Research Article

Leaders Emotional Intelligence and Workplace Harmony of Printing Companies in Port Harcourt, Nigeria

Bob-Manuel, Ibietela Victor and Prof. Zeb-Obipi, I.

Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria
Email: ib08033942041@gmail.com; zeb-obipi.isaac@ust.edu.ng

Abstract: The current research evaluated the influences of leaders' emotional intelligence on workplace harmony of printing companies in Port Harcourt Rivers State, Nigeria. The design of the study was cross sectional survey study. The population was sixty two (62) staff of 19 printing press companies in Port Harcourt. Copies of questionnaire were distributed to the sixty two (62) respondents of the printing press companies under study since there was no need for sampling. However, after distribution fifty seven (57) copies were retrieved. Questionnaire was the major instrument for data collection. Cronbach's alpha test was used to measure the reliability of the questionnaire with the aid of Statistical Package for Social Sciences. Responses obtain was recorded on a five-point Likert's scale, varying from "very great extent", to "very low extent.

The Pearson Product moment Correlation with the aid of statistical package for social science was used to test proposed hypotheses. The study indicated that emotional intelligence significantly influence cohesiveness of printing press companies in Port Harcourt based on the result gotten from our findings. Emotional intelligence also significantly influences goal attainment printing press companies in Port Harcourt.

The researcher recommended that leaders in various printing and other business organizations ought to be emotionally intelligent in dealing with their subordinates in order attain cohesiveness and overall business goal.

Keywords: Emotional Intelligence, Workplace Harmony, Cohesiveness, Goal Attainment.

Introduction

Securing a harmonious workplace is not one of the easiest things to do, but with effective leader emotional intelligence there is the possibility of attaining it. According to Salovey and Mayer (1997), emotional intelligence is the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide man's thinking and actions. To derive better outcomes from the employees and to achieve the organizational goals, the leader should be able to understand the pulse of the employees and his pulse swell. Generally, people in the organizations expect that others should understand their own feelings and respect them. Through a greater understanding of one's own emotions as well as the emotions of others, emotional intelligence allows leaders to positively affect their situation by creating an environment of open communication, enhanced trust and greater empathy. As organizations become increasingly aware of the importance of these vital skills that allow for a higher level of communication within teams, with customers and suppliers and all stakeholders, the more harmonious the workplace will become. Emotional intelligence is coming into focus as an important characteristic for leaders to possess for harmonious workplace.

This concept is based on few premises as proposed by previous researchers, such as, emotions play an important role in people's lives; people vary in how they perceive emotions, understand, use and manage them and because of these differences the way people behave and adapt to a variety of workplace situations also differs (Ashkanasy & Daus, 2005). Therefore, even within the well-managed departments, managers and employees may face misunderstandings, disagreements and dissatisfaction from time to time. It is recognized that employees may experience job-related problems or complaints from time to time. It is in the best interest of both the management and the employee to resolve these matters as soon as possible at the lowest possible level before they become a formal grievance.

Workplaces with higher collective emotional intelligence have been shown to outperform those with less collective emotional intelligence (Feyerhem & Rice, 2002). Leader's emotional intelligence is said to be a promoter of harmonious workplace which enables employees carry out their roles and tasks in a cooperative and collaborative manner. It also helps in reducing conflicts and creates a more comfortable and cooperative working environment. Despite these factors, emotional intelligent and experienced leaders are not always successful in dealing with environmental demands and life in general, due to lack of understanding of the concept and its importance to workplace harmony as a result of scarcity of studies.

The few studies that have been published on these variables were carried outside the context of Nigeria; it is this gap, which this study tends to fill by examining critically the relationship between leader's emotional intelligence and workplace harmony of printing press companies in Port Harcourt. Although not as prominent as sectors like oil and gas, banking or telecommunications, the printing press sector of Port Harcourt is integral to the Rivers State Economy as it serves a constant demand for press material designed for a wide spectrum of concerns (including educational, socials, political, religious and other contemporary events). As a result, there is a steady flow of business in the sector generating a meaningful level of employment for residents. However, like any competitive environment, this steady flow of business is not evenly distributed amongst companies but rather some companies are found to be inundated with business while others are struggling to keep afloat. The quest to meet or exceed customer expectations is central to the value proposition of any successful printing press company thereby resulting in highly pressurized work environments for workers in this sector. Workplace harmony is perceived to be challenge for most companies in this sector.

Taking into consideration the importance of this sector to the Rivers State economy and the threat that workplace disharmony can be to companies, generating solutions to this effect is indeed a worthy endeavor and therefore forms the basis of this study's point of departure.

The purpose of this study was to evaluate the relationship between leaders' emotional intelligence and workplace harmony of printing companies in Port Harcourt. To achieve to this purpose, the following objective was selected to guide this paper:
i. Examining the influence of leader's emotional intelligence on workplace harmony of printing companies in Port Harcourt.

Based on the problem statement and specific objective of the study, the following research question was formulated.

I. What is the relationship between leaders' self-awareness and workplace harmony of printing companies in Port Harcourt?

The following hypotheses were formulated for this study:

H$_{01}$: There is no significant relationship between leader's emotional intelligence and workplace cohesiveness of printing press companies in Port Harcourt.

H$_{02}$: There is no significant relationship between leader's emotional intelligence and workplace goal attainment of printing press companies in Port Harcourt.
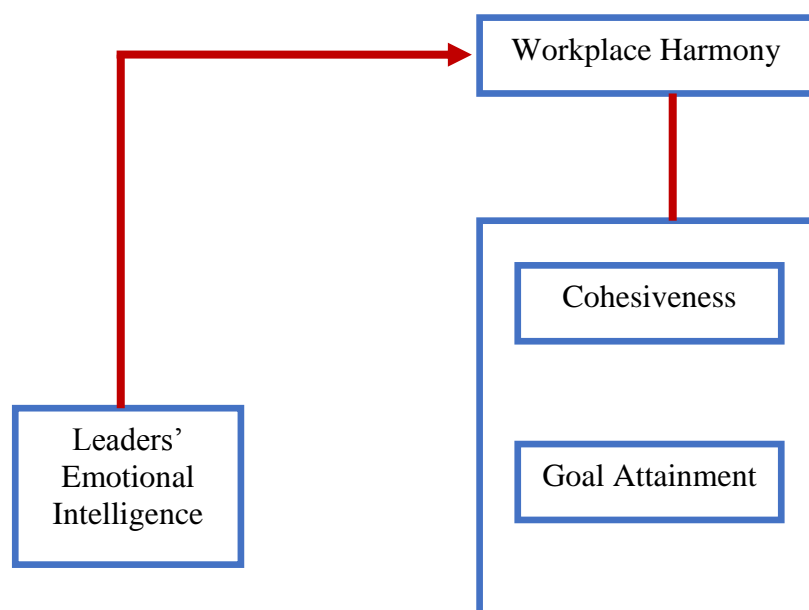
Figure 1. Conceptual Framework of Leaders Emotional Intelligence and Workplace Harmony (Source: Desk Research, 2019)

Literature Review
Theoretical Framework
Hertzberg Two Factor Theory (Frederick Herzberg 1950s). This theory implies that for the happiest and most productive workforce, you need to work on improving both motivator and hygiene factors; to help motivate your employees, make sure they feel appreciated and supported. Give plenty of feedback and make sure your team members understand how they can grow and progress through the company and to prevent job dissatisfaction, make sure that your employees feel that they are treated right by offering them the best possible working conditions and fair pay. Make sure you pay attention to your workers and form supportive relationships with them. This theory has application on leader's emotional intelligence and workplace harmony, because it deals with feelings, motivation managing oneself, and others and prevention of chaos situation or dissatisfaction thereby enhancing harmonious workplace.

Concept of Emotional Intelligence
Emotional intelligence (E.I.) refers to the ability to recognize and regulate emotions in ourselves and others (Goleman, 2005), the most current, reverse and widely accepted definition of Emotional intelligence is expressed, as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth (Mayer and Salovey, 1997). Possessing a slightly different outlook, he defines emotional intelligence as being concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environment or workplace demands (Bar-On, 1997). According to many authors (Goleman, 2000; Palmer, Walls, Burgess and Stough,2001; George, 2000;

Watkin, 2000; Miller, 1959) Emotionally intelligent leaders are thought to be happier and more committed to their organization achieve greater success, perform better in the workplace, take advantage of and use positive emotions to envision major improvements in organizational functioning and use emotions to improve their decision making and instill a sense of enthusiasm, trust and harmony in other employees and workplace through interpersonal relationships (Rosete and Ciarrochi,2005).

Emotionally intelligent individuals maintain an awareness of the ways they act, and the labels that are placed upon them (Averill, 1980). Scheff (1983) described emotions as being culturally specific, where individuals are required to interpret and appraise the cultural expectations of certain emotional displays, and react accordingly. Individuals who are self-aware understand the roles they must play, a role that is assigned by the community in which they interact.

Concept of Workplace Harmony
In this study, the measures of workplace harmony adapted from the work of Tannenbaum, Beard and Salas (1992). They maintained various dimensions of which are Cohesiveness and Goal Attainment. Cohesiveness is the degree to which members are attracted to a group and motivated to remain part of it (Schermerhorn, Hunt and Osborn, 2002); it thereby refers to both forces that attract members to the group, as well as the benefits (Man & Lam, 2003). Employees in cohesive groups value their membership and strive to maintain positive relationships with other group members (Schermerhorn *et al.,* 2002).

Workers cohesion can be defined using two general ways. The first refers to "the degree to which the members of a group desire to remain in the group" (Cartwright, 1968). This perspective of cohesion refers to the attractiveness of the group for the individual member. It reflects the degree to which group membership is linked to personal rewards (Thibaut and Kelly, 1959). The second perspective refers to how resistant the workers are to disrupting influences (Gross and Martin, 1952). This perspective reflects a degree of member integration or "bonding" in which members share a strong commitment to one another and/or to the mission of the team.

Barrick *et al.,* (1998) found that cohesion among Members were highest when workers were high on select personality variables, namely agreeableness, extraversion, and emotional stability. Likewise, in a study of 93 applied research and new product development teams across a variety of industries, Keller (2001) showed that diversity in functional background creates stress within the workers, which in turn lowers cohesiveness among workers and hinders their ability and desires to work together.

Goal is the target the workplace wants to achieve. While empirical studies on the subject have been rare, workplace goals - goals defined at the workplace-level - have consistently been a central element in organization theory (Bourgeois, 1985; Simon, 1964). The concept of the workplace goal has evolved over time, but most theoretical discussions of workplace goals have emphasized their "normative" and "evaluative" function. Workplace goals have most commonly been employed as criteria for assessing effectiveness. Conceptualized in this way, workplace goals are in essence benchmarks used to evaluate the effectiveness of organizational behaviors and attained outcomes. Other conceptualizations such as the work motif (Blau and McKinley, 1979) or work objective (Krouse, 1972) also accentuate the normative function of workplace goals as the intellectual ethos or prevailing set of ideas concerning what architecture is and what it should accomplish (Blau and McKinley, 1979).

Methodology

The cross-sectional survey method, a form of quasi-experimental design will be use, which is considered most appropriate for this study. According to Baridam (2001), cross sectional survey can be thought of as analogous to the taking of a snapshot 'of some situation and analyzing it. The population in this survey is large and diverse, therefore the appropriateness of the cross-sectional survey, widely used in administrative and social sciences, taking cognizance of the complex relationships that exist between variables. There are One Hundred and Ten printing firms across varieties of locations in Port Harcourt. This study is on managers and their deputies in nineteen critically selected printing companies in Port Harcourt, and Sixty-two (62) of the leaders were selected from the different firms.

This study was aimed at empirically evaluating the influence of leadership emotional intelligence on workplace harmony of printing companies in Port Harcourt. The questionnaire was personally administered to the leaders and their deputies of the chosen companies. The study was adopted census since the study units were known; hence there is no need for sampling. According to Gall and Bob (2010), if a given population of study is below 100, all subjects that constitute the population should be censored. The target population in this study comprises of the leaders and their assistance of the selected printing press companies in Port Harcourt. All the leaders and their deputies summed up together are sixty-two (62).

The questionnaire was the instrument for data collection. The questionnaire was personally administered to the leaders and their assistance in selected companies. The questionnaire was subjected to face validity to ensure that the instrument is capable of doing what it is expected to do in this study. The questionnaire was given to the researcher's superiors for validation. The object was measured and compared with previous measurements of other work to ascertain its reliability. Cronbach's alpha test was used to measure the reliability of the questionnaire with the aid of Statistical Package for Social Sciences (SPSS).

Data Analyses and Results
Test of Research Hypothesis One
H$_{01}$: There is no significant relationship between leader's emotional intelligence and workplace cohesiveness of printing press companies in Port Harcourt.

Table 1. Emotional Intelligence and Cohesiveness

Correlations		EMOINT	COHE
EMOINT	Pearson Correlation	1	.581**
	Sig. (2-tailed)		.000
	N	57	57
COHE	Pearson Correlation	.581**	1
	Sig. (2-tailed)	.000	
	N	57	57
**. Correlation is significant at the 0.01 level (2-tailed).			
Source: Survey data, 2019			

From the upshot in correlation table 1 above, it is clear that there exist a positive relationship between emotional intelligence and cohesiveness. The *r* value 0.581 confirms this relationship and it is significant at p 0.000<0.05. Thus, based on empirical findings the null hypothesis earlier stated is hereby rejected. Therefore, there is a significant relationship between emotional intelligence and cohesiveness.

Test of Research Hypothesis Two
H$_{02}$: There is no significant relationship between leader's emotional intelligence and workplace goal attainment of printing press companies in Port Harcourt.

Table 2. Emotional Intelligence and Goal Attainment

Correlations		EMOINT	GOLA
EMOINT	Pearson Correlation	1	.727**
	Sig. (2-tailed)		.000
	N	57	57
GOLA	Pearson Correlation	.727**	1
	Sig. (2-tailed)	.000	
	N	57	57
**. Correlation is significant at the 0.01 level (2-tailed).			
Source: Survey data, 2019			

From the upshot in correlation table 2 above, it is clear that there exist a positive relationship between emotional intelligence and goal attainment. The *r* value 0.727 confirms this relationship and it is significant at p 0.000<0.05. Thus, based on empirical findings the null hypothesis earlier stated is hereby rejected. Therefore, there is a significant relationship between emotional intelligence and goal attainment.

Discussion of Findings
The test of hypotheses one and two respectively, shows that there is a strong positive relationship between emotional intelligence and each of the measures of workplace harmony in the sample of printing companies in Port Harcourt. The positive values of (0.581 and 0.727) show the strength of the relationships between the variables. The P-value (0.001) is less than the level of significance at (0.05). This suggests that positive relationship exists between emotional intelligence, cohesiveness and goal attainment. Hence, the null hypotheses are rejected.

In this study, an attempt has been made to determine the reliability of the relationship between leader's emotional intelligence and workplace harmony of printing firms in Port Harcourt after analyzing the obtained data from the field, it was proven that: There was a high degree of consistency on the part of the respondents that emotional intelligence influences goal attainment of printing press companies in Port Harcourt. There also exists a high degree of consistency on the part of the respondents that emotional intelligence influences cohesiveness of printing companies in Port Harcourt.

Conclusion
The aim of this study was to evaluate the relationship between leaders' emotional intelligence and workplace harmony of printing companies in Port Harcourt. Based on the findings above, the researcher therefore concluded that;
Emotional intelligence significantly influence cohesiveness of printing press companies in Port Harcourt based on the result gotten from our findings. Emotional intelligence also significantly influences goal attainment printing press companies in Port Harcourt.

Recommendations
Having reached the above conclusion, the researcher recommended that:

With the level of strong positive significant influence emotional intelligence has on each of the measures which consist of cohesiveness and goal-attainment, managers in various printing and other business organizations ought to be emotionally intelligent in dealing with their subordinates to attain effectiveness and efficiency.

Conflicts of interest
The authors declare no conflicts of interest.

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