
EMOTION MANAGEMENT AND PRODUCTIVITY IN BUSINESS

ORGANIZATION

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Abstract

The aim of this study which is empirical in nature is to identify obvious emotion management practices and their impact on productivity on the banking sector with specific focus on Zenith Bank, Makurdi branch employee's productivity. The study adapted survey research design method. The population for the study comprises of staff of Zenith Bank Plc totaled at 43. The sample size was derived using Sample random sampling technique which is 39. Both primary and secondary data collection were used in obtaining of data. Questionnaire was the main instrument of data collection using the four point Likert grading scale of Strongly Agree, Agree, Disagree and Strongly Disagree. Multiple Regression test was used in the test of three (3) formulated hypotheses. The findings from the study indicated that all the components of Emotion Management which are self awareness self regulation and self motivation have a positive and significant influence on productivity. The study therefore, recommended that with proper application and adoption of the three dimensions of emotional intelligence which were used here for emotions management by Zenith Bank Plc, there will be high productivity and high performance attainment by the organization.

Key Words: *Emotional management, Emotional Intelligence, Productivity*

Introduction

Emotions management is a very essential aspect of an organization cultural structure metamorphosis. It is an imperative concern because any business at all is a reflective intrinsic nature of collective emotional resultant; both negative and positive emotions; anger, fear, sadness, joy, love and suppresses, from human resources capacities: first from the top management hierarchy and down the chain of managerial command. This thus means to appreciate the subject of discourse, it is very imperative to understand that emotion is a complex physiological state that involves three distinct components. A subjective experience, a physical response and a behavioural expressive response derived from the basic components of happiness, surprise, fear, sadness, disgust and anger. According to Mayer and



Roberts (2010) and according to Gerber (2012), a great deal of leadership is really about emotional management to attain stable emotional intelligence. In the same line of thought, Pfeffer (2004) argued that the management of human capital is critical since the right management of various human capacities is imperative; both negative and positive emotions. Thi Lan and Kriby (2009) also suggested that emotional intelligence increases organizational outcome, including job satisfaction, commitment and the performance of employee, all of which lead to organizational productivity.

Emotion management is simply emotional intelligence (EI), therefore the ability to monitor your own and others emotions to discriminate among them, and to use the information to guide you, thinking and actions, as noted by various authors like: Mcshane and Glinow (2004); Nwanchukwu (2007) and Sev (2013). The vitality of the mastery of emotional variables within the three dimensions of emotional intelligence for determination of a level of productivity outcome becomes even most essential because it defines the manner and way an entire organization communicates with itself and the outside world and more so, Obayan (2010) opionate that, on it winged new ways to understand and assess people's behaviour, management styles, attitudes, interpersonal skills and potentials and inspirations.

Statement of the Problem

According to Ashforth and Humphery (2008), emotions permeat organizational life and hence cannot be discarded. The disposition and the attude of the business leader would define the tune of working emotions; if a subordinate perform and is rewarded with recognition they would express emotions geared towards certain productivity level either negatively or positively. More so, a manager who want so much respect but when not given as adequately expected or otherwise will express emotions relevant against or for workplace productivity output. A manager and subordinate may at times be at variant emotional state then how do they both enhance their emotions for productivity outcome. This situation is vital because emotions are critical to organizations, since there are feelings experienced towards an object, person or event that create a state of readiness. Mchshane and Von Glinow (2000) suggest therefore, negative emotion affects personal goals and targets which interrupts the array of intellectual influency and consequently the motivation to act toward the object of attention. The following emotions may be expressed: anger, fear, joy, love, sadness and surprise. Therefore, it is imperative to investigate the way and manner in which leadership and subordinates within the chain of command manage their various emotions to attain



emotional intelligence capable of productivity workplace output. And given Zenith bank's leading position in the banking industry, a study of the impact of emotion management and productivity at one of its branch office is not out of place in order to make logical empirical deductions for today's workplace realities.

The broad objective of this study therefore, is aimed at ascertaining the relationship between emotions management and productivity with a focus on Zenith Bank Plc, Makurdi. The specific objectives are (1) to ascertain the relationship between self awareness and productivity at Zenith Bank; (2) to determine the relationship between self regulation and productivity and (3) to ascertain the relationship between self motivation and productivity of Zenith bank Plc. From the research objectives, the following empirical questions are constructed as thus: (1) what is the relationship between self awareness and productivity in Zenith Bank Plc; (2) what is the relationship between self regulation and productivity; (3) what is the relationship between self motivation and productivity?

Review of Related Literature

Emotion Management

To appreciate the meaning of emotion management, it is imperative to understand that emotions permeate organizational life according to Ashforth and Humphrey (2005) and emotions are feelings towards an object, person, or event that create a state of readiness. Weiss and Cropanzano (2006) and they form an array of communication to our individuality such that they interfere with our stream of thought and motivate our readiness to react to these events or object of attention. There are basic emotions which are; anger which is disgust, envy, exasperation, irritation, rage, torment, fear which is alarm and anxiety; joy which is cheerfulness, contentment, enthrallment optimism, pride, relief, lest; love which is affection, longing, lust; sadness which is disappointment, neglect, sadness, shame, suffering, sympathy; surprise which has no subcategories of emotion. Therefore it becomes very vital to correctively place these varying emotions into to place to be useful. This leads to the concepts of emotion management which is also simply known as emotion intelligence (EI) which McShane and Glinow (2000) Nwanchukwu (2007) and Sev (2013) defined as the ability to monitor your own and others emotions, to discriminate among them, and to use the information to guide your thinking and actions. To them, emotional intelligence has five dimensions and qualities and higher performing leaders and managers needs to posses. These include; self awareness, self-regulation, self-motivation empathy and social skills. However,



only the first three dimensions which are, self awareness, self regulation and self motivation in order of their importance.

To further make meaning out of the subject of discourse, it will still be in place to get a fair understanding of the above named emotional intelligence which comprise offive dimensional concepts as elucidated by Goleman (1995), Salovey and Mayer (1990) and Sev (2013).

Self Awareness	Self Regulation	Self Motivation	Empathy	Social Skills
This refers to the ability to read and understand your strengths and limitations; emotion awareness: recognizing one’s emotions and their effects, using “gut sense” to guide decisions. This also means accurate self-awareness by knowing strengths and limitations. This can also mean self confidence; a strong sense of one’s self-worth and capabilities	This is simply the ability to accept and manage one’s internal states, impulses and resources. This implies keeping disruptive emotions impulses under control. This involves maintenance of standards of honesty and integrity and also ability to adapt and be flexible in order to overcome obstacles	These are emotional tendencies that guide or facilitate reaching goals; Achievement drive is striving to improve or meet a standard of excellence. This is commitment by aligning with goals of the group organization. This is simply optimism: persistence in pursuing goals despite obstacles and setbacks	This concept means awareness of others feelings, needs and concerns; this is service orientation: anticipating, recognizing and meeting people’s needs. This is leveraging diversity by cultivating opportunities through different kind of people	Adeptness at inducing desirable responses in others. This is conflict management: negotiating and resolving disagreements. Leadership is part of it because it involves inspiring and guiding individuals. This also involves initiating or managing change

It is also very important to understand the differences between moods and emotions in order to comprehend the intrinsic quality of emotion management. Emotions are responses to specific events while moods are long term emotion people can find themselves in such as pessimism, melancholy resentment and anxiety. Moods have a major bearing on the person’s emotional response to what is happening around them. They underpin a person’s morale, their desire for improvement, their commitment to the process of change, their ability to problem solving and their creative and innovative thinking. Therefore, emotion management skills are necessary to reach an optimum productive state. Current research shows that by



acquiring emotional management skills and techniques, managers and leaders can more readily create positive and productive results in every aspect of their lives and more so, Daniel Goleman's theory (1996) also emphasized this concept.

The Role of Emotion Management

Maya (2009) observed that people with emotional intelligence are believed could solve a variety of emotion related problems accurately and quickly. High emotion intelligent people for example can accurately perceive emotions in faces, such individuals also know how to use emotional episodes tools in their hands to promote specific types of thinking. When this is applied in business, Sajjad and Farooq (2011) noted that there is a positively correlation with job satisfaction and productivity. Alibi (2005) also noted that emotional intelligent skills and competencies can be acquired and applied by managers in several areas as leader, conflicts management, problem solving/decision-making, employers and employees relationship in discharging organizational task etc, more so, the role of emotional intelligence is observed by Goleman (1996) that emotional intelligences matters twice as much as technical and analytical skills combined for star programmes and he also noted that the higher people move up in the company, the more crucial emotional intelligence becomes.

The Effects of Emotion Management

Sajjad (2011) observed that there is positively correlation between emotion management with job satisfaction and productivity. According to Zeus and Skiffington (2015) emotions do not just affect organizations but contribution to their structure. Infact, a great deal of leadership is actually about emotion management. Organizations are emotional places, organizations and business use emotions to motivate employees to perform since our sense of organization identity is connected to how we feel. Emotions are essential to inspirational leadership. It is also known that emotions can harm employees, affect how they react to pressure and be the cause of low productivity and poor result therefore moods and emotions affect our selection and the quality of our action. Therefore, emotion management is very critical to overall reflective structure of an organization. Since its objective is always to attain quality performance in public sector (government institutions) and the corporate sector i.e. business since enterprise is a challenging task that requires personnel with excellent personality traits and cognitive abilities to discharge (Sev, 2013).



Productivity Measurement

According to Sev (2013), every manager/leader in both public and private sector organizations as a matter of necessity, adopts the following essential keys as critical success parameters. These includes: reflective experience, self examination, readiness, team spirit, confidence, innovation, non-verbal communication, communication skills, ambitions and honesty. Thi Lam and Kriby (2002) measured the productivity of emotional intelligence based on level of job satisfaction and Afolabi and Omole (2010) considered level of mental capacity as directly proportional to productivity outcome.

Methodological Framework

In this study, survey research design was used. Data were collected from sampled employees of organization selected for the study in order to determine the relationship between emotion management (independent variable) and organizational productivity (dependent variable). This study examines Zenith bank plc, Makurdi branch where their staff constitute the study population. Sample random sampling method was used in selecting our respondents. This method gives every employee of the organization equal chance of being selected as part of sample elements. The sample size selected is 43 out of which, 39 respondents fill and returned the questionnaire for our analysis. This means that we have 89% response rate which is considered high for this study.

Both primary and secondary sources of data were use. The primary data collection employed and the questionnaire using 4.pont Likert scale of Strongly Agree (1), Agree (2), Strongly Disagree (3) and Disagree (4).

Measurement Development

Respondents completed a survey questionnaire that included job specification level and items designed to assess emotion management and productivity.

Emotion management three items were rated using a multiple item method to increase accuracy of measurement and each was based on a four point Likert scale shown above.

Reliability

The instrument were pilot tested on four respondent were randomly selected to test for validity of the instrument. The result from the pilot test is presented as below.

Table 1.1

	Number
.909	4

Source: SPSS computer generated

Table 1.2: Reliability Analyses

Variables	Coefficient Alpha
Self Awareness	0.737
Self Regulation	0.809
Self Motivation	0.797

Table 1.3: Test of co-linearity

Variables	Tolerance	VIF
Self Awareness	.597	0.737
Self Regulation	.555	0.809
Self Motivation	.700	0.797

1.4 Regression Results

Independent	Parameter estimate	Standard error	t-value	p-value
Constant			2.162	.032
Self Awareness	.181	.073	2.804	.233
Self Regulation	.183	.065	2.255	.025
Self Motivation	.085	.071	1.173	.243
p≤0.05; p≤0.01; N=18 overall model; F=21.80 p≤0.0001 R ² =0.473 Adjusted R ² =0.451				

4.0 Results of Hypothesis Test

This study combines three emotion management components into one regression, to see the overall effects on productivity. The result shows that all the three hypothesized relationship are all significant (p<0.05).



- H₁:** Suggested that self awareness has no significant relationship with productivity at Zenith bank Plc, Makurdi branch. The regression result disapproved this hypothesis ($t=2.804$, $p=0.32$) therefore self awareness do have a significant relationship with productivity.
- H₂:** Suggested that self regulation has no significant relationship with productivity at Zenith bank Makurdi branch. The regression result disagree with this notion of the hypothesis ($t=2.255$, $p=0.25$) therefore self regulation has a significant relationship with productivity
- H₃:** Suggested that self motivation has no significant relationship with productivity at Zenith bank Makurdi branch. The regression result disapproved this hypothesis ($t=1.173$, $p=0.243$) therefore self motivation do have a significant relationship with productivity.

Discussion of Results

The study reveals that all the three components are significant indicators of emotion management otherwise also known as emotional intelligence (EI). The greatest impacts on productivity are self motivation and social skills and then self awareness. This simply means the more a person or worker feels motivated and satisfied he or she would perform better. It also implies that one with greater social skills would be more productivity in the financial sector and having an awareness of personal abilities and limitation would bring out the best attributes like honesty. Empathy and self regulation too are important as shown from the study. Therefore emotion management did have some effect towards productivity and more so managers that have good social skills and self motivation skills will inspire workers to more productivity. The survey also showed that three staff in the middle level management were involved while the rest were lower level management which were fifteen and the total number were 18 respondents. Their responses analyses confirms the views of Nwackukwu (2007), Goleman (1996) and Sev (2013) that emotion management and productivity have a correlation and an organization is reflective of its sum total management capacities.

Conclusion

The research framework for this study was based on the three emotion management components which were; self awareness, self regulation and self motivation. Based on the research, all the components correlates with productivity. In conclusion, it implies that a well managed emotion at work place would produce a good reflective ability in decision making,



honesty would be developed and bring about readiness for service and productivity. A good working experience with excellent working relationship is very helpful and also a need for excellent communication skills.

Policy Recommendation

The study is limited in diverse ways; first, the small number of willing participants restricted the generalization of the findings. Also it is imperative to note there is great need to survey more financial institutions in order to give more reasonable conclusion of such a study. However, the study suggests the following recommendations.

- i. The organization should ensure proper implementation of emotion management because it is vital to productivity and profitability.
- ii. There should be a proper mechanism for evaluation of emotion management because management so that corrective measure can be taken where applicable to sustain productivity.
- iii. Funds should be allocated for emotion management training given its pivot role in organizations.

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