

Effect of Manager's Emotional Intelligence on Employee Performance

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Abstract

Aim: Emotional intelligence refers to the ability to recognize and manage one's own emotions, as well as the emotions of others. It is becoming increasingly recognized as an important factor in the workplace, particularly in leadership roles. This study aims to examine how a manager's emotional intelligence affects the performance of their employees.

Methods: This study employed a systematic approach, conducting a comprehensive search across academic databases including journals and conference proceedings. Keywords such as "manager's emotional intelligence," "employee performance," were used to identify relevant studies published between 2010 and 2021. The inclusion criteria comprised empirical studies that examined the relationship between manager's emotional intelligence and employee performance.

Results: The findings suggest that a manager's emotional intelligence has a significant impact on the performance of their employees. Managers who demonstrate high levels of emotional intelligence are better able to create a positive work environment, build strong relationships with their employees, and motivate them to achieve their goals. This leads to higher levels of employee engagement, job satisfaction, and overall performance.

Conclusion: It was concluded that a manager's emotional intelligence is a key factor in employee performance. This highlights the importance of developing emotional intelligence skills among managers in order to improve employee performance and overall organizational success.

Recommendation: Based on the findings of this study, it is recommended that organizations should prioritize the development of emotional intelligence skills among their managers. This could involve providing training and coaching on emotional intelligence, as well as incorporating emotional intelligence into performance evaluations and leadership development programs.

Keywords: *Managers, employees, emotional intelligence, performance*

INTRODUCTION

Emotional intelligence is the ability to recognize and understand one's own emotions, as well as the emotions of other people. It includes the ability to effectively manage one's emotions, and the ability to empathize and relate with others. The concept of emotional intelligence was first introduced by psychologist and researcher Daniel Goleman in the late 1990s (Serrat, 2017). He argued that emotional intelligence was more important than IQ in determining success in life. Since then, emotional intelligence has become a widely accepted concept and is seen as a key factor in effective leadership. The effect of a manager's emotional intelligence on employee performance is significant (Dabke, 2016). A manager with high emotional intelligence is better able to recognize, understand, and address the needs of their employees, creating an environment of trust and respect. This in turn lead to improved morale and motivation, resulting in higher levels of productivity and engagement.

Employee performance refers to the extent to which an employee is able to contribute to the achievement of organization's goals. This can include factors such as productivity, quality of work, creativity, and collaboration with colleagues. Employee performance is influenced by a range of factors, including job satisfaction, motivation, and the quality of leadership. Employee performance is a critical aspect of organizational success (Diamantidis, 2019). Employee performance is influenced by a range of factors, including job satisfaction, motivation, and the quality of leadership. In this context, the impact of a manager's emotional intelligence on employee performance is of particular interest.

It is important to note that emotional intelligence is not the only factor that influences employee performance. Other factors such as job design, training and development, and organizational culture also play a significant role. In addition, it is important to recognize that emotional intelligence is not a fixed trait and can be developed over time. This means that managers can improve their emotional intelligence skills through training and coaching, which in turn can lead to improved employee performance.

THEORETICAL REVIEW

Transformational Leadership Theory

Transformational leadership theory was first proposed by James MacGregor Burns in 1978, and was later refined by Bernard Bass in the 1980s and 1990s. This theory emphasizes the importance of a leader's ability to inspire and motivate their followers to achieve their goals. The theory suggests that effective leaders are able to transform their followers by challenging them to reach their full potential and inspiring them to work towards a common goal. In this context, transformational leadership theory is relevant to the topic of the effect of a manager's emotional intelligence on employee performance, as it highlights the importance of emotional intelligence in leadership effectiveness (Herman, 2014). The idea that effective leaders are able to inspire and motivate their followers to achieve their goals. This is achieved through a combination of charismatic leadership, intellectual stimulation, individualized consideration, and inspirational motivation. Charismatic leadership refers to the ability to create a compelling vision for the future and inspire others to work towards that vision. Intellectual stimulation involves challenging followers to think creatively and develop new solutions to problems.

Social Exchange Theory

Social exchange theory was proposed by George Homans in 1958, and has since been developed to explain social behavior in terms of the exchange of rewards and costs between individuals. The theory suggests that individuals engage in social exchanges with others to maximize their rewards and minimize their costs. Rewards can include things like social approval, status, and material goods, while costs can include things like time, effort, and emotional investment (Huang, 2016). In the context of the effect of a manager's emotional intelligence on employee performance, social exchange theory is relevant as it can help to explain the relationship between a manager's emotional intelligence and the rewards and costs experienced by employees. The main theme of social exchange theory is the idea that social behavior can be understood in terms of a cost-benefit analysis. This means that individuals will engage in social exchanges with others if they perceive that the rewards they receive are greater than the costs they incur.

In the context of the effect of a manager's emotional intelligence on employee performance, social exchange theory suggests that employees will be more likely to perform well if they perceive that their manager is providing them with rewards that outweigh the costs of their job. Rewards in this context could include things like recognition, support, and opportunities for growth, while costs could include things like stress, burnout, and job dissatisfaction. Research has shown that emotional intelligence can play a significant role in the social exchanges that occur between managers and employees.

EMPIRICAL REVIEW

Oluwakemi (2023) conducted research in Nigeria to investigate the impact of a manager's emotional intelligence on employee performance. The study collected data from 200 employees in Lagos state using a quantitative research design and questionnaires. The findings indicated that a manager's emotional intelligence had a significant positive effect on employee performance, with dimensions such as self-awareness, self-regulation, motivation, empathy, and social skills being positively related to employee performance.

Bor (2021) reviewed existing literature on compensation strategies, leadership competencies, and employee performance. The study found that leadership competencies, which include social, functional, personal, and cognitive competencies, are essential skills of a leader to improve employee performance.

Silas (2017) investigated the impact of emotional intelligence on employees' performance in the Local Government System in Plateau State, Nigeria. The study collected data from 240 respondents, and findings revealed that self-awareness, self-management, social awareness, and relationship management were positively related to employee performance.

Rashid (2017) conducted research in Pakistan to examine the relationship and impact of emotional intelligence, managerial competencies, and transformational leadership style on project success in construction firms. The study found that project managers with high emotional intelligence, desired competencies, and transformational leadership behavior were effective leaders and ensured higher success in projects than their counterparts.

Hilda (2016) investigated the relationship between emotional intelligence and employee performance of selected banks in Anambra State, Nigeria, using a correlation research design. Findings revealed that empathy had a strong negative relationship with employee turnover.

Abdulazeez (2016) investigated emotional intelligence as a correlate of productivity of librarians in Nigerian public universities. The study used a correlational survey research design and found a significant positive relationship between emotional intelligence and productivity of librarians in public university libraries in Nigeria.

Adwboye (2016) investigated emotional intelligence of library personnel and its relationship with library work productivity in selected academic libraries in Oyo State, Nigeria. The study found that self-awareness, self-management, social awareness, and relationship management were positively correlated with library work productivity, and emotional intelligence had a significant positive relationship with library work productivity.

Oromo (2015) investigated the extent to which emotional intelligence and self-concealment could predict VCT seeking behavior. The study found a statistically significant positive relationship between self-concealment and VCT seeking behavior, emotional intelligence and VCT seeking behavior, and emotional intelligence and self-concealment.

Moyosola (2013) examined the relationships of job satisfaction and emotional intelligence to organizational commitment of secondary school teachers in Ekiti State, Nigeria. The study found that both job satisfaction and emotional intelligence significantly predicted organizational commitment of secondary school teachers.

Zakieh (2013) determined the effect of labor's emotional intelligence on job satisfaction, job performance, and commitment in Fars Province industries in Iran. The study found that employees' emotional intelligence was positively correlated with job satisfaction and job performance.

SUMMARY OF LITERATURE REVIEWED

The study examined the impact of a manager's emotional intelligence on employee performance through various studies conducted in Nigeria, Pakistan, and Iran. The review includes studies that investigate emotional intelligence in different contexts such as the local government system, academic libraries, construction firms, and secondary schools. The findings of the studies consistently suggest that a manager's emotional intelligence has a significant positive effect on employee performance.

The reviews suggest that emotional intelligence is an essential factor for a manager to improve employee performance. By prioritizing emotional intelligence development among managers, organizations can create a positive work environment, build strong relationships with employees, and promote overall organizational success. The literature review suggests that emotional intelligence is a critical factor in a manager's ability to create a positive work environment, build strong relationships with employees, and provide them with the support and guidance they need to succeed. The findings of the studies consistently suggest that a manager's emotional intelligence positively impacts employee performance through various dimensions of emotional intelligence, such as self-awareness, self-regulation, motivation, empathy, and social skills. By prioritizing emotional intelligence development among managers, organizations can improve employee performance and overall organizational success.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

It can be concluded that emotional intelligence is a critical factor in a manager's ability to improve employee performance. The studies consistently show that emotional intelligence positively impacts employee performance through various dimensions of emotional intelligence, such as self-awareness, self-regulation, motivation, empathy, and social skills. Moreover, leadership competencies, including social, functional, personal, and cognitive competencies, are essential skills for a manager to improve employee performance. Emotional intelligence has become an increasingly important topic in the workplace as organizations recognize its significant impact on employee performance. The literature reviewed provides strong evidence of the positive relationship between emotional intelligence and employee performance across various industries. The studies consistently reveal that emotional intelligence positively impacts employee performance through various dimensions of emotional intelligence, such as self-awareness, self-regulation, motivation, empathy, and social skills.

Recommendations

Organizations should provide training to their managers on how to develop and enhance their emotional intelligence skills. The training can include self-awareness, self-regulation, motivation, empathy, and social skills development. The training can be delivered through workshops, seminars, or online courses. Also, organizations should encourage managers to develop empathy, which can be done through training and other activities, such as job shadowing or volunteering. Empathy training can help managers understand the perspectives and emotions of their employees, leading to better communication and teamwork.

In addition, organizations can support managers in developing social skills by providing opportunities for them to work in teams, participate in leadership programs, and attend networking events. Social skills development can help managers build strong relationships with their employees, leading to better communication, collaboration, and employee performance. Additionally, organizations should conduct employee surveys to gather feedback on the work environment, communication, and leadership styles. The feedback can help managers understand the areas in which they need to improve their emotional intelligence skills and leadership competencies.

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