

OPEN ACCESS

\*Correspondence  
Ibukun Olorunisola Kolawole,

Article Received  
19/02/2026  
Accepted  
23/02/2026  
Published  
14/05/2026

Works Cited

Ibukun Olorunisola Kolawole,  
Omoikhunu Phillip Ohi, (2026).  
Emotional Intelligence and  
Organisational Productivity at  
Fidelity Bank Plc, Lagos State.  
*Journal of Current Research and  
Studies*, 3(3), 94-106.

\*COPYRIGHT

© 2026 Ibukun Olorunisola  
Kolawole. This is an open-access  
article distributed under the terms  
of the [Creative Commons Attribution  
License \(CC BY\)](https://creativecommons.org/licenses/by/4.0/). The use, distribution  
or reproduction in other forums is  
permitted, provided the original  
author(s) and the copyright owner(s)  
are credited and that the original  
publication in this journal is cited, in  
accordance with accepted academic  
practice. No use, distribution or  
reproduction is permitted which  
does not comply with these terms

## Emotional Intelligence and Organisational Productivity at Fidelity Bank PLC, Lagos State

<sup>1</sup>Ibukun Olorunisola Kolawole, & <sup>2</sup>Omoikhunu Phillip Ohi

<sup>1&2</sup>Faculty of Management Science, Department of Industrial Relations and Human Resource Management, Lagos State University, Ojo, 102101, Nigeria.

### Abstract

This study investigates emotional intelligence on organisational productivity in fidelity bank plc, Lagos. It adopted survey design method to select the samples. The sample size was 112. The researcher adopted correlation techniques for analysis. It found the coefficients of interpersonal competences and organisational productivity is .473\*\* with probability value of .000 less than 1% level of significance. Since the P. Value (0.000), the alternative hypothesis was accepted and concluded that there is a significant relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc. The second hypothesis on the effective leadership and organisational productivity is .285\*\* with probability value of .002 less than 1% level of significance. Since the P. Value (0.002), the alternative hypothesis was accepted and concludes that there is a significant relationship between effective leadership and organizational productivity at Fidelity Bank Plc. The study concluded that there is a significant relationship between emotional intelligence and organisational productivity at fidelity bank Plc. Recommendations were made that the recruitment process for the key positions to those candidates who have high emotional intelligence and also for the promotions; since the most efficient way of using business resources is to invest in the right person and to support these people.

### Keywords:

Emotional Intelligence, Competences, Effective Leadership, Organisational Productivity, Fidelity Bank.

## 1.1 Introduction

Science has found the power and influence of emotions in human 's mental life and is exploring and explaining the status of emotions in human activities, behavior and movements. In the felid of intelligence study, the studies have journeyed from logical intelligence based on cognition towards emotional intelligence. Emotional intelligence is the subject that tries to explicate and interpret the status of emotions in human capabilities (Nikolaou & Tsaousis, 2018). The performance of an organisation is related to the magnitude of output in meeting its goals and objectives to produce the desired results. Organisations analyse outputs based on their financial position, value to their stakeholders, and comparative performance relative to peer organisations.

On a higher level, the performance of a country is often related to the strength of an organisation, which in turn relies on the capabilities and competencies of the organisations. In a global context, the comparative performances of the respective countries are mainly determined by their global economic position. Individuals with higher emotional intelligence (EI) display pro-social behaviours, indirectly acquiring the traits to behave appropriately in interpersonally challenging situations (Martin-Raugh, Kell & Motowidlo, 2016).

Emotional intelligence (EI) is considered a popular and highly examined research phenomenon in recent times, which has a great influence on individual and organizational performance (Mayer, Salovey & Caruso, 2018). Its importance and relevance in various fields are being scientifically researched and asserted. Ambitious managers always give more emphasis on the high-level Emotional Intelligence for ensuring success in the organization. Employees with higher Emotional Intelligence are able to manage their time in a more efficient manner, maximizing their productivity. Besides, interpersonal competence, job performance, effective leadership, motivation and creativity, decision-making, and social competence are the outcomes of high-level Emotional Intelligence (Bassem & Joelle, 2017). Emotionally Intelligent individuals are optimistic and are always naturally working towards a goal, whether personal, professional, or both. These individuals have a growth mindset and they persevere no matter the obstacles they face (Meyer & Fletcher, 2017).

Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intrapersonal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills. Emotions are an intrinsic part of our biological makeup, and every morning they march into the office with us and influence our behaviour (Lopes, Grewal, Kadis, Gall & Salovey, 2018). Emotional intelligence consists of five factors: Knowing one's emotions, managing emotions, motivating one, recognizing emotions in others, and handling relationships (Goleman, 2001). Emotional intelligence improves individual and organizational performance and productivity. It plays a significant role in the kind of work an employee produces, and the relationship he or she enjoys in the organization.

Over the past fifteen years, researchers have discovered that productivity is affected by relatively few influencers, and employees are, generally, cognizant of what those influencers are (Clawson & Newburg, 2015). Moreover, the issue of productivity of private and public organizations is very topical in Africa and most especially in Nigeria.

The workplace of every person can be considered as their second home. This environment must meet the psychological and mental needs of individuals in order to expect better results of their work. If the basic needs of employees are not met, they would find fewer opportunities for addressing the needs of the higher levels and consequently they will be less able to do their duties fully and properly and eventually their innovation and productivity will reduce. According to Don-Baridam (2017), satisfaction with job plays a key role in increasing productivity, commitment to organization, and morale of employees. Studies have shown that lack of effective leadership, decision making are some of the reasons why employees leave their jobs. Given the critical role of job satisfaction, it is necessary that managers become aware of their emotions and understands other people's emotions to be able to deal effectively with employees and have a committed workforce.

## 1.2 Statement of the Problem

The problem faced by some organisations is the lack of psychological and mental needs of individual workers in order to expect better results of their work which cause decrease in the level of productivity, interpersonal competence, effective leadership etc. Other problems include the ability to retain highly skilled and qualified employees and keep them motivated. Various studies have shown that emotional intelligence is positively related to organizational commitment and productivity (Ugoani, 2019). They proposed that there is positive relationship between the levels of EI and organization commitment. Cooper-Hakim and Viswesvaran (2017) claimed that if emotions are well managed by others, it can help them to perform a loyalty and commitment to themselves, their organizations and groups for

productivity. However, Evidences Ugoani, (2019) have proved this aspect of human resource management has not been studied much in these industrial sub-sectors. Review of pertinent literature on emotional intelligence and organizational productivity is small generally in Nigerian context and particularly in the industrial sector (Ugoani, 2019). To overcome the research gap, this study intends to examine Emotional Intelligence and Organisational Productivity at Fidelity Bank Plc., Lagos State.

### 1.3 Research Objectives

- i. To determine the relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc., Lagos.
- ii. To examine the relationship between effective leadership and organizational productivity at Fidelity Bank Plc., Lagos.

### 1.4 Research Questions

- i. What is the relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc., Lagos?
- ii. What is the relationship between effective leadership and organizational productivity at Fidelity Bank Plc., Lagos?

### 1.5 Research Hypotheses

**H0<sub>1</sub>:** There is no significant relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc., Lagos.

**H0<sub>2</sub>:** There is no significant relationship between effective leadership and organizational productivity at Fidelity Bank Plc., Lagos.

## 2.0 Literature Review

### 2.1 Conceptual Review

#### 2.1.1 Emotional Intelligence

Emotional Intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. According to Druskat, Mount and Sala (2019), "Emotional intelligence refers to emotional awareness and emotional management skills which provide the ability to balance emotion and reason so as to maximize long-term happiness. Its importance and relevance in various fields are being scientifically researched and asserted. Ambitious managers always give more emphasis on the high-level EI for ensuring success in the organization. Employees with higher EI are able to manage their time in a more efficient manner, maximizing their productivity. Besides, interpersonal competence, job performance, effective leadership, motivation and creativity, decision-making, and social competence are the outcomes of high-level E.I (Utami, Bangun & Lantu, 2014). Emotionally Intelligent individuals are optimistic and are always naturally working towards a goal, whether personal, professional, or both. These individuals have a growth mindset and they persevere no matter the obstacles they face (Chipumuro, 2015).

#### 2.1.2 Elements of Emotional Intelligence

According to Goleman (2001), "Emotional Intelligence," EI has five key elements that, when managed, help management and workers to attain a higher level of emotional intelligence.

**Self-Awareness:** The ability to recognize and understand your own emotions is a critical part of emotional intelligence. Beyond just recognizing your emotions, however, is being aware of the effect of your actions, moods, and emotions on other people. To become self-aware, you must be capable of monitoring your own emotions, recognizing different

emotional reactions, and then correctly identifying each particular emotion. Self-aware individuals also recognize the relationships between the things they feel and how they behave.

**Self-Regulation:** The ability to regulate and manage your emotions, which is not to say you are putting emotions on lockdown and hiding your true feelings. It simply means waiting for the right time and place to express them. Self-regulation is all about expressing your emotions appropriately. Those who are skilled in self-regulation tend to be flexible and adapt well to change. They are also good at managing conflict and diffusing tense or difficult situations.

**Motivation:** Intrinsic motivation also plays a key role in emotional intelligence. People who are emotionally intelligent are motivated by things beyond external rewards like fame, money, recognition, and acclaim. Instead, they have a passion to fulfill their own needs and goals. They seek internal rewards, experience flow from being totally in tune with an activity and pursue peak experiences.

**Empathy:** Being empathetic or having the ability to understand how others are feeling is absolutely crucial to emotional intelligence. But it involves more than just being able to recognize the emotional states of others. It also involves your responses to people based on this information. When you sense that someone is feeling bad, depressed or disheartened, how do you respond? You might treat them with extra care and concern, or you might make an effort to lift their spirits.

**Social Skills:** Being able to interact well with others is another important aspect of emotional intelligence. True emotional understanding involves more than just consideration of your own emotions and those of others. In professional settings, managers benefit by being able to build relationships and connections with employees. Workers benefit from being able to develop a strong rapport with leaders and co-workers. Important social skills include active listening, verbal communication skills, nonverbal communication skills, leadership, and persuasiveness. Considering all these factors, it's easy to discern why emotional intelligence matters in the workplace.

### 2.1.3 Organisational Productivity

It might be a bit challenging to give the concept of organizational productivity a definite definition that covers all of its facets, because productivity varies from organization to organization, and it is subtly used to mean organizational performance.

Productivity is a measure of efficiency and effectiveness in accomplishing tasks and goals. It refers to the ability to produce desired results within a given timeframe while making the best use of available resources. Productivity is essential in various aspects of life, including work, education, and personal development (Denison, Haaland & Goelzer, 2014). According to Dorgan (2014) defines productivity as "the increased functional and organizational performance, including quality", and claims that "productivity is that which people can produce with the least effort". Productivity strategies may vary for each individual, so it's essential to experiment and find what works best for organisation. Regular self-reflection and adjustments to your approach can help optimize productivity in the long term.

Organizational productivity refers to the efficiency and effectiveness with which an organization utilizes its resources to achieve its goals and objectives. It encompasses various factors such as employee performance, process improvement, teamwork, and overall operational effectiveness (Denison, Haaland & Goelzer, 2014). Nda and Fard (2013) describe employee productivity as the measure of output per unit of input economically. Rohan and Madhumita (2012) adopt a different view and see employee productivity as the log of net sales over total employees. Pritchard (1995) illustrates three definitions which relate to productivity: Is output/input, in other words, is a measure of efficiency, is a composition of effectiveness and efficiency and whatever makes the organization function better.

It is worth noting and of particular interest in this study, whereby the context of the research is grounded in the public sector, and that researchers argue the differences in performance and productivity in the public sector versus the private sector (Parker, Waller & Xu, 2013).

A wide range of factors come together to define what organizational productivity is, where some are quantitatively evaluated, others demand a qualitative, logical and methodical approach (Dechert Hampe Consulting (DHC), 2009).

When productivity is to be assessed, it is imperative to have a full grasp of each of the major propelling force or variables that impact productivity. Along with these evaluations of the propelling force individually, it is needful to determine the wellness of their working as a single whole, as changes to one might affect the other (negatively or positively). For an evaluation to be effective, it requires understanding the manner and level of contribution by each of these variables to the overall productivity (DHC, 2009). These variables include goals and objectives, strategy, structure, process, staffing, controls and reporting, planning and programs, motivation and incentives, training and development, system and tools, communications, culture.

#### 2.1.4 Emotional Intelligence and Organizational Productivity

Organizations are the best settings that require interpersonal interaction. Most of these interactions are related to the performance of job duties, for example, serving customers, receiving instructions and reporting to supervisors, or cooperating and coordinating with colleagues etc., Employees with high levels of EI are those who can make use of the antecedent- and response-focused emotional regulation effectively, and master their interactions with others in a more effective manner (Deshwa, 2016). Emotional intelligence is a set of competencies where personal competence and social competence plays a vital role in directing and controlling one's feelings towards work and efficiency at work. These competencies are the major factors and his ability to control and manage his moods and impulses on the job. Knowing one's emotions and feelings as they occur, and tuning one's self to the changed situation, requires the emotional competency, emotional maturity and emotional sensitivity that are demanded on the job. In a work situation, performance of the employees depends on working with group of people with different ideas, suggestions, and opinions. Effective use of emotional intelligence gives better team harmony. Leaders, in particular, need high emotional intelligence, because they represent the organization to the customers, they interact with the highest number of people within and outside the organization and they set the tone for employee morale. Leaders with high emotional intelligence are able to understand their employee's needs and provide them with constructive feedback (Deshwa, 2016).

Research conducted to correlate emotional intelligence with organizational performance in banking sector of Pakistan concluded that emotional intelligence will not cause high profits or improved productivity of the organizations on its own. This research further highlighted that the way people work together equipped with necessary skills while networking with team members can overcome bottlenecks and ultimately help organizations in achieving better performance. Enhanced emotional intelligence acts as catalyst leveraging intellectual capital in achieving competitive advantage and higher productivity for organizations (Rahim & Malik, 2017). Another research concluded that emotional intelligence impacts organizational productivity (Jones & Holt, 2015).

Research concluded that Organizations using emotional intelligence achieve success in leadership development leading ultimately to enhance financial performance. Steps involved in leadership development create a high-performance culture in an organization positively impacting the financial performance (Wiete, 2014).

## 2.2 Theoretical Review

The study will be anchored on two (2) theories and they are: The Emotional Intelligence Theory and Resource Based view theory

### 2.2.1 Emotional Intelligence (EI) Theory

The emotional intelligence theory was first coined in 1966 by Leuner, a German psychologist, and later improved by Salovey and Meyer in 1990s. Emotional intelligence is also related to achievement, leadership, job performance, and reduced stress (Meyer & Fletcher, 2017). EI theory is based on five elements, namely, self-awareness, empathy, self-regulation, motivation and social skills (Bassem & Joelle, 2017). These emotional competences or behaviors are categorized into four features of EI: awareness of emotions, use of emotion to facilitate thinking, comprehending and evaluating of emotion, and the management of emotion (Mayer, Salovey & Caruso, 2018). The role of emotional

intelligence in the field of organizations, institutions and companies in the context of job satisfaction, job commitment and performance of employees, conflict resolution approaches and occupational stress has been explored (Obiora & Iwuoha, 2013). The relationship among emotional intelligence, leadership and organization development have been established by a number of investigators (AlHashmei, & Hajee, 2013). Emotional intelligence is widely regarded as a key aspect in identifying prospective effective leaders (Batool, 2013). Druskat, Mount, and Sala (2013) discovered that there is always a positive association between EI and performance in their study on the relationship between EI and leadership and management performance.

### 2.2.2 Resource-Based View Theory

The Resource-Based View (RBV) also known as Resource-Based Theory (RBT) was first advanced by Penrose (1959), who argued that a firm's superior performance is achieved when the resources are controlled by the firm. The resource-based View anchors propositions on organizational resources and contends that firm behaviors depend on resources (Barney, 2001). The theory submits that for an organization to have a competitive advantage over its competitors, it needs to prioritize the acquisition of unique resources and capabilities (Barney, & Mackey, 2005). The resource-based View (RBV) theory explains that valuable and rare organization resources can be difficult to replicate, and thus leading to sustained advantages in organizational performance and productivity (Alavi, Wahab, Muhamad, & Shirani, 2014).

Resource based view theory was employed with a major focus on how firm's resources and knowledge development affect performance (Kanyabi & Devi, 2012). The theory assumes that organization to achieve competitive advantage; it has to develop its resources. For this study, by applying RBV theory, it is important to investigate how internal and external resources can be influenced by the implementation of strategy in order to enhance organisational performance and productivity. This theory explained the relationship between the organizational performance and productivity and other variables.

### 2.3 Empirical Review

Bonnyventure, Cheluget and Ngala (2020) in their study establish the moderating effect of emotional intelligence on the relationship between integrative leadership and performance. The study was anchored on Full Range Leadership Theory and supported by the Emotional Intelligence and Resource Based view theory. This study utilized a mixed method approach and adopted a cross-sectional survey design. The paper adopted a census approach. Structured questionnaires and interview guides were used to collect data. Data was analysed using descriptive and inferential statistics. The study results indicated that there was a significant relationship between integrative leadership and performance of airfields in Kenya. Emotional intelligence was also found to have an enhancing moderating effect on the relationship between integrative leadership and performance. The paper recommends that organizations should increase integrative leadership and EI by increasing skill training and establishing to help in developing mental abilities of individual employees. The study also recommends that employees should be encouraged to develop their social skills which would lead to their greater acceptance among their colleagues and subordinates thereby enhancing the work process leading to success in the organization.

Krén and Séllei (2021) in their study shows that emotional intelligence may affects organizational performance, and the aim of our research was to examine whether this statement can be proven in the case of financially successful organizations or not. Information about leaders has been derived from online surveys with Genos EI and also from interviews, and we gathered data about organizational success from the national TAX system. Leaders usually determine group and organizational effectiveness, so we analyzed data from 22 leaders working in successful Hungarian companies. According to our results, some emotional competencies correlate with performance. In this case self-awareness, awareness of others and self-management seemed to affects organizational performance. In our regression analysis, self-awareness seemed to be a predictor variable of performance. The relationship between emotional intelligence and performance should be examined further by expanding on the analysis of other performance indicators and leadership styles.

Ugoani, (2016) explained in his study that modern organization theory considers emotional intelligence as the index of competencies that help organizations to develop a vision for competitiveness. It also allows organizational leaders to enthusiastically commit to the vision, and energize organizational members to achieve the vision. To maximize competitiveness organizations use models to simplify and clarify thinking, to identify important aspects, to suggest explanations and to predict consequences, and explore other performance areas that would otherwise be hidden in an excess of words. The survey research design was used to explore the relationship between emotional intelligence and organizational competitiveness. The study found that emotional intelligence has strong positive relationship with organizational competitiveness.

Don-Baridam (2017) examined the relationship between emotional intelligence and organizational commitment. Using data from 65 entrepreneurs, randomly drawn from three industrial sectors - tailoring, furniture and water bottling, in Rivers State, the Spearman 's rank order correlation was used to measure the relationship between the components or proxies of the independent variable and the measures of the dependent variable. The results of our findings showed that there is positive and significant relationship between the two main variables of the study, namely; emotional intelligence and organizational commitment and some of the components of these variables. This signifies the necessity of attracting and employing highly emotional intelligent individuals, training them in different levels and leading them towards the application of the skills required. Paving the ground for the development and continuation of emotional intelligence within managers and the employees are also inevitable factors to be followed. It was also revealed that organizational culture moderates the relationship between emotional intelligence and organizational commitment. Hence, management must facilitate their employees by providing an organizational atmosphere where employee feel valued; receive essential support to recognize their potential to make them committed to the organization.

## 3.0 Methodology

### 3.1 Research Design

The research will adopt survey design. The survey design describes a technique of data collection in which questionnaire will be used to collect data about an identified population (Burns & Grove, 2005). The research design will be used to assess interrelationships. According to Shaughnessy and Zechmeister (1997), this design is ideal to address the descriptive functions with correlational research.

### 3.2 Population of the Study

The population of the study is the total population from which the study would draw its sample. The target population that will be used in the study will be based on the number of employees at Fidelity Bank Plc., Lagos State. The population of this study was collected from the HR manager of the bank and put at one hundred and twenty-one (121) employees at Fidelity Bank Plc, Lagos. A population is an entire group of individuals with some observable characteristics. The study group consisted of the senior management, middle management, and Lower management as well as the contract staff of the bank.

### 3.3 Sample Size and Sampling Techniques

The study will use stratified random sampling from which a sample will be drawn but which constitute a homogeneous group, then stratified sampling technique will be used to obtain a representative sample. The population is stratified, and sample items will be selected from each stratum, the item chosen will be from each stratum and will be based on random sampling.

**Table 1: Sample Size**

Staff Position	Target Population	Percentage (%)	Sample Size
Senior Mgt	11	9.1	10
Middle Mgt	31	25.6	28
Lower Mgt	67	55.4	64
Contract Staff	12	9.9	10
<b>Total</b>	<b>121</b>	<b>100</b>	<b>112</b>

Source: Fidelity Bank Plc, Lagos (2026)

The sample size for this research study covered one hundred and twelve (112), this was as a result of information gathered from the HR manager of the bank and this will include the staff cadre, both male and female employees of Fidelity Bank Plc, Lagos.

### 3.4 Procedures for Data Collection

To establish the relationship between emotional intelligence and organisational productivity, a self-administered questionnaire will be used as instrument in data collection and distributed to the respondents who will be given time to complete the questionnaires and will be retrieved from the responding within a week. The questionnaires will contain both demographic data and the measuring scales. The reason for choosing questionnaire as a result of data collection technique which is to guide the researcher to get responses in an orderly manner and also save a lot of time and resources. The questionnaires is expected to elicit important and relevant data and aided in answering the research questions. This would make it easier to get the adequate and accurate information necessary for research.

### 3.5 Validity and Reliability of the Study

Validity refers to the extent of accuracy of the results of the study. The validity of the results can either be internal or external. Internal validity refers to the analysis of the accuracy of the results obtained. External validity refers to the analysis of the findings as to whether they can be generalized. Where measurements are used, there are different types of validity. Face validity describes the extent to which the measure used is reasonably capable of measuring what is under study. Convergent validity describes the magnitude of the measurement used can bring similar results if used elsewhere and divergent validity that describes the extent to which one construct is distinguished from another. The instrument will be given to expert to further validate the face and content validity of the instrument. On other words, the questionnaire will be subjected to expert opinion to ascertain its validity as adopted by the research.

Reliability refers to the stability of the measure used to study the relationships between variables. The research instruments were designed in taking into consideration the issues related to the problem and goals of the study. This will therefore believe to be the responses and results from this study would be reliable. Internal consistency reliability will be used because it was easy to compute and only require one sample of data.

### 3.6 Data Analysis

The IBM Statistical Package for Sciences (SPSS Version 20) used to analyze the data collected from the distribution of the questionnaire. The hypotheses were analyzed and tested using Pearson Product Movement correlation model of statistical tool at the 0.01 level (2-tailed). The data were analyzed in the following manner: descriptive statistics was used to report on the demographic characteristics of the sample; and mean ranking was used to summarize the emotional intelligence, interpersonal competence, effective leadership and decision making associated with organizational productivity.

## 4.1 Hypotheses Testing and Result

### Hypothesis One

**Ho:** There is no significant relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc., Lagos.

Here, we are testing if there is a significant relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc., Lagos. To test for this hypothesis, we shall use the data from table 1 above.

**Table 2: Summary of Pearson Correlation results showing that there is a significant relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc, Lagos.**

		Correlations	
		Interpersonal Competences	Organisational Productivity
<b>Interpersonal Competences</b>	Pearson Correlation	1	.473**
	Sig. (2-tailed)		.000
	N	112	112
<b>Organisational Productivity</b>	Pearson Correlation	.473**	1
	Sig. (2-tailed)	.000	
	N	112	112

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

From table 2, the coefficients of interpersonal competences and organisational productivity is .473\*\* with probability value of .000 less than 1% level of significance. Since the P. Value (0.000) is less than 0.01, the null hypothesis is rejected and the alternative hypothesis was accepted and concludes that there is a significant relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc., Lagos.

### Hypothesis Two

**Ho:** There is no significant relationship between effective leadership and organizational productivity at Fidelity Bank Plc., Lagos.

Here, we are testing if there is a significant relationship between effective leadership and organizational productivity at Fidelity Bank Plc., Lagos. To test for this hypothesis, we shall use the data from table 2 above.

**Table 3: Summary of Pearson Correlation results showing that there is a significant relationship between effective leadership and organizational productivity at Fidelity Bank Plc, Lagos.**

		Correlations	
		Effective Leadership	Organisational Productivity
<b>Effective Leadership</b>	Pearson Correlation	1	.285**
	Sig. (2-tailed)		.002
	N	112	112
<b>Organisational Productivity</b>	Pearson Correlation	.285**	1
	Sig. (2-tailed)	.002	
	N	112	112

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

From table 3, the coefficients of effective leadership and organisational productivity is .285\*\* with probability value of .002 less than 1% level of significance. Since the P. Value (0.002) is less than 0.01, the null hypothesis is rejected and the alternative hypothesis was accepted and concludes that there is a significant relationship between effective leadership and organizational productivity at Fidelity Bank Plc., Lagos.

## 4.2 Discussion of Findings

At this stage of this study, the researcher discussed the finding from the academic research study. From the above analysis, it was found out that in hypothesis one that there is a significant relationship between interpersonal competences and organizational productivity at Fidelity Bank Plc., Lagos. This finding was in relations to the works of Danquah (2014), her study seeks to analyse and verify the impact of emotional intelligence on organisational growth in the banking sector of Ghana. The study adopts a quantitative research technique in which hypotheses are tested to verify the relationship between emotional intelligence and organisational growth in terms of return on investment. The study is based on 20 banks in Ghana. Pearson's correlation test, partial correlation test and ordinary least squares regression analysis were used in testing hypotheses. Findings of this study indicate that emotional intelligence is positively related to organisational performance ( $P < .05$ ). Emotional intelligence also significantly predicts organisational performance ( $P < .05$ ) with a variability of 30.6%, while it has a significant moderating effect on the relationship between customer satisfaction and business performance ( $P < .05$ ). It is recommended that banks formalise and regularise their investments in the acquisition of emotional intelligence skills for maximum organisational performance.

From the above analysis, it was found out that in hypothesis two that there is a significant relationship between effective leadership and organizational productivity at Fidelity Bank Plc., Lagos. This finding was in relations to the work of Green (2016), the purpose of his paper is to examine the factors that influence organizational productivity, specifically, from the viewpoint of its employees. The study draws upon a quantitative paradigm using a non-probability sampling technique. Data were collected from a total of 161 employees using a structured questionnaire across two different office sites in KwaZulu-Natal, South Africa. Statistical correlation tests were administered, and the findings indicate an association between organizational policies and employee benefit; organizational policies and performance appraisal; and performance appraisal and employee benefit. This research also confirms the findings of others, more significantly, in terms of reinforcing the perceptions of leadership and work-life balance as influential factors.

## 5.1 Conclusion and Recommendation

Emotional intelligence constraints are also an important factor for organization that they provide their employees' e.g. interpersonal competencies, effective leadership and decision making, management association with higher management; improve the employee confidence level so that they work more efficiently. If the employees knowing their own emotion and they are able to manage them they work more efficiently and productively. Employees also recognizing and appreciating emotions of other colleagues as well due to high job satisfaction productivity increase and employees motivate boost up.

In most private organizations like banks and telecom sector emotion intelligence and high interpersonal competences lead to increase in the employee productivity. Important for institutions to contact a feeling of job satisfaction that work produced is a rather weak relationship. It is commonly noticed that work satisfaction is interrelated with personal life satisfaction. A management needs to develop emotional intelligence skill to improve performance of employees and organization productivity. From the above studies we can conclude that Emotional Intelligence is a key analyst for employees to supervise their own emotions. The study also shows that employees with high Emotional Intelligence competencies have better job performance and organisational productivity.

Based on the findings of the study, the following recommendations are made and they are; It is recommended that priorities should be given in the recruitment process for the key positions to those candidates who have high emotional intelligence and also for the promotions; since the most efficient way of using business resources is to invest in the right person and to support these people.

Managers and workers as the heart and soul of organizations should be properly motivated to enable them perform to their fullest potentials to enhance organizational productivity.

Organizations should pay attention to training of managers and workers so as to develop latent competencies. This is unique for organizational competitiveness because competence comes in multiples. Organizations and individuals' interface in ways that require a multitude of emotional intelligence abilities each most effective when used in conjunction with others in synergistic clusters.

## 5.2 Limitations and Future Research

The survey is based on self-reported information that is further exposed to response-bias and the study lacks the methods of controlling this so we suggest that caution should be exercised in generalizing the result. Since the study is based on some particular industries so again any attempt in generalizing the results should be made carefully.

Short period of time and lack of resources might have served as the limitations of this study. The study also utilized some (not the entire) dimensions of emotional intelligence in conjunction with the criterion variable employee commitment. This is a snap short survey of the subject matter and the findings may not be identical as in a longitudinal investigation of the same subject.

Further research should be carried out to examine the relationship between emotional intelligence and organizational policy. This is necessary to help in formulating policies that would help in organizational stability. In addition, besides emotional intelligence, it is suggested that cultural intelligence and social intelligence should be studied and that the effects of different individual factors on organizational identity and performance should be examined too.

## References

- 1) Alavi, S. Z., Mojtahedzadeh, H., Amin, F., & Savoji, A. P. (2013). Relationship between emotional intelligence and organizational commitment in Iran's Ramin thermal power plant. *Procedia Social and Behavioral Sciences*, 84, 815-819.
- 2) AlHashmei, S. E., & Hajee, Z. R. (2013). The relationship between leadership, educational level and emotional intelligence: A case study in Bahrain. *Prabandhan: Indian Journal of Management*, 6(1), 24-32.
- 3) Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643-650.
- 4) Barney, J. B., & Mackey, T. B. (2005). Testing resource-based theory. In *research methodology in strategy and management*. Emerald Group Publishing Limited.
- 5) Bassem, M. A., & Joelle, R. M. (2017). Emotional intelligence and its relation to everyday behaviour. *Personality and Individual differences*, 36(6), 1387-1402.
- 6) Batool, B. F. (2013). Emotional intelligence and effective leadership. *Journal of business studies quarterly*, 4(3), 84.
- 7) Bonnyventure, S. N., Cheluget, J., & Ngala, M., (2020). Moderating effect of emotional intelligence on the relationship between integrative leadership and organisational performance. *African Journal of Emerging Issues (AJOEI)*, 4(2), 48 – 76.
- 8) Burns, N. and Grove, S. K. (2005). *The practice of nursing research, conduct, critique, and utilization*, 2<sup>nd</sup> edition. Philadelphia, Saunders.
- 9) Chipumuro, J. (2015). Emotional intelligence and performance effectiveness: A gender comparison at Stenden South Africa. *International Management Conference*, 9(1), 694–709.
- 10) Clawson, J. G. & Newburg, D.S. (2005). The motivator's dilemma. In M. Losey (Ed.), *Future of human resource management: 64 thought leaders explore the critical HR issues of today and tomorrow*, Alexandria, VA: Wiley, 15-19.
- 11) Cooper-Hakim, A. and Viswesvaran, C., (2017). Goal orientation and organizational commitment Individual difference predictors of job Performance. *International Journal of Organizational Analysis*, 18 (1), 129- 150.
- 12) Danquah, E., (2014). Analysis of the impact of emotional intelligence on organisational performance: a banking perspective. *British Journal of Marketing Studies* 2(3), 34-50,

- 13) Denison, D. R., Haaland, S., & Goelzer, P., (2014). Corporate culture and organizational effectiveness: Is Asia different from the rest of the world?
- 14) Deshwa, P., (2016). Impact of emotional intelligence on organizational performance. *International Journal of Advanced Research in Management and Social Sciences*, 5(1), 173 – 182.
- 15) Don-Baridam, L., (2017). Emotional intelligence and organizational commitment in three industrial sub-sectors in Rivers State. *International Journal of Advanced Academic Research Social & Management Science*, 3(9), 1 – 17.
- 16) Dorgan, C.E. (2014). Productivity Link to the Indoor Environment Estimated Relative to ASHRAE 62-1989 Proceedings of Health Buildings '94, Budapest, pp. 461-472.
- 17) Druskat, V. U., Mount, G., & Sala, F. (2019). Linking emotional intelligence and performance at work: Current research evidence with individuals and groups. Psychology Press.
- 18) Goleman, D. (2001). An EI-based theory of performance. In: Cherniss, C., & Goleman, D. (Eds.), *The emotionally intelligent workplace: How to select for, measure, and improve emotional intelligence in individuals, groups, and organizations* (pp. 27–44). San Francisco, CA: Jossey Bass.
- 19) Green, P., (2016). The perceived influence on organizational productivity: A perspective of a public entity. *Problems and Perspectives in Management*, 14 (2), 339 – 347.
- 20) Jones, S. and Holt, S., (2015). Emotional intelligence and organizational performance: Implications for performance consultants and educators. *Performance Improvement*, 44(10), 15 – 21.
- 21) Kamyabi, Y., & Devi, S. (2012). The impact of advisory services on Iranian SME performance: An empirical investigation of the role of professional accountants. *South African Journal of Business Management*, 43(2), 61-72.
- 22) Krén, H. and Séllei, B., (2021). The role of emotional intelligence in organizational performance. *Periodica Polytechnica Social and Management Sciences*, 29(1), 1–9.
- 23) Lopes, P. N., Grewal, D. Kadis, J, Gall, M. and Salovey, P., (2018). Evidence that emotional intelligence is related to job performance and affect and attitudes at work. *Psicothema*, 18(1), 132-138.
- 24) Martin-Raugh, Michelle P., Harrison J. Kell, and Stephan J. Motowidlo. (2016). Prosocial knowledge mediates effects of agreeableness and emotional intelligence on prosocial behaviour. *Personality and Individual Differences* 90, 41–49.
- 25) Mayer, J. D., Salovey, P., & Caruso, D. R. (2018). Emotional intelligence: New ability or eclectic traits? *American Psychologist*, 63(6), 503 - 519.
- 26) Meyer, B. B., & Fletcher, T. B. (2017). Emotional intelligence: A theoretical overview and implications for research and professional practice in sport psychology. *Journal of applied sport psychology*, 19(1), 1-15.
- 27) Nda, M.M. & Fard, R.Y. (2013). The impact of employee training and development on employee productivity. *Global Journal of Commerce & Management Perspective*, 2 (6), 91-93.
- 28) Nikolaou, I., & Tsaousis, I. (2018). Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment. *International Journal of Organizational Analysis*, 10(4), 327-342.
- 29) Obiora, C. A., & Iwuoha, V. C. (2013). Work related stress, job satisfaction and due process in Nigerian public service. *European Scientific Journal*, 9(20).
- 30) Parker, D., Waller, K. & Xu, H. (2013). Private and Public services: Productivity and performance migration, *International Journal of Productivity and Performance Management*, 62 (6), 652-664.
- 31) Pritchard, R.D. (1995) *Productivity measurement and improvement: Organizational case studies*. Greenwood Publishing Group.
- 32) Rahim, S. H. and Malik, M. I., (2017). Emotional intelligence & organizational performance: (A case study of banking sector in Pakistan). *International Journal of Business and Management*, 5(10), 191-197.
- 33) Rohan, S. & Madhumita, M. (2012). Impact of training practices on employee productivity: A comparative study. *Interscience Management Review (IMR)*, 2 (2), 87-92.
- 34) Shaughnessy, J. J. and Zechmeister, E. B, (1997). *Research methods in Psychology*. 4<sup>th</sup> edition. New York, McGraw – Hill.
- 35) Ugoani, J. N. N, (2019). Emotional intelligence and organizational culture equilibrium: a correlation analysis. *Journal of Social Science Humanities*, 1(3), 1 – 15.

- 36)** Utami, A. F., Bangun, Y. R., & Lantu, D. C. (2014). Understanding the role of emotional intelligence and trust in the relationship between organizational politics and organizational commitment. *Procedia Social and Behavioral Sciences*, 115(1), 378–386.
- 37) Wiete, A. K., (2014). Leadership and emotional intelligence: The keys to driving roi and organizational performance (Online) Available: [http://dpf.dk/sites/sdefault/files/leadership\\_ei\\_the\\_keys\\_to\\_driving\\_roi\\_and\\_org\\_perf\\_1.pdf](http://dpf.dk/sites/sdefault/files/leadership_ei_the_keys_to_driving_roi_and_org_perf_1.pdf)].