

Impact of Emotional Intelligence on Employee Behavioural Outcomes: A Study of Laralek Ultimate Limited

Alechenu-John, Gloria Olajesu¹

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ABSTRACT

Emotional intelligence transcends the skill of self-awareness and being aware of others. This study generally seeks to examine the need for emotional intelligence skills in achieving expected employee behavioural outcomes. This study adopted a descriptive design because it sought to answer the why, when and how emotional intelligence skill has influenced the behavioural outcomes of employees. A total of one hundred and ninety-six (196) copies of the questionnaire were randomly administered to employees in the LaraLek Ultimate Nigeria. One hundred and fifty (150) copies of the questionnaire were retrieved, which amounted to a 77% response rate. This research shows that emotional intelligence has a positively significant influence on employees' behavioural outcomes. The findings illustrate that leaders should note the relationship between EI behavioural competencies and company success. This study recommended that employees' emotional intelligence can be improved by training employees regularly to improve positive attitudes and behaviours. This study established that individuals with a higher level of emotional intelligence exhibit higher levels of performance outcomes. The study established that to facilitate employees' behavioural outcomes, it may be beneficial for organisations to recruit emotionally intelligent managers.

Keywords: *Emotions, Emotional Intelligence, Behavioural Outcome, Organizational Performance.*

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CHAPTER ONE INTRODUCTION

➤ *Background to the Study*

Organizations are characterized by some concerns such as workforce diversity, poor communication and feedback, financial management, regulating employee performance, recruiting the right talent and employer branding and so on. Employee behavioural outcomes can be traced as one of the concerns. History records that one of the major challenges organizations face is their human resources (Nasir, 2017). Organizations are made up of people and these people are the significant resources among all the resources that organizations possess; they are assets that organizations cannot do without. Human resources have been seen as the most difficult to acquire, retain and manage. People's behaviours are analyzed by several sciences (Rosenstiel, 2011).

According to Narayanan (2016), Salovey and Mayer (1990) defined emotional intelligence as the representative ability of people to deal with their emotions and also the ability to look up to one's feelings, including that of others. Emotional intelligence is the ability to manage one's own emotions and to handle that of others. Emotional intelligence is also referred to as a skill (Gupta & Bajaj, 2017). According to Serrat (2017), emotional intelligence refers to the ability, capacity, skills or self-perceived ability to identify, assess and manage the emotions of one's self, of others and groups. Gunu and Oladepo (2014) opined that emotional intelligence is the ability to recognize our feelings and the feelings of others and manage our emotions as a contributing factor to employees' work performance because most jobs require the ability to manage emotions.

Emotional intelligence is a vital skill required of every organization's management in relating and dealing with employees because it provides them with the ability to perceive, understand and manage the emotions and feelings of the employees. Emotional intelligence could serve as a tool for controlling or influencing the behaviours of employees in the workplace (Gunu & Oladepo, 2014). Emotional intelligence plays a vital role in the relations between staff and managers and their behaviours in the organization (Narayanan, 2016). Emotional intelligence refers to the potential within a person to feel, use, communicate, recognize, remind and describe emotions (Mohyi, 2021). The ability to manage emotions can contribute positively to the quality of socialization in an organization (Narayanan, 2016). When employees have a positive behaviour or disposition towards their work and towards achieving the organization's goals and objectives, this can be relative to realizing organizational productivity.

Emotional intelligence stands among the critical skills necessary for regulating and managing human resources in any organization (Gupta & Bajaj, 2017). According to Osibanjo, Abiodun, Salau, Adeniji, Falola and Alimi (2018), employee behavioural outcomes can be measured positively by employee engagement, job satisfaction and employee involvement in decision making. Other positive behavioural outcomes include employee commitment, employee cooperation, employee trust and loyalty and employee turnover intention.

Employees' beliefs, values and personal, alongside corporate culture influence the way employees communicate and interact with themselves and with the management in the workplace. Some of the major influential elements of employees' behaviour include external and internal forces, of which the external elements are: the environment, technology and laws or regulations. Employee behavioural outcomes entail the result of individuals' behaviours in organizations, influenced by several factors such as culture, values, experiences and also by an organization's culture (Mckinney, 2015). Employee behavioural outcomes can either be positive or negative (Offorbike, Nnadi & Agu, 2018).

In recent times, emotional intelligence has become intensively relevant to fundamental work-related behavioural outcomes, which are namely, employee performance or productivity, organizational productivity, employee development, due to its principles which are prominent in promoting new and strategic ways to understanding and assessing the behaviours, attitudes and disposition of individuals both at and towards work. Research depicts that people who possess a high degree of emotional intelligence know themselves well enough and possess the skill and ability to recognize the emotions of others (Narayanan, 2016). Emotional intelligence is known as a behavioural model utilized in regulating and managing individuals' behaviour. It is often measured as EQ, implying an emotional intelligence quotient (Serrat 2017).

On the other hand, there are other employee behavioural tendencies: presentism, absenteeism and cynicism (Waribo, Akintayo, Osibanjo, Imhonopi, Ibidunni & Fadeyi, 2020). Employees are known to display negative behaviours in the workplace. Examples of some prevalent negative or worrisome employee behavioural tendencies in the workplace include poor job performance, disengagement from duties, poor social or interpersonal skills, poor team cooperation and inadequate response to coaching or leadership. Deviant behaviour refers to a "voluntary behaviour that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both" (Lugosi, 2019). All of these highlighted outcomes influence the operational conditions of a company and can promote either negative or positive consequences.

Emotional intelligence, in addition, has also become an effective tool for human resource planning, learning and development, recruitment and selection processes, customer relationship management, among others. Individuals are diverse in terms of personality traits, wants, needs, interests, passion, and emotional disposition, and all of these elements serve as influential factors to

determining individuals' behaviours and attitudes. This is where emotional intelligence skills become helpful. In organizations, the development and utilization of emotional intelligence skills by individuals promote productive and successful employees altogether.

The results of developing emotional intelligence skills yield significant benefits for individuals as well as the organization as a whole in terms of promoting understanding and cooperative employee relationships, fostering harmonious and peaceful work environment, yielding employee satisfaction, promoting employee loyalty, fostering employee engagement or involvement and enhances employee turnover intention.

Employee satisfaction or job satisfaction is a feeling or affective response to aspects of a work situation or work position, i.e., it can be linked both to situational and personal factors (Akintola & Babalola, 2012).

Employee loyalty can be referred to as the active behaviours of employees that demonstrates pride in and support for the organization (Al -edenat & Alhawamdeh, 2018).

Employee involvement refers to a process of employee participation in decision making and problem solving and increasing autonomy in work processes (Sofijanov & Zabijakin - Chatleska, 2013).

Employee turnover intention implies that employees have the thoughts or the plan to voluntarily leave their current organization (Hussain & Xian, 2019).

This study aims to identify the need and evaluate how emotional intelligence can be a vital tool in impacting employees' behaviour. Achieving optimal and efficient employee performance is a major and constant goal many organizations have. This can be achieved when employees' behaviours are appropriately managed and controlled using emotional intelligence skills.

Every organization looks forward to having their employees work, operate and perform their duties as expected or required of them; however, this is not the case with some organizations' employees. The question and issue regarding the management of the human resources of organizations for the purpose of achieving effective behavioural results of employees using emotional intelligence skills, is the focus of this research. This paper will inform managers and intending managers about the impact of emotional intelligence skills on employees' behavioural outcomes in organizations and how the implementation of these skills can facilitate effective, efficient and positive employees' behavioural outcomes.

This study will be conducted using the employees of Laralek Ultimate Limited as a case study.

➤ *Statement of the Research Problem*

In recent times, organizations face problems regarding employee turnover and absenteeism (Narayanan, 2016). Organizations are made up of individuals holding different job roles and duties; however few organizations experience positive behaviours emanating from their workers when compared with behaviours expected of them by the organization.

Negative behaviours by employees are also known as deviant behaviours. The word 'deviant', is from a Latin word 'deviatio'; which implies an abnormality of something (Ilins kaya, 2019). In recent times, deviant behaviour has become a frightening issue. An increasing number of individuals are displaying abnormal and inappropriate behaviours and are thus destabilizing the environment, productivity and progress of the organization.

According to Egemen (2018), deviant behaviour can be referred to as a behaviour different from the norm. Increasing deviant behaviours among employees in the workplace and the consequences are challenges organizations have been dealing with that must constantly be checked, regulated and properly managed. However, studies have shown that job satisfaction and increased performance can be facilitated by knowing and understanding each employee's feelings towards others and the organization at large (Narayan an, 2016).

Employee behaviours are characterized with several problems that can affect other individuals in the organization and alternate the thrive of organizational goals and objectives. There are wide ranges of behaviours exhibited by employees in the organization. These behaviours can either be positive or negative and when employees' behaviours are not consistent with the organization's expectations, it can result in obvious negative consequences to the organization at large; it can either make or mar the progress of any organization. It is normal for some individuals in an organization to display inappropriate, disruptive or deviant behaviours; however; curbing, managing and regulating appropriate behaviour in the organization is the duty of managers.

The study lies within the context of understanding the behaviours of employees discovered in the workplace and managers' inability to identify effective strategies that can aid the curbing, managing, controlling and overhaul of these negative behaviours. Negative employee behaviour also refers to behaviours that reduce employees' performance and productivity and increases employees' dissatisfaction (Ying & Tzu Ting, 2013).

The problem identified in this study is: the challenge managers have in understanding why employees behave the way they do or why some employees are well behaved and others poorly behaved. It is argued that some managers have not come to understand their own emotions and feelings; therefore, they cannot understand the feelings of others and thus fathom the reason behind the behaviours and attitudes of others. There has been a misconception and a misunderstanding that the sole element controlling the behaviours or attitudes of employees at work, either positively or negatively, is pay. In other words, employees are prone to dispense positive behaviours when they're well remunerated, recognized or compensated, but if otherwise, employees tend to have a negative disposition towards work and their work environment. Examples of these negative or deviant behaviours include: disengagement from work duty, display of insolence, gross insubordination and gross misconduct. These negative behavioural outcomes can otherwise be traced to several factors of which some include: employees job dis-satisfaction, employee demotivation, personal issues, employee disengagement.

➤ *Research Objectives*

This study generally seeks to analyze and explore the need for emotional intelligence skills in achieving optimum employee behavioural outcomes. However, the specific objectives for this study include to:

- Analyze the connection between self-awareness and employee satisfaction.
- Examine the effects of self-regulation and employee involvement.
- Investigate the impact of empathy on employee loyalty.
- Determine the influence of social skills on employee turnover intention.

➤ *Research Questions*

- To what extent does self-awareness affect employee satisfaction?
- In what ways does self-regulation impact employee involvement?
- What is the connection between empathy and employee loyalty?
- How are social skills relative to employee turnover?

➤ *Research Hypotheses*

- *Hypothesis 1: H0 - There is no relationship between Self-Awareness and Employee satisfaction.*
- ✓ H1 - There is a relationship between Self-Awareness and Employee satisfaction.
- *Hypothesis 2: H0 - Self-Regulation has no significant influence on Employee Involvement. H1 - Self-Regulation has a significant influence on the Employee Involvement.*
- *Hypothesis 3: H0 - There is no connection between Empathy and Employee Loyalty.*
- ✓ H1 - There is a connection between Empathy and Employee Loyalty.
- *Hypothesis 4: H0 - There is no significant relationship between Social Skills and Employee Turnover Intention.*
- ✓ H1 - There is a significant relationship between Social Skills and Employee Turnover Intention.

➤ *Significance of the Study*

This study contributes academically to a more entrenched understanding of how emotional intelligence impacts employee behavioural outcomes, because it specifically examines the models of both subject matters. The study is also essential in the sense that it informs and enlightens managers on the significance of adopting emotional intelligence skills in regulating, managing employee behaviours in the organization.

From this research, some construction companies can be more enlightened about ways to develop and promote positive employee behaviours and curbing employee deviant behaviours by adopting some ideas from the findings of this study. Moreover, this study will reveal essential knowledge to employees that should not be taken lightly, especially regarding being aware of themselves and their emotions at work and learning how to manage their emotions and abstain from deviant or inappropriate behaviours and actions in the workplace. Not only that, in fact all organizations can benefit from this study because it will enable them understand better why employees behave the way they do and how these behaviours can be controlled relative to the expectations and requirements of the organization.

➤ *Scope of the Study*

This study is focused on employee behavioural outcomes and it evaluates the range of the independent variables which includes self-awareness, self-regulation, empathy and social skills. The impact of these variables on employee behavioural outcomes and its variables which includes employee satisfaction, employee involvement, employee loyalty and employee turnover intention are assessed in this study.

This research is an analysis that examines and reveals the impact of emotional intelligence on employee behavioural outcomes; a direct study of the employees at Laralek Ultimate Limited, Lagos State, Nigeria. Laralek Ultimate Limited and its sisters' companies are concerned majorly with the construction of roads and bridges, even though it also has records of building constructions.

The study looks intently at the influence of emotional intelligence skills in regulating and managing employees' behavioural outcomes in the workplace. The study will not be evaluating all employee behavioural outcomes, however, only a few will be assessed in the context of the independent variables highlighted in this study.

➤ *Operationalization of Research Variables*

Operationalization reveals the way and manner in which research is measured. It depicts and defines the specific variables utilized by the researcher in the study. In addition, it determines the distinction between the independent and dependent variables identified in the study. The independent variable refers to the variable that is stable; it has a direct effect on the dependent variable and it is the variable that the researcher manipulates. The dependent variable can be subject to changes since it depends on the measured factors or independent variable. The statistical expression for the variables is:

$y=f(x)$, where;

Y = Dependent variable

F = Functional analysis

X = Independent variable

Therefore, 'x' = Emotional Intelligence

'y' = Employee Behavioural Outcomes

Therefore; this equation depicts that employee behavioural outcomes is dependent on emotional intelligence.

Thus, Employee Behavioural Outcomes = f (Emotional Intelligence)

Where EBO = y and EI = x;

Where x = Emotional Intelligence:

$X = x_1, x_2, x_3, x_4 \succ x_1$ - Self-Awareness $\succ x_2$ - Self-Regulation $\succ x_3$ - Empathy $\succ x_4$ - Social Skills

Where y = Employee Behavioural Outcomes:

$Y = y_1, y_2, y_3, y_4 \succ y_1$ - Employee Satisfaction $\succ y_2$ - Employee Involvement $\succ y_3$ - Employee Loyalty $\succ y_4$ - Employee Turnover Intention

➤ *Schematic Model*

The schematic diagram represents the variables operationalized:

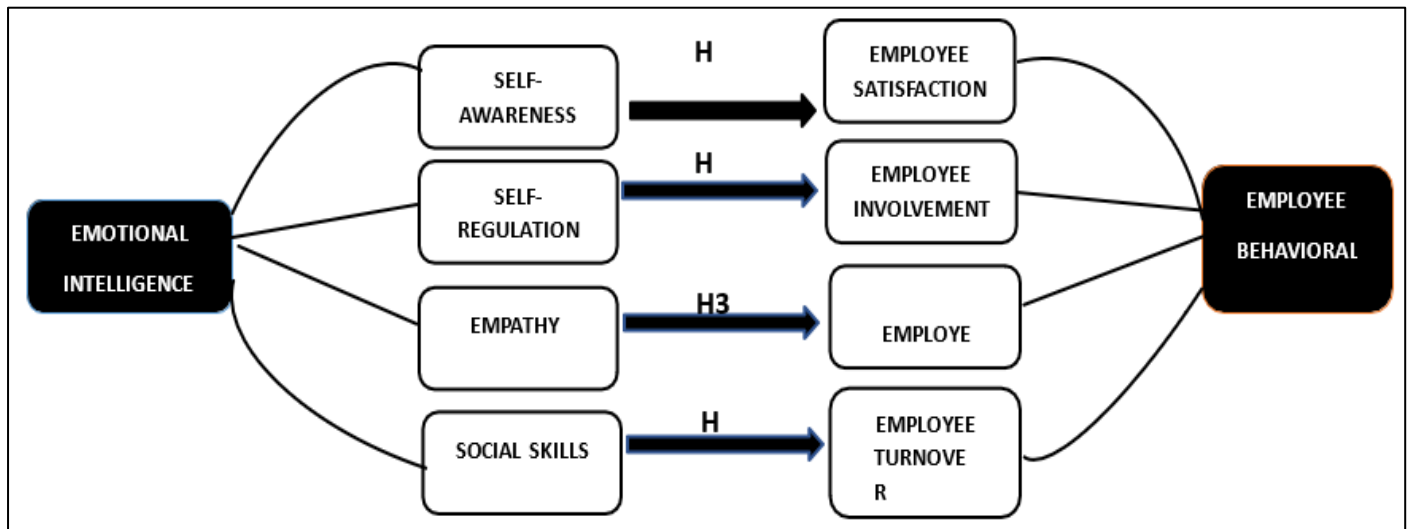


Fig 1 Schematic Model

Source: Researcher's Construction, 2021

➤ *Operational Definition of Terms*

- Emotions: Emotions refer to feelings or behaviours influenced by several factors such as mood, environmental circumstances, people, etc.
- Emotional Intelligence: Emotional intelligence refers to the potential within a person to feel, use, communicate, recognize, remind and describe emotions. It is the ability to manage one's own emotions and to handle that of others.
- Employee Behaviour: Employee behaviour refers to the actions, attitudes, dispositions of workers in an organization towards their job duties or towards other individuals in the workplace.
- Deviant Behaviour: Deviant behaviour refers to an employee's intentional or unintentional disregarding of the norms and expectations of their organization. Deviant is also referred to as a counterproductive behaviour is a voluntary behaviour that violates significant organizational norms and in doing so, threatens the well-being of the organization or its members or even both.
- Self-Awareness: Self-awareness refers to a conscious knowledge of one's own character, feelings, personality, strengths, weaknesses, abilities and behaviours.
- Self-Regulation: Self-regulation can be defined as the ability to control and manage one's feelings, emotions, thoughts, actions and behaviours.
- Empathy: Empathy refers to the ability to recognize, understand and share the feelings of someone else; it is placing oneself in another's shoes or circumstance.
- Social Skills: Social skills are skills utilized by individuals in interacting, relating and communicating with others. They can be in either verbal or non-verbal form.
- Employee Satisfaction: Employee satisfaction refers simply to the extent to which an individual is happy with their job role and its relativity to their personal lives.
- Employee Involvement: Employee involvement is a belief descriptive of an employee's present job and tends to describe the level at which an employee is engaged with their job and their emotional or personal connection with their job. It has to do with an employee's emotions playing a role in how an employee sees or treats his or her job.
- Employee Loyalty: Employee loyalty can be defined as employees' commitment and devotion to their organization despite any circumstance resulting from the dynamics of the organizational environment.
- Employee Turnover Intention: Employee turnover intention refers to the likelihood of an employee to leave the current job he or she is doing or has. It can be defined as the thoughts of an employee geared towards his or her willingness to leave their current job or organization.

CHAPTER TWO FRAMEWORK

Every organization is mostly concerned about the achievement of their goals and objectives. To achieve this, there has to be proper and effective management of the major resource in the organization and these are the human beings or individuals working in an organization. Effective human resource management practices are an essential aspect of every organization that wants to succeed and it cannot be ignored. When the human resources of an organization are not well regulated or managed, what characterizes the workforce is inappropriate and deviant behaviours and this can be detrimental to the organization in all ramifications. However, when the management of an organization takes cognizance of factors that might affect the expected or required behaviour or attitude of employees towards work negatively and makes effort to regulating and managing these employee behaviours using appropriate and effective human resource management skills, increased productivity and efficiency will be the result, both on the part of the employees and the organization at large.

This research's reviews adopted three categories of framework and they are classified into the Conceptual framework, the Theoretical framework and the Empirical framework.

A. Conceptual Framework

Conceptual framework refers to the definition of relevant variables for a research study. In a research process, it is done before a researcher begins to collect data. A conceptual framework is necessary because it provides an understanding of how ideas in a study relates to one another, in the sense that it makes it easier for the researcher to easily define the concepts highlighted within the problem of the study (Adom, Hussein & Agyem, 2018). It is developed based on existing studies and theories relative to the research topic.

➤ Emotional Intelligence

The concept of emotion and its ability to influence human behaviour existed right from the inception of time. Emotional intelligence as a concept, became popular with Daniel Goleman's book which was published in 1995, titled Emotional Intelligence: Why it can Matter More than IQ (Odukoya, Omonijo & Oraetue, 2020). The book revealed that there are five essential components of emotional intelligence and they include: knowing one's emotions, managing emotions, motivating oneself, recognizing emotions in others and handling relationships. These five components of emotional intelligence were eventually developed in Goleman's second book into four components which have become the main standard for the application of emotional intelligence in the workplace and these four components includes: self-awareness, relationship management, social awareness and self-management. According to Goleman (1995), these updated dimensions of emotional intelligence pose as the foundation of developing other competencies required in an organization.

In Goleman's definition of emotional intelligence, he explained that emotional intelligence can be referred to as the ability to understand one's own feelings, empathize with others' feelings and the effective regulation of emotions in a way that promotes harmonious living. According to Kotsou, Mokilajczak, Heeren, Gregoire and Lays (2019), the ability to identify, express, understand, manage and use emotions is known as emotional intelligence. Managers in an organization are expected to regulate and manage all the people resources of the organization for the purpose of achieving organizational goals, however, this cannot be done effectively without emotional intelligence. A successful manager, needs to possess a high level of understanding of emotional intelligence and effective emotional intelligence skills. A good manager should understand, manage and control his or her emotions and also develop the skills in understanding, sympathizing and empathizing with the emotions of employees in the organization.

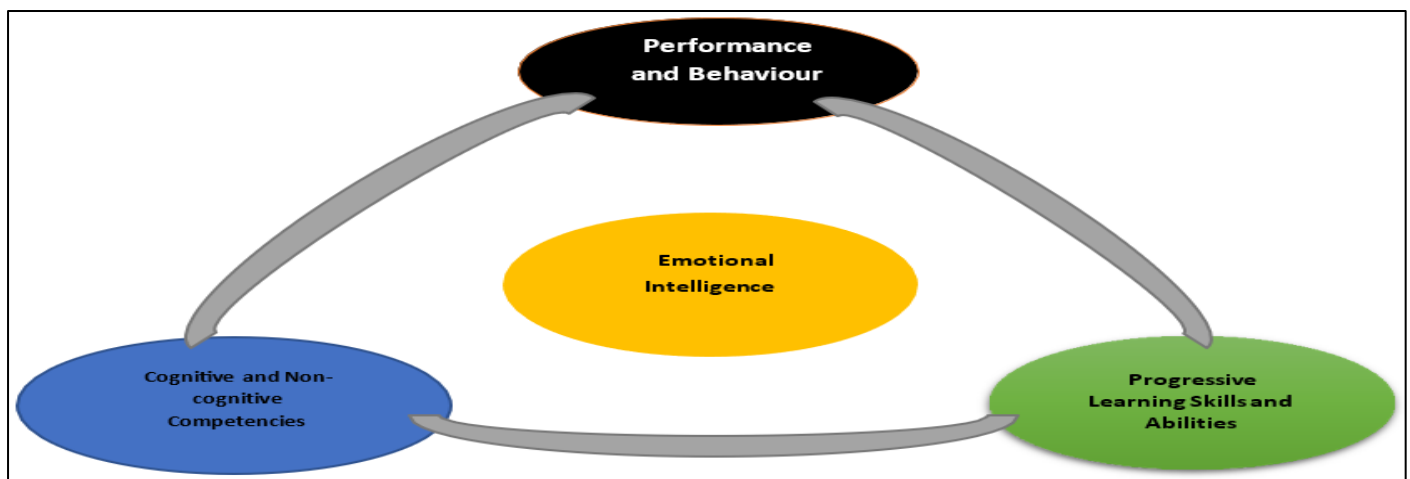


Fig 2 Emotional Intelligence
Source: Faltas, (2017)

Emotional intelligence is an ability to recognize and acknowledge our feelings and that of others. It is recognized as a phenomenon for regulating and predicting employee work performance and employee behavioural outcomes, because most jobs require the ability to manage and control emotions (Gunu & Oladepo, 2014). Therefore, without proper management of emotions, most jobs would not be performed as expected and required by the organization of their employees. According to Narayanan (2016), the regulation and utilization of the dimensions of emotional intelligence are relative to individuals' behaviour and that of the organization at large. Emotional intelligence based on research, has been recognized as a component that plays a vital role regarding the relations and interactions between employees and managers. Managers with emotional intelligence skills or abilities perceive and recognize their emotions and understand other people's emotions for the effective productivity of the organization. Emotional intelligence has to do with the capacity relative to dealing with and monitoring one's emotions and that of others.

Emotions and emotional intelligence are separate concepts and should be well distinguished when explaining both concepts. According to Heather (2021), emotions are developed in our environment, which emanates from circumstances and information disseminated by elements around us. Emotions are described as a natural state of mind that erupts from an individual's present and past experiences, situations and circumstances in the environment. Feelings and experiences affect our emotions. Emotional intelligence drives individual actions, including decision-making, problem-solving, self-management and leadership demonstration.

Emotional intelligence influences all aspects of human lives; it drives behaviour and decision-making processes. It entails the way we feel about and within ourselves and how we communicate our feelings when relating with others. The stress that occurs daily and individuals' performance in the work place are affected by emotional intelligence competencies. Emotional intelligence cannot be overlooked both in personal and professional aspects of life, because it drives behaviours, enhances relationships and the attainment of goals, both personal and organizational goals (Heather, 2021).

➤ *Employee Behavioural Outcomes*

Employee behaviour can be described as an employee's reaction, disposition or attitude towards work or response to specific circumstances in the workplace (Saravanakumar, 2019). Employees tend to behave in certain ways depending on several factors or elements in the work environment. These behaviours tend to affect the performance of employees at work and ultimately affect the productivity of the organization at large. According to Bhattarai (2020), there are intentions behind an individual's behaviour and employee behavioural outcomes in this context, can be depicted as: job satisfaction, employee turnover intention, employee involvement and employee loyalty.

➤ *Self Awareness*

Self-awareness refers to the ability to recognize, acknowledge and understand one's own moods, feelings and emotions and the effects of these on other people (Serrat, 2017). It includes self-awareness, self-confidence, self-control and so on. The concept involves the ability to identify and monitor one's emotions. It enables the process of self-assessment or self-evaluation in order to regulate and improve oneself and relationship with others (Landry, 2019). The capacity to know what and how one is feeling at any point in time and understanding the impact and consequences of these moods or feelings on others is known as self-awareness (Segal, Smith, Robinson & Shubin, 2021). It entails the ability to keep track of one's emotions and reactions, as well as identifying and recognizing that one's feelings are tied to one's actions. The experiences of individuals and their social interactions, enables them identify their strengths and weaknesses, which aids them in keeping track of knowing themselves and ultimately understanding their actions and behaviour towards others.

➤ *Self Regulation*

This involves the ability to control one's feelings, moods and emotions (Landry, 2019). It simply has to do with the re-direction of disruptive and negative impulses and moods for the purpose of making sound judgements after much critical and analytical thinking in order to arrive at good decisions and appropriate actions. This also entails the act of anticipating consequences of actions or decisions before they are taken or made (Houston, 2021). Self-regulation as a dimension of emotional intelligence, involves the appropriate expression of one's emotions; it entails the ability to be flexible, ability to cope with changes, ability to manage conflicts and the consciously aware of how one's actions can affect others negatively or positively and the ability to take ownership of one's actions.

➤ *Empathy*

Empathy is described as the ability to understand the emotional makeup of others (Ioannidou & Konstantikaki, 2008). It can be referred to as a skill that enables one to treat others based on their emotional reactions or disposition. It determines the degree to which an individual can put himself or herself in someone's position or situational status and understand the way that person feels, which will eventually dictate how the individual will treat or behave towards the other person in the situation (Cole, 2019). It is often known as the drive towards sympathy; because an individual can definitely feel almost the exact way another person feels and show some concern or care when they can picture themselves in the same situation or circumstance the other person is. However, empathy should not be implied as compassion; empathy is the ability to sense the emotions of others.

➤ *Social Skills*

Social skills entail the ability and proficiency in relationship management and networks building; it helps one connect with others (Kumar, 2016). It refers to the ability to identify a common ground and build a smooth rapport with people by recognizing others' emotions and the peculiarity it holds within one's organization (Landry, 2019). Social skills are relative to having a strong influence on others and the ability to acquire desired responses from people. Examples of some of these social skills include, verbal and non-verbal communication skills, active listening, leadership, inter-personal skills and so on (Heather, 2021).

➤ *Employee Satisfaction*

As a common concern of many organizations, it refers to the key component driving an employee's disposition and behaviour towards work; it is a key factor in an employee's life. This is an internal feeling an employee has towards their job and the work environment; it refers to the extent to which like or dislike their job (Aziri, 2011). According to Strenitzerova and Achimsky (2019), it revolves around various factors such as the interpersonal relationships employees possess at work, the remuneration or rewards that comes with their job, the self or career development involved and so on. Employee satisfaction as a concept, can also be viewed as an employee's feeling of contentment and fulfillment based on their job role, their work environment, their promotion opportunities, the job security they enjoy, their learning and development opportunities, the pay system or structure and so on (Vroom, 1964). According to Davidescu, Apostu, Paul and Casuneanu (2020), work flexibility offers or provides employees a balanced life between their professional and personal lives, which in turn promotes increased performance and job satisfaction and overall organizational improvement and productivity. Employee satisfaction is personal and relative to each employee and the factors influencing this differs in various employees.

➤ *Employee Involvement*

Employee involvement or participation is a widely known, accepted and understood concept by many as forming an essential part of human relations in organizations. It is a vital component of human resource management, as its objective is to engage employees' understanding and support of the organization's goals and objectives in order to derive employee optimum contribution and commitment (Au, 2016). In other words, it can be defined as employee engagement, voice and participation in the decision-making processes in the workplace directed towards enhancing organizational goals and objectives (Asokk, Allam, Parulkumpradhu ari & Vanishree, 2021). Employee involvement entails the emotional and physical connection, devotion and commitment 18 of employees towards their work and the organization's values as a whole. It involves the sharing of ideas and opinions and the delivering of efforts towards solving problems and making decisions in the organization. This concept is also known for promoting improved employees' attitude towards work, improved organizational decision-making capability, employee job satisfaction, creativity, innovation, commitment and most importantly, employee efficiency and productivity. Employee involvement basically depicts how employees are immensely involved not just in the activities or operations of work in the organization, but it also ensures employees participation. According to Osborne and Hammoud (2017), when employees are involved in the organization, it makes them feel recognized and valued; they feel belonged to the organization and thus, this positive feeling fuels a positive behaviour towards work and enhances employee performance and productivity. However, when employees feel as though decisions are being shoved down their throats, they tend to display resistant behaviours towards work. According to Quagraine (2010), employee involvement ensures the elimination of conflicts, disputes or disagreements between managers and their employees, since decisions are made with the awareness and interest of both the managers and the employees.

➤ *Employee Loyalty*

Employee Loyalty Employee loyalty refers to the ability for employees to remain committed and devoted to their organization, regardless of the changing trends or circumstance shifts the organization or the employee might be experiencing (Jansson & Wiklund, 2019). According to Strenitzerova & Achimsky (2019), several factors affect how employees are loyal to their organization and some of which include: employee well-being, employee development, employee participation, employee fairness and equality treatment, as well as good working conditions and environment.

➤ *Employee Turnover Intention*

Employee turnover intention refers to the state of or an intention of an employee to leave his or her current job or organization (Alzayes & Murshid, 2017). Turnover intention can be caused by several factors and these factors vary with organizations. Also, there is no sole factor causing employee turnover intention, there are many factors. According to Belete (2018), every organization is concerned about employee turnover intention, because it is a critical human resource issue, known to be one of the costliest human resource challenge organizations face.

B. *Theoretical Framework*

Theoretical framework refers to the blueprint or guide for research. It is the framework based on the existing theories in a field of study that is relative to the hypothesis of a study. Theories are blueprints that are often borrowed by research, which proffers a guide to comprehending a research inquiry (Adom, Hussein, & Agye m 2018). Theories increase the foundation upon which research is conducted.

Emotional intelligence focuses on recognizing and utilizing the emotional state of oneself and others for the purpose of regulating behaviours and solving problems. There are three major models of emotional intelligence and these models have been

developed from various research studies, analysis and scientific studies inclusive. The models used in this research are namely: 1. *Goleman's Emotional Intelligence (EI) Performance Model*;

- *Mayer, Salovey and Caruso's Emotional Intelligence (EI) Ability Model*;
- *Bar-On's Emotional Intelligence (EI) Competencies Model*.

➤ *Goleman's Emotional Intelligence (EI) Performance Model*

Goleman asserted that emotional intelligence is a fundamental phenomenon to several aspects of human life. In his first book in 1995, Goleman developed five dimensions of emotional intelligence which were: knowing one's emotions, managing emotions, motivating oneself, recognizing emotions of others and handling relationships. Goleman's theory was later developed into four dimensions in his second book published in 1998 and these dimensions include:

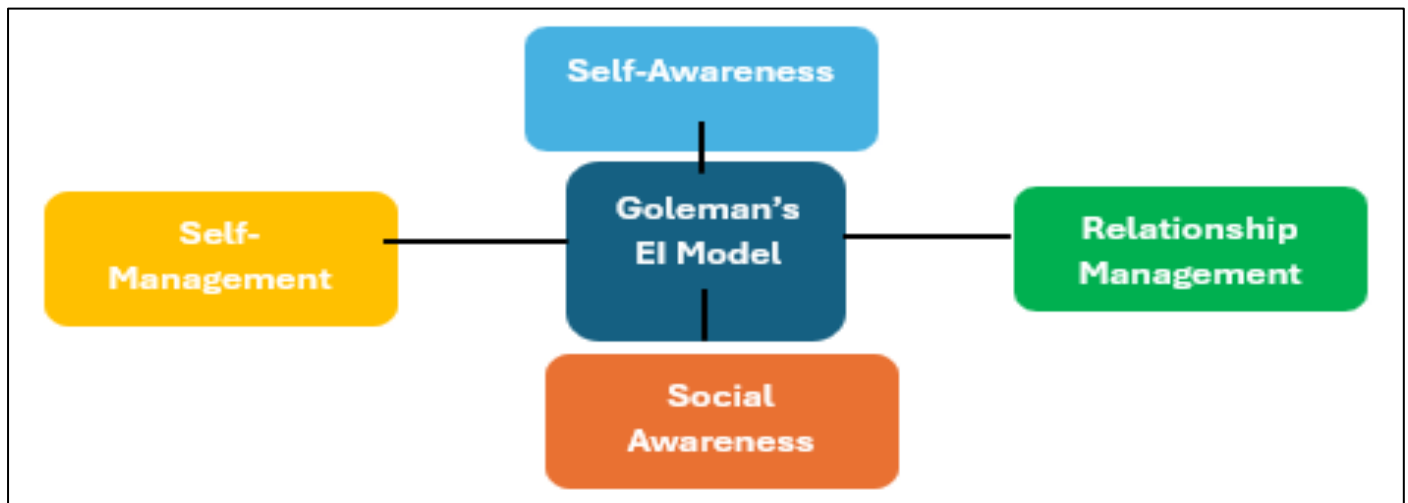


Fig 3 Goleman's EI Model
Source: Odukoya, (2020)

According to Faltas (2017), Goleman explained that emotional intelligence involves skills and competencies, which are relative to four essential dimensions such as: *self-awareness*, *self-management*, *relationship management* and *social awareness*. Goleman's argument was that these four aspects form the fundamentals of the 12 'subscales' of emotional intelligence. These subscales are: emotional self-awareness, emotional self-control, adaptability, achievement orientation, positive outlook, influence, coaching and mentoring, empathy, conflict management, teamwork, organizational awareness and inspirational leadership. These subscales are known as the competencies influencing performance in the workplace that are assumed to be the trait of successful and brilliant workers in organizations (Odukoya, Omonijo & Oraetue, 2020). The four dimensions of emotional intelligence highlighted serve as the foundations for the development of more skills required to regulate positive and outstanding results in the workplace.

According to Goleman, the four dimensions of emotional intelligence are essentially involved in employees' performance outcomes. Social awareness comprises of empathy, organizational awareness, service orientation and environmental awareness. Self-management involves self-control, trustworthiness, adaptability, initiative, conscientiousness and the drive for achievement. Relationship management comprises of communications, collaboration, teamwork, leadership, influence, conflict management and developing others.

In organizations, all of Goleman's highlighted competencies and skills are indeed necessary in managers and employee relations, as well as, employees and organization's relations. In other words, emotional intelligence is a fundamental tool or skill necessary for achieving organizational goals, productivity and efficiency of employees in an organization.

➤ *Mayer, Salovey and Caruso's Emotional Intelligence (EI) Ability Model*

This model was first developed by Mayer and Salovey in 1997, before it was later redeveloped in 2004 with an inclusion of Caruso. Research has revealed that their theory seems to be a unique construct for measuring emotional intelligence. In this model, emotional intelligence is perceived as a mental ability. It is known to be relative to cognitive intelligence, i.e., Intelligent Quotient (IQ). In other words, emotional intelligence based on this model, is described as the ability to recognize emotions, perceive emotions accurately, appraise emotions, regulate and manage emotions within oneself and others (Odukoya, Omonijo & Oraetue, 2020). The ability-based model comprises of four elements which are namely: perception, assimilation, understanding and regulation or management of emotions.

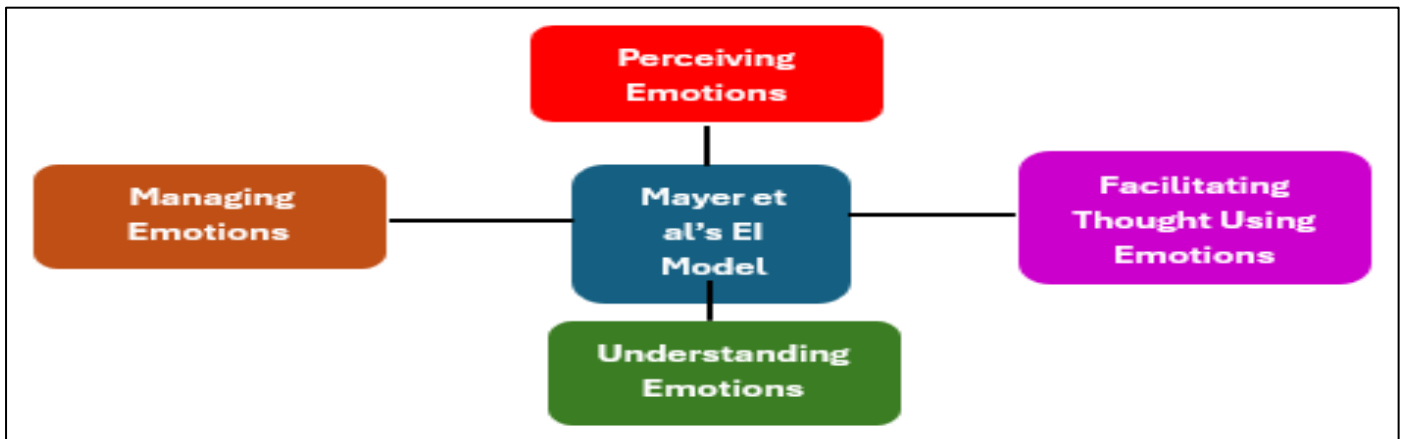


Fig 4 Mayer etl's EI Model
Source: Fiori & Vesely-Maillefer, (2018)

Emotional perception refers to the ability to distinguish the feelings of oneself correctly. This involves emotional reactions to various elements in the environment. In terms of assimilation, it is the ability to generate and use emotions to facilitate thoughts and communicate feelings. Emotional understanding on the other hand, refers to the ability to comprehend the combination of various emotions and their outcomes or states. The ability to recognize, regulate and manage emotions of oneself and that of others is known as emotional regulation. Research depicts that these four components are arranged in hierarchical order both in theory and in practice. When emotions are perceived, they can be assimilated, which leads to a rise in the degree of understanding these emotions; and then these emotions when understood, can be effectively regulated. This model suggests that all of these competencies facilitate human reasoning and drive decision making processes (Faltas, 2017). According to Mayer, Salovey and Caruso, these skills are what defines emotional intelligence.

This model should provide and enlighten managers in organizations about the need to possess emotional intelligence ability in managing the employees of organizations. It enables managers realize the need to perceive, assimilate, understand the feelings and emotions of employees and learn how to regulate these emotions for the purpose of attaining organizational objectives and achieving organizational productivity, stemmed from the effectiveness and productivity of employee. In addition, managers will be able to perceive the emotions of employees from their behaviours and understand the reasons employees behave the way they do, so that they could manage and regulate these behaviours by regulating the emotions of the employees.

➤ Bar-On's Emotional Intelligence (EI) Competencies Model

This model is viewed as a model with a combination of various dimensions such as, emotional, social, cognitive and personality. It involves a connection of interrelated emotional and social competencies, which influences how we understand other people, how we relate with people around us and how we manage emotional challenges that stem from our environment (Faltas, 2017). Bar -On argued that these competencies influence performance and behaviour in several ways.

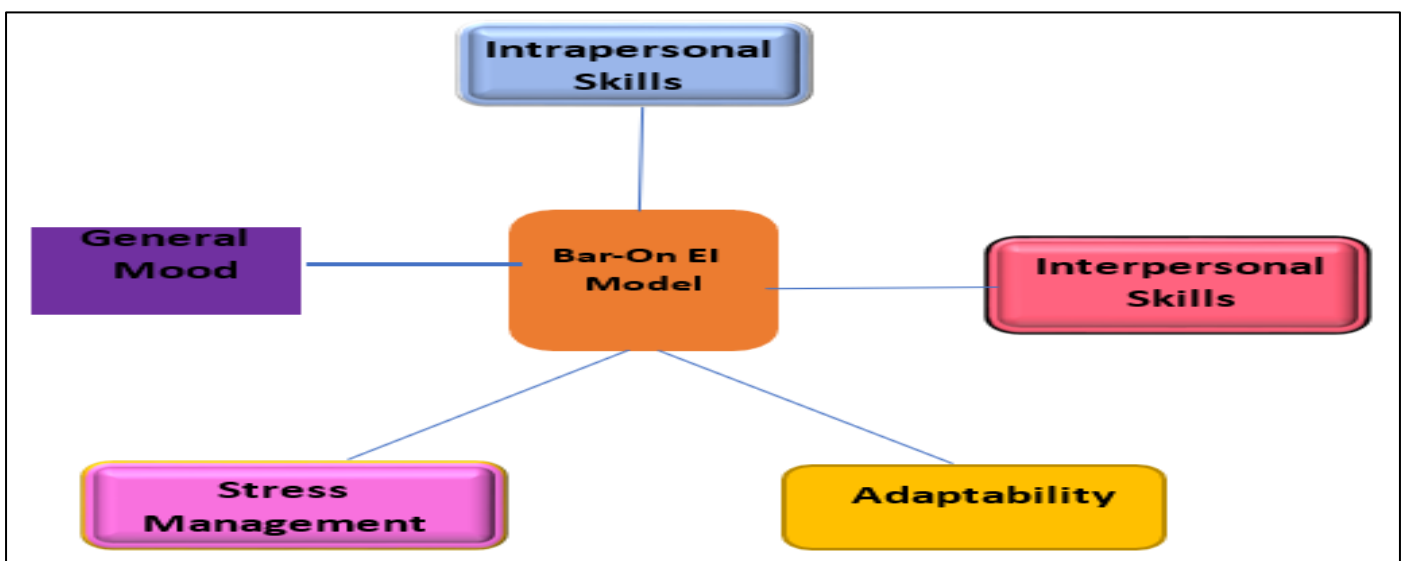


Fig 5 Bar-on EI Model
Source: Milind, (2016)

In order to validate his propositions, Bar-On developed the Emotional Quotient Inventory (EQ-i). This development became the first commercial instrument for measuring emotional intelligence. What provided the credence for which Bar-On's model became a mixed model, was the fact that the EQ-i measures emotions and social knowledge and does not just provide an estimation of the emotional intelligence (EI) quotient and it also provides respondents from interviews, external raters, questionnaires and so on with effective and social profiles (Odukoya, Omonijo & Oraetue, 2020). This uniqueness and effectiveness enabled it become a mixed model. Bar-On's model comprises of five components which are namely, self-perception, self-expression, interpersonal, decision-making and stress management. According to him, these components possess abilities that drive human behaviour and relationships. Therefore, it can be affirmed that emotional intelligence does drive how employees behave in the organization and the relationships that exist among employees and how these relationships are regulated and managed.

C. Empirical Framework

Empirical framework refers to a form of research or knowledge derived from actual experience rather than from theory or beliefs. It is defined as any research where conclusions of a study are strictly extracted from concrete and verifiable evidences. Empirical framework involves the researcher's objectives discussed based on evidence from existing works, studies or literature. already existing works done by various researchers or scholars. Empirical research entails the use of journal articles, books, newspapers and so on. It provides reliable information concerning a study focus. Empirical literature provides answers to many research questions for the purpose of solving research problems.

Bhattarai (2020) explained that there are intentions behind an individual's behaviour in the workplace. It highlights some employee behavioural outcomes to be job satisfaction, turnover intention, job involvement and job anxiety, of which several factors could influence.

Heather (2021) assessed and explained the theories of emotional intelligence. The author highlighted the importance and significance of emotional intelligence and how it is complicated to live in a world where one cannot understand the feelings and emotions of people. The article shares five components of emotional intelligence which include: self-awareness, self-regulation, social skills, empathy and motivation. It also examines in details the models and frameworks of emotional intelligence being Goleman's EI performance model, Bar-On's EI competencies model and Salovey, Mayer and Caruso's EI ability model. The author relates all of these theories to the behaviours of and relationships between individuals. The paper also examines various competencies linked with emotional intelligence, the different types of emotional intelligence, how emotional intelligence is relative to personality traits.

Odukoya, Omonijo and Oraetue (2020) reviewed the three most notable theories of emotional intelligence which are: the Mayer and Salovey's model, Goleman's model and Bar-On's model. The authors analyzed the models in order to identify which of the models focused on the construct of emotions and emotional intelligence, the gaps in each of the three models. From their findings, it was evident that Mayer and Salovey's model was the only model that used the cognitive ability test format, while the Goleman's and Bar-On's models utilized the self-report format. In addition, the authors also revealed that only the Mayer and Salovey's model tends to be more focused on emotion, while the other two models tend to focus more on personal and social dimensions. The authors suggest the need for more standardized measures of emotional intelligence and the need for the adoption of appropriate assessment tools for measuring emotional intelligence. The paper emphasized on the ability to control emotional hijacks as a more essential issue compared to recognition and control of emotions both in oneself and with other people.

Kotsou, Mokilajczak, Heeren, Gregoire and Lays (2019) defined emotional intelligence as the ability to identify, express, understand, manage and use emotions. The paper reveals that emotional intelligence has an impact on employee relationships and work performance. The study reviews emotional intelligence interventions and programs in order to access employee outcomes. Simarjeet and Sriparna (2017) evaluated the impact of emotional intelligence on workplace behaviour of employees in the Indian banking sector. The paper affirms that there's a strong relationship between emotional intelligence and employees' behaviour in the workplace. The authors state that the behaviours of many people differ in the workplace and that each of these behaviours have diverse consequences to both the individuals working in the company and the company as a whole. The organization has its expectations of how employees should behave and try to regulate these behaviours, however, these behaviours cannot be effectively regulated or managed if the intentions or factors that influence these behaviours, of which emotional intelligence is a part, are not well understood by the management. It emphasizes the need for an upgrade in managerial policies in banks. It explains how when work environment is not properly managed, could result into employee stress and emotional strain, which could yield negative emotional states for employees in the workplace. Increased stress could lead to low productivity and negative behavioural outcomes for employees. The authors relay how employees who do not fully understand their own emotions, may find it difficult understanding the emotions of other people around them and thus, have a challenge in handling situations at work, which may in turn have an adverse effect on their performance over time. The paper has a combination of perspectives in terms of personal and social competencies of employees shaping and determining their behaviour in the workplace. It emphasizes that emotions are essential and play a vital role in terms of how an entire organization and individuals in the organization communicate and relate within and outside the organization's environment.

Narayanan (2016), evaluated the effects of emotional intelligence on organizational citizenship behaviour. It made use of elements of emotional intelligence such as self-awareness, understanding emotions, ability to sense emotion and acknowledge emotion, goal setting and its achievement, self-motivation, self-encouragement and so on in the research. This paper revealed the challenges faced by organizations today, especially regarding employee turnover and absenteeism. It regards job satisfaction as an employee behaviour outcome and enhanced performance when the feelings of employees towards individuals and their organizations are known and regarded. The dimensions of emotional intelligence such as, self-emotion, others' emotion, their regulation and utilization are known to be relative to determine how individuals behave in the workplace. The paper revealed that managers make use of their emotions in setting up goals, as well as relating with the employees. In other words, one cannot separate the place of emotions from the behaviour and attitude of individuals; therefore, in the workplace, it can be said that employees are prone to respond or react in certain ways due to their emotions or feelings towards their job, individuals, organization, work environment or personal lives, because there are several factors influencing emotions and behaviours.

Gunu and Oladepo (2014) in their work: Impact of emotional intelligence on employees' performance and organizational commitment: A case study of Dangote flour mills workers; assessed the importance of emotional intelligence in the organization and how it affects the performance of employees. It explains that emotional intelligence is relevant for predicting organizational commitment and employees' work performance, because most jobs require the ability to manage emotions. They emphasized on the need for managers to possess emotional intelligence skills and the need for organizations to conduct emotional intelligence test for their employees in an organizational socialization programme, for the purpose of enabling employees improve their performance. Akintayo and Babalola (2012), in their work titled the impact of emotional intelligence on workers' behaviour in industrial organizations, highlighted the fact that appropriate management strategies of which emotional intelligence is a part, could facilitate employee job performance, employee job satisfaction, employee job involvement and employee commitment. The paper also suggested that organizations need to incorporate strategies that promote emotional intelligence and curb burnout, stress, interpersonal relations and conflict management. It is also of the opinion that management of organizations should hold consistent programs that will foster workers' retention and development with the aid of emotional intelligent skills and competencies.

Asokk, Gudda, Bhati and Vanishree (2021) emphasized that the participation of workers in the decision-making process, influences the quality and competitive advantage for businesses. Employee involvement is viewed as a mechanism for business growth. The authors also emphasized that this involvement or participation should be done both emotionally and physically. Employees who are involved must accept responsibilities for collective purposes. When employees are involved in decision making, their dedication tends to grow because they begin to feel acknowledged and valued to be a part of the organization. The authors suggested that workers be provided with the required expertise in order to facilitate advancement in decisions and behaviors displayed in organizations in order to promote competitive advantage.

Benson and Lawler (2013) viewed employee involvement as an approach to work-system designs emphasizing high levels of employee decision-making authority. The authors include that employee involvement can be defined as an integrated set of HR and work design practices that provide employees with the necessary skills, information, power and rewards for making decisions in the workplace. In their work, they indicated that employee involvement began in the 1950s and 1960s first as a movement for industrial democracy and participative management. Employee involvement facilitates high employee commitment and is also regarded as a driving force to achieving workplace transformation. Their work clearly indicated the various benefits that come with employee involvement practice by organizations and they include, employee productivity, profitability and employee well-being. In addition, the authors relate to the historical origin of the employee involvement as a basic principle and added that the principle was first tested in the 1960s and 1970s, holding essential experiments in Europe and in the United States, particularly in enormous manufacturing plants. Employee involvement as a basic principle did not uphold major acceptance by industries up until the 1980s. However, by the middle of the 1990s, employee involvement recorded a significant growth in its acceptance rate as one of the major work practices for organizations in the United States and Europe and interest in the principle rose up to a significant rate due to the effectiveness through the case studies conducted and surveys carried out. Employee involvement provided employees with the opportunity to be responsible for quality and production decisions. The authors recorded a widespread adoption of the principle of employee involvement by manufacturing industries for the purpose of achieving competitive advantage and transformative growth.

Kumar and Devi (2016) in their paper, evaluated the relationship and differences between emotional intelligence and social skills. The result of their evaluation revealed that there's a huge significant connection between emotional intelligence and social skills and there's no significant difference between both. The authors described emotional intelligence as the ability and capacity or the skill to manage one's emotions and that of others or groups inclusive. However, they added that the definition of emotional intelligence is constantly changing. Social skills according to the authors is defined as interpersonal behaviours that helps individuals in societies; it is the ability to interact or relate with people, which is considered as a fundamental factor in human development. The authors emphasized that social skills are vital skills for every social being and that these skills are not in oblivion, but are observable and teachable behaviors that promotes the initiation and sustenance of social interaction. Social skills are keys that help human connect with each other. One of the other definitions they added was that social skills are situation-specific behaviour which predict or correlate with important social outcomes. The authors argue that the connection that exist between emotional intelligence

and social skills depict that the ability and skill to manage one's emotions and that of others remains relative to the ability to interact and relate effectively with people.

Saravanakumar (2019) analyzed the fundamental concept of organizational behaviour, which can be relative to employee behaviors. Organizational behavior entails the thoughts, feelings, actions and behaviors of people in the workplace environment. In other words, the skill necessary to understanding these thoughts, feelings, emotions, actions and behaviours of people in an organization is emotional intelligence, because in that way, the behaviours and actions of people can be effectively managed and regulated in order to achieve organizational goals. The author emphasized the challenge that comes with understanding human individual behaviour, while group behaviour in a working environment is the responsibility of managers in an organization. Every individual existing in an organization possesses a unique set of values, beliefs and attitudes that tend to influence the character and behavior of such an individual. People are the essential resources for which organizations get their work carried out, either individually or collectively, therefore, it is essential to understand the patterns of behavior of these individuals and predict or control the behavioural responses of employees and ensuring it aligns with the expectations of the organization.

Davidescu, Apostu, Paul, and Casuneanu (2020) highlighted the need for human resource management (HRM) to be redesigned, developed and restructured. In the bid of this development and restructuring, the concept of sustainability was included as a factor for change; sustainable HRM. This concept is seen as an extension of strategic human resources, promoting a unique approach to human resources management. The constant change occurring in the labor market is another factor driving the expected change. The authors merge employee development and worktime, as well as workspace flexibility as vital sources of sustainable HRM in aspects of job satisfaction and job performance in the face of future work challenges that might arise. In increasing the level of employee job satisfaction, this concept of sustainable HRM is highly influential. An aspect of sustainable HRM is employee flexible, which cuts across various other areas of focus, has an effectual impact on overall employee job satisfaction in an organization. The results of their empirical research revealed that employees of organizations highly appreciate a favorable working environment and working together with other colleagues and this promotes a growing interest in them. To the authors, what facilitates employee job satisfaction and organizational performance is sustainable HRM.

Aziri (2011) argued that job satisfaction is one of the most complex issues managers tend to face in today's organizational setting, especially in terms of managing their employees. The author also added that job satisfaction is a relevant concept that should be paid attention to by both scholars and managers of various business organizations. Job satisfaction was defined as a combination of three essential circumstances that enables an individual to testify of their satisfaction and these three circumstances are namely: psychological, physiological and environmental circumstances. Job satisfaction refers to the combination of feelings and beliefs an individual holds about their current job or organization. In other words, job satisfaction stands to be under the influence of several components that transcends to the internal way an employee feels about their job and the organization they work for. Satisfaction is a feeling that emanates from an external influence; which implies that the way an individual feels about his job does have an impact on his or her satisfaction rate; the level at which an individual likes or dislikes their job or organization. This however implies that an individual can be dissatisfied with their job or the organization they work for, because the feeling of satisfaction or dissatisfaction can be either a positive or negative feeling respectively. Satisfaction differs from happiness or motivation; it is an internal state that reflects in an employee's attitude and actions. Sometime, job satisfaction could represent the feeling that comes from an employee's expectations being met by their present job and organization compared with their present experience at work, which consequently, could affect that employee's disposition to work or behavior at work. In other words, a satisfied employee would be productive and would have positive attitude and behavior towards work. When employees have a sense of achievement and fulfillment with their job or with the company they work for, it simply implies that they are satisfied. The author argued that for organizations to experience efficiency and effectiveness of business operations and productivity, employees need to be satisfied (in other words, feel a sense of belongingness, achievement or fulfillment) with their current job and the organization at large.

Osborne and Hammoud (2017) argued that organizations with disengaged or uninvolved employees usually have to spend more. The authors analyze how organizations can engage structures that will facilitate employee involvement and engagement in organizations. Self-determination theory was utilized as the study's conceptual framework. Rewards and recognition, building a manager-employee relationship, as well as empowering and training employees are factors highlighted in the study to have influenced the level at which employees are engaged in an organization. The productivity and longevity of organizations rests on the rate of employee engagement and efforts put into their work. Communication business leaders employed some strategies for the purpose of effectively engaging their employees in order to increase their profits and achieve. The authors argue that disengaged employees have a low level of productivity and that increased employee engagement serves as a vital factor, which holds a positive influence on the financial performance of the organization. However, research has revealed that interpersonal behaviors have an effect on employee productivity. Negative personal behaviors are determinant factors that yield negative effects on productivity. It has also been discovered that 13% of worldwide employees are entirely engaged at work. Negative behaviors resulting in employee disengagement often times spread from one employee to other employees. However, organizations that are able to incorporate strategic employee engagement behaviors may in turn experience higher levels of employee productivity and performance. The theory utilized for this work and in support of work engagement was self-determination theory developed by Deci and Ryan in 1985. Self-determination theory portrays the tendencies of an individual to behave in certain ways relative to natural or intrinsic propensities. The theory depicts that employee engagement and human behaviors have a strong connection, as well as the

significance of work engagement. The self-determination theory also explains that an individual or employee's level of work engagement stems from his or ability to control or manage personal behaviors. According to authors, employee engagement is very crucial to every organization. Dedicated and meaningful work, that is, top notch responsibilities at work, enable employees to realize how valuable they are to their organization and this results into their being engaged at work. The authors mentioned that employees have the ability to influence people around them or their other colleagues; therefore, meaningful tasks or duties assigned to employees, as well as granting autonomy to the employees, intrinsic rewards and management's influence are effective factors that increases employee participation, which will in turn facilitate employee engagement.

Jansson and Wiklund (2019) argued that employee loyalty is an expensive currency organizations strive to achieve, because an increased level of employee loyalty has been proven by research to facilitate operational performance. The authors defined employee loyalty as the positive attitude and behavior of an individual, who ensures that he or she carries out duties or tasks expected of them and who also represents the company in a reputable manner. The conclusion drawn from the research according to the authors was that, employees tend to be more loyal to their organization when factors such as, organizational culture, employee socialization and opportunity for self-development are inexistence compared to the presence of just physical benefits and remuneration. The challenge organizations have with disloyal employees is that, it is time, energy and cost consuming, because the management of the organization would need to have to review the recruitment process all over again, loss of revenue, loss of customer relationship and so on. The authors acknowledge that there is no universal definition of employee loyalty, however they have argued that employee loyalty means different things to different people and so the human resource management of organizations need to identify the way and manner different people define employee loyalty in order to know how to effectively promote it appropriately. Employee loyalty can simply imply being loyal towards something, being devoted, committed, or make sacrifices to favour a course or someone or something. The paper identified that employee loyalty does have a positive impact on employees' operational performance, which is clear, compared to the factors that promote employee loyalty. The authors emphasized that different people might be loyal, but to different aspects of the business and that different people value different things. However, the Social Exchange Theory (SET) utilized by the authors in the paper, explained that the more an employee identifies with their organizations, the more their level of motivation, commitment and loyalty increases. However, the question now lies in the factors that enables an employee to identify closely with their organization, such as, the norms, values, environment and culture of the organization; it depends on what a person prefers to identify with. In other words, the theory argued that when there exists a positive exchange between an employee and his or her organization, there is a great tendency for that employee to be more loyal to their organization. Speaking of positive exchange, it could be in the form of extrinsic benefits such as wages, remuneration or compensation benefits, bonuses, incentives or promotions, as well as, exchanges between the managers and the employees of the organization in forms of trust, faithfulness, dedication and devotion.

Iqbal, Tufail and Lodhi (2015) evaluated the impact of employee loyalty and organizational commitment on organizational success. The authors argued that employee loyalty can be defined as the commitment of employees to the success of the organization and their belief that it is best to work for their organization. The article reveals how the commitment of organizations to their employees can promote employee loyalty. The authors emphasized the importance of employees as the most significant resources organizations possess. It explains the impact of the attitude of managers and the financial benefits provided to employees and how all of these enhances the level of loyalty employees tend to give to their organizations who possess and provide these. In addition, they suggested that the management of organizations should implement training programs, compensation packages and effective performance appraisal and conducive and favorable working environment and work system aligned with their company policies in order to facilitate and promote employee loyalty. The number of years an employee works in an organization, the more valuable they become. Loyalty can also be termed as being dedicated, committed, true and faithful. When an employee is loyal to an organization, it influences their behavior at work, towards their bosses, the management, their colleagues and the organization at large. Furthermore, the psychological attachment of an employee to their job or organization can also imply that they are loyal. However, it is essential to note that both the organization and its employees have definite responsibilities and mutual commitments that are well stated and defined and the breach of these can affect the relationship both parties share. The expectations of managers towards employees and the expectations of employees towards managers or organization at large when not met, can result into a negative disposition of employees towards work, which can also be interpreted as disloyalty on both the side of the managers or organization and the employees as well. Loyalty could also imply a feeling of sentimental attachment or devotion towards a thing, person or group, expressed through thoughts or actions. The level of organizational commitment an organization possesses, goes a long way in determining the level of loyalty an employee will have towards their organization. Employee loyalty is not just a term on paper or in words, it is an action word that can be seen or experienced.

Alzayed and Murshid (2017) in their study, have the result of their research revealing that commitment and job satisfaction stand as two major and significant factors that negatively affects employees' turnover intention. In addition, employee engagement does not influence employee turnover intention. However, an employee's perception has a strong impact on that employee's intention to leave their job. In other words, the way an employee sees or perceives themselves to be a part of their company or their job role or duties, can influence their thoughts to either stay in the organization or leave. Organizations are seen as reputable and their brands have an advantage over other organizations when they adopt appropriate strategies and practices that foster retaining their employees. However, there are several factors to consider when implementing practices that can facilitate employee retention such as, conducting a performance appraisal or identifying talented employees who are more valuable assets to the company and

serve as motivators to the company to ensure job satisfaction of employees and a suitable working environment, for the purpose of elevating the factors that encourage the employees to leave the company. According to the authors, when organizations experience high employee turnover rate, there is a reduction in the efficiency, performance and productivity of the organization. In other words, there is need to investigate the behavioral intentions of the employees who have the thoughts of leaving the organization, because talented or skilled employees' retention and runover are very crucial issues and challenges most human resources management encounter in several organizations. The authors also identify three major components that influence employees' intentions to leave an organization and they are namely; an employee's perception of the organizational support, an employee's perception of the organizational commitment and an employee's perception of the organizational complexity, of which others include, employee engagement, employee satisfaction and so on. The authors suggest that managers in an organization should seek knowledge and adequate understanding of the several factors that affect employee turnover intention, for the purpose of developing and implementing effective strategies, policies and practices in order to facilitate employee retention.

Mamun and Hasan (2017) analyzed the factors affecting employee turnover and retention strategies in business organizations. Employee turnover can be referred to as a situation whereby employees leave the organization for various reasons, which in turn negatively affects the organization in all ramifications. Employee turnover also tends to affect the workforce at large. Some of the reasons employees leave the organization they work for are namely, age, marriage, educational level, career or working experience, self-development or growth, career advancement, boredom resulting into search for something new and challenging, expectations of the employees are not met and so on. The study also suggested various possible strategies on minimizing employee turnover and maximizing employee retention in organizations. The authors stated that employee turnover is a very crucial issue in human resource management. In order to manage employee retention and curb employee turnover, it is essential for organizations to fulfill employee basic needs by providing a suitable and favorable working environment, ensure a good pay system and structure, great compensation packages and other benefits that proves that the organization is concerned about the well-being of their workforce. However, for some organizations, this is quite burdensome and tasking. The authors argued that organizational goals are tied to an effective regulation of employee turnover, because a high level of employee turnover would be detrimental to the business, while a high level of employee retention would promote the organizational brand and value. The authors also argued that employee turnover is a major issue for organizations, of which management of organization are not taking cognizance of as much as they should. Business organizations should research and identify the problems associated with employees that make them want to leave and not stay at the company they work for, analyze the information or data retrieved from their research and recommend the possible solutions that can curb or control employee turnover and enhance employee retention instead. The authors also identified interpersonal relationship of the various departments in an organization, has a significant effect on employee turnover. When there is a low level of employee socialization between the departments existing in an organization, it could result into high employee turnover. However, when employees get to experience being divided into small groups, teams and are assigned tasks or projects that fuse them together; therefore, boosting the relationship between co-workers, workers and managers, it will be rare to have employees cultivating thoughts of leaving their jobs. The authors also added that training and learning opportunities have a considerable effect on employee retention in an organization. When companies provide employees with the opportunity to learn, improve their skills and develop their competencies, employees would have no thought of leaving their companies for somewhere else, because they are growing and developing and are earning at the same time. These training opportunities overtime, enables employees to possess self-realization or self-fulfillment which encourages them to remain in the organization and grow, but if reverse is the case, that is, when there's absence of training and learning opportunities, it is possible that employees might want to quit their job. Training and learning programs can be costly to implement, but they go a long way in promoting effective results for organizational productivity, competitive advantage and success. However, when employees are provided the opportunity of learning and being trained in order to deliver top notch performance on their jobs consequently, employees tend to develop a greater level of commitment to their job and the organization and are convinced to stay in the organization.

Salau, Osibanjo, Adeniji, Falola, Igbinoba, Atolagbe and Ogueyungbo (2020) examined the determinant quality of employment quality on employee behavioral outcomes. The authors identified the factors that depict the differences in employee behavioral outcomes and they include: age, educational background and working experience. According to this study, it is revealed that in order to facilitate high rate of employee commitment and positive work behavior, there is a need to ensure that the quality of employment is top notch. The authors emphasized equitable and fair treatment of employees and their relationship with the organization they work for, because this has become a major concern which is affecting the outcome or results of the behaviors, attitude and disposition of employees at work. Work flexibility, learning and development opportunities, organizational culture, employee involvement in deriving or determining a reward system and employee work relationships hold a significant impact on employee behavioral outcomes. The authors argued that most employees are driven by they are valued by the organizations they work for than the pay they receive. In the view of this, it can be argued that emotional intelligence is a vital skill to identifying and determining the difference between the individuals who feel valued through other means asides from the pay they receive such as their job responsibilities, tasks assigned to them per time and so on and the individuals who feel valued by the pay they receive. Therefore, it is essential to develop employment quality and relationships that are favorable to both parties; the organization and the employees in order to achieve the expected results from both the organization and the employees. Employment quality can be viewed from two perspectives which are: job quality and characteristics and terms of employment and relations. Employment quality enables individuals to feel connected and committed to the organization they work for and this regulates and fosters the employment relationship between the employees and the management. Employee behavioral outcomes according to the authors, refer to the

various sequence of actions or behaviors displayed by the workforce of an organization in performing their responsibilities, which in turn has an effect or outcome that has the potential to affect the organization in various ways. Employee behavioral outcomes can either be positive or negative. However, the behaviors people display at work are diverse and unlimited in nature, but they do have a significant impact on the organization's productivity, efficiency and overall success. However, these behaviors can be regulated or controlled with the use of employment quality and relationships if appropriately implemented through the regulations of policies, strategies and practices that are favorable to both the employees and the employers. Employees should be fairly and equally treated in such a way that every employee feels valued regardless of the differences in their job roles and contributions to their organizations.

D. Gaps in Literature

Several studies have been carried out on emotional intelligence and employee behavioural outcomes, but separately. Furthermore, no work in particular has been done on both constructs used together with emotional intelligence as the independent variable and employee behavioural outcomes as the dependent variable; however, multiple studies have looked at emotional intelligence from various theoretical perspectives and contexts. Little studies have been done particularly on employee behavioural outcomes as used in this context. Mostly, the concept of employee behavioral outcomes has been viewed to be influenced by the concept of pay and benefit packages much more than the idea of understanding the feelings, thoughts, emotions, needs, desires and expectations of employees that dictate their disposition to and at work and how all of these can be different with the individual differences of the individuals who constitute the major resource asset an organization possesses; an organization's understanding of this, can help to regulate and control the behavior of employees in alignment with their organization's desired behavior.

Mostly, there are works on work behaviours, organizational citizenship behaviours and so on, but few works have been done on employee behavioural outcomes. In addition, no research has been carried out about employees' behavioural outcomes or emotional intelligence in construction industries in Nigeria; mostly, works on manufacturing industries, banking sectors, media sectors are well represented.

Regarding the subject of methodology, both the constructs of emotional intelligence and employee behavioural outcomes have few works done with the use of both constructs together that have utilized a quantitative method of research for their study with the use of questionnaires to obtain data, alongside a descriptive research design and a deductive approach for the study; which stands as a gap this study will be filling.

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