PROJECT TOPIC:

THE IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE COMMITMENT AND ORGANIZATIONAL PERFORMANCE (CASE STUDY OF DANGOTE SUGAR COMPANY)

Thesis Submitted in Partial Fulfillment of the Requirement for the MSc. In International Business

BY

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DEDICATION

Firstly, this dissertation is dedicated to my Lord Jesus, the almighty God who has shown me his mercy and grace throughout the period of my study.

Secondly, this dissertation is dedicated to the loving memory of my late father (Mr. Frank Onwuka Onuegbu) who passed away on the 11th of February, 2021. May his gentle soul continue to rest in perfect peace.

And to my beautiful wife and lovely children who have endured my absence through the period of this study.

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Abstract

This study examined the impact of emotional intelligence on employee commitment using Dangote Sugar Company in Nigeria. A total of 350 respondents were randomly selected from the staff of the company using convenience sampling techniques. Four measures of emotional intelligence were used to capture emotional intelligence. The study employed both Pearson product moment and Analysis of Variance (ANOVA) estimation techniques. Findings from the study revealed that emotional intelligence is a good predictor of employee commitment in Dangote Sugar Company. Also, there exists a strong positive and significant relationship between emotional intelligence measures (self-emotion appraisal, others emotion appraisal, regulation of emotion and use of emotion) with employee commitment. The study recommended that workers should be treated fairly and management should consider the emotions of their employees if they will get the best from them and in turn boost the performance of the organization.

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

The economy is rapidly evolving in contemporary society, competition continues to increase, and organizational success has become one of the most significant measures of how to develop better and better in the face of global competition. Companies today want to hire or train new workers who are able to go beyond their current positions to maximize performance. Emotional intelligence (EI) has attracted substantial attention from business experts and intellectuals in recent years. This personality-related aspect has been widely argued by educationists in the field of behavior and management sciences (Alotaibi, Amin and Winterton, 2020; Naz, Li, Nisar and Rafiq, 2019). As the global environment today is extremely diverse, the emotional understanding and the output of employees need to be linked. Emotional intelligence is therefore important for the presentation of the company and for the growth as workers are determined primarily to achieve their objectives. The emotions of the employee also play a vital role in helping them navigate this stimulating climate of transition (Alonazi, 2020).

Sometimes we are in very difficult and tricky circumstances at workplace and often have to decide how to treat it properly without harming any parties involved and also without having to express any regret on the decisions we have taken later on. Therefore, we must proceed systematically with the problem and analyze it for its positive and negative effects on us and those who are affected by our choices. Also, wise decisions which we are not certain are a necessity for our day-to-day treatment of a number of problems. All these are problems faced by our emotions. Hence, emotional intelligence becomes a key tool for addressing the challenges that affect one in the

workplace in other to perform their duties effectively and efficiently in the current day situation (Alsughayir, 2021).

Emotional intelligence is the ability to monitor and differentiate emotional experiences from one another and to use this knowledge to direct one's thoughts and actions. It is widely said that it is the capability to recognize one's own emotions and those of others, to influence feelings and relate them to tasks such as thinking and problem solving, to adjust emotions, including the ability to control one's own emotions and the ability to inspire or relax another individual (Majeetha and Nirmala, 2020; Dhani and Sharma, 2019). Many companies have recognized that in order to stand out in today's dynamic business world, they require not only academic abilities but also emotional intelligence (Gunu and Oladepo, 2014; Wen, 2020).

The working environment generally includes people from different ethnic origins, morals, faith, profiles and children who represent the distinctions between a certain employee and another, as well as our everyday working methods and the daily lives we live (Shehu and Isa, 2017; Wen, 2020). We have distinct personalities, needs and desires, and various ways to demonstrate our feelings. It takes all tact and smartness to navigate through all these situations particularly if one hopes to achieve success in life. This is where emotional intelligence (EI) plays a role. Emotional intelligence is the ability to identify and understand your feelings, as well as the impact these emotions have on everyone around you. This also includes your opinion of everyone else: when you know how they behave; you can better manage your interactions. Emotional intelligence is the ability to recognize your own emotions and their effects on yourself and others, as well as the emotions of everyone else, in order to facilitate successful relationships. (Navas and Vijayakumar, 2018).

The accomplishments of employees can be greatly enhanced by improving the EI (Kim and Foroudi, 2020). For so many years, the level of intelligence has been the only way to determine suitable people for employment, irrespective of the weaknesses that are subsequently identified until EI became evident in 1995, when it aroused the interests of researchers (Dhani and Sharma, 2019). Since then, IQ has not only been dismissed as the only indicator for achievement, but also as an alternate higher-level component, which is most significant in that it can distinguish between the best performers and the other employees worldwide (Poornima, and Sijatha, 2020). EI affects our everyday lives more so that we comport, connect to and decide on the choices of personal and collective results in order to make decisions to understand where, what, when or the way we think. It is not natural to have only few people who are empowered to realize when their feelings occur, while the others are unable and need to be trained and learned so that they have the potential to fail or comprehend uncertain emotions, leading to bad decisions, interventions or attitudes (Puri and Mehta, 2020).

Emotional intelligence is considered to have a significant impact on our professional abilities. For instance, transformational leadership is thought to emerge when leaders are capable of understanding themselves and handle others effectively (Dhani and Sharma, 2019). It is the most recommended way to direct our efforts in a manner that produces the most acceptable results, and in this endeavor, several EI research studies about skills required for performance have been conducted by academics, with results indicating that emotional intelligence has a significant effect on the performance and a large fraction of success in any employment whatsoever. Our EI is the base of a variety of critical skills and has an impact on nearly everything, not least on the things we say or do daily, but also on some jobs, including performance at work (Navas and Vijayakumar, 2018).

Disputes today at workplace can be removed, booming production and organization's output can be boosted when proper EI growth investments are made (Ul-Hassan, 2016).The overwhelming majority of companies in the recent time have attempted to defeat the tough market competition. As a result, most of these companies have also invested so heavily in their quest to improve the commitment and satisfactions of their customers, the development of their human resources, technology, productivity, quality and quantity, and in the area of corporate social responsibility. As such, they have neglected to build and improve their employees' emotional intelligence, which has cost them a significant amount of money without their awareness.However,as Mohanty, Sarangi, Nayak and Pasumarti (2019) pointed out, emotional intelligence enables a person to develop positive work relationships, collaborate effectively, and create social capital. EI also aids a person's performance by allowing them to control their feelings in terms of dealing with pressure and respond even under pressure, as well as assisting them in adapting to strategic development in the organization.

Emotional intelligence therefore, is not a completely new thought. Businesses have often used numerous characteristics in the past to assess the potential work performance of a job applicant. Such attributes can include their cognitive capacity, past attitudes, talents, personality and work-related competencies. Today, emotional intelligence has now been added to this group and continues to rise in acceptance (Kim and Foroudi, 2020). Therefore, the need to investigate into this issue as regards to organizational performance and commitment becomes imperative.

1.2   Statement of the Problem

In contemporary world, the economy is developing rapidly, competition in the area of business tends to grow, and the performance of an organization is based on the efforts put in place by their employee. This no doubt will enable them to challenge competitors. In any organization that

their main motive is profit oriented, the main aim of such a business entity is to ensure improvement in the performance of their organization. As a result, present day firms and companies put in all efforts to ensure that they are able to recruit and also train workers that are willing to go the extra mile beyond their job description to ensure that there is effective growth in the organization (Fadhli, Lubis, Salmi and Idris, 2020).

Many companies have now recognized that technical credentials and expertise are not the only criteria to stand out in the competitive environment today, but that employees' emotional intelligence is also of concern. This is clear, since diverse literature studies have shown that EI is a key component of good human performance in life as well as at work (see for examples, Goleman, 1996; Kim and Foroudi, 2020). Studies also have shown that EI is an important determinant of employees' dedication to their workplace and also improve an organization's capability to reach its goals because today's job needs the emotion of an organization to ensure successful operational efficiency (Poornima and Sijatha, 2020).

There are many psychological problems and experiences from workplace because of the high level of labor pressures and lack of the ability to manage them effectively. Therefore, it is up to every business and its stakeholders, to work on this weakening issue and improve it, as they are important in the growth of any business (Akhtar, Ghufran, Husnain and Shahid, 2017). Most companies strive for success and productivity while spending very little on employee training and growth, which is a huge mistake. As a result, there is a greater need to determine the status of the relationship between EI and employee commitment and performance in order to validate this point (Long and Kowang, 2015). Especially in these periods when above-mentioned management techniques are rather complex, management needs to organize the training and development of employees and not just the conventional focus on IQ (Kassim, Bambale and Jakada, 2016).

Over the years, there have been debate as to whether emotional intelligence of workers affects their job performance and commitment towards work or not. While some of the studies are of the view that emotional intelligence impacts positively on the performance of the employee (Poornima and Sijatha, 2020; Wen, 2020), other studies opined that the emotional intelligence of an employee has no significant impact on his work place and hence do not significantly affect the commitment of the employee towards his or her job (Batool, Parveen and Batool, 2017; Mustafa, Ismail and Buntat, 2014). The question that comes to mind is, can there be a relationship between the emotional intelligence of an employee and the employee's performance at workplace and commitment to work? The inconclusive result in the literature is enough pointer that further research needs to be carried out so as to determine if emotional intelligence of the employee has significant impact on the performance and commitment of an employee at work place or not.

1.3 Research Questions

Based on the empirical review of literature, the following research questions are stated and will be addressed

   i.   To what extent does self-emotion appraisal, other emotional appraisal, regulation of emotion and use of emotion jointly predict employees' commitment in Dangote Sugar Company?

   ii. What is the pattern of relationship between self – emotional appraisal and employee commitment in Dangote Sugar Company?

   iii. What is the pattern of relationship between others – emotional appraisal and employee commitment in Dangote Sugar Company?

   iv. What is the pattern of relationship between regulation of emotion and employee commitment in Dangote Sugar Company?

v.   What is the pattern of relationship between use of emotion and employee commitment in Dangote Sugar Company?

1.4   Aims and Objectives of the Study

The key objective of this study is to examine the effect of emotional intelligence on employee commitment and organizational performance. The specific objectives are:

i.   To determine the extent to which self-emotion appraisal, other emotional appraisal, regulation of emotion and use of emotion jointly predict employees' commitment in Dangote Sugar Company.

ii.   To determine the pattern of relationship between self-emotional appraisal and employee commitment in Dangote Sugar Company.

iii.   To determine the pattern of relationship between others emotional appraisal and employee commitment in Dangote Sugar Company.

iv.   To determine the pattern of relationship between regulation of emotions and employee commitment in Dangote Sugar Company.

v.   To determine the pattern of relationship between use of emotions and employee commitment in Dangote Sugar Company.

1.5   Research Hypothesis

The following hypotheses are formulated and will be tested in the course of this dissertation

Hypothesis One

H_0: Self-emotion appraisal, other emotional appraisal, regulation of emotion and use of emotion cannot jointly predict employees' commitment in Dangote Sugar Company.

H_1: Self-emotion appraisal, other emotional appraisal, regulation of emotion and use of emotion can jointly predict employees' commitment in Dangote Sugar Company

Hypothesis Two

H$_0$: There is no significant relationship between self-emotional intelligence and employee commitment in Dangote Sugar Company

H$_0$: There is significant relationship between self-emotional intelligence and employee commitment in Dangote Sugar Company

Hypothesis Three

H$_0$: There is no significant relationship between others emotional intelligence and employee commitment in Dangote Sugar Company

H$_0$: There is significant relationship between others emotional intelligence and employee commitment in Dangote Sugar Company

Hypothesis Four

H$_0$: There is no significant relationship between regulation of emotions and employee commitment in Dangote Sugar Company

H$_0$: There is significant relationship between regulations of emotions and employee commitment in Dangote Sugar Company

Hypothesis Five

H$_0$: There is no significant relationship between use of emotion and employee commitment in Dangote Sugar Company

H$_0$: There is significant relationship between use of emotion and employee commitment in Dangote Sugar Company

1.6   Significance of the Study

This study will evaluate the impact of emotional intelligence on the performance and commitment of employees in Dangote Sugar Company in Nigeria. The primary goal of this research project is

to contribute to the wider research field by improving and creating new knowledge in the field of industrial and organizational enterprise. Furthermore, by concentrating on the Dangote Sugar Company in Nigeria, the study will guide other manufacturing companies on the way to ensure that the employee's emotions are important in order to achieve their organizational goals and objectives.

In addition, the research will be extremely beneficial to a significant number of people. These include scholars who want to learn more about emotional intelligence and workers who want to contribute to a body of management theory because the findings can bring new ideas to the current state of research in the areas and can be used for training and developing a body of performance management as well as leadership styles in the organization.

This research will also provide the government with valuable insights into the management and performance enhancements of government-owned companies. This becomes imperative as the majority of public-sector employees are faced with the decision not to do their utmost because of their bad emotions at work.

The study will also assist managers to take decisions in the recruitment, placement, promotion, grooming, incentive and introduction of new ideas, particularly in their organizations. This research will also add to existing understanding about the relationship between EI and employee performance and commitment. Lastly, existing study concentrated more on the link between EI and work-related results, neglecting the root paths in which EI influences employee performance and engagement at work. This research is important by studying how various emotionally intelligent elements influence the performance and commitment of employees individually. This has also made an avenue to bridge the current gap where most studies inadvertently ignored.

1.7 Scope of the Study

The scope of this research includes Dangote Sugar Company's personnel located in the state of Lagos, Nigeria. The company is used because it is one of the largest employers of labor and also because of its size. In addition, information can be gathered easily from the organization because they are well organized.

1.8 Organization of the Study

This thesis is presented in five chapters. The first chapter introduced the study and contained the background of the study, problem statement, research questions, aim and objectives of the study, research hypotheses, and significance of the study as well as the scope of the study.

The second chapter focuses on the review of literature in terms of conceptual clarification, theoretical review, empirical review and other related studies in the literature. The focus on chapter three is on the research methodology. Chapter four will contain the data presentation, analysis of results and discussion of findings. Summary, conclusions, recommendations, limitation of the study, contributions to knowledge as well as suggestions for further research will be presented in the fifth chapter.

CHAPTER TWO

LITERATURE REVIEW

The analysis of literature will be the subject of this chapter. Issues concerning the concepts of some of the relevant terms in this study are discussed. Different theoretical reviews as well as theoretical frameworks are captured in this chapter. It also includes the review of empirical studies in the literature. The conceptual framework that guides the model and also the gaps in the literature are also addressed in this chapter

2.1   Conceptual Review

2.1.1   Concept of Emotional Intelligence

Emotional intelligence is the ability to regulate and differentiate emotions of oneself and others and to use this knowledge to direct one's thought and acting (Poornima and Sijatha, 2020). An individual is clearly capable not only of being conscious but also of knowing his own feelings and those of other people and using them to control their reactions and responses in a societal sense. The term began to be used in the 1990's after the publication of the Emotional Intelligence novel by Goleman, according to Naz, Nisar, and Rafiq (2019). Since then, the term has continued to be studied and mostly serves to facilitate the interplay between individuals, but is commonly used at work.

Emotional intelligence is the capacity to recognize and control other people's own thoughts and feelings. It is commonly said that it involves the ability to understand one's own emotions and those of others, to manipulate emotions and apply them to activities such as thoughts and solving problems, to regulate emotions, including the ability to control one's own emotions and the ability to motivate or calm another person (Majeetha and Nirmala, 2020).

In the view of Dhani and Sharma (2016), they see Emotional Intelligence as the ability to recognize and regulate emotions in ourselves and others in order to make effective decisions. In another vein, Fernández-Abascal and Martín-Díaz (2015) see the concept as the ability to perceive, control and evaluate emotions. According to Nourizade and Mohseni (2014), emotional intelligence, or the ability to perceive, use, understand and regulate emotions, to intellectual growth appears to be related to cognitive processes such as attention, decision making and memory. To them, emotional intelligence is the connection between the emotion and cognition.

Kalantari, Hafshejani and Raissi (2015) opined that emotional intelligence can be viewed from four different dimensions.

    i.   Self – emotional appraisal (SEA) this focused on the assessment and manifestation of self-emotion. It means the individual's capacity to perceive and convey their feelings or emotions naturally.

    ii.   Others emotional appraisal (OEA): which composed of Emotion assessment and appreciation of others. This dimension of emotional intelligence premised on people's capacity to recognize and interpret feelings for those around them.

    iii.   Regulation of emotion (ROE): this means people's ability to control their feelings while facing psychological distress.

    iv.   Use of emotion: This aspect is on emotional use to improve efficiency. It focused on the individuals' ability to channel their feelings against personal success and positive practices.

2.1.2 Organizational Performance

In recent decades, the idea of success has become increasingly attractive and is prevalent in nearly all areas of human life. Performance is a personal viewpoint of truth which explains how the

principle and its instruments are critically reflected. Organizational performance refers to an analysis of a company's performance against its objectives and goals. Munir and Azam (2017) in their view see organizational performance to comprise of real results or outputs compared with intended outputs of the organization. The inputs stand as the employees and their efforts towards achieving the goals of the organization stand as the output. Ramli and Novariani (2020) opined that in every workplace, performance is important for organizations to move forward and have edge over their competitors because employee performance leads to business success in terms of profit, sales, increase in productivity and a strong stand of the organization compared to their rivals.

Wattoo, Zhao and Xi (2020) argued that a superior level of job performance improves operational efficiency and productivity, leading to higher overall results in an organization.

Performance of an organization may be measured in terms of profits, sales margin, productivity, employment turnover and so on. There are three ways in which organizational performance can be measured. These are individual level performance, team level performance and organizational level performance. On an individual basis, the key elements found in a thorough quest for medical, physical and management studies are work engagement, situational productivity, innovative behavior and counterproductive working behavior. Too much work is a critical metric for team organizational success. In evaluating the success of the company in its entirety, a cohort of actions must be taken in order to track and analyze all elements thoroughly. There is also a conscious demand for an increased concept of organization's success that acknowledges and addresses the sustainability of job processes and results in the case of organizational level.

2.1.3 Employee Commitment

Employment or dedication to work is characterized as an excitement level in which an employee is involved in his/her workplace tasks. An individual is responsible for the objectives, the purpose

and the vision of the company he/she is affiliated with. Organizational commitment refers to the attachment of employees to an organization (Suharto, Suyanto and Hendri, 2019). As cited by Al-Zefeiti and Mohamad (2017), Meyer and Allen (1997) defined organizational commitment as a strong belief in and acceptance of an organization's goals and values; a willingness to exert considerable effort on behalf of an organization and a strong desire to remain with the organization. Organizational commitment is an important concept because it influences the commitment of employees, organizations, and society as a whole, and it stresses attachment to the organization, including its goals and values (Kaplan and Kaplan, 2018).

2.1.4 Components of Emotional Intelligence

The issue of emotional intelligence has become so important in the literature. Over the years, studies have explained with different components. However, Vikas and Surrender (2015) divided the components of emotional intelligence into five different aspects that includes, Self-awareness, empathy, motivation, social skills and self – regulation. These components have been highly recognized as the basic components of emotional intelligence at workplace.

Self-awareness

The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others. Self-awareness includes self-confidence, realistic self-assessment, and a self-deprecating sense of humor. Self-awareness depends on one's ability to monitor one's own emotion state and to correctly identify.

Self-regulation

Self-regulation involves the capacity to regulate or redirect disturbing moods, and the tendency to suspend judgment and to reflect prior to action. Confidence and integrity; tolerance with vagueness; and willingness to alter. This is what the hallmark of this aspect consist of.

Internal motivation

This involves a love for working for internal motives that go far beyond the issue of money and external incentives including an interior vision of what is necessary in life, a pleasure in doing things, an ability to learn and a flow of activities. It means a propensity to meet energy and sustainability objectives. It contains a powerful effort, optimism and organizational engagement even in the event of failures.

Empathy

The ability to understand other people's emotional composition. Ability in emotionally handling others accordingly. The main characteristics of the program include experience in the development and retention of talent, cross-cultural understanding and customer support.

Social skills

Skill in the management of ties and networks and the ability to identify and establish relations. Effectiveness in leading change, persuasiveness, knowledge development and leadership are all key features of social skills.

2.2   Theoretical Review

A number of theories guide the concept of emotional intelligence. Among the theories are Mayer-Salovey-Caruso ability theory, Goleman's Emotional Intelligence, the Trait Model of Emotional Intelligence, and Bar-On's Emotional Intelligence competency. The review of these theories are discussed below:

2.2.1   Mayer-Salovey-Caruso Emotional Intelligence Ability Model

Peter Salovey and John Mayer were the first to develop the term "emotional intelligence" in 1990. They suggested that emotional intelligence has four branches: Emotional perception, emotional assimilation, emotional understanding and emotional management.

- Emotional perception is the ability to be self-aware of emotions and to express emotions and emotional needs accurately to others. It involves the perception of emotion, including being able to identify emotions in the facial and postural expressions of others. It reflects non-verbal perception and emotional expression to communicate via the face and voice.

- Emotional assimilation is the ability to distinguish among the different emotions one is feeling and to identify those that are influencing their thought processes by directing attention to important information. It is the ability to use emotions to aid thinking.

- Emotional understanding is the ability to understand complex emotions including being able to analyze emotions and awareness of the likely trends in emotion over time, as well as an appreciation of the outcomes from emotions.

- Emotion management is the ability to reflectively connect or detach from an emotion depending upon it being judged to be informative or utility and regulate emotions in both ourselves and in others. It includes an individual's personality with goals, self-knowledge and social awareness shaping the way in which emotions are managed.

Though the four branches of emotional intelligence are interconnected processes and abilities, Mayer, Salovey, and Caruso suggested that these branches follow a hierarchical structure and higher levels such as emotional management require a greater level of emotional intelligence than the lowest level, emotional perception.

The strength of the Mayer and Salovey model is in its ability to have moderate correlations with other intelligences like cognitive ability and purposeful mental processes rather than simple emotional response. Because of this distinction, the Ability model is very useful in businesses and schools as a means of developing management skills and human resource development. However, the model has been criticized due to its high focus on intellectual aspects of how emotion can be

used rather than an individual's ability to recognize and appreciate emotions as their own legitimate experience outside of cognitive function, and that the model is too predisposed to Machiavellian tenancies.

2.2.2   Goleman's Emotional Intelligence Performance Model

Daniel Goleman popularized the concept of emotional intelligence in 1995, when he wrote the landmark book 'Emotional Intelligence'. He defined emotional intelligence as "abilities of being able to motivate oneself and survive in the face of frustrations; to control impulse and delay gratification; to manage one's moods and keep distress from swamping the ability to think; to empathize and to hope" (Goleman, 1995). Based on this, Goleman then categorized emotional intelligence into four different capabilities that include: social skills, self – awareness, social awareness and self – management. Self-consciousness is the capacity to understand and recognize one's emotions by using instinctual feelings to direct choices. Self-management includes regulating one's thoughts and desires and helps people to respond to changing conditions. The capacity to feel, perceive and respond to the feelings of other people through understanding social networks is social consciousness, while relationship management is the opportunity to encourage and influence people during conflict resolution. Goleman argues that these four capabilities form the basis of a set of twelve sub-divisions (emotional competencies) of emotional intelligence. These emotional competencies are in-built capabilities that require conscious improvement and development by the individual. These sub-divisions 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.

Though the Goleman model is seen as exceptional when among executives and corporate offices that seek to use the theories of Emotional Intelligence to maximize their human resources. However, the model has been criticized on the grounds that it includes aspects of personality that are not inherently based in either emotion or intelligence, and therefore, is not appropriately measuring Emotional Intelligence.

The Goleman model of emotional intelligence is constructed below
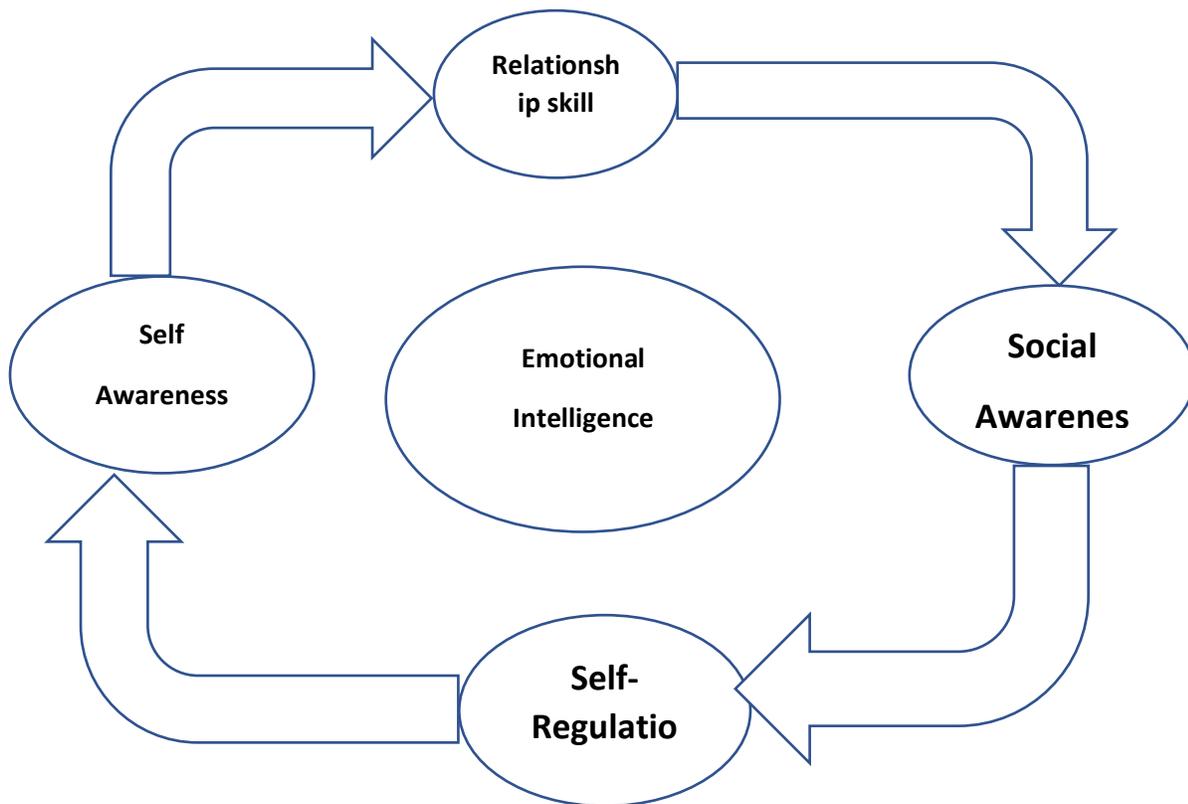
Source: Author, 2021

2.2.3 Bar-On's Emotional Intelligence Competencies Model

Israeli psychologist Reuven Bar-On (2005), sees emotional intelligence *as* a cross-section of interrelated emotional and social competencies, skills and facilitators that impact intelligent behavior (Lea and Howell, 2020). The definition encompasses a number of areas like emotional self-awareness, assertiveness, self-regard, self-actualization, independence, empathy,

interpersonal relationship, social responsibility, problem solving, reality testing, flexibility, stress tolerance, impulse control, happiness and optimism (Dhani and Sharma, 2016). Bar-On established a framework for quantifying and measuring Emotional and Social Intelligence (ESI) in a self-report measure known as Emotional Quotient Inventory (EQI). The aim of the framework is to classify and predict emotional and social intelligence markers and their impact on management skills.

According to Bar-On, Intelligence Quotient (IQ) tests in conjunction with fifteen sub-structures of emotional intelligence yield a representative EQ-i. Both these scales shape the inspiration behind each case of human behavior and the relationships. The fifteen sub-divisions of emotional intelligence according to Bar-On are: self-regard, self-actualization, emotional self-awareness, emotional expression, assertiveness, independence, interpersonal relationships, empathy, social responsibility, problem-solving, reality testing, impulse control, flexibility, stress tolerance and optimism. Essentially, the Bar-On model proposes that those with lower EQs are more likely to struggle with impulse control, stress tolerance, problem solving, and so on. Conclusively, the Bar-On model believes that cognitive intelligence and Emotional Intelligence contribute equally to an individual's overall intelligence, which does offer some indication of an individual's potential to succeed in life.

The importance and usefulness of Bar-On model has also been demonstrated by examining its ability to predict various aspects of human behavior and performance. However, the fact that ESI factors involved can be enhanced underscores the importance and usefulness of this model.

2.2.4 The Trait Model of Emotional Intelligence

The trait model was developed by psychologist Konstantin Vasily Petrides. The model gives a different view of Emotional Intelligence. While the ability model is strongly analytical and relies

on external outcomes, but the trait model focuses more on subjective self-perception. Basically, Trait emotional intelligence assesses the perception of an individual's emotional abilities. These emotional skills and their understanding influence the individual's conducts, cognitive and behavioral capacities. The Trait theory is built around the idea that if individuals recognize and utilize their personal attributes and emotions, they would be well prepared to understand and control the emotions of others. Because the model relies on personality traits, personality assessment test must be carried out before the Trait model is applied to test for emotional quotient (EQ).

Results from the Trait model are essentially of value in identifying and recognizing personality characteristics, an emotional response that may be ideal in certain situations. However, lack of objective measures in the Trait model makes it particularly difficult to prove or disprove.

2.3   Empirical Review

There have been several studies in the literature in the area of emotional intelligence and employee commitment and organizational performance in the developed, developing and emerging economies over the years.

Alonazi (2020) investigated the impact of emotional intelligence on job performance in the period of COVID-19 crises using cross sectional analysis. The author employed convenience sampling techniques to select 340 respondents who are nurses from three tertiary hospitals. Regression analysis was employed and the findings revealed that emotional intelligence has significant positive impact on job performance with a 1 percent increase in emotional intelligence leading to about 39 percent improvement in job performance. The study however, failed to analyze the level of prediction of emotional intelligence on the level of performance of the employees.

Poornima and Sijatha (2020) examined the impact of emotional intelligence on leadership effectiveness using Chittoor District. Survey method was used in the research design while non-experimental and quantitative analysis method was used. They concluded that emotional intelligence promotes effective leadership. The study however focused on the area of leadership while issues concerning the employee workplace performance was neglected.

Kim and Foroudi (2020) investigated the impact of Manager's emotional intelligence and cognitive ability on firm performance using experimental summary design. A total of 623 textile and garments firms were used, all situated in Vietnam. They concluded that firms wherein the manager has a higher cognitive ability on emotional intelligence perform better and increase their productivity. More so, the effects of emotional intelligence on firm performance are more significant when it comes to male than their female cotemporary in the managerial cadre.

Related to the study above is a study by Chong, Falahat, and Lee (2020). They investigated the relationship between the level of emotional intelligence and job performance of academicians in Malaysia. The study applied a quantitative method approach in collection of data in selected higher educational institutions. By analyzing data through a bootstrapping technique, the study confirmed the existence of a significantly positive relationship between emotional intelligence and job performance of academic workers in private higher educational institutions under study. The study further concludes that emotional intelligence is accountable for and could predict job performance. The study does not explain the relationship that exists between emotional intelligence and workers performance

Ramli and Novariani (2020) investigated the effect of Emotional Intelligence and Organizational Commitment to Job performance in private hospitals. The study applied a Structural Equation Model (SEM) to primary data collected via a simple survey of a sample of 251 respondents from

private hospitals in Indonesia. Final results confirm the existence of significant and positive relationship between emotional intelligence, organizational commitment and job performance.

Akintayo, Shadare, Onikoyi and Olaniyan (2020) assessed the impact of emotional intelligence on diversity management in Nigeria Breweries. The study employed a survey method to collect data from 100 staff in Nigeria Breweries, Oyo State. The collected data were analyzed using Pearson rho correlation and regression analysis. Findings from results indicate that there is joint, significant relationship between emotional intelligence on diversity management, and output in Nigeria Breweries.

Yaseen (2020) investigated how emotional intelligence and organizational politics affects employee turnover and performance in the banking sector of Malaysia. The study employed quantitative research method and made use of survey questionnaire in obtaining information from the respondents. His findings revealed that emotional intelligence improves employees' turnover intentions and performance in the banking sector. Also, emotional intelligence and organizational politics are effective variables that determine the turnover intention and performance of the staff in the banking sector. Also, both emotional intelligence and organizational justice stand as important factors that determine the turnover intention of the workers and their performance. The study however do not consider the level of commitment of the employee based on their emotion.

Wen (2019) assessed the influence of emotional intelligence on the performance of college law teachers using two provinces in eastern china. Survey research design was employed for the study while multiple regression analysis was used to analyze the data collected from the respondents. Findings revealed that female lawyers have more emotional intelligence than their male counterparts. Also, that emotional intelligence impacted positively on the performance of the college teachers and hence improves their productivity at workplace

Dhani and Sharma (2018) examined whether emotional intelligence and personality traits can stand as a predictor of job performance among IT employees in India. A total of 158 middle management workers in their IT sector were selected using simple random sampling techniques. Pearson moment correlation and regression analysis were used. Their findings revealed that both emotional intelligence and personality traits significantly affect the employees' job performance and hence stand as a predictor of job performance in the organization. Out of the different measure of emotional intelligence, the focus of the study was only on trait which may not really define the degree of performance of the employee in other aspects. The study also failed to explain the level of relationship between EI and the performance level of the employee in the workplace.

In the study by Suharto, Suyanto and Hendri (2019) on the direct effect of multicultural competencies, organizational fairness and organizational commitment implications on job performance in some selected agencies in Indonesia. A total of 350 respondents that were civil servants were randomly selected among the workers, two methods of analysis were employed: the Structural Equation Modeling (SEM) analysis and the Ordinary least square (OLS) technique in estimating data. Findings from the result showed that there exists a positive and significant relationship between organizational commitment and job performance while multicultural competence and organizational fairness bears no direct influence on job performance. The study however focused on job performance alone and failed to examine the implication on the commitment of workers as regards their emotions which would have led to a robust finding as the commitment of workers also matters in other for an organization to grow.

Another study by Radha and Shree (2017) investigated the relationship between emotional intelligence (EI), Employee performance (EP) and Organizational Commitment of employees. The study used a sampling method in collection of data from middle level employees in the Software

Industry in Hyderabad region of India while regression technique was employed in analyzing data. Analysis of the regression results show a positive relationship between emotional intelligence, employee performance and organizational commitment of employees. The study concludes that emotional intelligence is a major factor that affects performance of employees.

Munir and Azam (2017) re-examined the relationship between emotional intelligence and employee performance. The study carried out a longitudinal intervention-based pre-test, post-test experimental design where employees were trained to enhance their emotional intelligence which consequently enhanced employee performance. An Ordinary Least Squares (OLS) technique was employed in analyzing data. The results of paired sample T-Test showed a significant increase in emotional intelligence scores from pre-test stage to post-test with a medium effect size. Analysis of the regression output revealed a significant increase in employees' performance scores of the participants after their enhanced level of emotional intelligence. This implies that emotional intelligence (EI) significantly and positively contributes to employees' performance.

Al-Zefeiti and Mohamad (2017) investigated the influence of organizational commitment on work performance in the context of Omani governmental organizations. Quantitative survey method was applied to a sample of 335 middle-level managers of Omani public civil service organizations. Task performance was used to measure work performance. The study adopted a Confirmatory Factor Analysis (CFA), and a Structural Equation Modeling (SEM) analysis technique in analyzing data. Final results indicated that organizational commitment subscales is significantly and positively related to work performance dimensions. The study however failed to discuss the major factors that led to emotional intelligence at workplace.

Kaplan and Kaplan (2018) examined the impact of organizational commitment sub-dimensions (affective, normative, and continuance commitment) on employees' work performance. A total of

329 employees working in businesses operating in Konya Chamber of Commerce and Industry in Turkey were selected. The study employed an Ordinary Least Squares (OLS) technique in determining the efficacy level of sub-dimensions of organizational commitment on work performance. Analysis of the regression output shows a significant and positive impact by affective commitment on work performance, while normative and continuance commitment had no significant effect on work performance. The study however does not examine the relationship between emotional intelligence and the performance of the organization. More so, the focus was not on the commitment of the workers.

Igbinovia and Popoola (2016) investigated organizational culture and emotional intelligence as predictors of job performance among library personnel in Edo state, Nigeria. A total of 181 library personnel were selected using random sampling technique. The study utilized descriptive and inferential statistics (correlation and multiple regression) in analyzing data. Findings revealed that organizational culture and emotional intelligence jointly and significantly predict job performance of library personnel in the institutions under study. Furthermore, findings showed there is significant positive correlation between organizational culture and job performance. The research concludes that the linear combination of emotional intelligence and organizational culture predict job performance of library personnel in the academic libraries under study.

Oyewunmi, Oyewunmi and Oludayo (2015) explored the impact of leaders' emotional intelligence on employees' performance within Nigeria's public healthcare sector. Their study adopted the survey method and randomly sampled a total of 200 supervisors and subordinates within the sector. The Bar-On Emotional Quotient Inventory (Bar-On, 1997) was adapted to test leaders' emotional intelligence competencies. Data analysis using the T-test and Hierarchical Regression Analytical (HRA) tool revealed a significant correlation between the emotional intelligence of leaders and the

performance of employees. The study finds that the task of leadership, coupled with the multiple challenges within Nigeria's public healthcare sector, requires a reasonable measure of emotional intelligence in order to facilitate employees' performance.

Gunu and Oladepo (2014) examined the impact of emotional intelligence on employee's performance and organizational commitment using Dangote Flour Mills Workers. A total of 120 respondents were used. The authors made use of regression analysis to estimate the data collected from the respondents. They concluded that a significant relationship exists between emotional intelligence of the employees, organizational commitment and the performance of the workers. More so, that about 27.9 percent in the variation of employees' performance is accounted for by emotional intelligence. The study however does not explain reasons for emotional intelligence by the employees in the course of performing their duty at workplace.

2.4   Gaps in the Literature

Emanating from the review of relevant literature as regards to emotional intelligence in the literature, it is glaring that several studies have been carried out in the developed, emerging and developing economies. The issues of emotional intelligence as regards to workplace performance of the employee from different aspects of jobs have also been analyzed. However, most of these studies have failed to determine the level of prediction which emotional intelligence has on the performance of the employee, a gap which is more relevant so as to guide the top management and leaders on ways to ensure that their organization grow effectively. More so, most studies only focused on one aspect of the measures of emotional intelligence or the other but failed to see the effect of all other measures of emotional intelligence on the performance of the employee which this study intends to bridge the gap. As regards studies in Nigeria, only few works have been carried out with divers opinion which may have arisen as a result of different measures used in

capturing the issues of emotional intelligence in the literature. The inconclusive findings from these studies are enough pointers that there is need to carry out further studies so as to guide organizations on the path to thread in order to achieve their goals.

Nigeria is one of the country that employees are always from different ethnic groups and the manner of life in individual differs as regard their emotions, studies over the years have concentrated on the developed countries and only few studies have been carried out in Nigeria majorly on the service delivery sector. Hence, this study becomes necessary so as to determine the effect of emotional intelligence on employee commitment.

2.5   Conceptual Framework of the model

In the literature, there are four different components of emotional intelligence which are: Self-emotion appraisal, other emotion appraisal, use of emotion and regulation of emotions. These four components form the independent variables for the model. The dependent variables are organizational performance and employee commitment. The conceptual framework for the model is presented in figure 2.1

Independent Variables

```
┌─────────────────────┐
│   Self-emotion      │
│  appraisal (SEA)    │
└─────────────────────┘

┌─────────────────────┐
│   Others emotion    │                    **Dependent Variables**
│  appraisal (OEA)    │
└─────────────────────┘              ┌──────────────────────────┐
                                     │                          │
┌─────────────────────┐              │        Employee          │
│   Regulation of     │              │                          │
│   Emotion (ROE)     │              │       Commitment         │
└─────────────────────┘              │                          │
                                     └──────────────────────────┘
┌─────────────────────┐
│   Use of emotion    │
│      (UOE)          │
└─────────────────────┘
```
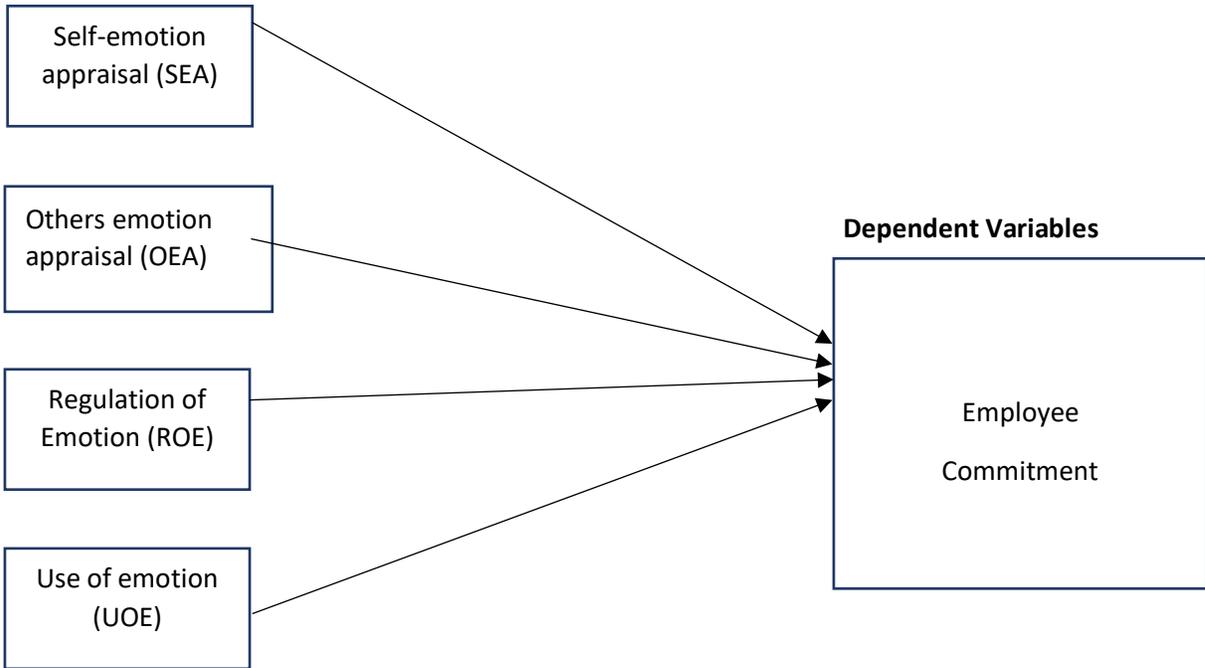
Source: Authors conceptual framework for the model

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology adopted for the purpose of achieving the set objectives of this research work. The chapter is divided into different subsections. The research sample design used is presented in the first subsection. The second subsection deals with the target population of the study. Subsection three focus on the sample size from the target population, followed by the data collection instrument. The research procedure, reliability of instruments, model specifications, as well as a method of data analysis used to analyze the model are also explained.

3.2 Research Design

The research design is a strategy for responding to the research questions and meeting the research goals. The choice of the research design is to be able to test the formulated hypotheses and draw conclusions across the population because the investigator thinks that there are objective truths in the research objectives. To do so, the investigator has to decide on the right tactics to use. It is a blueprint for how the researcher will conduct his or her research, as well as the structure, arrangement, or specification of the relationships between the study's variables and the investigation strategy used to obtain empirical data on those relationships.

The quantitative descriptive research design will be used in this study because it is correlational in nature and the aim is to determine the impact of emotional intelligence on employee commitment. This will include gathering quantitative data from a non-contrived setting, such as perception and agreement ratings. The descriptive study will aid the researcher in comprehending the characteristics of participants in emotional situations, thinking systematically concerning

aspects of employee commitment to work, providing more ideas for future studies and assisting in decision-making while causing minimal disruption to the system's normal operation during the distribution of questionnaires, surveys and provision of information for feedbacks.

3.3 Population of the Study

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate and from which they can make inferences based on the sample statistics'' Sekaran and Bougie (2013). In this study, the total employees of Dangote Sugar Company in Lagos State are the target population for this research. The staff of the company are necessary because they have the necessary information required to achieve the set objectives of this study. The population of Dangote Sugar Company was approximately 2,853 employees. A census survey is impossible for this population, so a sample of the total population will be carried out instead. Various types of personnel will be recruited for this study ranging from the organization's top management team, middle management team, junior management team to non-management team. There are no restrictions as to who can take part in the study, whether in age or gender.

3.4 Sampling Technique

Sampling methodology involves the identification of many options in which researchers are able to reduce the amount of data to be obtained by examining a sample rather than the community as a whole because of the limited resources available in time, money and the population size. In addition, sampling techniques include a variety of methods that enable the investigator to minimize the amount of data required to collect by taking into account data from only one sub-group rather than any potential case or component. Some research questions will require sample information to generalize all cases of the selection of a research sample. The complete set of cases in which a sample is taken is from the total population.

The Dangote Sugar Company comprises several divisions, which are all led by departmental heads and comprised people from the company and at the same time the sampling framework. They include human resources, account and finance, store, factories, transport, administrative and so on.

A more nuanced probability sampling will be carried out to determine the parameter in order to better understand the industry by its broad nature and it will be taken from the different sectors with the use of stratified random sampling to include the entire population of the company. Since not all the workers will be willing to give out information, the study will make use of convenience sampling techniques to get information from the respondents. Respondents that were selected are those that have used at least a year with the organization. However, participation is voluntary and on anonymity basis and it was made clear to the participants that data collected will be treated with utmost confidentiality. They reserve the right to participate or not.

3.5   Sampling Size

According to literature in research we aim to prevent or at the very least, eliminate sampling errors or biases by holding the sample size to an appropriate size after considering issues like population, sampling error, non-response bias and the degree toward which sub groups in the survey will be studied. It is the subgroup or group of people from which it is extremely important, therefore, that the researcher generalizes about the entire population and decides carefully on sample sizes.

The sample size for the study will be selected using the Toda Yamane formula specified as

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = Sample size to be derived

N = the Total Population

e = Level of error tolerated

$$n = \frac{2853}{1+2853(0.05)^2} = 350$$

Therefore, this study intends to make use of 350 respondents from the overall population. Although it is not always possible to be 100% accurate in surveys so that errors are often reported but the error levels in data recovery which are often known as the margins of errors have to be remedied. As a result, researchers typically work with a range of plus or minus 3-5 percent of the true population characteristics.

3.6   Data Collection Method

Primary source of data is employed as a means of collecting information for this dissertation. There are three major primary sources of data which include questionnaire, interviewing and experimentation. The questionnaire method is used for gathering of data for this study. The questionnaire is divided into five sections in other to achieve the set objectives. The first section which is section A contained the demographic characteristics of the respondents. In section B, there are questions on self-emotion appraisal, others emotional appraisal, regulation of emotions, use of emotions jointly, use of emotions independently, and employee commitment. Five Likert scales were used for which the respondents were to select from each of the options. The scales range from strongly disagreed, with a code of 1, 2 represents Disagreed, Prefer not to say is coded with 3, 4 represents Agreed while 5=Strongly Agreed. The validity of the instruments used is tested through the Cronbach alpha.

In the first item as regards self-emotional appraisal, 5 questions were asked in this regard and each response of the respondent ranges from strongly agreed (5), Agreed (4), Undecided (3), Disagreed (2) and Strongly Disagreed (1). The maximum score for this item is 25 while the minimum score is 5. In the second item as regards other emotional appraisal, 5 questions were asked in this regard

and each response of the respondents ranges from strongly agreed (5), Agreed (4), Undecided (3), Disagreed (2) and Strongly Disagreed (1). The maximum score for this item is 25 while the minimum score is 5. In the third item as regards regulation of emotion, 5 questions were asked in this regard and each response of the respondents ranges from strongly agreed (5), Agreed (4), Undecided (3), Disagreed (2) and Strongly Disagreed (1). The maximum score for this item is 25 while the minimum score is 5. In the fourth item as regards use of emotion, 5 questions were asked in this regard and each response of the respondents ranges from strongly agreed (5), Agreed (4), Undecided (3), Disagreed (2) and Strongly Disagreed (1). The maximum score for this item is 25 while the minimum score is 5. The last item as regards to employee commitment, 5 questions were asked in this regard and each response of the respondents ranges from strongly agreed (5), Agreed (4), Undecided (3), Disagreed (2) and Strongly Disagreed (1). The maximum score for this item is 25 while the minimum score is 5.

Drawing from the literature, several questions have been used. This study adopted some of the several questions used in the literature to measure the components of emotional intelligence and from these, the questions were raised for this study.

3.7 Reliability of Instrument

In order to determine the reliability of the instrument, a reliability test was carried out for all the items used. The Cronbach's alpha test was employed using Statistical Packages for Social Sciences (SPSS). The reliability coefficient was agreed to be over 0.70 percent for the item. This test is conducted for all the items in the questionnaire.

3.8 Model Specification

After the data is obtained from the respondents, the collected data will be coded to facilitate descriptive interpretations and prevent misunderstanding. Feedback from the respondents will be

entered into the analysis program and then the leaning of data is carried out such that the data is maintained for the analysis by deleting data input errors, blank responses, conflicting or improper data and transformations are carried out as appropriate. Tabulation will be used to obtain statistical measures of central tendency such as means and medians while also obtaining measures of dispersion such as range and standard deviation. The results of the study will be interpreted so that the researcher can understand what the conclusions from the data obtained meant. This will be accomplished using the statistical packages for social sciences (SPSS) for descriptive and inferential statistics, correlation analysis, regression as well as the Analysis of Variance (ANOVA). The outcome of the results will be displayed in tables and maps. The data gathered in order to analyze the impact of emotional intelligence on employee performance was used to calculate the connection between the four emotional intelligence measurements (Self-emotion appraisal. Other emotion appraisal, Regulation of emotion and Use of emotion) and employee performance, using multiple regression analysis. The functional form of the model is as specified below.

EMC = F (SEA, OEA, ROE, UOE   3.1

Where:

EMC = Employee Commitment

SEA = Self-Emotion Appraisal

OEA = Others Emotion Appraisal

ROE = Regulation of Emotion

UOE = Use of Emotion

In mathematical form, the model is expressed as

$$EMC = \beta_0 + \beta_1 SEA + \beta_2 OEA + \beta_3 ROE + \beta_4 UOE + \varepsilon_t. \hspace{2cm} 3.2$$

On a priori, the study expects $\beta_1 > 0, \ \beta_2 > 0 \ or \ < 0, \ \beta_3 > 0 \ and \ \beta_4 > 0$

3.9 Ethical Consideration

In examining the effect of emotional intelligence on employee commitment, the consent of all the respondents were sought. The respondent was informed that information provided by them will be treated with strict confidentiality. Respondents who gave in their consent and completed the questionnaire are those that are used for the analysis. The researcher ensures that failure to deal with ethical problems was avoided. The commitments and agreements were made using the knowledge and test instruments. The professional competence has been delivered as much as possible to follow the practice and rules for managing privacy and confidentiality. Data Protection Act has been followed while conducting the research. The data manipulation or interpretation of respondents was rigorously monitored in order to ensure an honest result of the study. The respondents' information or processes and contact during the study are not communicated to others.

3.10   Summary of Chapter

Chapter three focused on the preferred methodology that will be used in the course of this dissertation. The study preferred the descriptive research design under the quantitative approach in relation to the effect of emotional intelligence on employee performance. Four independent variables (Self-emotion appraisal. Other emotion appraisal, Regulation of emotion and Use of emotion) were used as the measure of emotional intelligence as supported by literature while the dependent variable is the employee performance which the independent variables affect. The target population included 350 employees of Dangote Sugar Company in Lagos State, Nigeria. Stratified random sampling will be used to divide the population into strata. Data collected from respondents will be analyzed using the statistical package of social sciences (SPSS) for both the descriptive and regression analysis and the relationships that will exist between the dependent and

independent variables. The demographic characteristics of the respondents will be analyzed with the use of frequencies and percentages. Inferential statistics such as correlation and regression analysis will be used to establish the relationship between emotional intelligence measures and employee commitment.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS OF RESULT

4.1   Introduction

The focus of this chapter is on the presentation of data and interpretation of the results received from the field survey. Outcome of the result is used to come up with the conclusion of the study and draw up necessary recommendations for the study. The chapter is arranged into different sections that contained the data presentation, test of hypotheses and discussion of findings.

4.2   Data presentation

4.2.1   Response Rate

A total of 360well-structured questionnaires were administered to the employee of Dangote Sugar Company from different departments in Lagos State. Out of the 360 questionnaires distributed, 350 were completed and returned while 10 were not submitted back to the researcher. The total percentage of response was 97.2 percent while only 2.8% of the questionnaire was not returned. This value shows a high percentage of participation. Hence, the analysis of data for this result was based on the 350 respondents. The response rate is presented in table 1 below:

Table 1:Response rate of questionnaire distributed

Questionnaire	Frequency	Percentage
Completed	350	97.2
Non completed	10	2.8
Total	**360**	**100**

Source: Computed by Author' 2021

4.2: Bio-data of Respondents

4.2: Gender of Respondents

Table 2   **Gender**

	Frequency	Percent
Male	237	67.7
Female	113	32.3
Total	350	100

Source: Field survey, 2021

The descriptive analysis of the respondent in terms of gender is presented in Table 2 and Figure 1 below. From the findings, the male comprised 67.7% of the respondents as opposed to the 32.3% which was the percentage for the female respondents. As a result of the analysis, the results concluded that the significant portion of the respondents that participated in the research study were male.
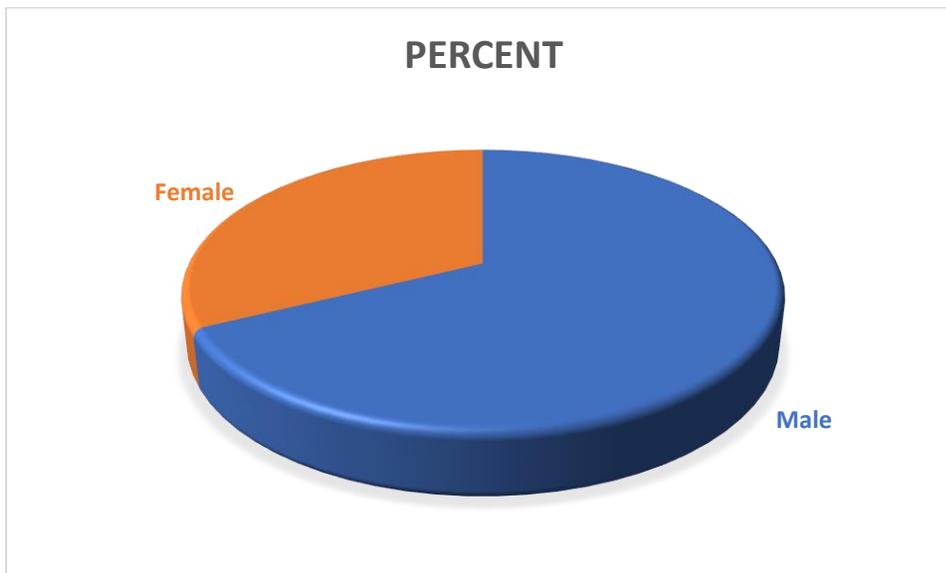
Figure 4.1: Pie chart showing the dimension of the percentage of gender of the respondent
Source: Field Survey, 2021

Table 4.3: Percentage of respondents by age.

Age Group of Respondents	Frequency	Percent
30 years	33	9.4
31-40	111	31.7
41-50	170	48.6
51 and above	36	10.3
Total	350	100

Source: Field survey, 2021

In Table 4.3 and Figure 4.2, the findings from the field survey indicated that 33 of the respondents representing 9.4% fall within 30 years while 111 of the respondents, equivalent to 31.7% of the respondents that participated fall between 31 to 40 years. 170 (48.6%) of the respondents are between 41 to 50 years while 36 of the respondents representing a percentage of 10.3% are above 51 years of age. Drawing from the field survey, majority of the respondents that participated were 41-50 years of age. The percentage of the respondents is presented in the pie chart below
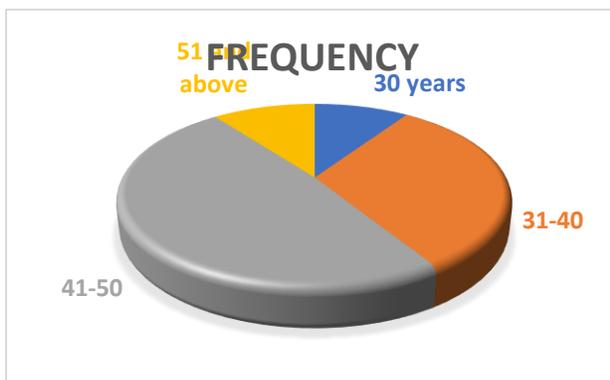
Figure 4.2: Pie chart showing the percentage of respondents by age
Source: Field Survey, 2021

Table 4.4: Work Experience

	Frequency	Percent
less than 5 years	81	23.1
5-10years	158	45.1
11-15years	78	22.3
Above 15 years	33	9.4
Total	350	100

Source: Field survey, 2021

In Table 4.4, the response of the respondent as regard the numbers of years they have spent in the company. Findings revealed that 81 of the respondents making 23.1% of the total respondents have been working in the company for less than 5 years. 158 of the respondents which is equivalent to 45.1% of the total respondents have work in the company between 5-10 years whereas, 78 of the respondents which is equivalent to 22.3% of the total respondents have worked in the company between 11-15 years. 33(9.4%) of the employees have spent 15 years and above. This shows that majority of the employee that completed the questionnaire have worked for over 10 years with the company. The percentage distribution of the respondents as regard their years of work experience is presented in Figure 4.3
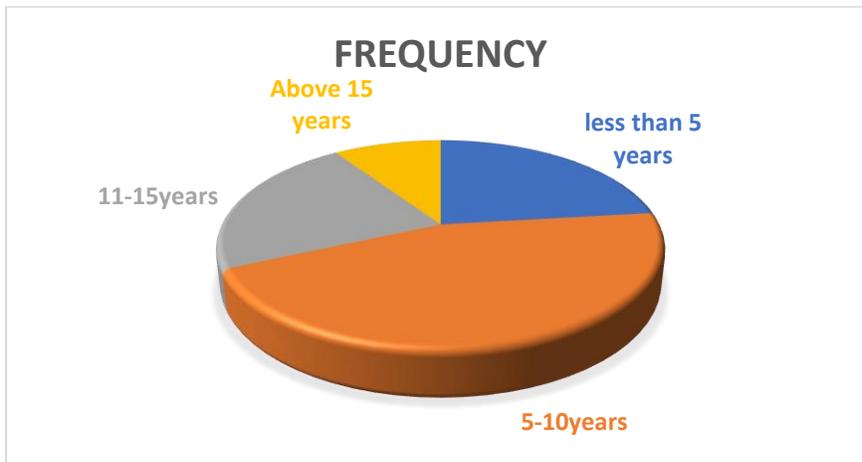
Table 4.5: Grade Level

	Frequency	Percent
1 to 3	58	16.6
4 to 6	210	60

7 to 10	61	17.4
11 and above	21	6
Total	350	100

Source: Field survey, 2021

Table 4.5 presented the grade level of the respondents that completed the questionnaire in the organization. Based on the field survey, 58 of the respondents making 16.6% of the total respondents fall in the 1 to 3 grade level in the organization. 210 of the respondents, equivalent to 60% are in 4 to 6grade level. Whereas, 61 of the respondents making 17.4% of the total respondents fall in the 7 to 10 grade level in the organization and lastly 21 of the respondents, equivalent to 6% are in 11 and above Grade level. Most employee that completed the questionnaire are of grade level of 4 and above. The percentage of the respondents based on their cadre is presented in figure 4.4 below.
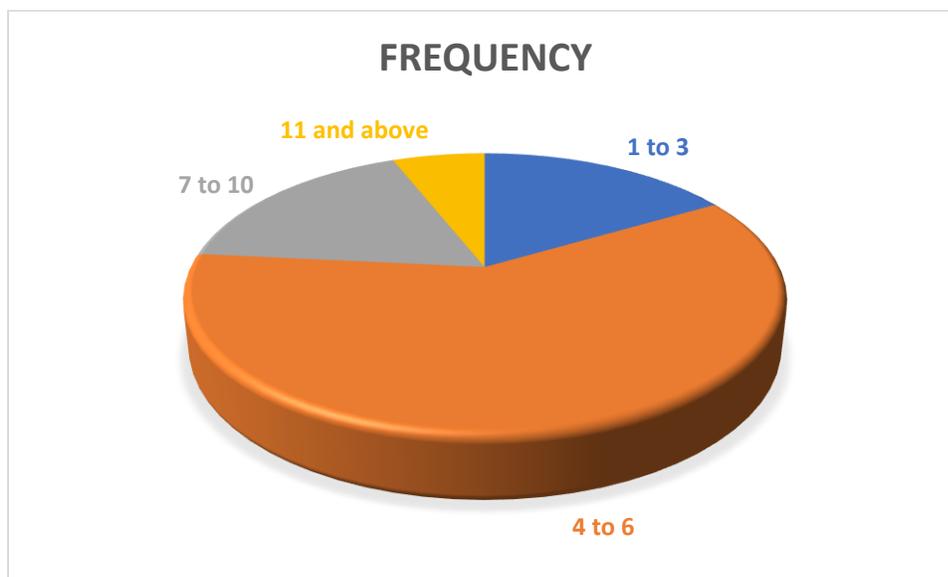
Figure 4.4. Distribution of Respondent based on Grade Level

Table 4.6: Cadre

	Frequency	Percent
Senior staff	123	35.1
Junior staff	167	47.7
Others	60	17.1

			350	100
Total			350	100

As regard the cadre of the respondent, Table 4.6 shows that out of the 350 respondent. 123(35.1%) falls in the senior staff category. 167(47.8%) falls in the junior staff category while 60(17.1%) prefer not to put in their category. The findings revealed that majority of the respondent are of the junior staff category. The distribution of the category is presented on the pie chart below

Frequency

- Others 17%
- Senior staff 35%
- Junior staff 48%
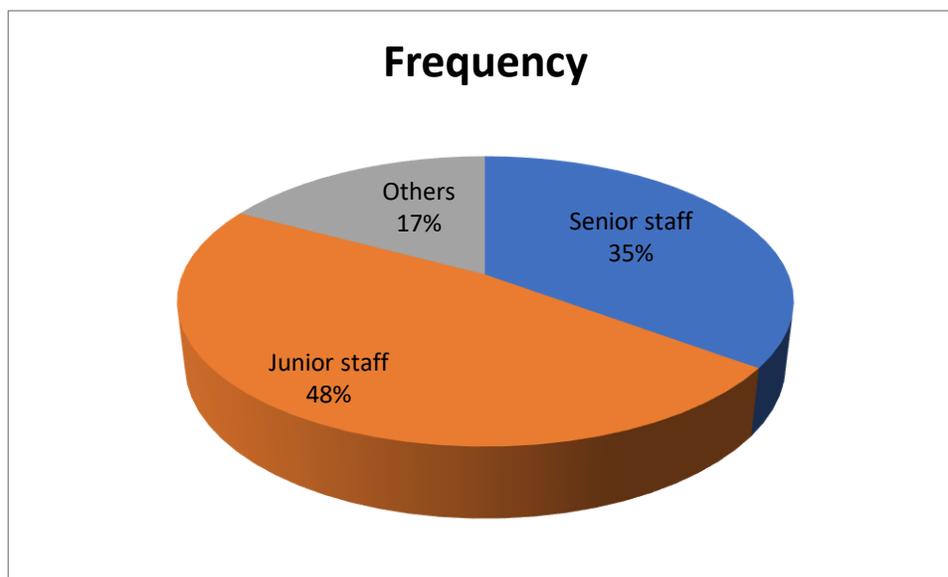
Figure 4.5. Distribution of Respondent based on cadre

Table 4.7 Department of Respondent

Department	Frequency	Percent
Store	50	14.3
Administrative	64	18.3
Accounting	27	7.7
Production	83	23.7
Transport	52	14.9
Marketing	38	10.9
Human Resources	36	10.3
Total	350	100

The distribution of the respondents based on the department is presented in Table 4.7 above. From the field survey carried out,50 (14.3%) of the respondents are in Store department. 64(18.3%) of the respondents are in the Administrative department. In the Accounting department, a total of 27 respondents representing 7.7% of the total population fall in this group. 83respondents with an equivalent of 23.7% are in the Production department. In the transport and works department, there are52(14.9%) respondents. A total of 38 (10.9%) respondents are in the Marketing department while 36(10.3%) are in the Human resources department. From the outcome of the survey, majority of the respondents are in the production department. The percentage distribution of the respondents based on their department is depicted in figure 4.6 below
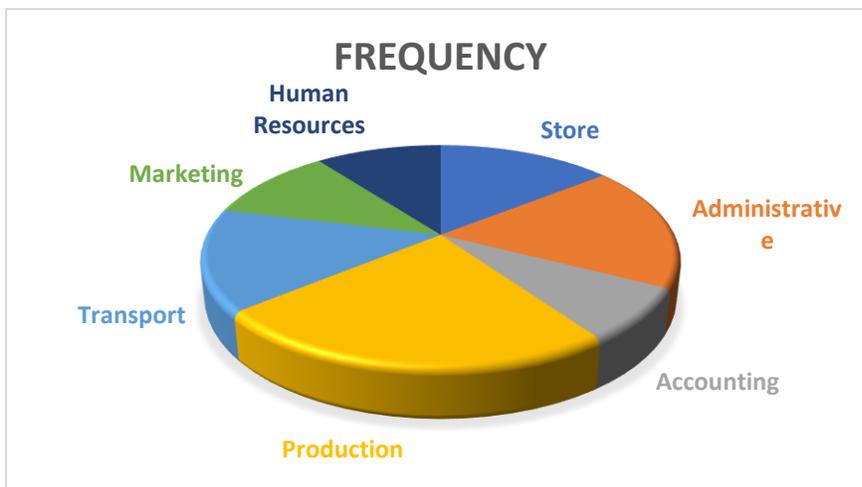
Figure 4.6 Distribution of Respondent based on Department

Table: 4.8: I always know which emotions I am feeling and why

	Frequency	Percent
Strongly Agree	174	49.7
Agree	91	26
Undecided	34	9.7
Disagree	29	8.3
Strongly Disagree	22	6.3
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they know about the emotions they are feeling and why in the organization. Based on the field survey, as reported in Table 4.8, out of the 350 respondents, 6.3% strongly disagreed, 8.3% of the respondents disagreed. 9.7% of the respondents prefer not to say their mind as regards the question asked. 26% agreed while 49.7% strongly agreed. From the outcome, the study concluded that majority of the workers always know which emotions they are feeling and why in the organization. The percentage distribution of the respondents based on their knowledge of their emotional feelings at workplace is presented in figure 4.7
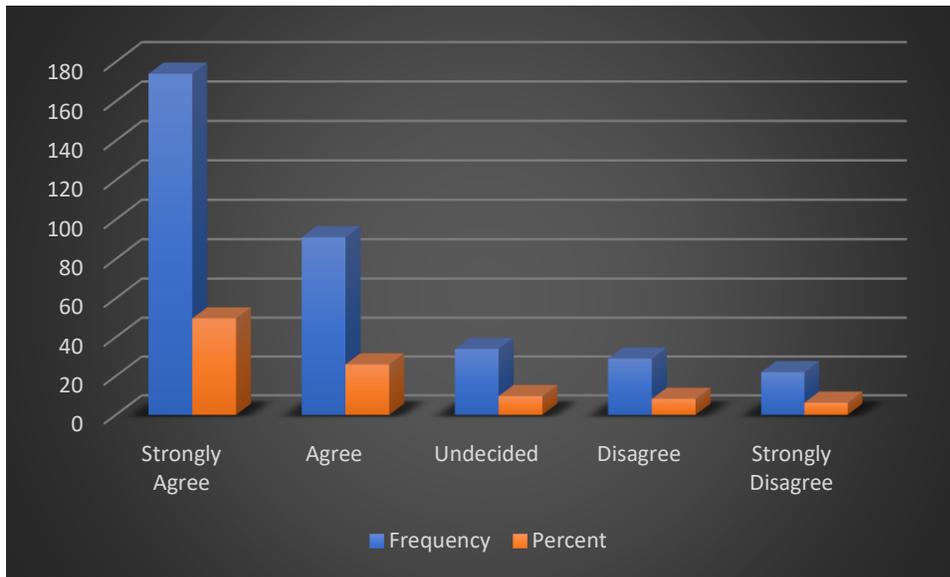
Figure 4.7: Response of Respondents on their emotional feelings

Table 4.9: I realize the links between my feelings and what I think, do, and say

	Frequency	Percent
Strongly Agree	185	52.9
Agree	100	28.6
Undecided	13	3.7
Disagree	22	6.3
Strongly Disagree	30	8.6
Total	350	100

Source: Field survey, 2021

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The respondents were asked whether they 'realize the links between their feelings and what they think, do, and say' in the organization. Based on the field survey, as reported in Table 4.9, out of the 350 respondents, 8.6% strongly disagreed, 6.3% of the respondents disagreed. 3.7% of the respondents prefer not to say their mind as regards the question. 28.6% agreed while 52.9% strongly agreed. From the outcome, the study concluded that majority of the workers realize the links between their feelings and what they think, do, and say in the organization. The percentage distribution of the respondents as regard their feelings and what they do at workplace is presented in the bar chart of figure 4.8
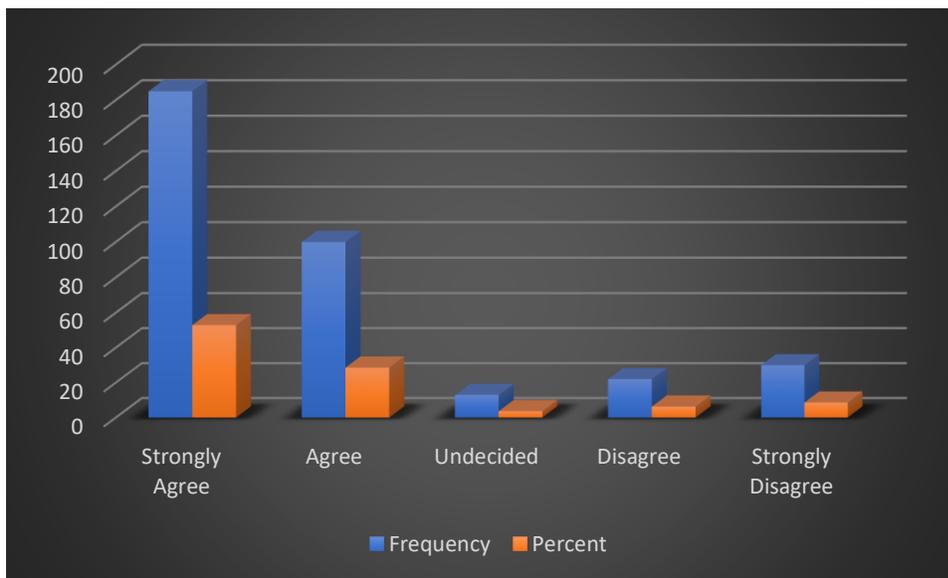
Figure 4.8: Bar chart showing views of employees' feelings at workplace and what they do

Table 4.10: I am aware of my strengths and weaknesses

	Frequency	Percent
Strongly Agree	201	57.4
Agree	110	31.4
Undecided	16	4.6
Disagree	13	3.7
Strongly Disagree	10	2.9
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they are 'aware of their strengths and weaknesses at their workplace. Based on the field survey, as reported in Table 4.10, out of the 350 respondents, 2.9% strongly disagreed, 3.7% of the respondents disagreed. 4.6% of the respondents prefer not to say their minds. 31.4% agreed while 57.4% strongly agreed. From the outcome, the study concluded that majority of the workers are aware of their strengths and weaknesses in the organization. The percentage distribution of the respondents based on their knowledge of strength and weaknesses at workplace is presented in Figure 4.9
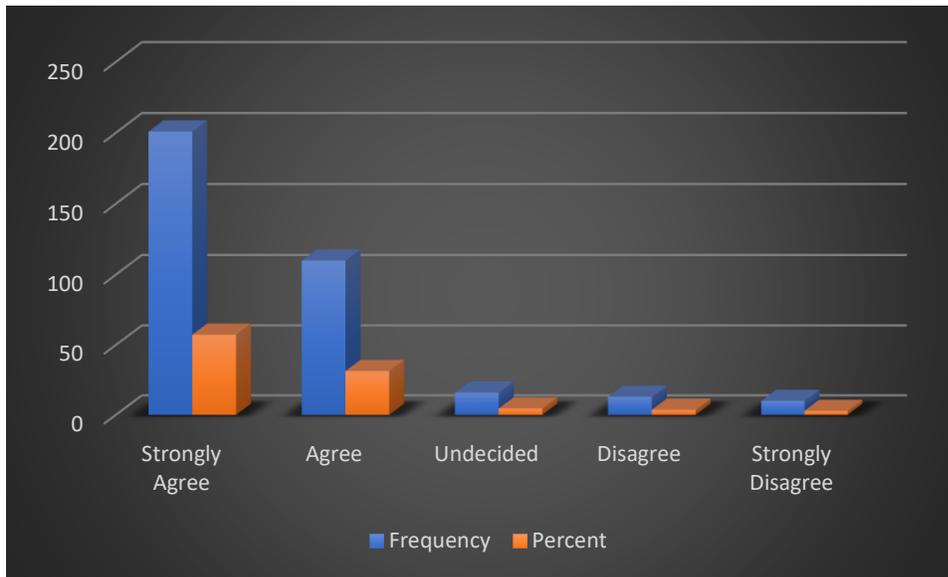
Figure 4.9: Bar chart showing the distribution of respondents based on strength and weaknesses at workplace

Table 4.:11: I present myself with self-assurance and confidence

	Frequency	Percent
Strongly Agree	174	49.7
Agree	91	26
Undecided	34	9.7
Disagree	29	8.3
Strongly Disagree	22	6.3
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they 'present themselves with self-assurance and confidence' in the organization. Based on the field survey, as reported in Table 4.11, out of the 350 respondents, 6.3% strongly disagreed, 8.3% of the respondents disagreed. 9.7% of the respondents prefer not to say their minds. 26.0% agreed while 49.7% strongly agreed. From the outcome, the study concluded that majority of the workers present themselves with self-assurance and confidence in the organization. The percentage distribution of the response of the respondents as regard presenting themselves with assurance and confidence at workplace is presented in Figure 4.10
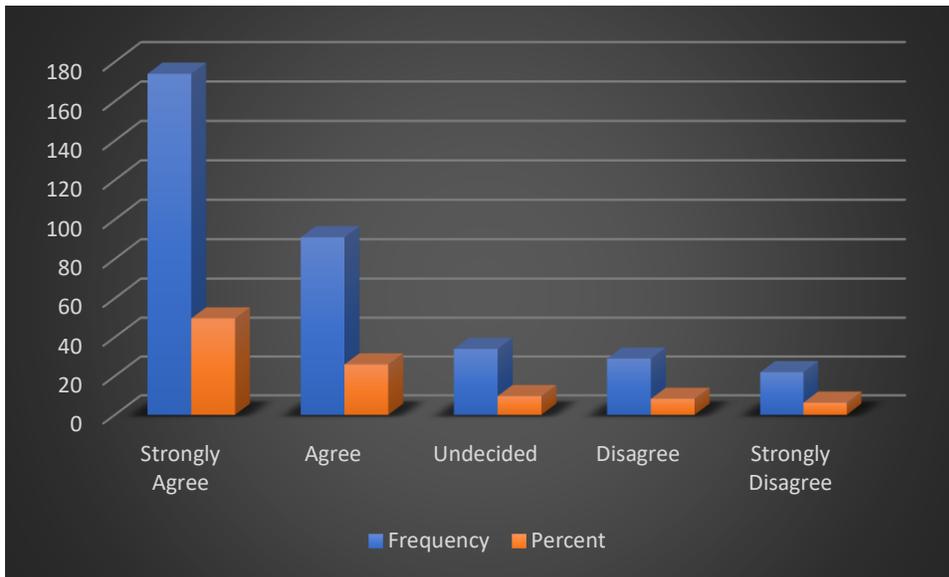
Figure 4.10: Bar chart showing the distribution of level and confidence of employee at workplace

Table 4.12: I Have a guiding awareness of my values and goals

	Frequency	Percent
Strongly Agree	185	52.9
Agree	100	28.6
Undecided	13	3.7
Disagree	22	6.3
Strongly Disagree	30	8.6
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they have a guiding awareness of their values and goals in the organization. Based on the field survey, as reported in Table 4.12, out of the 350 respondents,

8.6% strongly disagreed, 6.3% of the respondents disagreed. 3.7% of the respondents prefer not to say their minds. 28.6% agreed while 52.9% strongly agreed. From the outcome, the study concluded that majority of the workers have a guiding awareness of their values and goals in the organization. The distribution of the respondent based on their guiding awareness of their values and goals in the organization is presented in figure 4.11
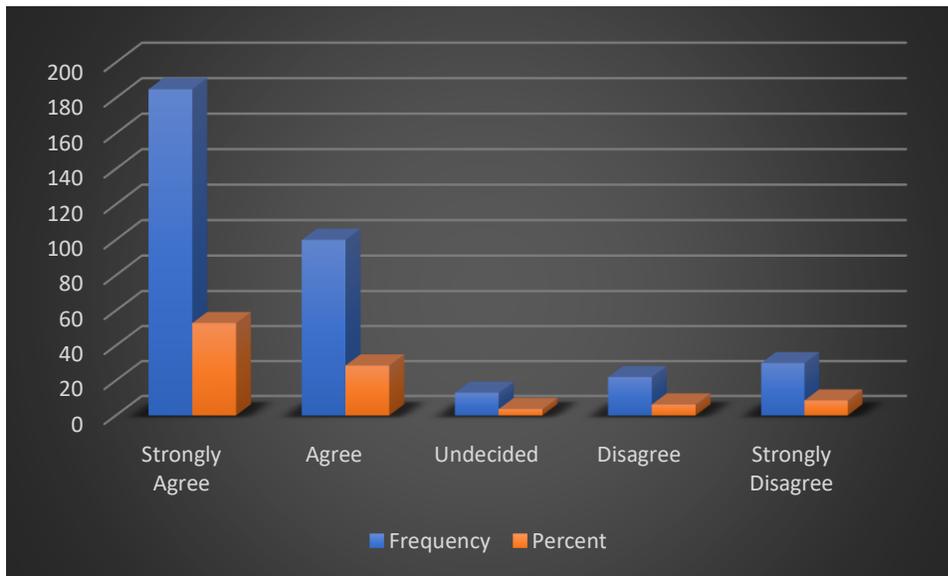
Figure 4.11: Bar chart showing the distribution of the respondent on their guiding awareness of their values and goals in the organization

Table 4.13: When someone is feeling excited, I tend to get excited too

	Frequency	Percent
Strongly Agree	201	57.4
Agree	110	31.4
Undecided	16	4.6
Disagree	13	3.7
Strongly Disagree	10	2.9
Total	350	100

Source: Field survey, 2021

The respondents were asked whether as someone is feeling excited; they tend to get excited too in the organization. Based on the field survey, as reported in Table 4.13, out of the 350 respondents, 2.9% strongly disagreed, 3.7% of the respondents disagreed. 4.6% of the respondents prefer not to

say their minds. 31.4% agreed while 57.4% strongly agreed. From the outcome, the study concluded that for majority of the workers, as someone is feeling excited, they tend to get excited too in the organization. The percentage distribution of the respondent as regard to their feelings at others excitement is presented figure 4.12.
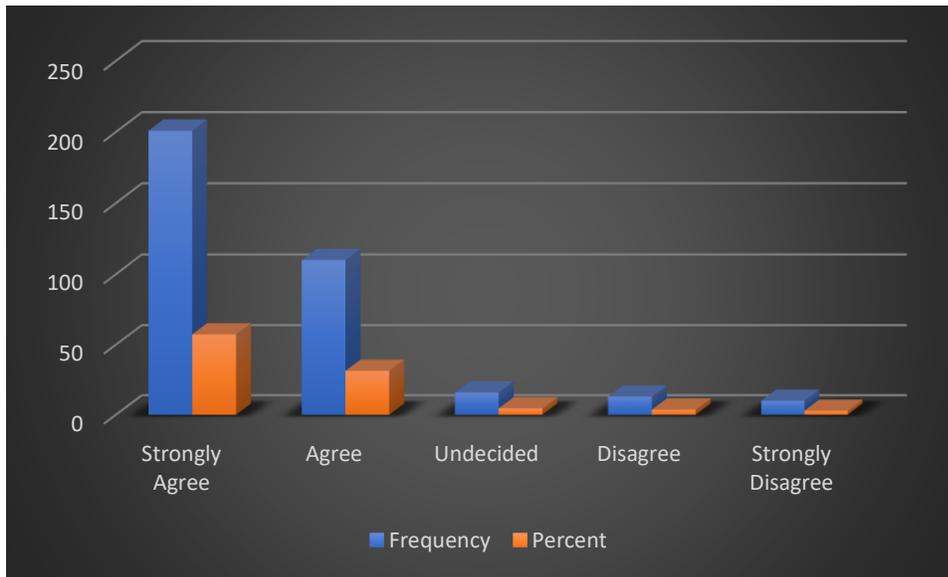
Figure 4.12: Bar chart showing the response of respondent as to whether other employee's excitement also make them happy

Table 4.14: Other people's misfortunes do not disturb me a great deal

	Frequency	Percent
Strongly Agree	3	0.9
Agree	5	1,4
Undecided	24	6.9
Disagree	88	25.1
Strongly Disagree	230	65.7
Total	350	100

Source: Field survey, 2021

The respondents were asked whether 'other people's misfortunes do not disturb them a great deal' in the organization. Based on the field survey, as reported in Table 4.14, out of the 350 respondents, 0.9% strongly agreed, 1.4% of the respondents agreed. 6.9% of the respondents prefer not to say their minds. 25.1% disagreed while 65.7% strongly disagreed. From the outcome, the study concluded that for majority of the workers, other people's misfortune affects them at workplace. The percentage distribution is presented in figure 4.13
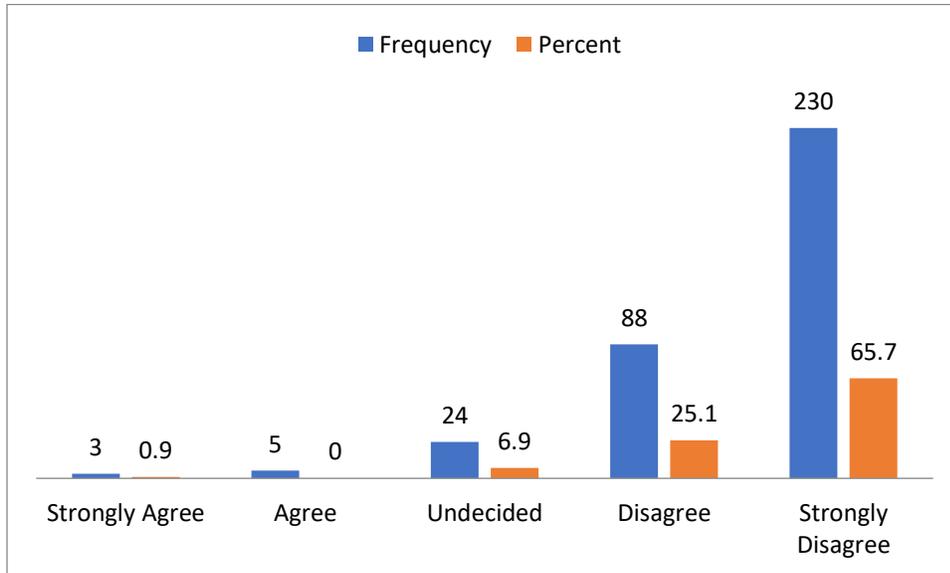
Figure 4.13: Bar chart showing the response of the respondent on others people misfortune do not affects them

Table 4.15: I can tell when others are sad even if they do not say anything

	Frequency	Percent
Strongly Agree	219	62.6
Agree	86	24.6
Undecided	22	6.3
Disagree	10	2.9
Strongly Disagree	13	3.7
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they can tell when others are sad even if they do not say anything in the organization. Based on the field survey, as reported in Table 4.154, out of the 350

respondents, 3.7% strongly disagreed, 2.9% of the respondents disagreed. 6.3% of the respondents prefer not to say their minds. 24.6% agreed while 62.6% strongly agreed. From the outcome, the study concluded that majority of the workers can tell when others are sad even if they do not say anything in the organization. The percentage distribution of the respondents based on their acceptance to read other employees mind is presented in Figure 4.14.
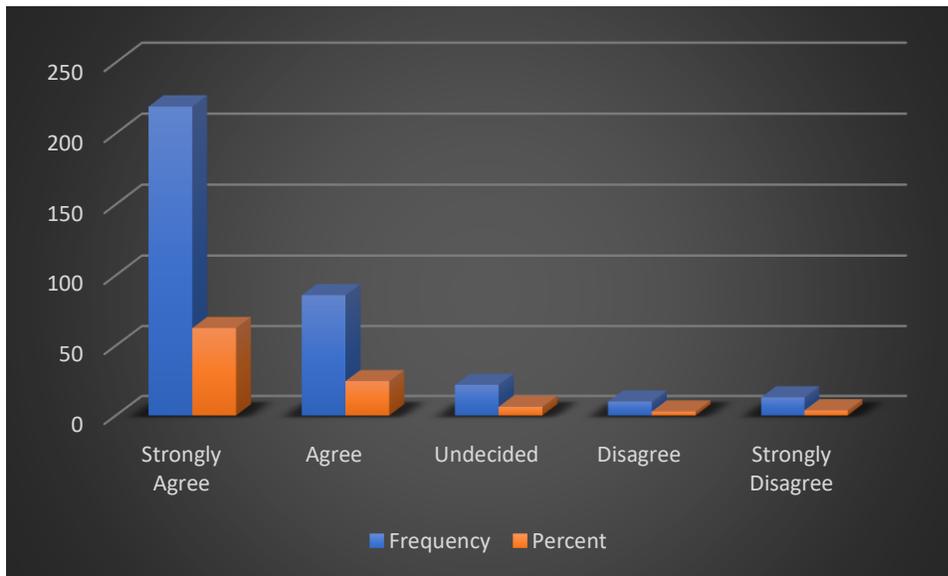
Figure 4.14. Bar chart showing the distribution of respondents on their view to read other people's mind

Table 4.16: I have a strong urge to help when I see someone upset

	Frequency	Percent
Strongly Agree	198	56.6
Agree	102	29.1
Undecided	16	4.6
Disagree	13	3.7
Strongly Disagree	21	6.0
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they have a strong urge to help when they see someone upset in the organization. Based on the field survey, as reported in Table 4.16 out of the 350 respondents, 6.0% strongly disagreed, 3.7% of the respondents disagreed. 4.6% of the respondents prefer not to

say their minds. 29.1% agreed while 56.6% strongly agreed. From the outcome, the study concluded that majority of the workers have a strong urge to help when they see someone upset in the organization. The percentage distribution of the respondents on whether they assist in terms of help is presented in figure 4.15
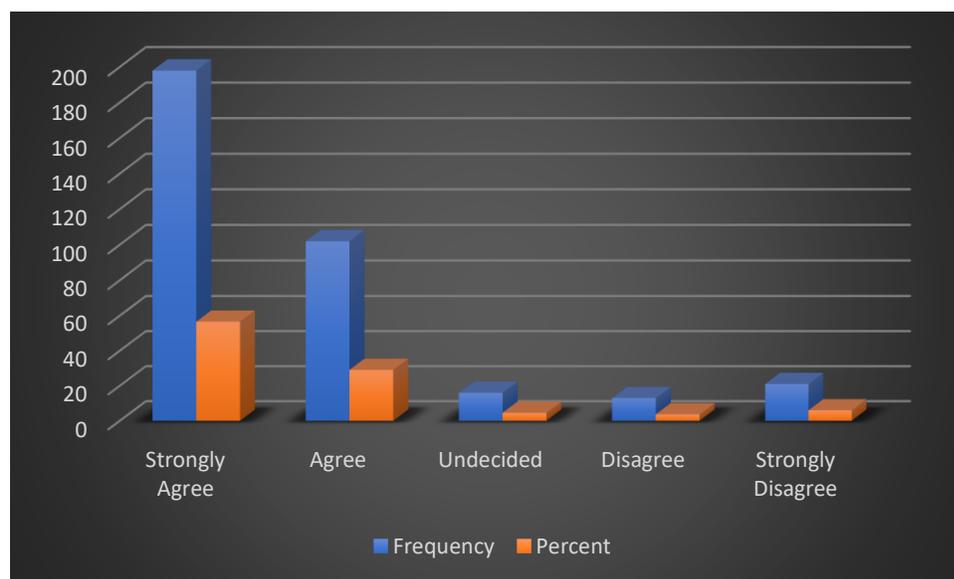
Figure 4.15. I have a strong urge to help when I see someone upset

Table 4.17: When I see someone being treated unfairly, I do feel much pity for them

	Frequency	Percent
Strongly Agree	213	60.9
Agree	82	23.4
Undecided	20	5.7
Disagree	12	3.4
Strongly Disagree	23	6.6
Total	350	100

Source: Field survey, 2021

The respondents were asked whether when they see someone being treated unfairly, they do feel much pity for them in the organization. Based on the field survey, as reported in Table 4.17, out of the 350 respondents, 6.6% strongly disagreed, 3.4% of the respondents disagreed. 5.7% of the respondents prefer not to say their minds. 23.4% agreed while 60.9% strongly agreed. From the outcome, the study concluded that as majority of the workers see someone being treated unfairly, they do not feel much pity for them in the organization. The percentage distribution of the respondents based on whether they feel pity when others are treated unfairly is shown in figure 4.16.
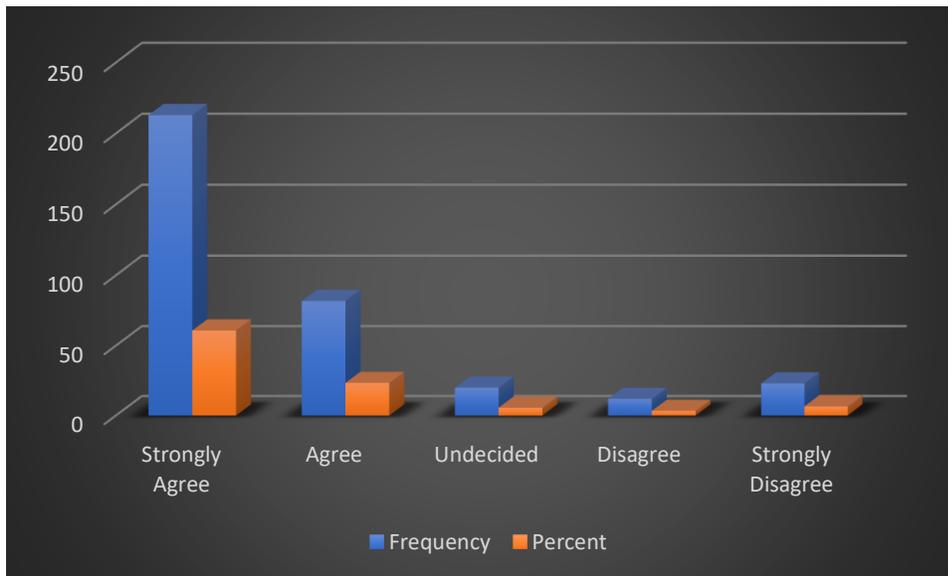
Figure 4.16: When I see someone being treated unfairly, I do feel much pity for them

Table 4.18: I manage my impulsive feelings and distressing emotions well

	Frequency	Percent
Strongly Agree	205	58.6
Agree	101	28.9
Undecided	10	2.9
Disagree	11	3.1
Strongly Disagree	23	6.6
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they manage their impulsive feelings and distressing emotions well in the organization. Based on the field survey, as reported in Table 4.18, out of the 350 respondents, 6.6% strongly disagreed, 3.1% of the respondents disagreed. 2.9% of the respondents prefer not to say their minds. 28.9% agreed while 58.6% strongly agreed. From the outcome, the study concluded that majority of the workers manage their impulsive feelings and distressing emotions well in the organization. The percentage distribution of the respondent based on their acceptance on managing their impulsive feelings and distressing emotions well.
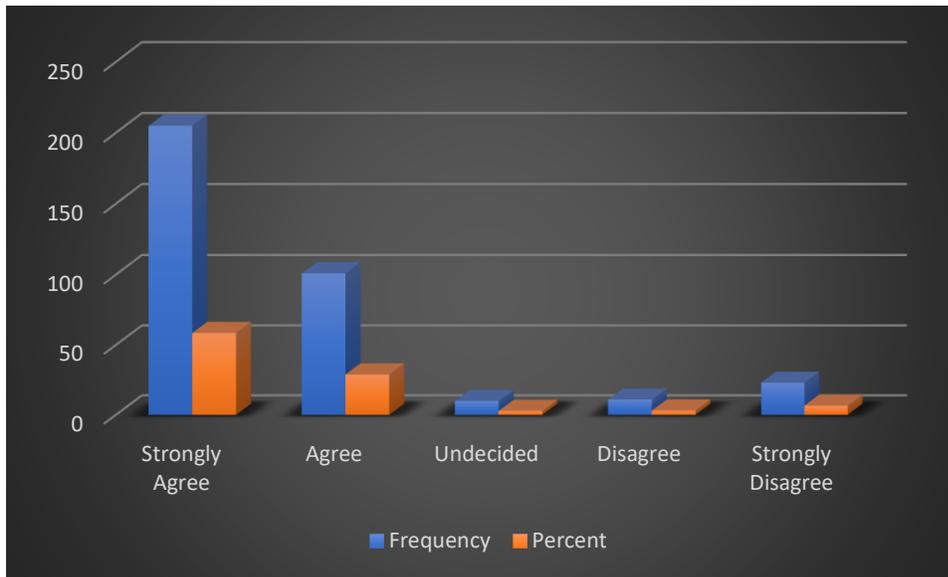
Figure 4.17: I manage my impulsive feelings and distressing emotions well

Table 4.19: I stay composed, positive, and unflappable even in difficult and stressful situations

	Frequency	Percent
Strongly Agree	174	49.7
Agree	92	26.3
Undecided	10	2.9
Disagree	18	5.1
Strongly Disagree	56	16.0
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they stay composed, positive, and unflappable even in difficult and stressful situations in the organization. Based on the field survey, as reported in Table 4.19, out of the 350 respondents, 16% strongly disagreed, 5.1% of the respondents disagreed. 2.9% of the respondents prefer not to say their minds. 26.3% agreed while 49.7% strongly agreed. From the outcome, the study concluded that majority of the workers stay composed, positive, and unflappable even in difficult and stressful situations in the organization. The percentage distribution of the view of the respondents on whether they stay composed, positive, and unflappable even in difficult and stressful situations in the organization.
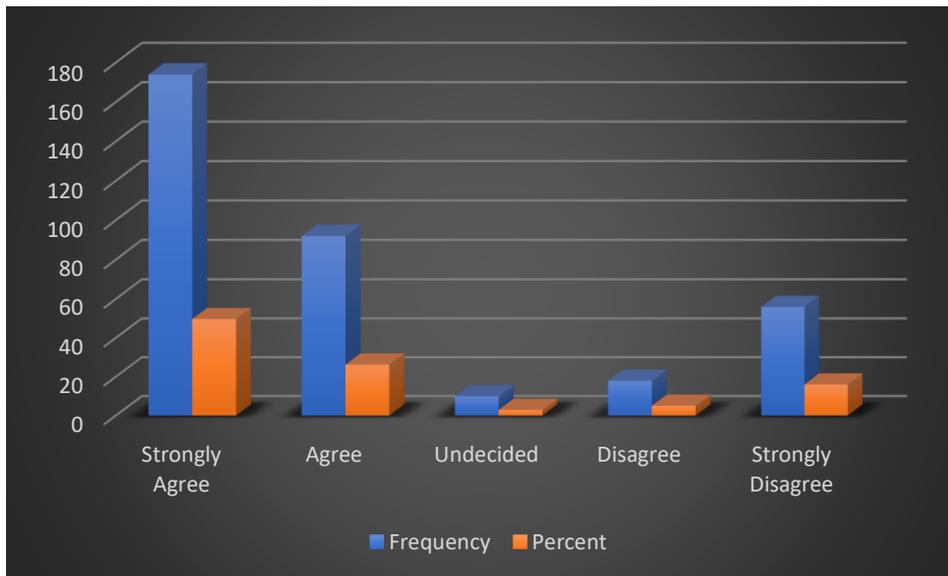
Figure 4.18: I stay composed, positive, and unflappable even in difficult and stressful situations

Table 4.20: I think clearly and stay focused under pressure

	Frequency	Percent
Strongly Agree	155	44.3
Agree	100	28.6
Undecided	13	3.7
Disagree	14	4.0
Strongly Disagree	68	19.4

Total		350	100

The respondents were asked whether they think clearly and stay focused under pressure in the organization. Based on the field survey, as reported in Table 4.20, out of the 350 respondents, 19.4% strongly disagreed, 4.0% of the respondents disagreed. 3.7% of the respondents prefer not to say their minds. 28.6% agreed while 44.3% strongly agreed. From the outcome, the study concluded that majority of the workers think clearly and stay focused under pressure in the organization. The view of the respondents is presented in the Bar chart below in Figure 4.19
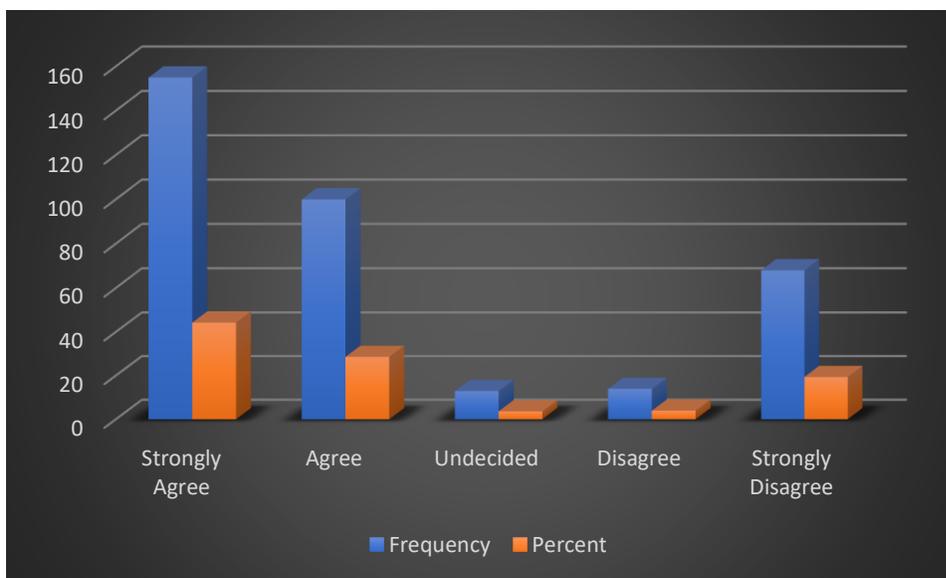
Figure 4.19: I think clearly and stay focused under pressure

Table 4.21: When I am feeling negative emotions, I make sure not to express them

	Frequency	Percent
Strongly Agree	207	59.1
Agree	100	28.6
Undecided	14	4.0
Disagree	15	4.3
Strongly Disagree	14	4.0
Total	350	100

The respondents were asked whether when they are feeling negative emotions, they make sure not to express them in the organization. Based on the field survey, as reported in Table 4.21, out of the 350 respondents, 4.0% strongly disagreed, 4.3% of the respondents disagreed. 4.0% of the respondents prefer not to say their minds. 28.6% agreed while 59.1% strongly agreed. From the outcome, the study concluded that for majority of the workers, when they are feeling negative emotions, they make sure not to express them in the organization. The view of the respondent is presented in the Bar chart of figure 4.20
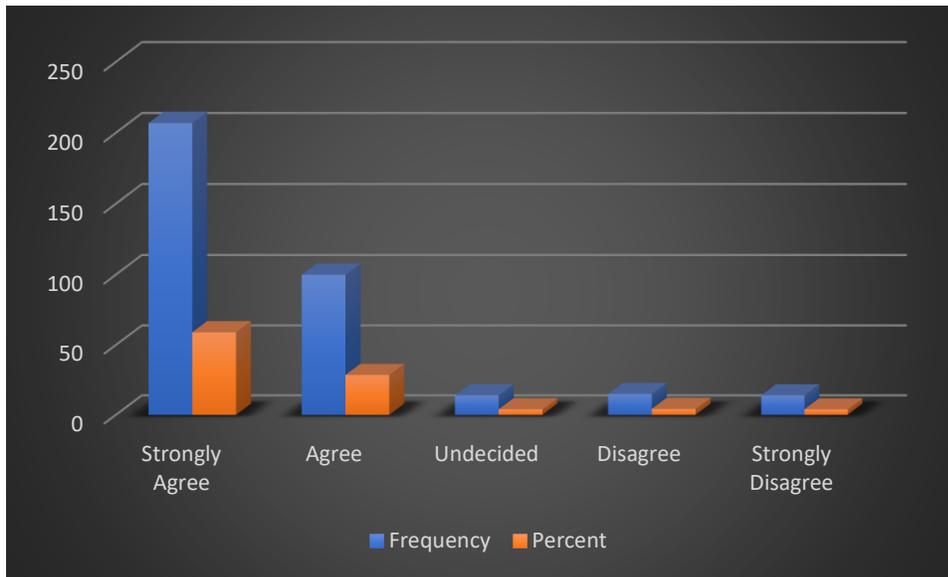
Figure 4.20: When I am feeling negative emotions, I make sure not to express them

Table 4.22: I consistently challenge bias and intolerance

	Frequency	Percent
Strongly Agree	206	58.9
Agree	104	29.7
Undecided	13	3.7
Disagree	10	2.9
Strongly Disagree	17	4.9
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they consistently challenge bias and intolerance in the organization. Based on the field survey, as reported in Table 4.22, out of the 350 respondents,

4.9% strongly disagreed, 2.9% of the respondents disagreed. 3.7% of the respondents prefer not to say their minds. 29.7% agreed while 58.9% strongly agreed. From the outcome, the study concluded that majority of the workers consistently challenge bias and intolerance in the organization. The view of the respondents is presented in the Bar chart of Figure 4.21
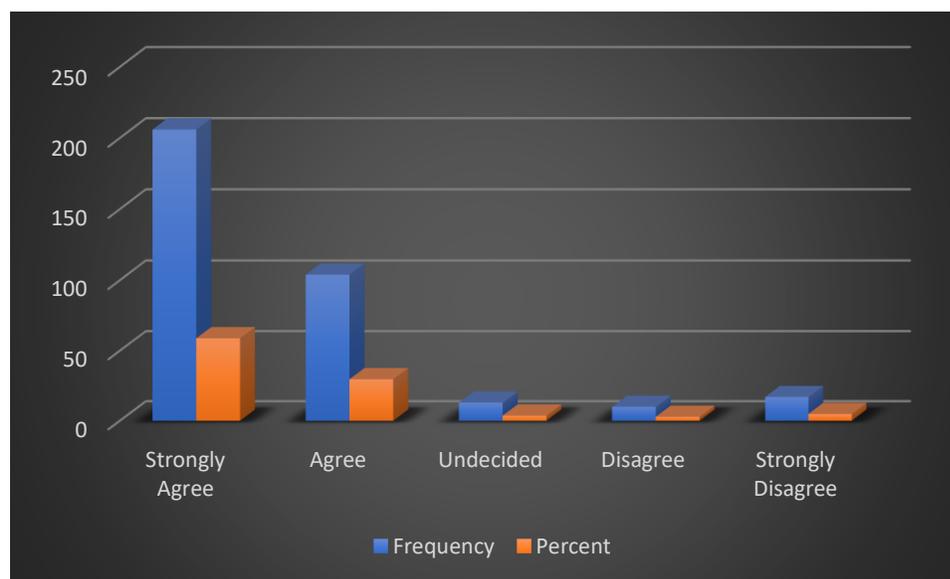
Figure 4.21: I consistently challenge bias and intolerance

Table 4.23: I acknowledge and reward people's strengths, accomplishments and development

	Frequency	Percent
Strongly Agree	197	56.3
Agree	107	30.6
Undecided	21	6.0
Disagree	12	3.4
Strongly Disagree	13	3.7
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they acknowledge and reward people's strengths, accomplishments and development in the organization. Based on the field survey, as reported in Table 4.23., out of the 350 respondents, 3.7% strongly disagreed, 3.4% of the respondents disagreed. 6.0% of the respondents prefer not to say their minds. 30.6% agreed while 56.3% strongly agreed. From the outcome, the study concluded that majority of the workers acknowledge and reward people's strengths, accomplishments and development in the organization. The view of the respondent is presented in the Bar chat in figure 4.22.
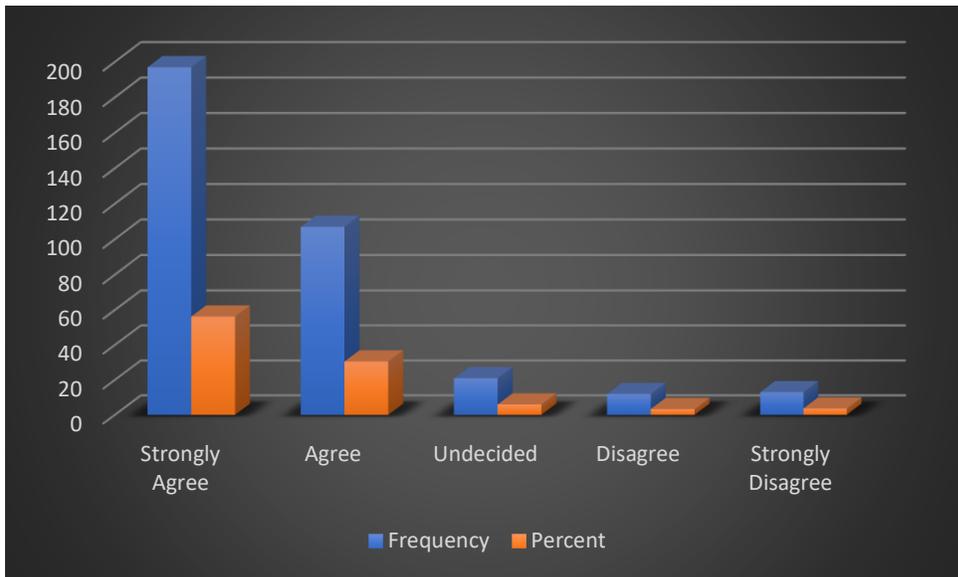
Figure 4.22: I acknowledge and reward people's strengths, accomplishments and development

Table 4.23: I offer useful feedback and identify people's needs for development

	Frequency	Percent
Strongly Agree	189	54.0
Agree	96	27.4
Undecided	24	6.9
Disagree	12	3.4
Strongly Disagree	29	8.3
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they offer useful feedback and identify people's needs for development in the organization. Based on the field survey, as reported in Table 4.23, out of the

350 respondents, 8.3% strongly disagreed, 3.4% of the respondents disagreed. 6.9% of the respondents prefer not to say their minds. 27.4% agreed while 54.0% strongly agreed. From the outcome, the studies concluded that majority of the workers offer useful feedback and identify people's needs for development in the organization. The view of the respondent are presented in figure 4.22
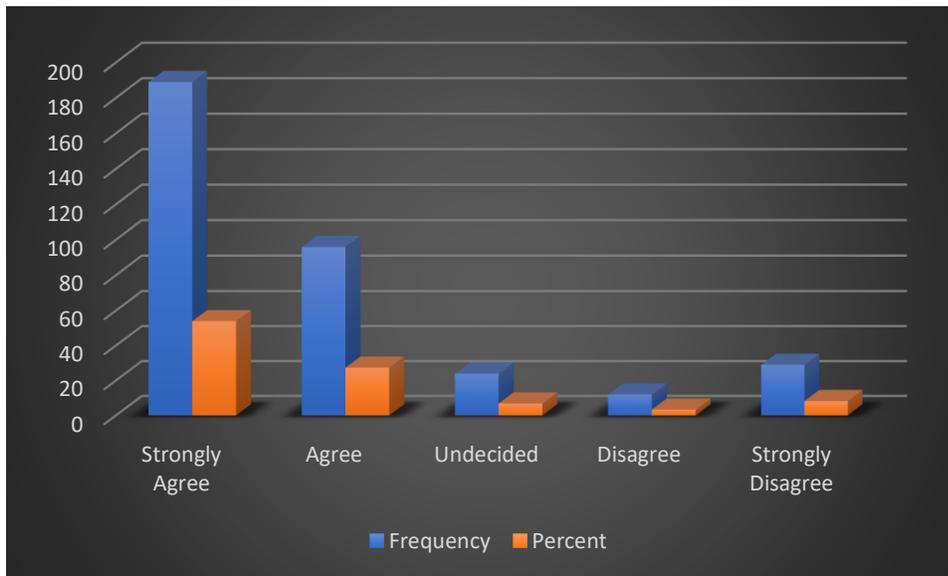
Figure 4.22: I offer useful feedback and identify people's needs for development

Table 4.24: I mentor, give timely coaching and offer assignments that challenge and grow a person's skill

	Frequency	Percent
Strongly Agree	184	52.6
Agree	78	22.3
Undecided	15	4.3
Disagree	13	3.7
Strongly Disagree	60	17.1
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they mentor, give timely coaching, and offer assignments that challenge and grow a person's skill in the organization. Based on the field survey, as reported in Table 4.24, out of the 350 respondents, 17.1% strongly disagreed, 3.7% of the respondents

disagreed. 4.3% of the respondents prefer not to say their minds. 22.3% agreed while 52.6% strongly agreed. From the outcome, the study concluded that majority of the workers mentor, give timely coaching and offer assignments that challenge and grow a person's skill in the organization. The view of the respondents is presented in the Bar chart of figure 4.23
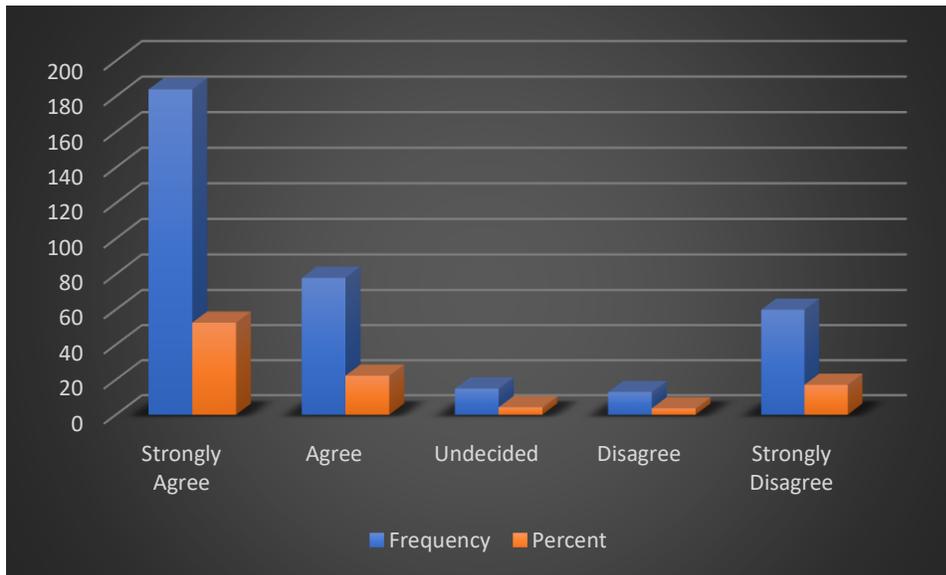
Figure 4.23: I mentor, give timely coaching and offer assignments that challenge and grow a person's skill

Table 4.25: I see diversity as opportunity, creating an environment where diverse people can thrive

	Frequency	Percent
Strongly Agree	170	48.6
Agree	109	31.1
Undecided	16	4.6
Disagree	14	4.0
Strongly Disagree	41	11.7
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they see diversity as opportunity, creating an environment where diverse people can thrive in the organization. Based on the field survey, as reported in Table 4.25, out of the 350 respondents, 11.7% strongly disagreed, 4.0% of the respondents disagreed.

4.6% of the respondents prefer not to say their minds. 31.1% agreed while 48.6% strongly agreed. From the outcome, the study concluded that majority of the workers see diversity as opportunity, creating an environment where diverse people can thrive in the organization. The view of the respondent is presented in the Bar chart of figure 4.24.
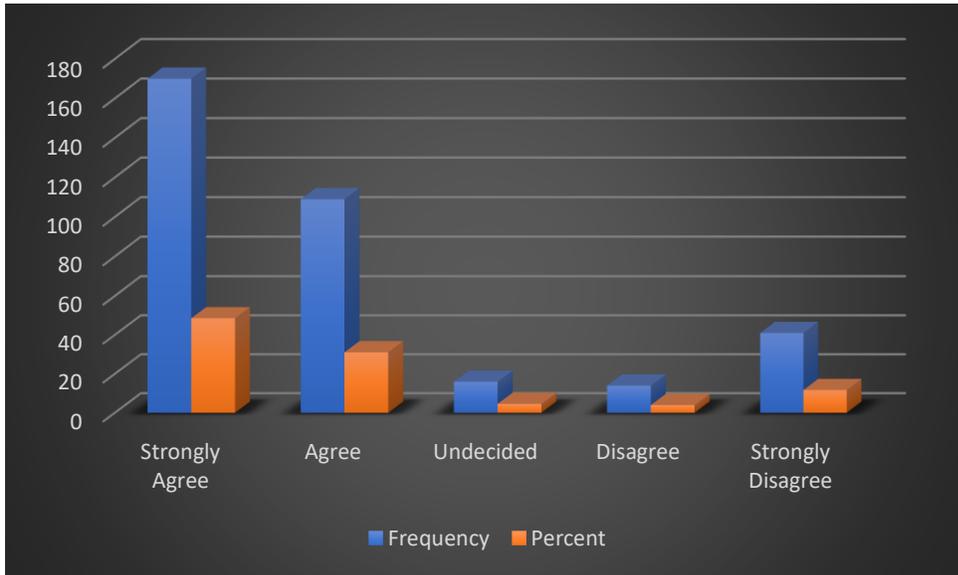
Figure 4.24: I see diversity as opportunity, creating an environment where diverse people can thrive

Table 4.26: I do not expect others to motivate me

	Frequency	Percent
Strongly Agree	169	48.3
Agree	94	26.9
Undecided	16	4.6
Disagree	18	5.1
Strongly Disagree	53	15.1
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they do not expect others to motivate them in the organization. Based on the field survey, as reported in Table 4.26, out of the 350 respondents, 15.1% strongly disagreed, 5.1% of the respondents disagreed. 4.6% of the respondents prefer not to say their minds. 26.9% agreed while 48.3% strongly agreed. From the outcome, the study

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concluded that majority of the workers do not expect others to motivate them in the organization. The view of the respondent is presented in the Bar chart of figure 4.25
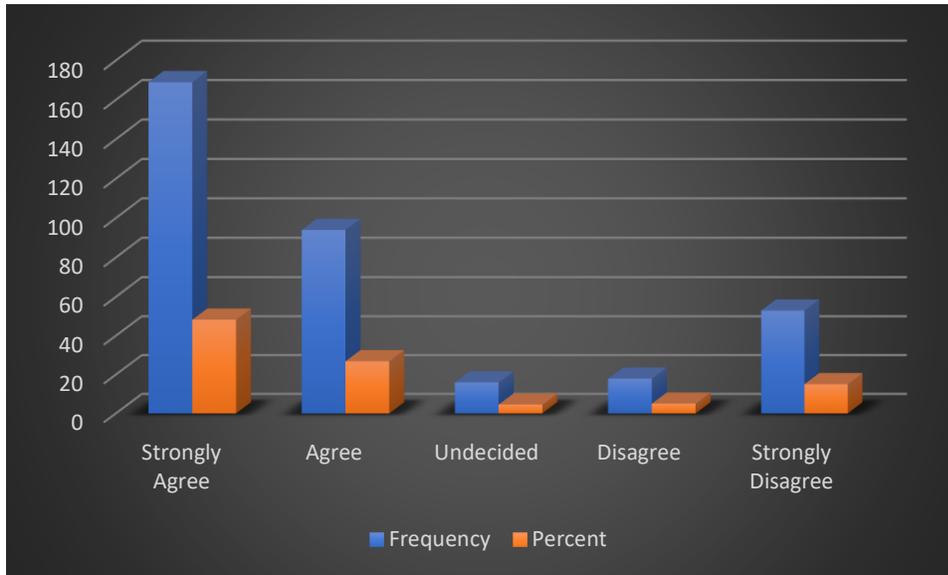
Figure 4.25: I do not expect others to motivate me

Table 4.27: I train myself to be focused at work and do not give in to criticisms or wasted talk

	Frequency	Percent
Strongly Agree	187	53.4
Agree	102	29.1
Undecided	21	6.0
Disagree	12	3.4
Strongly Disagree	28	8.0
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they train themselves to be focused at work and do not give in to criticisms or wasted talk in the organization. Based on the field survey, as reported in Table 4.27, out of the 350 respondents, 8.0% strongly disagreed, 3.4% of the respondents disagreed. 6.0% of the respondents prefer not to say their minds. 29.1% agreed while 53.4% strongly agreed. From the outcome, the study concluded that majority of the workers train themselves to be focused

at work and do not give in to criticisms or wasted talk in the organization. The view of the respondent are presented in the Bar chart figure 4.26
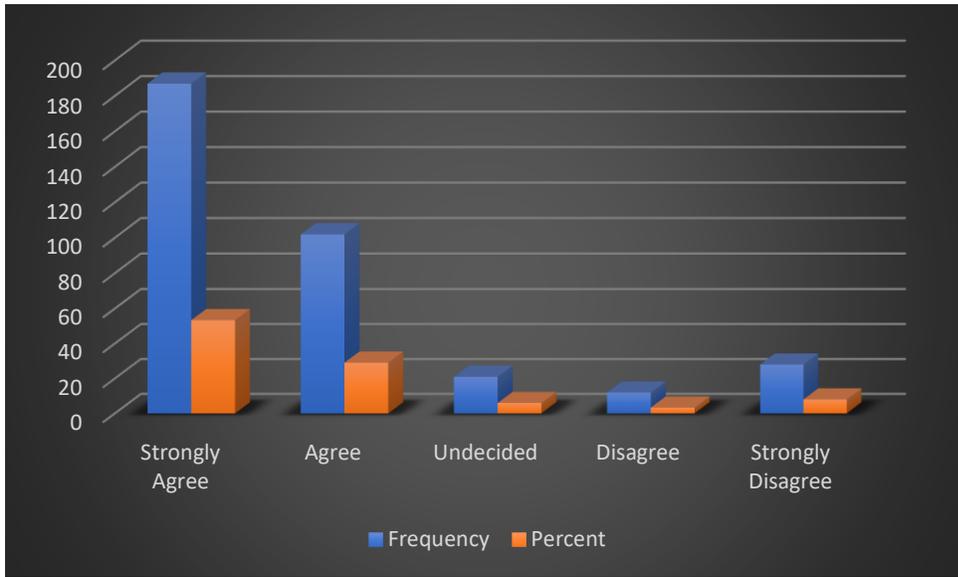
Figure 4.26: I train myself to be focused at work and do not give in to criticisms or wasted talk

Table 4:28: I keep my emotions to myself

	Frequency	Percent
Strongly Agree	201	57.4
Agree	112	32.0
Undecided	15	4.3
Disagree	13	3.7
Strongly Disagree	9	2.6
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they keep their emotions to themselves in the organization. Based on the field survey, as reported in Table 4.28, out of the 350 respondents, 2.6% strongly

disagreed, 3.7% of the respondents disagreed. 4.3% of the respondents prefer not to say their minds. 32.0% agreed while 57.4% strongly agreed. From the outcome, the study concluded that majority of the workers keep their emotions to themselves in the organization. The view of the respondent are presented below in the Bar chart in figure 4.27
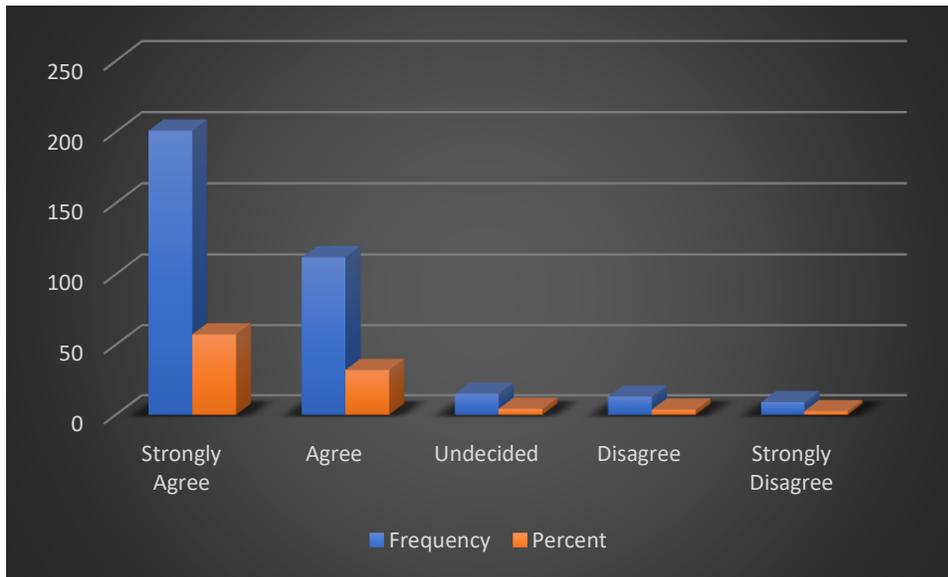
Figure 4.27: I keep my emotions to myself

Table 4:29: I do not expect my colleagues' help to complete my work

	Frequency	Percent
Strongly Agree	224	64.0
Agree	97	27.7
Undecided	12	3.4
Disagree	10	2.9
Strongly Disagree	7	2.0
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they do not expect their colleagues' help to complete their work in the organization. Based on the field survey, as reported in Table 4.29, out of the 350 respondents, 2.0% strongly disagreed, 2.9% of the respondents disagreed. 3.4% of the respondents prefer not to say their minds. 27.7% agreed while 64.0% strongly agreed. From the outcome, the

study concluded that majority of the workers do not expect their colleagues' help to complete their work in the organization. The view of the respondent is presented in the Bar chart of figure 4.28
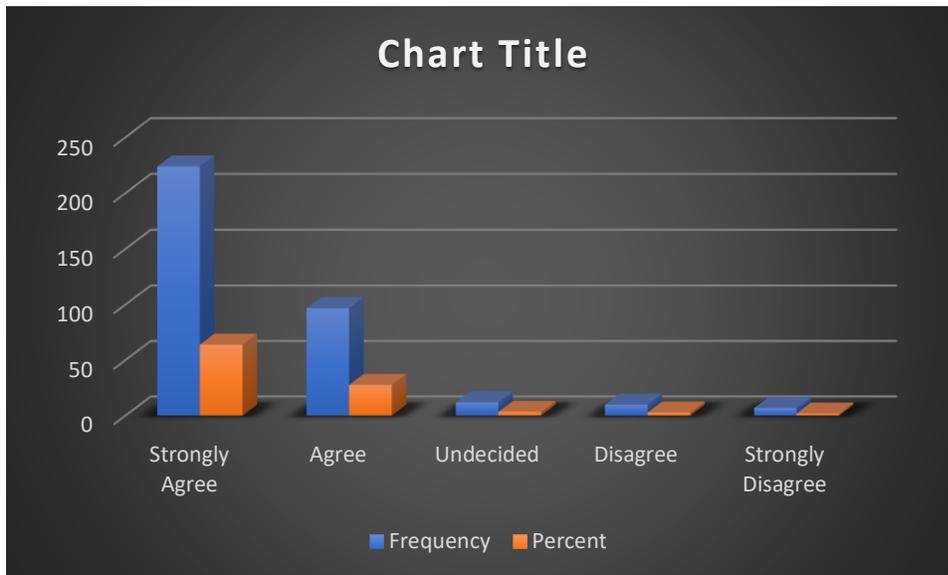
Figure 4.28: I do not expect my colleagues' help to complete my work

Table 4.30: I use mostly my own values rather than the group's core values in making decisions and clarifying choices

	Frequency	Percent
Strongly Agree	215	61.4
Agree	103	29.4
Undecided	13	3.7
Disagree	7	2.0
Strongly Disagree	12	3.4
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they use mostly their own values rather than the group's core values in making decisions and clarifying choices in the organization. Based on the field survey, as reported in Table 4.30, out of the 350 respondents, 3.4% strongly disagreed, 2.0% of the respondents disagreed. 3.7% of the respondents prefer not to say their minds. 29.4% agreed while 61.4% strongly agreed. From the outcome, the study concluded that majority of the workers use

mostly their own values rather than the group's core values in making decisions and clarifying choices in the organization. The view of the respondent is presented in the Bar chart of figure 4.29
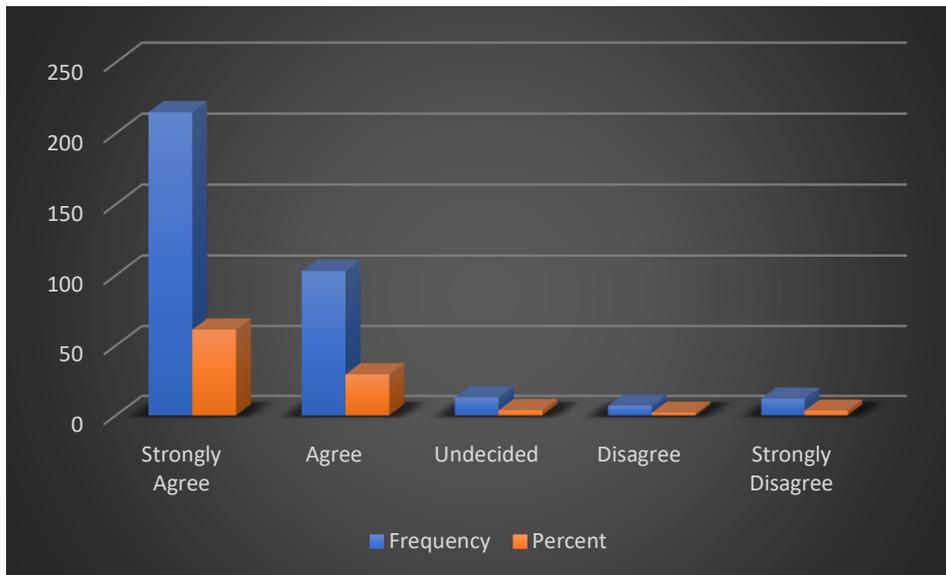
Figure 4.29: I use mostly my own values rather than the group's core values in making decisions and clarifying choices

Table 4:31: I arrive at my place of work in time

	Frequency	Percent
Strongly Agree	174	49.7
Agree	125	35.7
Undecided	13	3.7
Disagree	9	2.6
Strongly Disagree	29	8.3
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they arrive at their place of work on time in the organization. Based on the field survey, as reported in Table 4.31, out of the 350 respondents, 8.3% strongly disagreed, 2.6% of the respondents disagreed. 3.7% of the respondents prefer not to say their minds. 35.7% agreed while 49.7% strongly agreed. From the outcome, the study concluded that majority of the workers arrive at their place of work on time in the organization. The distribution of the view of the respondent is presented in the Bar chart of figure 4.30.
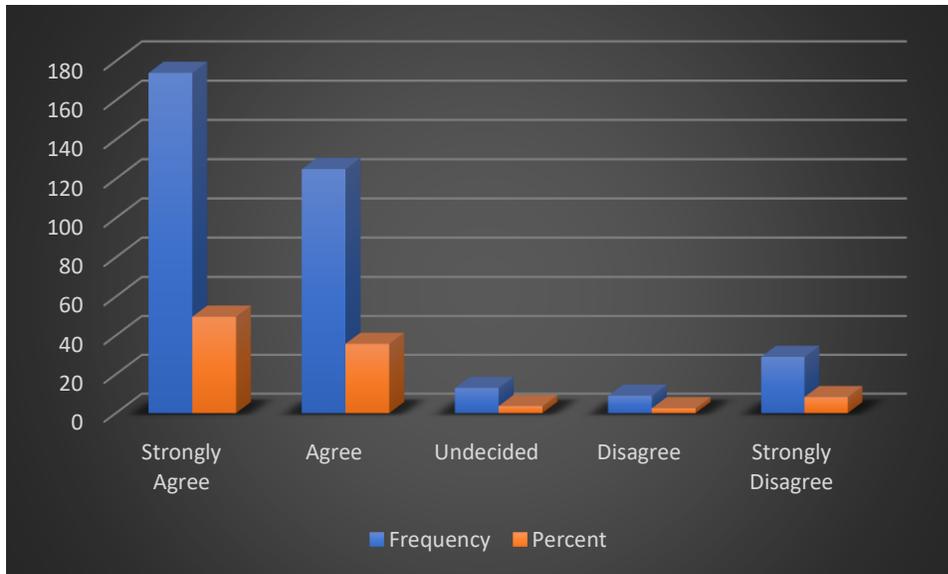
Figure 4.30

Table 4:32: No matter what am passing through, I give my best to the organization without supervision

	Frequency	Percent
Strongly Agree	166	47.4
Agree	119	34.0
Undecided	14	4.0
Disagree	16	4.6
Strongly Disagree	35	10.0
Total	350	100

Source: Field survey, 2021

The respondents were asked whether no matter what they are passing through, they give their best to the organization without supervision in the organization. Based on the field survey, as reported in Table 4.32, out of the 350 respondents, 10.0% strongly disagreed, 4.6% of the respondents disagreed. 4.0% of the respondents prefer not to say their minds. 34.0% agreed while 47.4% strongly agreed. From the outcome, the study concluded that majority of the workers agreed that no matter what they are passing through, they give their best to the organization without supervision. The view of the respondents is presented in the Bar chart of figure 4.31
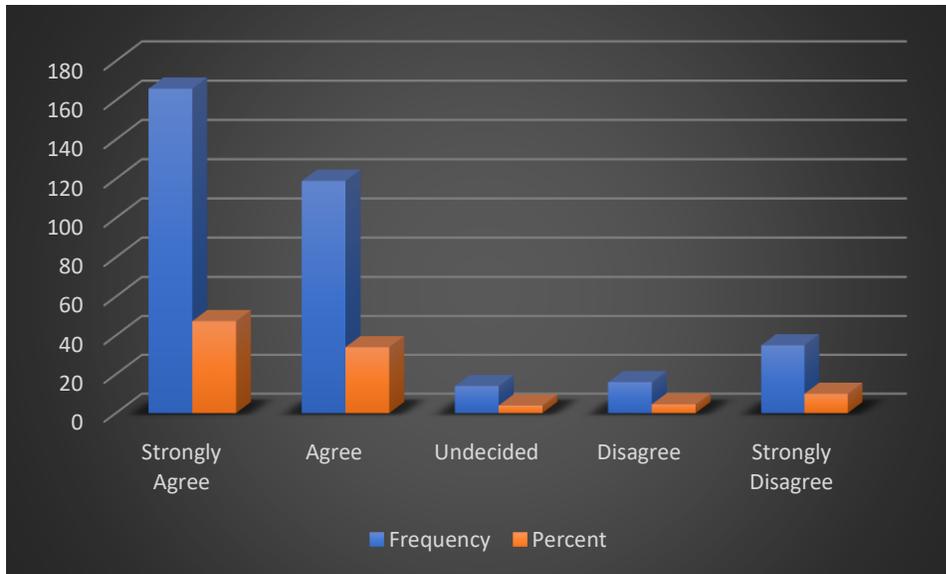
Figure 4.31: No matter what am passing through, I give my best to the organization without supervision

Table 4:33: I am satisfied working with this company

	Frequency	Percent
Strongly Agree	200	57.1
Agree	88	25.1
Undecided	24	6.9
Disagree	22	6.3
Strongly Disagree	16	4.6
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they are satisfied working with this company. Based on the field survey, as reported in Table 4.33, out of the 350 respondents, 4.6% strongly disagreed, 6.3% of the respondents disagreed. 6.9% of the respondents prefer not to say their minds. 25.1% agreed while 57.1% strongly agreed. From the outcome, the study concluded that majority of the workers agreed they are satisfied working with the company. The distribution of the view of respondents is presented in the Bar chart of figure 4.32
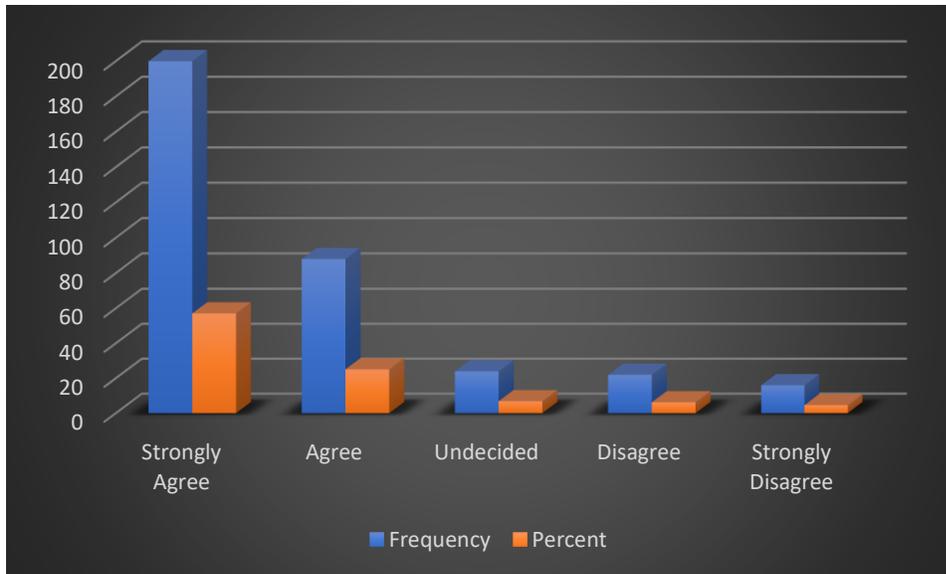
Figure 4.32: I am satisfied working with this company

Table 4:34: I would recommend this company for others who may be willing to work in this company

	Frequency	Percent
Strongly Agree	184	52.6
Agree	111	31.7
Undecided	13	3.7
Disagree	17	4.9
Strongly Disagree	25	7.1
Total	350	100

Source: Field survey, 2021

The respondents were asked whether they would recommend this company for others who may be willing to work in this company. Based on the field survey, as reported in Table 4.34, out of the 350 respondents, 7.1% strongly disagreed, 4.9% of the respondents disagreed. 3.7% of the respondents prefer not to say their minds. 31.7% agreed while 52.6% strongly agreed. From the outcome, the study concluded that majority of the workers agreed they would recommend the

company for others who may be willing to work in the company. The distribution o the views of the respondents is shown in the Bar chart below
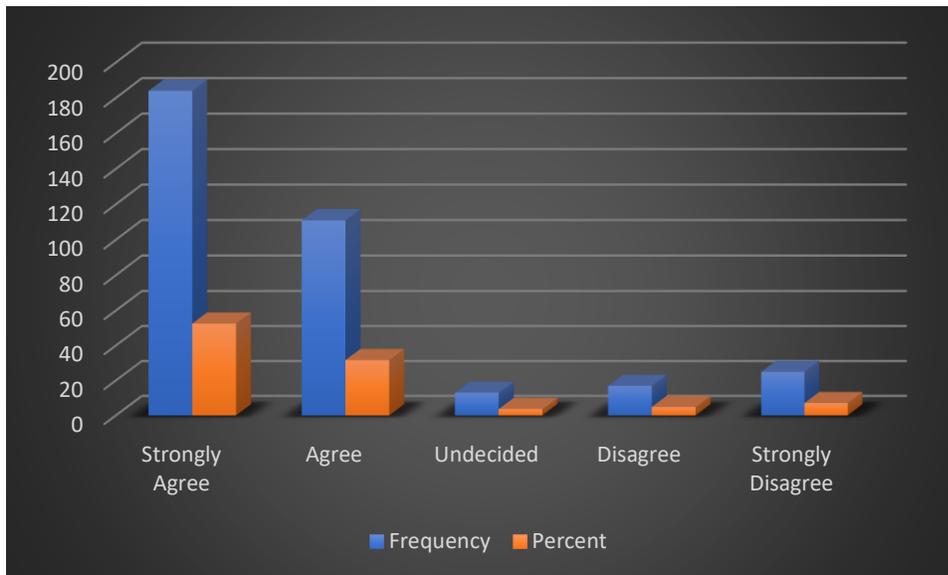
Figure 4.33: I would recommend this company for others who may be willing to work in this company

Table 4:35: My productivity levels in the company is now very high as compared to the beginning

	Frequency	Percent
Strongly Agree	205	58.6
Agree	106	30.3
Undecided	15	4.3
Disagree	13	3.7
Strongly Disagree	11	3.1
Total	350	100

Source: Field survey, 2021

The respondents were asked whether their productivity levels in the company is now very high as compared to the beginning. Based on the field survey, as reported in Table 4.35, out of the 350 respondents, 3.1% strongly disagreed, 3.7% of the respondents disagreed. 4.3% of the respondents prefer not to say their minds. 30.3% agreed while 58.6% strongly agreed. From the outcome, the study concluded that a majority of the workers agreed their productivity levels in the company is

now very high as compared to the beginning with this company. The distribution of the respondent view is presented on the Bar chart of figure 4.34
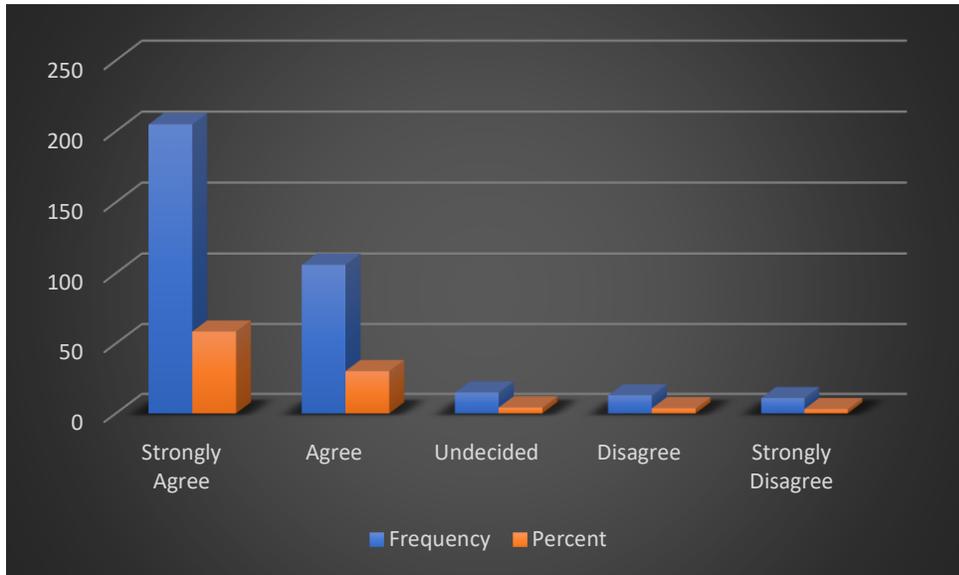
Figure 4.34

Summary of the Responses

Table 4.36: Self-Emotion Appraisal

No	ITEMS	SA	A	U	D	SD	TOTAL
1	I always know which emotions I am feeling and why	174 (49.7%)	91 (26%)	34 (9.7%)	29 (8.3%)	22 (6.3%)	
2	I realize the links between my feelings and what I think, do, and say	185 (52.9%)	100 (28.6%)	13 (3.7%)	22 (6.3%)	30 (8.6%)	
3	I am aware of my strengths and weaknesses.	201 (57.4%)	110 (31.4%)	16 (4.6%)	13 (3.7%)	10 (2.9%)	
4	I present myself with self-assurance; and confidence.	174 (49.7%)	91 (26%)	34 (9.7%)	29 (8.3%)	22 (6.3%)	
5	I have a guiding awareness of my values and goals.	185 (52.9%)	100 (28.6%)	13 (3.7%)	22 (6.3%)	30 (8.6%)	

TOTAL		919	492	110	115	114	1750
PERCENTAGE		52.5%	28.1%	6.3%	6.6%	6.5%	100

Source: Author's computation 2021

Table 4.36 shows the summary of the responses of respondents based on self-emotion appraisal of the employee. From the result 52.5% strongly agreed, 28.1% agreed, 6.3% were undecided 6.6% disagreed while 6.5% strongly disagreed. Based on the outcome, we conclude that majority of the employee are of the view that their self-emotion matters in their commitment to the organization.

Table 4.37:   Others Emotion Appraisal

No	ITEMS	SA	A	U	D	SD	TOTAL
1	When someone is feeling excited, I tend to get excited too.	201 (57.4%)	110 (31.4%)	16 (4.6%)	13 (3.7%)	10 (2.9%)	
2	Other people's misfortunes do not disturb me a great deal.	3 (0.9%)	5 (1.4%)	24 (6.9%)	88 (25.1%)	230 (65.7%)	
3	I can tell when others are sad even if they do not say anything.	219 (62.6%)	86 (24.6%)	22 (6.3%)	10 (2.9%)	13 (3.7%)	
4	I have a strong urge to help when I see someone upset.	198 (56.6%)	102 (29.1%)	16 (4.6%)	13 (3.7%)	21 (6.0%)	
5	When I see someone being treated unfairly, I do not feel much pity for them.	213 (60.9%)	82 (23.4%)	20 (5.7%)	12 (3.4%)	23 (6.6%)	
TOTAL		834	385	98	136	297	1750
PERCENTAGE		47.7%	22%	5.6%	7.8%	16.9%	100

Source: Author's computation 2021

Table 4.37 shows the summary of the responses of respondents based on other emotion appraisal. From the result, 47.7% strongly agreed, 22% agreed, 5.6% were undecided 7.8% disagreed while 16.9% strongly disagreed. Based on the outcome, we conclude that others emotional appraisal are important for employee to be committed with their job

4.38: Regulation of Emotion

No	ITEMS	SA	A	U	D	SD	TOTAL
1	I manage my impulsive feelings and distressing emotions well	205 (58.6%)	101 (28.9%)	10 (2.9%)	11 (3.1%)	23 (6.6%)	
2	I stay composed, positive, and unflappable even in difficult and stressful situations	174 (49.7%)	92 (26.3%)	10 (2.9%)	18 (5.1%)	56 (16.0%)	
3	I think clearly and stay focused under pressure.	155 (44.3%)	100 (28.6%)	13 (3.7%)	14 (4.0%)	68 (19.4%)	
4	When I am feeling negative emotions, I make sure not to express them.	207 (59.1%)	100 (28.6%)	14 (4.0%)	15 (4.3%)	14 (4.0%)	
TOTAL		741	393	47	58	161	1400
PERCENTAGE		52.9%	28.1%	3.36%	4.14%	11.5%	100

Source: Author's computation 2020

Table 4.38 shows the summary of the responses of respondents based on regulation of emotion of the employee. From the result, 52.9% strongly agreed, 28.1% agreed, 3.36% were undecided 4.14% disagreed while 11.5.9% strongly disagreed. Based on the outcome, we conclude that regulations of emotions are important for employee to be committed with their job.

4.39:   Use of Emotion

No	ITEMS	SA	A	U	D	SD	Total
1	I consistently challenge bias and intolerance.	206 (58.9%)	104 (29.7%)	13 (3.7%)	10 (2.9%)	17 (4.9%)	
2	I acknowledge and reward people's strengths, accomplishments, and development.	197 (56.3%)	107 (30.6%)	21 (6.0%)	12 (3.4%)	13 (3.7%)	
3	I offer useful feedback and identify people's needs for development.	189 (54.0%)	96 (27.4%)	24 (6.9%)	12 (3.4%)	29 (8.3%)	
4	I mentor, give timely coaching, and offer assignments that challenge and grow a person's skill.	184 (52.6%)	78 (23.3%)	15 (4.3%)	13 (3.7%)	60 (71.1%)	
5	I see diversity as opportunity, creating an environment where diverse people can thrive.	170 (48.6%)	109 (31.1%)	16 (4.6%)	14 (4.0%)	41 (11.7%)	
TOTAL		946	494	89	61	160	1750
PERCENTAGE		54.1%	28.2%	5.1%	3.5%	9.1%	100

Source: Author's computation 2020

Table 4.39 shows the summary of the responses of respondents based on use of emotion from the result, 54.1% strongly agreed, 28.2% agreed, 5.1% were undecided 3.5% disagreed while 9.1% strongly disagreed. Based on the outcome, we conclude that majority of the employee are use of emotion.

4.40: Employee Commitment

No	ITEMS	SA	A	U	D	SD	
1	I arrive at my place of work in time	174 (49.7%)	125 (35.7%)	13 (3.7%)	9 (2.6%)	29 (8.3%)	
2	No matter what am passing through, I give my best to the organization without supervision	166 (47.4%)	119 (34.0%)	14 (4.0%)	16 (4.6%)	35 (10.0%)	
3	I am satisfied working with this company	200 (57.1%)	88 (25.1%)	24 (6.9%)	22 (6.3%)	16 (4.6%)	
4	I would recommend this company for others who may be willing to work in this company	184 (52.6%)	111 (31.7%)	13 (3.7%)	17 (4.9%)	25 (7.1%)	
5	My productivity levels in the company is now very high as compared to the beginning	205 (58.6%)	106 (30.3%)	15 (4.3%)	13 (3.7%)	11 (3.1%)	
TOTAL		931	549	79	77	116	1760
PERCENTAGE		53.4%	31.2%	4.5%	4.4%	6.5%	100

Source: Author's computation 2020

Table 4.40 shows the summary of the responses of respondents based on employees commitment from the result 53.4% strongly agreed, 31.2% agreed, 4.5% were undecided 4.4% disagreed while 6.5% strongly disagreed. Based on the outcome, we conclude that majority of the employee are committed to their job organization.

4.3 Testing of Hypotheses

This section of the dissertation focused on the test of hypotheses. Five hypotheses were formulated and tested in this study. The first hypothesis was tested using Analysis of Variance. The second, third, fourth and fifth hypothesis was tested using Pearson product moment correlation estimation techniques.

Hypothesis One

H_0: Self-emotional appraisal, others emotional appraisal, regulations of emotion and use of emotion cannot predict employee commitment among staff of Dangote Sugar Company

H_1: Self-emotional appraisal, others emotional appraisal, regulations of emotion and use of emotion can predict employee commitment among staff of Dangote Sugar Company

Table 4.41 Regression result of effect of Self-emotional appraisal, others emotional appraisal, regulations of emotion and use of emotion on employee commitment

	Df	Sum of Square	Mean Square	F-value	Sig. of F	Decision
Regression	4	325.749	81.437	15.006	0.000	Reject Ho
Residual	345	1872.242	5.427			
Total	349	2197.989				

	Coefficients	SE	t Stat	p-value
Constant	5.144	0.671	7.572	0.000
Self-emotion appraisal	0.053	0.022	2.409	0.004
Others emotion appraisal	0.097	0.059	1.652	0.099
Regulation of emotion	0.256	0.048	5.368	0.000
Use of emotion	0.033	0.029	1.137	0.256

Source: Author computation, 2021 using SPSS

Dependent Variable: employee commitment

The regression result presented in Table 4.41 shows the contribution of each components of emotional intelligence (Self-emotional appraisal, others emotional appraisal, regulation of emotion

and use of emotion) on employee commitment among staff of Dangote Sugar Company. From the result, there is a significant impact of emotional intelligence on employee commitment based on the statistics ($F_{(4, 346)}$ = 15.006 ρ<0.00, R=0.685, R^2=0.648 and adjusted R^2 =0.530.Based on the R^2 result, the independent predictor variables, Self-emotional appraisal, others emotional appraisal, regulations of emotion and use of emotion explained about 65% of employee commitment. The individual contribution of the measures of emotional intelligence and their significance level indicates β =0.053, ρ<0.01 for self-emotion appraisal, indicating a positive and significant influence on employee commitment; β =0.097, ρ<0.1 for others emotion appraisal, indicating a positive and significant influence on employees' commitment, β =0.256, ρ<0.01 for regulations of emotion, indicating a positive and significant influence on employee commitment and β =0.033, ρ>0.1 for use of emotion, indicating a positive and insignificant influence on employee commitment. Based on the outcome, the null hypothesis of Self-emotional appraisal, others emotional appraisal, regulations of emotion and use of emotion cannot predict employee commitment among staff of Dangote Sugar Company is rejected.

Hypothesis 2

H_0: There is no significant relationship between self-emotion appraisal (SEA) and employee commitment among staff of Dangote Sugar Company

H_1: There is significant relationship between self-emotion appraisal (SEA) and employee commitment among staff of Dangote Sugar Company.

Table 4.42: Correlation between SEA and employee commitment

Variables	Mean	Std Dev	N	R	P	Remarks
Self-emotion appraisal	9.3229	3.58703	350	0.715**	0.00	Significant
Employee Commitment	9.0244	2.50957				

Source: Author 2021

The correlation result obtained from the Pearson product moment correlation indicates that there is a strong positive and significant relationship between self-emotional appraisal and employee commitment among the workers of Dangote Sugar Company. This result is supported with the correlation value (R=.0.715** N=350 and $\rho<0.01$). The table also shows that the mean and standard deviation values are 9.3229 and 3.58703 for self-emotion appraisal and 9.0244 and 2.50957 respectively for employee commitment. Based on the outcome of the correlation result, the study concluded that there is a significant relationship between self-emotion appraisal and employee commitment among staff of Dangote Sugar Company. Hence, we reject the null hypothesis.

Hypothesis Three

H_0: There is no significant relationship between others emotion appraisal and employee commitment among staff of Dangote Sugar Company

H_1: There is significant relationship between others emotion appraisal and employee commitment among staff of Dangote Sugar Company

Table 4.43. Correlation between OEA and employee commitment

Variable	Mean	Std Dev	N	R	P	Remarks
Other emotion appraisal	8.1514.	2.22449	350	0.788**	0.00	Significant
Employee Commitment	9.0244	2.50957				

Source: Author 2021

The correlation result obtained from the Pearson product moment correlation indicates that there is a strong positive and significant relationship between others emotional appraisal and employee commitment among the workers of Dangote Sugar Company. This result is supported with the

correlation value (R=.0.788** N=350 and $\rho<0.01$). The table also shows that the mean and standard deviation values are 8.1514 and 2.22449 for others emotion appraisal and 9.0244 and 2.50957 respectively for employee commitment. Based on the outcome of the correlation result, the study concluded that there is a significant relationship between others emotion appraisal and employee commitment among staff of Dangote Sugar Company. Hence, we reject the null hypothesis.

Hypothesis Four

H_0: There is no significant relationship between regulations of emotion and employee commitment among staff of Dangote Sugar Company

H_1: There is significant relationship between regulations of emotion and employee commitment among staff of Dangote Sugar Company.

Table 4.44: Correlation between ROE and employee commitment

Variable	Mean	Std Dev	N	R	P	Remarks
Regulation of emotion	7.7296	2.97420	350	0.661**	0.00	Significant
Employee Commitment	9.0244	2.50957				

Source: Author 2021

The correlation result obtained from the Pearson product moment correlation indicates that there is a strong positive and significant relationship between regulation of emotion and employee commitment among the workers of Dangote Sugar Company. This result is supported with the correlation value (R=.0.661** N=350 and $\rho<0.01$). The table also shows that the mean and standard deviation values are 7.7296 and 2.97420 for regulation of emotion and 9.0244 and 2.50957 respectively for employee commitment. Based on the outcome of the correlation result, the study concluded that there is a significant relationship between regulations of emotion and

employee commitment among staff of Dangote Sugar Company. Hence, we reject the null hypothesis.

Hypothesis Five

H_0: There is no significant relationship between use of emotion and employee commitment among staff of Dangote Sugar Company

H_1: There is significant relationship between use of emotion and employee commitment among staff of Dangote Sugar Company

Table 4.45: Correlation between UOE and employee commitment

Variable	Mean	Std Dev	N	R	P	Remarks
Use of emotion	17.9229	4.78551	350	0.715**	0.00	Significant
Employee Commitment	9.0244	2.50957				

Source: Author 2021

The correlation result obtained from the Pearson product moment correlation indicates that there is a strong positive and significant relationship between use of emotion and employee commitment among the workers of Dangote Sugar Company. This result is supported with the correlation value (R=.0.715** N=350 and $\rho<0.01$). The table also shows that the mean and standard deviation values are 17.9229 and 4.78551 for use of emotion and 9.0244 and 2.50957 respectively for employee commitment. Based on the outcome of the correlation result, the study concluded that there is a significant relationship between use of emotion and employee commitment among staff of Dangote Sugar Company. The alternative hypothesis is therefore accepted.

4.4 Discussion of findings

In this study, the effect of emotional intelligence on employee commitment was investigated. In order to achieve the set objectives from the research questions raised, five hypotheses were

formulated in the study and were tested with the help of Pearson product moment correlation and analysis of variance.

In order to measure emotional intelligence, four components were used in the study that composed of self-emotion appraisal, others emotion appraisal, use of emotion and regulation of emotion. The first hypothesis was to determine whether emotional intelligence component is a good predictor of employee commitment. To address the objective, Analysis of variance was used and the result shows that emotional intelligence components account for about 65 percent in the variation of employee commitment. This indicates a good predictor. Hence, the null hypothesis of emotional intelligence cannot predict employee commitment was rejected. The findings are in line with the study by Wen (2019) and Dhani and Sharma (2018).

Out of the four components of emotional intelligence, three of them were significant which are (self-emotion appraisal, others emotion appraisal and regulation of emotion) while use of emotion was not a significant factor in determining employees' commitment.

Objective two of the study was to determine whether any relationship exists between self-emotion appraisal and employee commitment. The study employs the Pearson product moment correlation techniques and found a strong positive relationship between emotional intelligence and employee commitment. The result was in line with the study by Suharto et al (2019) on the direct effect of organizational fairness on organizational commitment. Based on the result, the second research question is answered and the study concluded that the null hypothesis be rejected.

Objective three of the study was to determine whether any relationship exists between others emotion appraisal and employee commitment. The study employs the Pearson product moment correlation techniques and found a strong positive relationship between emotional intelligence and

employee commitment. The outcome is in line with the study by Munir and Azam (2017). Based on the result, the third research question is answered and the study concluded that the null hypothesis be rejected.

Objective four of the study was to determine whether any relationship exists between regulations of emotion appraisal and employee commitment. The study employs the Pearson product moment correlation techniques and found a strong positive relationship between emotional intelligence and employee commitment. The findings are supported by the work from Al-Zefeiti and Mohamad (2017) on the influence of organizational commitment and work performance. Based on the result, the fourth research question is answered and the study concluded that the null hypothesis be rejected.

Objective five was to determine whether any relationship exists between use of emotion appraisal and employee commitment. The study employs the Pearson product moment correlation techniques and found a strong positive relationship between emotional intelligence and employee commitment. The study is in line with the findings from Oyewunmi et al (2015).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter of the research work is focused on the summary, conclusion and recommendations based on the findings, limitations of the study, contributions to knowledge and area of further research.

5.2   Summary

Emotion is very important for an employee to be able to put in his or her best in achieving the goals of any organization. However, most organizations pay less attention to the emotions that their employees feel about the management of the organization. This study therefore examined the effect of emotional intelligence on employee commitment using Dangote Sugar Company in Lagos state, Nigeria, as a case. The study made use of convenience sampling technique to select 350 respondents using Toda Yamare formula. To measure the emotion of employees, the study made use of four components as supported by previous studies, these include: self-emotion appraisal, others emotion appraisal, regulations of emotion and use of emotion. These variables were used to determine the extent of emotional intelligence on the employee commitment.

Five hypotheses were tested in this study. The first research question was addressed using analysis of variance (ANOVA). The second, third, fourth and fifth questions were addressed using the Pearson product moment correlation techniques. The summary of the result obtained from the estimation are summarized as follows:

i.   That emotion of employees stands as an important determinant of employee commitment at workplace.

ii.   That self-emotion appraisal, others emotion appraisal, regulation of emotion and use of emotion are predictors of employee commitment at workplace. However, use of emotion is not a significant determinant of employee commitment.

iii. That self-emotion has strong positive and significant relationship with employee commitment.

iv.   That others emotion appraisal has strong and positive relationship with employee commitment.

v.   That regulation of emotion of employee has strong positive relationship with employee commitment.

vi.   That use of emotion has strong positive relationship with the commitment of employee.

5.3   Conclusion

This study examined the effect of emotional intelligence on employee commitment using Dangote Sugar Company. The study makes use of 350 respondents that are selected using purposive sampling techniques. The conclusion reached in the study is as follows: Firstly, emotional intelligence has significant effect on employee commitment. This result is in line with the study by (Al-Zefeity and Mohanad, 2017., Munir and Azam, 2017 and Oyewunmi et al, 2015) Secondly, the components of emotional intelligence which are self-emotion appraisal, others emotion appraisal, regulation of emotions and use of emotions, all have strong positive relationship with the employee commitment among the workers of Dangote Sugar Company.

5.4   Recommendations

From the findings, it shows clearly that emotion of employee is important for employees to be more committed to his work. Therefore, this study gives the following suggestions;

i. Management should ensure that they assist their employees by taking note of their emotions

ii. There is need for management to ensure that workers are in good relationship with one another in order to ensure that the emotion of others do not affect their performance.

iii. There is need for employees to regulate their emotions in other to ensure that they perform effectively at work place.

iv. Management of Dangote Sugar Company need to absorb the connection measures in its recruitment process and training of staff so as not to bring in sentiment in the area of employee turnover

v. There should be no preferential treatment among staff so as not to kill their emotions towards work.

vi. Employee should be ready to guide their emotions and put in their best for the achievement of the organizational goal.

5.5 Limitations of the Study

In carrying out this study, the researcher was faced with some limitations. Firstly, collection of data from the respondents was difficult, as most workers failed to give their consent. Secondly, the limited time to carry out the research affected the number of respondents used. Thirdly, financial constraints and the time consumed to get information from the respondents also affected the quick completion of the study. Furthermore, the ransomware attack on the College IT systems affected the sourcing of research information from the College library.

5.6 Contributions to Knowledge

This study on the effect of emotional intelligence on employee commitment has contributed to knowledge in the following areas:

Firstly, it will guide the management of Dangote Sugar Company and other related companies on the need to ensure that they make all necessary efforts to ensure that their employees are in good emotions. Secondly, it will add to the existing studies in the area of emotional intelligence and employee commitment. Thirdly, it serves as a basis for further studies to be carried out.

5.7   Suggestions for Further Studies

Findings from the study are limited on the following grounds. Firstly, the study only focused on Dangote Sugar Company Staff and failed to make comparison with the situations in other companies. Further studies should make comparison from different Sugar Companies. Secondly, the study only focused on workers in Lagos State alone which may not have the same outcome with other states. It is suggested that further studies may look at workers from other states. Thirdly, although the study made use of 350 respondents, however, further studies may improve on the collection of data from respondents. Finally, further studies can concentrate on both customer satisfaction and commitment.

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<p align="center">**Questionnaire**</p>

TITLE OF THE RESEARCH: **Impact of Emotional Intelligence on organizational performance and employee commitment: Case study of Dangote Sugar Company, Nigeria**

Dear participant,

I am a post-graduate student researching on the topic: **'Impact of Emotional Intelligence on organizational performance and employee commitment: Case study of Dangote Sugar Company, Nigeria**. The survey is part of the requirements for the award of a Master degree in International Business. Ethical issues will be strictly managed, and your response will be treated with confidentiality as the information collected will be used only for research purpose.

Thank you for the time used in completing this questionnaire.

Chris Onuegbu

SECTION A: Demographic characteristics of Respondents

Please tick (√) where appropriate

1. Gender: Male (   )   Female (   )

2. Age group Less than 30 years (   )   31-40 years (   )   41-50 years (   )51 years and above

3. Marital Status: Married ( )   Single ( )   Widow ( ) Separated ( )

4. Religion: Christianity ( )   Islam ( )   Others ( )

5. Educational Qualification: Postgraduate ( ) Professional (   ) B.Sc.//HND (   ) OND/NCE (   )   SSCE/GCE (   )   Others (   )

6. For how long have you been in this company?: Less than 5 years (   ) 5-10 years (   ) 11-15 years ( )   Above 15 Years (   )

7. What is your grade level? 1-3 ( )   4 – 6 (   ) 7 – 10 ( ) 11 and above ( )

8. Cadre: Management Staff ( ) Senior Staff (   )   Junior Staff (   )   Others   (   )

<p align="center">95</p>

9. Department: Store( )Administrative (   ) Accounting (   ) Production ( ) Transport ( )

Marketing ( ) Human Resources ( )

SECTION B

Kindly indicate the extent to which you agree with the following statements by using a scale

of 5= strongly agree, 4= agree, 3= neutral, 2= disagree and 1 = strongly disagree. Tick the box

which best describes your opinion of the statement

Self-emotion Appraisal *Please tick as appropriate.*					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I always know which emotions I am feeling and why.					
I realize the links between my feelings and what I think, do, and say.					
I am aware of my strengths and weaknesses.					
I present myself with self-assurance; and confidence.					
I have a guiding awareness of my values and goals.					

Others emotional appraisal *Please tick as appropriate.*					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
When someone is feeling excited, I tend to get excited too.					
Other people's misfortunes do not disturb me a great deal.					
I can tell when others are sad even if they do not say anything.					
I have a strong urge to help when I see someone upset.					
When I see someone being treated unfairly, I do not feel much pity for them.					
Regulations of emotions *Please tick as appropriate.*					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I manage my impulsive feelings and distressing emotions well					

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I stay composed, positive, and unflappable even in difficult and stressful situations					
I think clearly and stay focused under pressure.					
When I am feeling negative emotions, I make sure not to express them.					

Use of emotions jointly

Please tick as appropriate.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I consistently challenge bias and intolerance.					
I acknowledge and reward people's strengths, accomplishments, and development.					
I offer useful feedback and identify people's needs for development.					
I mentor, give timely coaching, and offer assignments that challenge and grow a person's skill.					

I see diversity as opportunity, creating an environment where diverse people can thrive.					

Use of emotions independently

Please tick as appropriate.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I do not expect others to motivate me.					
I train myself to be focused at work and do not give in to criticisms or wasted talk.					
I keep my emotions to myself.					
I do not expect my colleagues' help to complete my work.					
I use mostly my own values rather than the group's core values in making decisions and clarifying choices.					

Employee Commitment

Please tick as appropriate.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I arrive at my place of work in time					
No matter what am passing through, I give my best to the organization without supervision					
I am satisfied working with this company					
I would recommend this company for others who may be willing to work in this company					
My productivity levels in the company is now very high as compared to the beginning					

Frequency Tables

Correlations

		Self-emotion appraisal	Employee commitment
Self-emotion appraisal	Pearson Correlation	1	.115[*]
	Sig. (2-tailed)		.031
	N	350	350
Employee commitment	Pearson Correlation	.115[*]	1
	Sig. (2-tailed)	.031	
	N	350	350

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Employee commitment	Others emotion appraisal
Employee commitment	Pearson Correlation	1	.188[**]
	Sig. (2-tailed)		.000
	N	350	350
Others emotion appraisal	Pearson Correlation	.188[**]	1
	Sig. (2-tailed)	.000	
	N	350	350

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Regulation of emotion	Employee commitment
Regulation of emotion	Pearson Correlation	1	.361[**]
	Sig. (2-tailed)		.000
	N	350	350
Employee commitment	Pearson Correlation	.361[**]	1
	Sig. (2-tailed)	.000	
	N	350	350

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

		Use of emotion	Employee commitment
Use of emotion	Pearson Correlation	1	.215**
	Sig. (2-tailed)		.000
	N	350	350
Employee commitment	Pearson Correlation	.215**	1
	Sig. (2-tailed)	.000	
	N	350	350

**. Correlation is significant at the 0.01 level (2-tailed).

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Use of emotion, Self-emotion appraisal, Others emotion appraisal, Regulation of emotion[b]	.	Enter

a. Dependent Variable: Employee commitment

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df
1	.685[a]	.648	.538	2.32955	.648	15.006	4	

a. Predictors: (Constant), Use of emotion, Self-emotion appraisal, Others emotion appraisal, Regulation of emotion

b. Dependent Variable: Employee commitment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	325.747	4	81.437	15.006	.000[b]
	Residual	1872.242	345	5.427		
	Total	2197.989	349			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), Use of emotion, Self-emotion appraisal, Others emotion appraisal,
Regulation of emotion

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.144	.671		7.672	.000
	Self-emotion appraisal	.053	.022	.076	2.409	.131
	Others emotion appraisal	.097	.059	.086	1.652	.099
	Regulation of emotion	.256	.048	.303	5.368	.000
	Use of emotion	.033	.029	.063	1.137	.256

a. Dependent Variable: Employee commitment

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	7.3518	12.1721	9.0057	.96611	350
Residual	-6.17213	10.42823	.00000	2.31616	350
Std. Predicted Value	-1.712	3.277	.000	1.000	350
Std. Residual	-2.650	4.477	.000	.994	350

a. Dependent Variable: Employee commitment

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Self-emotion appraisal	350	5.00	22.00	9.3229	3.58703
Others emotion appraisal	350	5.00	18.00	8.1514	2.22449
Regulation of emotion	350	4.00	17.00	7.7286	2.97420
Use of emotion	350	10.00	34.00	17.9229	4.78863
Employee commitment	350	5.00	20.00	9.0057	2.50957
Valid N (list wise)	350				