

Impact of Emotional Intelligence on the Productivity of Petroleum Firms in Southern Nigeria

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Abstract.

Emotional intelligence is the capacity to be aware, control and express one's emotions and to handle interpersonal relationships judiciously and empathetically. Being emotionally intelligent involves tuning into emotions, understanding them and taking appropriate action. This paper examines the impact of emotional intelligence on the productivity of oil firms in Southern Nigeria. The sporadic disruption of oil production by the host communities through youth militancy accentuated by the dwindling fortunes of revenue to the government has been a great concern to all stakeholders. An inductive research design was adopted. Data collection instruments were the use of structured questionnaire and interviews. The population of the study was 11,600 with the sample size of 637 determined using the Freund and Williams Method. Simple random sampling technique was used to determine the sample points. Linear regression anchored on Pearson correlation was utilized to analyze the data. The findings reveal that emotional intelligence influences employees' behavior at work positively and improved the productivity of the selected petroleum firms. It is recommended that managers of the petroleum firms in Nigeria should develop transformational leadership among their workforce and create effective relationship management.

Keywords: Impact; Emotional Intelligence; Productivity; Petroleum Firms; Effectiveness.

1.0 Introduction

Thorndike (1920), an American educational psychologist, described the concept called social intelligence, as “the ability to understand and manage men and women and to act wisely in human relations”. “The best mechanic in a factory,” “may fail as a foreman for lack of social intelligence”. This concept of social intelligence spawned the foundation for emotional Intelligence. Abraham Maslow in 1950s, described the hierarchy of needs. The bulk of his hierarchy and the “higher order needs” he describes are emotional needs. He suggested things like friendship, intimacy, family, self-esteem and self-actualisation are higher level driving forces behind our actions, once we have safety and physiological needs met.

Reuven Bar-On, a psychologist interested in non-cognitive competences in mid 1980s, sought to create a measure of Socio-Emotional Intelligence. Bar-On’s definition of Emotional Intelligence is “Emotional Intelligence is an array of non-cognitive capabilities, competences and skills that influence one’s ability to succeed in coping with environment demands and pressures”, (Bar-On, 2005). The Bar-On EQ-i is one of the many Emotional Intelligence assessments available on the market. He is considered one of the leading thinkers in Emotional Intelligence.

The year 1990 saw another attempt in the fields of the study of Emotional Intelligence John Mayer, Peter Salovey and later David Caruso were trying to develop a scientific measure of the difference between people’s ability in the area of emotions. They found that some people were better than others at things like identifying their feelings, the feelings of others and solving problems involving emotional issues. Because nearly all of their writing had been done in the academic community, their names and their actual research findings were not widely known. In 1992, Daniel Goleman was doing a research for a book about emotions when he discovered the 1990 article by Salovey and Mayer. Goleman had apparently asked them for permission to use the term “Emotional Intelligence” in his book and that permission was granted. Before this, it seems his book was planning to focus on “emotional literacy”. From the success of this book, Goleman was approached by many business leaders to consult for organization on how to promote and leverage Emotional Intelligence. This led to him writing his second book “**Working with Emotional Intelligence**” which took a more business focused look at Emotional intelligence. His model is one of the most widely used by individuals and organisations around the world (Goleman, 1998).

This list is not a complete history of the field of Emotional Intelligence, though it does illustrate how far back the principles of emotional intelligence. From the foregoing therefore emotional Intelligence started its journey to prominence in 1920 when Thorndike formulated the concept of “social intelligence”. Since then, other forms of intelligence have been identified by scholars in the field of psychology. Three clusters of intelligence have been identified. These are: abstract intelligence which pertains to the ability to understand and manipulate verbal and mathematical symbols; concrete intelligence, which describes the ability to understand and manipulate objects; and social intelligence, which describes the ability to understand and relate with people.

Goleman, Boyatzis and Mckee (2001) assert that the effective use of emotion is basic to the function of successful leadership. They postulated that leaders are emotional guides influencing not only follower emotions but also follower action through motivational appeal, and goal setting, and the leader’s emotional intelligence is necessary to effectively perform these efforts.

Emotional Intelligence is a type of social intelligence which includes the ability to monitor your own emotions and emotions of others, distinguish them and use the information to guide one’s action and thinking (Salovey and Mayer, 1990). The scope of emotional intelligence includes all the verbal and non-verbal expressions, appraisal of emotions, self and others, regulation of emotions, and use of emotions (Akhtar, Ghufuran, Husnain and Shalid (2017).

Many organizational researchers argue that emotional intelligence of employees can predict work related outcomes such as employee’s positive behavior and productivity (Chapman, 2001, Baron, 2004 and Genos, 2005 and Isen, 2001) respectively. Work place deviance refers to deliberate and voluntary behavior that violates significant organizational norms or threatens the well-being of the organization and its members (Mayer, 2001). World class companies, create surplus through productive operations, that is the output is always more than the input of resources. Thus productivity is defined as the ratio of output to input with a defined time period and with due consideration for quality (Mukherjee and Kachwala, 2009). Productivity implies effectiveness and efficiency in individual and organizational performance. For this paper effectiveness is seen as the realization of the pre-set individual and organizational targets or goals while efficiency refers to the output-input ratio or the value addition to input resources minus the cost of surplus generated by a process or an organization as a whole. Thus, it is essential that organizations should from onset declare its mission, vision and annual objectives to chart out a clear, unambiguous road map without any confusion.

This work intends to examine the impact of emotional intelligence on the employee’s behavior and productivity among different population from the petroleum sector in Southern Nigeria. The petroleum sector of Nigeria remains the cash cow of the Federal Government. It is consequently, the largest sector that contributes the greatest percentage to the fledging Gross

Domestic Product (GDP). The sector no doubt provides millions of both direct and indirect jobs in the country. Consequently, there is an increased need for oil firms in the sector to differentiate themselves from competitors around the globe by focusing on their employees as a competitive advantage. Even though the petroleum sector remains a good place to work, it is common to observe unsatisfied employees in the sector who just do the work to provide their families with finance and other support for friends and relations. The empirical observation of dissatisfaction is gradually hampering the sector's ability to keep improving performance and productivity. Employees' behavior and productivity are directly affected by emotional intelligence levels.

2.0 Statement of the Problem

The core assets of the modern business enterprises lie not in gigantic buildings, machineries and real estates, but in the intelligence, understanding, skills and experiences of employees. The challenge of managing the most intangible asset, the managers' ability to influence employees' attitude, work culture and emotions is a core question all managers need to wrestle with. The manner in which managers respond to these questions goes a long way toward determining the employee's enthusiasm, commitment and ultimate performance.

The inefficient management of people in teams produces poor performance levels and organizational ineffectiveness. Lack of emotional intelligence gives bad information about oneself, other people and situations. By not tapping into the information that emotions throw up, individuals fail to alter, the way they think and behave. Without mincing words, emotions play an important role in the workplace. The solution is ability to use emotions intelligently which is exactly what is meant by emotional intelligence.

Emotional Intelligence (E.I) has become something that is very important in human life and key to successful organizational management. Researchers have concluded that people who cannot manage their own feelings well and connect effectively with others are more likely not to live contented lives. This is because self-awareness starts with oneself, but once mastered, applies to awareness of working environment. High emotional quotient (E.Q) takes a holistic approach to work, asking the "why". Why are we doing this project, what will this project accomplishment and how does it relate to the overall goals of the organization? 97% of employees and executives believe that lack of alignment within a team impacts negatively the outcome of a task. When an organization is built with self-aware employees, motives are better understood and teams can function on a higher level. The pay-off is the accomplishment of organizational challenges such as productivity, performance and profitability.

Low trait emotional intelligence may be a key ingredient in a variety of deviant behaviours seen in Nigeria many of which, have been linked to emotional deficiency. Recently, production in the oil rich Niger Delta region of Nigeria has been disrupted intermittently by agitation of the region's inhabitants tacitly aided by their leaders, who feel they are being exploited.

The implications of this youth restiveness pose a tremendous threat to both the oil companies and the nation. To the oil company, they will not be able to meet their joint venture agreements, provide jobs and increase profitability. On the side of the nation, the revenue accruable to the federal government from a troubled oil sector would plummet. This will exacerbate more job losses, poverty, resurgence of criminal activities and other social vices. Thus the government's efforts to make the region a destination for foreign investors and increase the ease of doing business would end up being an empty political jingoism. Therefore, the thrust of this paper is to provide evidence of the impact of emotional intelligence on the productivity of oil firms in Southern Nigeria.

Objectives of the Study

The objectives which the study sought to explore are as follows:

1. To examine how emotional intelligence influences employee's behavior at work.
2. To determine the extent emotional intelligence affects organizational productivity.

Research Questions

1. How does emotional intelligence influence employee's behavior at work?
2. To what extent does emotional intelligence affect organizational productivity?

Research Hypothesis

1. Emotional intelligence influences employee's behavior at work positively.
2. Emotional intelligence affects organizational productivity positively.

3.0 Theoretical Review of Related Literature

Thorndike (1920) conceptualizes social intelligence as the ability to understand and manage men and women, boys and girls, to act wisely in human relations. Building on the work of Thorndike, Gardner (1983) developed the theory of multiple intelligences, wherein he classified intelligence into two main categories: interpersonal and intrapersonal intelligences.

In what looks like a synchronization of Thorndike's and Gardner's Model, Salovey and Mayer (1990) coined the term emotional intelligence which they conceptualized "as the subset of social intelligence that involve the ability to monitor one's own and others feelings and emotions, to discriminate among them and to use information to guide one's thinking and action". To clarify the construct further, Mayer and Salovey (1997) postulate that emotional intelligence involves the ability to perceive accurately, appraise and express emotion, the ability to access and/or generate emotion knowledge, and the ability to regulate emotion to promote emotional and intellectual growth. This definition succeeds not only in clearing the ambiguity inherent in the previous definition; it was also able to carve a distinct image for the construct of emotional intelligence.

Goleman (1995) formulated the best-known theory of emotional intelligence. Goleman's explanation of the construct was based on Salovey and Mayer's (1990) original theory. Among other claims, Goleman theorized that emotional intelligence is equal to, if not more important than Intelligence Quotient (IQ) as an important indicator of success in one's professional and personal life. Elaborating further on the construct, Goleman's (1998) explains that an individual's emotional intelligence could affect one's work situation. He also applied his conceptual understanding to organization as a whole.

In providing a definition of emotional intelligence, Van-Jaarsveld (2003) differentiates intelligence quotient (IQ) from emotional intelligence, also referred to as emotional quotient (EQ). According to Van-Jaarsveld, IQ has to do with the assessment of an individual's ability to learn things, focus on tasks, and retain and recall objective information. He further explains that it reveals how he reasons, manipulates numbers, is able to utilize abstract and analytical thinking, as well as how he is able to solve problems through the application of prior knowledge.

EQ, on the other hand, has to do with the non-cognitive dimensions of intelligence and refers to ability to read the political and social environment, to grasp intuitively what others want and need, and what their strengths and weakness are. It points to an ability to remain unruffled under pressure.

Contrary to most conventional thinking, emotions are not inherently positive or negative; rather they serve as the single most powerful source of human energy, authenticity and drive, and can offer a wellspring of intuitive creative wisdom, (Cooper and Swaaf, 1997). They say that, studies have indicated that people who are intellectually the brightest are often not the most successful, either in business or their personal lives – hence emotional intelligence requires that individuals learn to acknowledge and understand feelings in others and themselves.

According to Orme (2001) it is important to develop a proper understanding of what emotional intelligence is and to understand why it really matters: Orme offers a simplistic definition of emotional intelligence, "Being emotionally intelligent involves tuning into emotions, understanding them and taking appropriate action."

The three elements in the definition involve both "our" own emotions and those of others:

- Tuning into the emotions of ourselves and others
- Understanding emotions in ourselves and others
- Taking appropriate action on the emotional content that we find.

Being emotionally intelligent applies not just to how individuals respond to life experiences but also to other life crises - job redundancy, divorce, bereavement, major disputes, and so on. In essence what emotional intelligence is, is an ability to use emotions to help solve problems and thus give rise to a more effective life.

Cooper and Sawaf (1997) offer a further explanation of why our emotions matter. "Our emotions, as much or more than our bodies and minds, contain our histories, every line and verse of every experience, deep understanding, and relationships in our lives. They comprise the feeling of whom we are and enter our systems as energy." As emotional intelligence is

increased, the form of the energy within the individual is shifted, resulting in changes in the individual's experience of work, life and relationships. They further explain that this shift in leadership capacity and scope is the result of specific and growing changes in business life in general, and results in trusting, collaborative and innovative human interactions at work.

The emergence of emotional intelligence is a field of study in its own right; the growing personal importance of managing one's emotions and improved knowledge and study of emotion, intelligence and the relation of emotion to cognition, and personality traits. It seemed emotional intelligence could enhance workplace outcomes.

Empirical Review

Rahim and Malik (2010) in their study titled emotional intelligence and organizational performance, assessed the effect of demographical factors on the level of emotional intelligence that leads to organizational performance among male and female employees. The study tested four hypotheses; 1. Age has significant effect on the level of emotional intelligence that leads to better organizational performance of the employees. 2. Emotional level of employees have a positive effect on the level of emotional intelligence that leads to better organizational performance of the employees. 3. There are differences of marital status with respect to the level of emotional intelligence that leads to better organizational performance of the employees and 4. There are differences with respect to the level of emotional intelligence that leads to better organizational performance of the employees.

Emotional Intelligent individuals have strong control in their emotions and consequently do have better interaction with their work environment and coworkers. The link between emotional intelligence and performance has been investigated by earlier researchers. Wong and Law (2002) found positive relationship between emotional intelligence and job performance when they studied work place attitude. In another study, Law, Wong and Song (2004) found that there is a construct validity between emotional intelligence and its profitability for management studies.

Another research by Rangarajan and Jayamala (2014) assessed the impact of emotional intelligence in performance of employees concluded that emotional intelligence acts as a good predictor of performance of employees.

Tram and O'Hara (2006) conducted a study on the relationship of employees and managers' emotional intelligence to job satisfaction and performance. The result demonstrated a strong positive relationship among these determinants. This positive relation was an evidence that high influence of emotional intelligence on the levels of job satisfaction of managers has the capacity to improve performance and productivity of managers.

Tarun, Bhawna and Deepak (2014) carried out a study on organizational productivity through emotional intelligence. They concluded that effective organizational behavior by emotionally intelligent managers is an essential step to achieving various organizational set goals such as performance, productivity and profitability.

Akhtar, Ghufra, Husnain and Shahid (2017) conducted a research on the effect of emotional intelligence on employee's job performance: the moderating role of perceived organizational support. The data were analyzed statistically using IBM SPSS statistics 20 to find out correlation and regression analysis between study variables. Findings suggest that emotional intelligence has positive impact on employee's job performance and perceived organizational support moderate the relation between emotional intelligence and job performance such that the relationship between emotional intelligence become positive when perceived organizational support is high.

4.0 Methodology

The research design utilized was the inductive research because it takes a look at the existing characteristics of the selected oil companies in an attempt to describe the impact of emotional intelligence on the productivity of the Nigeria petroleum industry. Data were collected from both primary and secondary sources. A set of questionnaire containing ten (10) questions was drawn in line with the issues raised. The sample frame consists of three petroleum companies in the Southern Nigeria made up of Shell Petroleum Development, Corporation, Total Nigeria Plc and Chevron Nigeria Plc. The questionnaire was administered to six hundred and thirty seven (637) employees working in teams, team leaders, senior coordinators, coordinators and first line managers obtained from the population of Eleven thousand and six hundred using simple random sampling technique. Sample size was determined using the "Freund and Williams" formula recommended by (Uzoagolu, 2011) for a finite population, at a 95% level of significance. Structured interview was also used to solicit information from team leaders and senior coordinators which may not be known to the general staff. The questionnaire items were optioned using a five (5) point Likert type of responses namely: strongly agree, agree, undecided, disagree and strongly disagree. In all five hundred and forty two (542) respondents returned their copies duly completed (85%), fifteen percent consisting of

ninety five (95) respondents did not return theirs.

The hypotheses formulated were tested using the Statistical Package for Social Sciences (SPSS) software for data analysis. Linear regression anchored on Pearson Correlation was employed to analyze the data. This technique was considered appropriate because the sample were randomly drawn from the population.

5.0 Results and Discussion of Findings

Table 4.1: Emotional Intelligence and Employees' behaviour at Work

	Emotional intelligence influenced employee's behaviour in the following ways	OPTIONS						
		SA	A	U	D	SD	X	Std
1.1	Emotional Intelligence makes the workers to understand their colleagues' actions and reduces incidence of conflict at work.	325 60%	195 36%	05 1%	17 3%	-	4.53	0.68
1.2	Emotional intelligence positively influences the achievement of organizational objectives.	297 55%	204 38%	13 2%	28 5%	-	4.42	0.78
1.3	Emotional Intelligence streamlines the relationship that exists between the management and subordinates.	315 58%	198 37%	17 3%	12 2%	-	4.51	0.67
1.4	Emotional Intelligence enhances industrial harmony in organizations.	401 74%	121 22%	20 4%	-	-	4.70	0.53
1.5	Emotional Intelligence promotes the use of worker's initiatives	195 36%	307 57%	22 4%	13 2%	05 1%	4.24	0.72

Source: Field Survey, 2014.

The result of data analysis of objective one shows that, 520, (96%) of the respondents with an associated sample mean of 4.53 agreed that Emotional Intelligence influences workers to understand their colleagues' actions and reduces incidence of conflicts at work. The interview result reveals further that Emotional Intelligence is important to employees' behaviour at work. This was supported by 62 (93%) of the interviewed participants. The finding therefore shows that, the development of Emotional Intelligence is very important in the organizations within the Nigerian Petroleum Industry. This finding is consistent with the views and research results of Bar-On (2004); Wong and Law (2002) who assert that Emotionally Intelligent individuals has "good social skills; they understand, interact, and relate well with others. These people function well in positions that require interacting with others and teamwork". Law, Wong and Song (2004) also reaffirmed these assertions.

The result further reveals that, 501 (93%) of the respondents with an associated sample mean of 4.42 agreed that Emotional Intelligence positively influences the achievement of organizational objectives. This finding is consistent with the views and research results of Chapman (2001) who asserts that, “to achieve high levels of motivation, overcome setbacks and perform at our best, we need to be able to manage our own internal states, harness our emotions and channel them in a direction that enables us to achieve our objectives.

Consequently, majority of the respondents or an average of over 94% of the respondents agreed that, Emotional Intelligence influences employees’ behaviour at work positively in the Nigerian petroleum Industry. This was further validated by the Linear Regression test result ($r = 0.862$; $t = 56.047$; $p < 0.05$), which rejected the null hypothesis and accepted the alternative hypothesis, confirming that, Emotional Intelligence positively influences employees’ behaviour at the Nigerian Petroleum Industry. From the oral interview, most of those interviewed agreed that Emotional Intelligence positively influences employees' behaviour at work in the Nigerian Petroleum Industry This aligns with the alternative hypothesis which states that Emotional Intelligence positively influences employees' behaviour at work in the Nigerian Petroleum Industry.

Hypothesis One

Regression

HA₁: Emotional Intelligence influences employees’ behaviour at work positively

Descriptive Statistics

	Mean	Std. Deviation	N
Employee behaviour	1.4068	0.63128	1084
Emotional intelligence	1.5258	0.72946	1084

Correlations

		Employee behaviour	Emotional intelligence
Pearson Correlation	Employee behaviour	1.000	0.862
	Emotional intelligence	0.862	1.000
Sig. (1-tailed)	Employee behaviour	.	0.000
	Emotional intelligence	0.000	.
N	Employee behaviour	1084	1084
	Emotional intelligence	1084	1084

Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.862(a)	0.744	0.744	0.31968	0.081

a Predictors: (Constant), emotional intelligence

b Dependent Variable: employee behavior

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	321.015	1	321.015	3141.225	0.000(a)
	Residual	110.574	1082	0.102		
	Total	431.589	1083			

a Predictors: (Constant), emotional intelligence

b Dependent Variable: employee behavior

Coefficients (a)

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.268	0.023		11.901	0.000
	Emotional intelligence	0.746	0.013	0.862	56.047	0.000

a Dependent Variable: employ behaviour

Source: Data from Table 4.1 (Using SPSS)

$$EI = 0.746 + 0.268EB.$$

$$(t = 17.263)$$

Where: EI = Emotional intelligence

EB= Employee behaviour

$$R = 0.862: \quad R^2 = 0.744$$

$$F = 3141.225: \quad D.W. = 0.081$$

From the above model, EI is the summation of 0.746 and the products of: 0.268 and EB.

The ANOVA table tests the acceptability of the model from a statistical perspective. The Regression row displays information about the variation accounted for by the model, while the residual row displays information about the variation that is not accounted for by the model.

The regression sum of squares (321.015) is, greater than residual sums of squares (110.574) which indicate that more of the variation in EI is explained by the model. The significance value of the F statistic (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

Though the ANOVA table is a useful test of the model's ability to explain any variation in the dependent variable, it does not directly address the strength of the relationship, the model summary table reports the strength of the relationship between the model and the dependent variable.

R, the correlation coefficient, is the linear correlation between the observed and model predicted values of the dependent variables. The correlation coefficient of 0.862 indicates that there is a strong positive relationship between Emotional Intelligence and Employee behaviour.

R Square, the coefficient of determination, is the square value of the correlation coefficient. This shows that 74.4% of the variation in EI is explained by the model. With the linear regression model, the error of the estimate is very low, with a value about 0.31968.

Therefore from the above results, the null hypothesis was rejected and the alternative hypothesis accepted. Hence, Emotional Intelligence influences employees' behaviour at work positively.

Table 4.2: Emotional Intelligence and Organizational Productivity

	Emotional intelligence affected organizational productivity in the following ways	OPTIONS						
		SA	A	U	D	SD	\bar{X}	Std
2.1	Emotional Intelligence stunts the growth of organizations.	- -	3 1%	38 7%	107 20%	394 7%	2.30	0.50
2.2	Emotional intelligence has a negative influence on organizational productivity	- -	- -	5 1%	130 24%	407 75%	1.26	0.46
2.3	Emotional Intelligence has a positive influence on organizational productivity.	427 79%	110 20%	- -	5 1%	- -	4.77	0.48
2.4	There was too much work to do but no direction.	- -	- -	5 1%	319 59%	218 40%	1.61	0.51
2.5	Emotional Intelligence affects the proactive management of organizations negatively	- -	49 9%	52 10%	200 37%	241 44%	1.83	0.94

Source: Field Survey, 2014.

The result of the data analysis of objective two shows that, 501 (92%) of the respondents with an associated sample mean of 2.30 disagreed that Emotional Intelligence stunts the growth of organizations. This finding is in line with the oral interview result which indicated that Emotional Intelligence is a welcome development in the Nigerian • Petroleum Industry. This finding is also in line with Genos (2005), Tarun, Bhawna and Deepak (2014) who assert that, Emotional Intelligence is the capacity to deal effectively with one's own and others emotions. When applied to the workplace, Emotional Intelligence is about thinking intelligently with emotions; perceiving, expressing, understanding and managing emotions in a professional and effective manner at work. This finding was also supported by Akhtar Ghufuran, Husnain and Shahid (2017). By the indications of all these, the study concluded therefore that Emotional Intelligence does not stunt the growth of organizations,

rather it encourages the growth of organizations.

The result further reveals that, 537 (99%) of the respondents with a sample mean of 1.26, indicated that Emotional Intelligence does not have a negative influence on organizational productivity. This result is in line with the finding on question 2.3 which seeks to determine whether Emotional Intelligence had a positive influence on organizational productivity. The finding reveals that 537 (99%) of the respondents with an associated sample mean of 4.77 agreed that Emotional Intelligence has a positive influence on organizational productivity. These results are consistent with the interview result where 65 (97%) of the participants agreed that Emotional Intelligence affects organizational productivity positively. This finding is also consistent with Bar-On (2004) and Tram and O'Hara (2006) on interpersonal capabilities of Emotional Intelligence. They assert that, interpersonal is defined as empathy, interpersonal relationships and social responsibility. These individuals have "good social skills; they understand, interact, and relate well with others". Organizational productivity requires, teamwork, and empathy as an element of Emotional Intelligence creates interpersonal relationship. Since people with interpersonal capabilities of Emotional Intelligence understand, interact, and relate well with others, it goes to infer that Emotional Intelligence has a positive influence on organizational productivity.

Consequently, majority of the respondents or an average of over 90% of the respondents disagreed that, Emotional Intelligence affects organizational productivity negatively, in the Nigerian Petroleum Industry. This was further validated by the Linear Regression test result ($r = 0.564$; $t = 22.471$; $P < 0.05$). Therefore rejecting the null hypothesis and upholding the alternative hypothesis which states that, Emotional Intelligence affects organizational productivity positively.

HYPOTHESIS TWO

Regression

HA₂: Emotional Intelligence affects organizational productivity positively

Descriptive Statistics

	Mean	Std. Deviation	N
Organization productivity	1.4926	0.76085	1084
Emotional intelligence	1.6448	0.91578	1084

Correlations

		Organizational productivity	Emotional intelligence
Pearson Correlation	Organizational productivity	1.000	0.564
	Emotional intelligence	0.564	1.000
Sig. (1-tailed)	Organizational productivity	.	0.000
	Emotional intelligence	0.000	.
N	Organizational productivity	1084	1084
	Emotional intelligence	1084	1084

Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.564(a)	0.318	0.318	0.62854	0.089

a Predictors: (Constant), emotional intelligence

b Dependent Variable: organizational productivity

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199.486	1	199.486	504.951	0.000(a)
	Residual	427.455	1082	0.395		
	Total	626.941	1083			

a Predictors: (Constant), emotional intelligence

b Dependent Variable: organizational productivity

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
		1	(Constant)	0.722	0.039	
	Emotional intelligence	0.469	0.021	0.564	22.471	0.000

a Dependent Variable: organizational productivity.

Source: Data from Table 4.2 (Using SPSS)

Where EI = Emotional Intelligence

(t = 22.47D)

OP = Organizational Productivity

R = 0.564; R² = 0.318

EI = 0.469 + 0.7220P

F = 504.951; D.W = 0.089

From the above model, EI is the summation of 0.469 and the products of: 0.722 and OP.

The ANOVA table tests the acceptability of the model from a statistical perspective. The Regression row displays information about the variation accounted for by the model, while the residual row displays information about the variation that is not accounted for by the model.

The regression sum of squares (199.486) is, less than residual sums of squares (427.458) which indicate that more of the

variation in EI is explained by the model. The significance value of the F statistic (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

Though the ANOVA table is a useful test of the model's ability to explain any variation in the dependent variable, it does not directly address the strength of the relationship, the model summary table reports the strength of the relationship between the model and the dependent variable.

R, the correlation coefficient, is the linear correlation between the observed and model predicted values of the dependent variables. The correlation coefficient of 0.564 indicates that there is a strong positive relationship between Emotional Intelligence and Organizational productivity.

R Square, the coefficient of determination, is the square value of the correlation coefficient. This shows that 31.8% of the variation in EI is explained by the model. With the linear regression model, the error of the estimate is very low, with a value about 0.62854.

Therefore from the above results, the null hypothesis is rejected and the alternative hypothesis accepted. Hence, Emotional Intelligence affects organizational productivity positively.

6.0 Conclusion

Having carefully carried out this study and analyzed the data, there is no modicum of doubt that emotional intelligence is as important to professional success as technical skills cum managerial competence. Consequently, petroleum firms in Southern Nigeria should increasingly use emotional intelligence testing to hire, appraise and promote their personnel. These organizations should be mindful of their employees' behavior at workplace. Studies have shown that employees exhibiting high levels of emotional intelligence (E.I) will have better alignment, communication and trust in the accomplishment of organizational competitive challenges such as, performance, productivity and profitability while overcoming workplace diversity.

7.0 Recommendations

The following suggestions are made by the researchers:

1. The petroleum firms in Southern Nigeria need to embrace the use of emotional intelligence as a core competency in order to improve productivity and performance. This can be achieved through the employment of consultants versed in the field of emotional intelligence to train their employees.
2. There is need to develop a mindful transformational leadership style in these organizations. This is because ideas grow better when transplanted into another mind than the one where they sprang from. When a mindful transformational leader responds compassionately to employees, performance and loyalty improve productivity.

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