals. To achieve this feat is a function of the cooperation between both managers and subordinates. Therefore, if emotional intelligence skills are lacking in both managers and subordinates that make up the organisation and they also fail to relate cordially with one another then, the set goals would be a mirage or difficult to achieve. The tasks and complexity involved in managing widespread connectivity, mobile devices and higher speed mobile network coverage that would provide a high level of quality services to the public/customers has been a problem that government is no longer willing to compromise or treat with levity in Nigeria. The weak institutional framework in Nigeria currently allow telecommunication companies to flagrantly exploit the government and the helpless public by not paying appropriate taxation, sending unsolicited messages, call drop, illegal data charge deductions from customers and casualisation of their staff amongst others These sharp practices have been attracting penalties, sanctions, heightened competition amongst the services providers. To address these problems would necessitate the services providers to review their labour-management practices, motivate employees in a bid to encourage the workforce to enhance their productivity.

The study is therefore, undertaken to examine the tasks involved in managing employees’ emotional attachment to work, the responsibilities placed on managers on how to manage resources, ensure workforce stability through manager-subordinates relationship in a way that would improve organisational performance. In a nutshell, this is the gap this study intends to fill. In specific terms, the study attempts to investigate if managers’ emotional intelligence skills have significant effect on organisational performance in the selected telecommunication companies in Lagos, Nigeria.

2. Literature Review
2.1 Theoretical Framework of the Study
Theoretically, theory plays a crucial role in all social science research and helps in the understanding of the rationale behind a study. However, the study used the goal setting theory, theory of self-control and resource-based theory amongst other theories that could be used. Goal setting theory (Locke & Latham, 2002), states that a goal drives performance and employees’ effort to achieve organisational goal may in turn affect direction, effort and emotions
of the employees. For instance, an organisational goal may direct an employee’s attention towards actions that could bring goal accomplishment, leads an employee to adjust and persists in their effort and stimulate the development of task strategies. Chompukum (2011) states that specific and challenging goals tend to lead to higher performance than general goals such as “do your best”.

The second theory used in support of the study is theory of self-control, which is credited to Sigmund Freud, a 20th century neurologist and founder of psychoanalysis. The basic assumption of this theory is that every human being is always expected to exhibit self-control, resist temptations, resist acting impulsively and exhibit appropriate attitude and behaviour. It appears both manager and subordinates can exercise self-control over situation because human capacity for self-control is extremely adaptive and enables people to follow society’s norms and rules (Tangney, Baumeister & Boone, 2004; Baumeister, Vohs & Tice, 2007). Timpano and Schmidt (2013) posit that self-control is the capacity to exert control over one’s behaviour and is necessary for directing personal behaviour towards achieving goals.

2.2 Conceptual Framework

The conceptual model was constructed to depict the independent and dependent variables of emotional intelligence skills and organisational performance. Furthermore, the conceptual model is also meant to examine the aspect of emotional intelligence construct that has significant influence on organisational performance. Baker and Demerouti (2007) argued that to be able to handle the job demands and job expectations within the multiple roles, employees need to be equipped with required job resources and requisite skills. It follows that manager must not be deficient in any area of emotional intelligence construct as each construct represents an aspect that makes a whole person. The reason behind this assertion is that any manager that lacks self-awareness and self-management tend to lack sense of personal feelings. Besides, he or she would not only lack the emotion of understanding how to manage people but also lack the capacity to regulate subordinates towards achieving set target (Kelly & Kaminskiené, 2016; Levitats & Vigoda-Gadot, 2017). Self-awareness skill enables one to go deep into emotion and understand how it works. In similar vein, having emotional knowledge would ultimately not only lead to the strength of individual but promote their performance on the job (Malik & Shahid, 2016; Asrar-ul-Haq & Anwar, Hassan, 2017).
In terms of empathy, any manager who lacks empathy skill would not be able to understand silent emotions within self and that of other individuals within the group. This type of manager is bound to lack the capability to listen attentively, pays attention to the feeling of others and would not be competent to handle organisational conflict even though conflict is inevitable (Mersino, 2013). Furthermore, manager that lacks relationship management skills would not be sensitive to people’s developmental needs and also bolster their abilities (Goleman, 2001; Asrar-ul-Haq & Anwar, Hassan, 2017), and this trend might also create room for lack of ability to inspire, influence, and develop others (Kelly & Kaminskiènë, 2016).

Apparently, every individual at the workplace are exposed to different types of stress, hardship and challenges which adversely affect their job performance (ILO, 2016). Lack of knowledge in every aspect of emotional intelligence skill construct would not only make either a manager or subordinates to lose focus, depressed, dissatisfied but would also lead to blaming others for performance failure (Levitats & Vigoda Gadot, 2017). This justifies Amjad (2018) position that emotional intelligence not only encourages innovation but also helps in improving job performance. Boyatzis, Stubbs and Taylor (2002) also argued that emotionally intelligent employees apply or use initiative in organisational activities and participate in training and development (Boyatzis et al., 2002). This means that those with a high level of learning orientation would seek for opportunities that will let them master and continually improve their performance abilities (Sujan, Weitz, & Kumar 1994; Jelinek et al., 2006).

Interestingly, managers with the ability to “think out of the box” would be able to create a competitive edge for the organisation and better deal with the complex challenges in fast changing environment of the modern world (Jafri, Dem & Choden, 2016). The challenge of increasing competition has made telecommunication companies to vigorously pursue corporate performance target that turn out to be their greatest undoing in managing human capital (Pulakos, 2009). The endless competitive pressure, increasing intensity of globalization, a drive to comply with international standards, maintaining a hedge on information technologies and government unrelenting sanctions through fines and taxation appears to make telecommunication companies to position their managers to be in control of their subordinates with the ultimate aim of achieving organisational corporate goals (Chew, 2004; Fajana, 2006; Michael, 2008; Mat, 2008; Gwavuya, 2011; Ng’ethe, Namusonge, & Iravo, 2012).

It could therefore be posited that managers are constantly under pressure making them to sometimes come tough and hard on their subordinates in a bid to keep them focused towards accomplishing organisational set goals (Alkahtani, Abu-Jarad, Sulaiman, Nikbin, 2011). Managers in telecommunication companies are duty bound to make their subordinates achieve organisational goal as failure has serious consequences for both the managers and their subordinates. The foregoing development encourages command-and-control structure which are synonymous with authoritarian type of managers or sectional leadership (Fajana, 2006), who does not have consideration for subordinates’ emotions, such as happiness, joy, morale and fulfillment on the job but rather he or she is concerned with how to achieve organisational corporate performance that would not put his job (Manager) on the line (Daft, 2005; Fajana, 2006; Alkahtani, et al., 2011; Kelly, & Kaminskiènë, 2016). This situation justifies Liu, Liao & Lio (2009) assertion that little is known on the dark side of managers in terms of their abusive supervision during organisational performance. Managers are not only the face of the organisation but also a causal agent within organisational contexts (Katz & Kahn, 1966). Their roles in an organisation afford them discretion to act in the best interest of organisations which makes their actions relatively self or group serving (Mumford & Connelly, 1991; Williamson, 1963).

According to Rus (2009), managers/leaders are expected to use their position in the service of the collective interest, not to personalize it to capital without recourse to labour. Group-serving managers/leaders are effective because they are better able to motivate subordinates to exert themselves in the pursuit of organisational goals (Robbins, Judge & Vohra, 2012; Ng’ethe, Namusonge, & Iravo, 2012). In contrast, capital concerned managers or self-serving manager/leader tends to invoke detrimental consequences for the organisation at large, for subordinates’ motivation and performance (Fajana, 2006; Rus, 2009; Ng’ethe, Namusonge, & Iravo, 2012). Generally, managers tend to have authority and power to make decisions that affect or influence individuals and group-level outcomes. At the same time, they exert control over valuable organisational resources (Galinsky, Jordan, & Sivanathan, 2008; Rus, 2009).

The possession of power by managers as a result of managerial prerogative allows managers to have influence on the behaviour or actions of their subordinates. This emanates from the authority-imposed responsibility which entails planning, controlling, coordinating and managing organisational resources and aligning of people to the expected outcomes of the organisational vision and mission (Fajana, 2006; Ng’ethe, Namusonge, & Iravo, 2012). This development would necessitate the manager to exercise power over the subordinates by controlling and directing them to the goals which the organisation want them to achieve as failure to accomplish the goals may cost the manager to lose his or her esteemed position or being sacked and replaced by a more competent person. Therefore, for managers to avoid this pitfall they must be decisive, strategic and exert control over their
subordinates' actions and this may affect their behaviour, emotion, mood and actions either positively or negatively as the case may be.

2.3 Empirical Review of Literature
A study by Pekaar, Linden, Bakker and Born (2017) examined the link between emotional intelligence (EI) and job performance focusing on the interplay between self- and other-focused emotional intelligence dimensions. The study was conducted among divorced lawyers and salespersons. The findings revealed that the interaction between others-emotion appraisal and self-emotion appraisal was significant. The results also suggest that when salespersons appraised the emotions of their customers more, they did not profit from simultaneously appraising their own emotions. They benefitted only from appraising their own emotions when they did not put much attention on the appraisal of others’ emotions. This suggests that people need to focus more on their emotion as Jelinek et al. (2006) argued that “behaviour in a given situation stems from a confluence of effects emanating from the person and the situation.”

A study by Hendrawijaya, Gumanti and Puspitaningtyas (2018) examined the prominent factors that affect the employees’ performance. The study used a sample of 96 government officials assigned to cope with Dengue Hemorrhagic Fever (DHF) in the District of Jember, Indonesia. The study revealed that emotional intelligence mediates the relationship of work motivation, compensation, work satisfaction, and work climate with employees’ performance. The study by Amjad (2018) sampled 358 faculty members of university teachers in Quetta, Baluchistan through the administration of questionnaires. The finding of the study revealed that emotional intelligence is a strong predictor of organisational commitment when compared to job performance.

A study by Karamustafaa and Ozlem (2018) which is a quantitative survey data of 245 professionals from private sector companies in Istanbul revealed that there is a significant relationship between emotional intelligence and employee engagement among professionals and there was no potential moderator impact of gender between the relationship of emotional intelligence and employee engagement. This means that managers that understand their emotional intelligence tends to have a performance supporting environment that tend to encourage a team spirit, collaborative work, participative teams, awareness of goals, objectives, and values (Karamustafa & Ozlem, 2018).

Ifelebuegu, Martins, Stephen, Theophilus, and Arewa (2019) study investigated how the EI factors of workers influence their health and safety performance in the workplace. The study analysis was based on a sample of 124 employees from oil and gas industry. The findings demonstrated that certain success factors of EI are vital for improving the health and safety performance of workers and that the development of these competencies should be part of the workers’ professional development. According to Asrar-ul-Haq and Anwar, Hassan (2017), research findings of various authors suggest that those individuals who are highly emotionally intelligent are inclined to show better performance in their organisation in comparison to individuals who are low on emotional intelligence (Law, Wong, & Song, 2004; Van Rooy & Viswesvaran, 2004). This means that employees with a high emotional intelligence tend to have capability to control their emotions in support of superior job performance (Sy, Tram & O’Hara, 2006; Mohamad & Jais, 2016).

Mayer, Salovey, Caruso and Sitarenios (2001) are of the view that individuals who are highly emotionally intelligent can recognize and understanding the emotions of their colleagues, superiors and customers (Asrar-ul-Haq & Anwar, Hassan, 2017). Shafiq and Rana (2016) study revealed that emotional Intelligence (EI) strengthens managers, school tutors, administrators and enables them to understand the complexities involved in managing students with the ability to be tolerant, control temper and being able to manage conflict arising out of life situation and on the job. The finding justifies Torrington, Hall, Taylor and Atkinson (2011) position that those individuals with emotional intelligence skills are bound to overcome challenges arising from tasks that are not clearly stated, uncertainty and roles ambiguity in the workplace. It follows that emotional intelligence skills would help minimize disagreements and conflict among organisational team members in a way that would not only bring the best out of them but supports their cohesion (Hopkins & Yonker, 2015). In view of the foregoing, the study therefore hypothesizes that: Managers’ emotional intelligence skills have no significant effect on organisational performance in selected telecommunication companies in Lagos, Nigeria.

3. Methods
3.1 Research Design
The study used field survey in collecting data in line with quantitative research method and in a bid to achieve the objectives of the study. The use of field survey is preferable because it enables respondents to reveal the situation as they perceived them.
3.2 The Study Area
The study was conducted in three selected telecommunication companies MTN Nigeria, Airtel, Globacom at their offices. The three telecommunication companies were selected because they have their head offices in Lagos which is the commercial hub of Nigeria. The three telecoms companies also have the largest coverage in Nigeria. The target population of the study includes managerial and non-managerial employees of various departments of the companies studied.

3.3 The Study Population
According to Israel (1992), population of study is the collection of elements, units or individuals for which information is sought. However, the study population for this study is made up 340 staff of MTN, Nigeria, 300 staff of Airtel and 321 staff of Globacom Nigeria respectively at their head offices in Victoria and Banana Island, Lagos respectively. The staff is made up of the senior, middle level management staff of the organisation excluding the contract staff.

3.4 Sample Size Determination and Sampling Technique
The drawing of the sample size for the three telecommunication companies was determined through a probability sampling approach. Probability sampling gives one the best chance to create a sample that is truly representative of the population. This was used to select the sample utilised for the study. Yamane (1967) formula for sample size determination was adapted leading to a sample size of 533 respondents. Thereafter Bowley (1925) proportional allocation formula was utilized to distribute the sample into different strata (184 MTN; 171 Airtel; 178(GLO). This was done in order to reflect adequate representation of the sample size.

3.5 Research Instrument
Data were collected by means of structured questionnaire. The questionnaire was divided into three sections. Section A consists of questions on demographic characteristics of the respondents, section B focuses on independent variable which is emotional intelligence, with construct of self-awareness, self-management, relationship management and empathy adapted from the work of Goleman (1998), while section C focuses on dependent variable which is organisational performance which was also adapted from the work of (Delaney & Huslid, 1996). They were modified to suit the objective of the study. However, the issues included in the questionnaire were guided by the formulated research hypothesis.

3.6 Validation and Reliability Instrument of the Study
The research instrument was subjected to both content and construct validity by some experts in the field of study. The study also adopted the domain of validity which is the square root of reliability coefficient (Uwaoma, Udeagha & Maduekwe, 2011). The validity coefficient for the full scale is 0.88. The study conducted reliability test with the aid of SPSS version 20.0. In addition, Cronbach’s Alpha ranges from 0 to 1, but it is considered satisfactory if the value is greater than 0.60 and consequently, consider reliable (Cronbach, 1951; Malhotra, 2008). However, in this study Cronbach’s Alpha score for emotional intelligence was (0.86) and organisational performance (0.91). Therefore, these two values were reliable and used for data collection and study analysis. Table 1 (Appendix-A) shows the Means, Standard deviation and Reliability coefficients of the subscales

4. Results
4.1 Socio-Demographic Characteristics of Respondents
In the analysis of the data collected, the gender distributions of the respondents revealed that 37.4 per cent of respondents are male while 62.6 per cent of the respondents are female. This implies that more female makes up the population of the respondents. The age distributions of the respondents revealed that 21.9 per cent and 26.9 per cent of the total respondents are less than 20 years and 21-29 years respectively, 39.2 per cent and 21.3 per cent are between 30-39 years and 40-49 years respectively. This indicates that most of those interviewed were matured persons who could comprehend the questions posed to them.

On marital status, 47.7 per cent and 48.2 per cent of the total respondents were single and married respectively. 1.2 per cent are divorced while 1.8 per cent and 1.2 per cent are separated and widowed respectively. On educational level, 56.4 per cent and 21.1 per cent of the total respondents possessed HND/Bachelor’s degrees respectively while those with master’s degree and professional qualifications were 22.5 per cent respectively. On the length of service, 52.0 per cent and 13.3 per cent of the total respondents were below 5 years and 6-10 years respectively, while 34.7 per cent were 10 years and above respectively. In terms of status or cadre, 46.2 per cent and 41.8 per cent were in junior management cadre and middle level management staff respectively while 12 per cent...
were top management staff. On working experience, 20.2 per cent and 38.6 per cent of the respondents indicated below 1 year and 1-4 years respectively, those who have spent 5-9 years were 79(23.1%) while 16.7 per cent and 1.5 per cent of the total respondents were 10-14 years and 15 years respectively.

4.2 Test of Hypothesis

H0: Managers’ emotional intelligence skills have no significant effect on organisation performance in selected telecommunication companies in Lagos, Nigeria.

The results on Tables 2 (Appendix-B) and 3 (Appendix-C) show that emotional intelligence explains 1.7% of the variance in organisational performance (R²=.017, F=5.763, p > .05). It indicates that null hypothesis which posits that Managers’ emotional intelligence skills have no significant effect on organisation performance in selected telecommunication companies in Lagos, Nigeria should be accepted (β =.129, p > .05).

5. Discussion

The result suggests, therefore, that Managers’ emotional intelligence skills have no significant effect on organisational performance. The finding is at variance with the previous studies which revealed that emotional intelligent employees learn consistently while motivating and inspiring others and also at the same time performing better than other employees (Boyatzis, Stubbs, & Taylor, 2002; Slaski & Cartwright, 2002; Farh, et al., 2012). The finding also goes contrary with Amjad (2018) position that emotional intelligence and job performance is universal and does not vary from one industry to another (Slaski & Cartwright, 2002; Watkin, 2000). However and even with the best of intentions, this position may not be absolutely true sequel to the fact that Nigeria business environment appears slightly different from other countries business environment in the sense that what is obtainable elsewhere may not be applicable in Nigeria owing to variations such as stiff labour market, high rate of unemployment, lack of security of employment, unfair labour practices, indecent work arrangement amongst others (Onyeonoru, 2008; Okafor, 2011; Danesi, 2012)

These aforementioned factors amongst others do create room for managers to coerce their subordinates towards achieving better performance. This position agrees with Rus (2009) who stated that capital concerned managers or self-serving manager/leader tends to create detrimental consequences for the organisation at large and also for subordinates’ motivation and performance. This means that managers have the authority to make decisions that affect individual and group-level outcomes, and at the same time have control over valuable resources. Consequently, the authority entails the possession of power (Galinsky et al., 2008; Rus, 2009; Ng’ethe, Namusonge, & Iravo, 2012)

In most private organisations with telecommunication inclusive, once an employee is assigned performance target; failure to achieve the target may create opportunity for the employee (manager or subordinate) to be sacked and easily replaced with another person due to the fact that the labour market is over saturated with army of unemployed persons. Most managers in this type of environment tend to be interested in regulations, monitoring and evaluating subordinate’s performance without caring about their feelings and emotions and guiding them on how to react to stressful situations (Thrush, 2012). A high concern for task and low concern for people which is synonymous with autocratic leadership approach is tantamount to enforcing organisational standards and achieving results (Mcgregor, 1966; Okumbe, 1998).

The foregoing development exposes employees in telecommunication industry in Nigeria to different types of stress, hardships and challenges which adversely affect their emotion (Adewumi & Adenugba, 2010; Danesi, 2012). Telecommunication companies in Nigeria that strives to achieve corporate goals do not make their managers possess emotional intelligence towards their subordinates because achieving result in private business environment most time means that managers have to be ruthless, coerce employees in enforcing organisational standards and achieving results (Mcgregor, 1966; Okumbe, 1998; Fajana, 2006). This justifies Rus (2009, p.55) position that “high power persons have also been shown to be less concerned with how others see them or judge their actions” (Galinsky et al., 2008).

6. Conclusion and Implication of Findings

The study examined managers’ emotional intelligence and organisation performance. The result indicated that managers’ emotional intelligence skills have significant effect on organisation performance in selected telecommunication companies in Lagos, Nigeria. This means that in a stiff labour market environment where there is no strong institutions to protect vulnerable workers, where organisations find it easy not to comply with extant labour laws and international labour standards and where there are abundant human capital but with little or no opportunities for them, private employers of labour tend to take advantage of such situation to exploit them and accomplish their corporate goals. Managers in this type of environment relate with their subordinates without taking
care of their emotion. They do not ensure adequate rewards and benefits, and most time tends to deny them of their basic rights. The management of telecommunication companies in Nigeria, therefore, should ensure that their managerial staffs adopt the practice of emotional intelligence in the workplace to promote good labour relations and to enhance the achievement of corporate goals for the betterment of all members of the work community.

7. Limitations and Future Research Direction
This study was based on quantitative method which is often characterised by responses which embody the respondents’ social desirability tendencies and transient mood states (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). In view of the foregoing, there is need for future researchers to consider qualitative survey that would be achieved through conduct longitudinal investigations. It is believed that conducting such longitudinal studies would allow for comparisons among different time periods and enhance the authenticity of the findings.

References


Appendices

Appendix-A. Table 1. Reliability Coefficients Statistics

<table>
<thead>
<tr>
<th></th>
<th>Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Intelligence</td>
<td>.864</td>
<td>23</td>
</tr>
<tr>
<td>Self-Awareness</td>
<td>.770</td>
<td>5</td>
</tr>
<tr>
<td>Self-Management</td>
<td>.666</td>
<td>5</td>
</tr>
<tr>
<td>Empathy</td>
<td>.696</td>
<td>7</td>
</tr>
<tr>
<td>Relationship Management</td>
<td>.654</td>
<td>6</td>
</tr>
<tr>
<td>Performance</td>
<td>.914</td>
<td>16</td>
</tr>
</tbody>
</table>

Source: Field Survey, August 2020
Appendix-B. Table 2. Analysis of variance showing relationship between managers’ emotional intelligence and organisational performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Adjus. R Square</td>
</tr>
<tr>
<td>1</td>
<td>.129*</td>
<td>.017</td>
<td>.014</td>
<td>10.51453</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Emotional Intelligence
b. Dependent Variable: Performance

Appendix-C. Table 3. Analysis showing the relative contribution of managers’ emotional intelligence on organisational performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant) 54.474 3.267</td>
<td>16.675 .000</td>
<td>48.048 60.899</td>
</tr>
<tr>
<td></td>
<td>Emotional Intelligence .104</td>
<td>.043 .129 .2401 .017 .019 .189</td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Emotional Intelligence
b. Dependent Variable: Performance

Copyrights
Copyright for this article is retained by the author(s), with first publication rights granted to the journal. This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (http://creativecommons.org/licenses/by/4.0/).