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## EMOTIONAL INTELLIGENCE AND EMPLOYEE PERFORMANCE IN BAYELSA STATE CIVIL SERVICE

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### ABSTRACT

This study examines emotional intelligence and employee's performance in Bayelsa State Civil Service. From the study, self-management a dimension of emotional intelligence was used and employee performance was measured through productivity and creativeness. The research adopts cross-sectional survey with a population of 2,699 and a sample size of 348 was determined using Taro Yamen's formula. Also, 348 questionnaires were distributed to 10 Ministries and 324 were completed and were retrieved. The stratified random probability sampling technique was utilized spearman's ranked other correlation statistic tool was used to test. The findings indicated the dimension of emotional intelligence (self-management), significantly enhance employee's performance through productivity and creativeness. The findings also showed a strong relationship exist between self-management and the measures of employee's performance. The study therefore recommends that Mentoring and or coaching employees on the relevance of self-management should be the priority of administrative heads, if they want to be productive.

**KEYWORDS:** Creativity, Emotional intelligence, Employee Performance, Productivity and self-management

### INTRODUCTION

Emotional Intelligence generally has no acceptable universal definition. Relatively, it is an expanding construct in most workplace organizations both public and private sector and has attracted a growing attention in research in recent times, though its emergence is more than two decades (Hosan, Ali, Asad & Mohammed, 2012). However, its impact on employee performance can hardly be undermined (Rahim & Malik, 2010). The conceptual framework for understanding emotional intelligence could be traced to the works of two psychologist Salovey & Mayer in early (1990). Then in (1995) Goleman, and later Baron in (1997), Goleman requested to use it as an alternative construct to IQ (intelligent



quotient) to predict success in various endeavours. Their works were based on the mental abilities of individuals. These abilities, they opined are related and that those who have control and mastery over their feelings and that of others are thus, able to influence their subordinates along achieving organizational objectives, utilize the information they gather to channel their deeds and the way of life of others are said to be emotionally intelligent. Goleman, (1997) and Higgs, (2000) agreed that EI helps employees to motivate their self to get job done, be creative to perform optimally as well as being sensitive and able to manage relationship effectively.

The number of research related with the study of effective performance showing up in recent times is “emotional intelligence” (Bar-On, 1997; Goleman, 1995; Salovey & Mayer, 1990). Research reveals that generally the higher the levels of EI, the better the social relationships and employee performance, especially in jobs where human interaction is highly involved. The investigation by Bachman, Stein, Campbell and Sitraneois, (2000) and Radha, Shrec, and Vijayalakshim, (2017) showed that EI plays a crucial role in determining employee job performance. To this end, Segal, Smith and Robinson, (2012), said emotional intelligence boost communication with others in a way that attract people to you, overcome differences, heals injurious feelings and reduces tension and stress. Four comprehensive scopes of emotional intelligence was identified by Goleman, (1995) which includes; self-awareness, self-management, social awareness and relationship management.

The Nigeria public service has undergone several reforms targeted at rebranding it and making it more responsive and result-oriented. Yet these reforms have not yielded the desired results especially in the area of promoting sustainable human development which is a vital ingredient to enhanced economic stability in any state. (Nwanolue & Uwuoha, 2012). For instance, the Udoji reforms of 1977 sought to clearly delineate the distinctive value proposition of local government service and ensure its effectiveness and independence. It is rather sad that even with the enormous workforce spread across the ministries and parastatals in Bayelsa State, the level of performance is still comparatively inadequate.

The employment procedures in almost every establishment entail various rigorous tests which the public sector is no exception. Different kinds of tests and interviewing systems are employed. On the other hand, majority of these assessments are based on determining educational distinction; that is the intelligent quotient of the individuals, their scores and longevity of service. Less is done to discover these potential employees emotionally. Hence the state civil service is occupied with personnel with excellent academic track records but who nonetheless may score low on emotional intelligence.

Therefore, this study intends to investigate empirically the extent to which emotional intelligence can enhance employee performance in the state civil service and as well add to the existing body of



literature.

## LITERATURE REVIEW

### Concept of Emotional Intelligence

Emotional intelligence is a form of human intelligence. Emotions and reasoning are the two different capabilities of human nature. Where reasoning means to make decision rationally and emotion implies to have an understanding and empathize with others and being human. The term emotional intelligence is a construct of two different meaning that need proper understanding. The word emotions is defined as the very strong feelings that are directed at others or something Frijda, (1993). Emotion is often twisted with mood, temperament, personality, disposition, and motivation. Whereas intelligence is the capability to study, or be knowledgeable about things or to cope with innovative and demanding circumstances (Merriam-Webster).

The notion of emotional intelligence was talked about in 1920's and originated from the social intelligence which was postulated by Thorndike (1920's) which was well-defined as a capability to comprehend and establish dealings with individuals. Though emotional intelligence has no single definition from the perspective of scholars, it was Salovey and Mayer (1990) who coined the term emotional intelligence for the first time. And they defined it as a type of social intelligence that includes personal ability to monitor feelings and emotions, differentiate and utilize the information to direct the actions and thinking of individuals. Furthermore, it is defined as the capability to identify, evaluate and express emotions perfectly and adaptively; the capability to recognize emotions and emotional understanding; the capability to access and create feeling where they expedite intellectual activities and adaptive actions; and the ability to regulate emotions in one and others (Mayer et al 2004). In an attempt (Salovey & Mayer, 1997) expanded their definition as the ability of an individual to sense accurately, appraise, and show feelings; the ability to freely access and create feelings when they expedite thoughts to know emotion and emotional knowledge; ability to control emotions to promote and intellectual growth.

Bar-on (1997), would however define emotional intelligence as the collection and grouping of social and personal abilities which involves feelings that influences the individual's total ability to answer effectively to new or tense situation and pressures within the surrounding. "Emotional intelligence" as a term was really uncommon to scholars and the general public. The publication of Daniel Goleman on emotional intelligence in 1995, gave a strong ground for the recognition of the term.

Goleman defined emotional intelligence as the ability and skill that recognizes one's feelings and that of others, for encouraging ourselves and for managing emotions well in us and in our relationships. Eskandarpour and Amiri (2012) opines that emotional intelligence involves individual knowledge of



one's-self and others, interpersonal relationship, environmental consistency by reaching out to one's need and exchange relationships.

Goleman 1997 in Dulewicz and Higgs, (2000) provide another useful definition of the concept, and expanded the scope of EI to include inter alia:

Knowing your emotions and having control over your impulse without allowing it swamp you;

Being able to encourage yourself to get job done, and having new ideas to perform at your best; and  
Sensing the feeling of others, and relating with them effectively.

A more concise definition is put forward by Martinez (1997) defined emotional intelligence as “the collection of non-cognitive services, abilities and proficiencies that stimulate a person's ability to manage environmental demands and pressures”. What this suggests is that EI unlike some other traditional concepts of intelligence, is not believed to be solely cognitive, but rather involves, skills that assist one in coping with day to day living. Though according to Goleman, (1996; 1997) we must not disregard traditional ideas of intelligence, as they are also useful to the individual daily living skills and work performance. Where psychology once regarded human emotions as disorderly, confused, and described of poor alteration, fresh authors see emotions as vital part in organizing, encouraging, and guiding human activities (Salovey & Mayer, 1990).

To this end, it is imperative to say that emotional intelligence is concerned with the ability of one to effectively understand his feelings due to the changes that surround his environment using his emotional knowledge to relate and regulate the behaviours and actions of others in a way that will boost organizational performance. Emotional intelligence develops innovative creativity in individuals and helps the improvement of employee job performance (Ganji, 2011; Hadsanzadeh, 2009).

Their position aligns with Jorfi and Moghadam, (2010), according to them, EI is an essential variable for an organizational performance, as its contribution leads to improved productivity and employee performance which reflects on the remuneration of employee's and the ranking of organization among its contemporaries. Also, this corroborates the findings in (Seiber, Kraime and Liden, 2001) that emotional intelligence assists employees to nurture position relationship at work effectively in team to social capital. As stated by authors (Cooper and Sawaf, 1997; Salovey and Sluyter, 1997; Goleman, 1998) emotional intelligence is vital for effective leadership. It is believed that the best training one has, as well as high intelligence level, will not produce a successful leader without emotional intelligence. Top leaders are expected to be more positive, approachable, warm, empathetic and



optimistic. Several research work has shown that it takes more than traditional cognitive intelligence to be effective at work since EI deals with the capability to manage undesirable circumstances and centers on positive emotional state that shows an operational position in ascertaining success. Early research on emotions in the workplace states that emotion may drive productive gains, new ideas and fulfillment of individuals, teams and organization (Mayer, Caruso, & Salovey, 1999).

As a result, emotional intelligence plays an indispensable part in almost every sphere starting from effective governance, teamwork, corporation and idea to capable performance of an employee. An emotionally intelligent business, when built on excellent practices and knowledge of communications across all levels can continuously excels in all the vital areas. Such organization becomes efficacious in keeping a staff that is inspired, industrious, and effective, associated with the business, and devoted to the work (Petrides & Furnham, 2006).

In considering emotional intelligence, this research draws richly from the findings of Goleman (1995). Also, Goleman's dimension of emotional intelligence model has become a standard as far as applying EI that deals on personality factors that ascertain job place success is the focus. Goleman divides EI into four groups that encompass our understanding of people: self-awareness, self-management, social awareness, and relationship management. It is to these correlates that we shall now turn to.

### **Self-Management (Self-Regulation)**

The domain of EI includes the capability to manage one's provocation in conflict situation while keeping defensiveness to the least and ultimately renovating rationality, also to adjust to changing situations (Wolmarans & Martins, 2001). An organization without self-management is like a lifeless individual. Goleman (1995) establishes that individuals with low capability to self-control are susceptible to feeling of worries, while those with high ability are more resilient to life's obstacles and disappointments. Self-management, adaptability, imitativeness, achievement drive and transparency are the essential keys to optimal job performance in every organization, as work environment is basically characterized with regulations. The public service organizations cannot achieve greater performance if there are no corrective measures put in place to prevent deviant employees from set standards of performance. Organizations that have regulatory culture often times come out with outstanding employee performance that withstands global economic competitions.

In a different way Smith (2000) in Weiten & Lloyd (2003) indicated that in new job situation, the secrets to employee performance is self-control, current information and skills, capability to conform to deviations and flexibility. In a way, it is worthy to note that the essentiality of self-management cannot be over emphasized as it give's organization the access to measure the performance of an individual employees as well as the entire organization. (Rahim, Psenicka, Polychronious, & Zhao,



2002) state that self-management is a continuous act which directly affect the performance of individuals in the organization while facing emotional exhaustion, an employee with a strong state of control can cope with frustration and stress at work place.

Hence, no individual and organization can succeed in a conflict environment without self-management. (Shalzad, etal, 2011). Trustworthy workers are sincere about their weaknesses.

### **Concept of Employee Performance**

The concept of employee performance is not a straight forward one; it is a multi- variant construct that can be described in different ways. Usually, organizations such as the civil service are judged by their performance in relation to their strategic objectives. The concept of “performance” is used extensively in all fields of management. Despite its frequent use, its exact meaning is hardly clearly defined by scholars even when the main area of focus is performance. There is a need for the correct understanding of the word which must not be misread in the context of its use.

Employee performance is defined as an individual’s success criteria rate compared to expectations of the organization (Kazemi, 2002). It is also defined as a reason of the actions set to achieve; pre-specified goals based on a specific standard. Put contrarily, employee performance is the total predictable value to the organization of the separate obligation that a person is saddled with over a period of time (McCloy, Campbell & Cudec, 1994; Motowidlo, 2003. In other words, it is also an individual output in terms of quality and quantity expected from every employee in a particular job. This indicates that an individual performance is mostly determined by motivation and the desire and ability to do the job (Motowildlo, 2003). Performance is a show of the firm’s ability to achieve its goals (Miller & Broamiley, 1990). It is the joining of resources, abilities of the organization that are being utilized efficiently and effectively in order to achieve its desired goals (Collis & Montgomery, 1995). Performance is the rate of the outputs of the organization after carrying out operations on its inputs. It is the output of the activities that occur within the organization (Wit & Meyer, 1998).

For decades now, the operating environment of the public service has experienced radical transformation. By reason of greater competition in the global market place, both private and public organizations have now streamlined their operations (Collis & Montgomery, 1995). Employee performance is one of the important and significant sources of economic growth and competitiveness whereby making it a statistical reference point for comparisons and also a productive assessment tool. Individual performance has become an essential issue in today’s business environment, so much that organizations go a great length to check and manage it (Armstrong & Baron, 1998). The contemporary now presents different sets of challenges: laws and regulations are evolving, the economy is altering, and most importantly, no one seems to be aware of what problem or obstacles will arise, to continue,



organizations can also perform well or poorly due to global best practice. In order to get the best out of the organization, its assets, including of course the human resources must be well deployed and utilized.

Goleman (2005) established that EI guarantees work performance and efficiency of those involved. In addition, Carmeli, (2003) indicated that employees with high level of brainpower can manage their emotional state in terms of sustaining a positive mental state which can cause improved job performance. The stream of studies associated with the research of effective performance showing up in recent years is emotional intelligence (Bar-on, 1997; Goleman, 1995; Salovey & Mayer 1990). Personal performance is of huge effect on the status and the efficiency of the state public service entirely.

The effective management of individual performance is critical to the execution of strategy and the civil service achieving its strategic objectives (Amos, Van dent Ent and Low 2004). A review of literature shows individual differences such as self-monitoring personality (Caligiuri & Day, 2000), gender (Sinangil & Ones 2003), non-ethnocentrism (Hechanova ,Beehr, Christianse & Bjorkman, 2005), task and people orientation (Shaffer, Harrison, Gregersen, Black & Ferzandi, 2006), goal orientation (Wang & Takeuchi 2007) and previous international experience (Varma, Toh & Budhwar, 2006) related to expatriate job performance.

It has been indicated that when public sector employees feel happy about work related tasks then their performance is enhanced and they execute tasks in better way. Performance is the outcome of work in a competent manner with significant responsibility for organization devoid of intruding law and organizational goals. Performance is the action of employees' effort, if the performance is satisfied and the quantity as well as the quality then the employee is increasingly improving; then such organization is an effective organization (Culbertson, Huff cut, & Gob, 2013).

For the purpose of this study, it must be noted that the performance of the Bayelsa State civil service existence will be threatened, if the feelings of workers are not considered. Although, these public corporations. Ministries, departments and agencies were given exclusive right, majority of them have performed poorly over the years (Nwankwo & Richards, 2001). Employee's plays important role in organizational success. (Collis & Montgomery, 1995). If the performances of public service workers are not improved coupled with escalating wage bill, then the state has no choice but to wield the big stick such as is being witnessed in Bayelsa State and the government may be forced to consider privatizing some agencies and this will further aggravate the problem of the growing unemployment.



## **PRODUCTIVITY**

The concept of productivity has attracted several definitions from scholars reflecting their academic and social environment. Mali (1998) cited in Omeje (2011), defines productivity as the measure of how well resources are being brought in their mix to attain organization set goals. In the same way, Akerele (1991), maintains that productivity is the degree of how healthy a country's resources are make use of for achieving a set of results attaining the highest level of performance with the smallest costs of resources. Productivity which is the combination of performance and efficient use of economic resources has important impact on organization and the economy in general (Amah, 2010). The public service is an indispensable sector both at the national and state level which hires the highest workforce and expends over sixty percent of its total income. The recognition of the state civil service does not necessary depend on the amount of capital it spends but the kind of services it renders to the public, such as education, health, agriculture, information, rural development and general welfare.

### **2.4.2 Creativeness**

According to Runco (2004) that the attention on the study of creativeness among professionals and researchers continue to grow in different fields since 1990. This interest has been fuelled to cope with global marketplace, technological advancements and uncertain economy which highlights creativeness as the cornerstone of innovation (Kliji and Tomic, 2010). Organizations today are operating in such a complex environment where innovation has become the precious organizational resources for performance and survival (Zhang & Bartol, 2010). The complication has produced an increasing pressure to act more productively than their equivalents (Rosenbush, et al 2011). However, in order to adapt and grow, organizations need to focus on the creative potentials of their employees, which can serve as tools to innovation, change and performance (Gupta, 2004).

The range of academic concern in creativity comprises a number of explanation and methods comprising a number of disciplines; psychology, education, philosophy, cognitive science, business studies and economics. Wyckoff (1991) explained creativity as new and useful. Creativity is all about going from the well-known to the unknown. Mumford (2013) opined creativeness as a phenomenon whereby something novel and loved is produced –such as idea, a joke, a literary work, a painting or musical composition, a situation, a discovery etc. Creativity is the process of coming up with new concepts for changing products, services, and method so as to better attain the organizational goals (Amabile, Barsage, Myeller & Straw, 2005) in conclusion of studies in creativity, Mumford (2013) advocated that over the progress of the last decades, we seem to have reach an overall belief that creativity involves the invention of fresh, worthwhile product.





### **Emotional Intelligence and Employee Performance**

So far, it has been proven by virtue of reliable authorities already cited that the term emotional intelligence is a construct that connects emotions to individual performance. Over the year, research has shown positive link with emotional intelligence and employee's job performance, organizational commitment, organizational citizenship and employee's intentions as was put forward by different researchers, Ganji, (2011); Hasanzade, (2009) explained that EI cultivates new creativity in persons and consequently, supports in the enhancement of individual's job performance. And again, what is crucial is the series of job performed in the processing of communication within the organization which is another role of emotional intelligence (Ganji, 2011). Emotional intelligence has the power to better explain people's work place performance, similarly, (Shimazu and Oduhara, 2004) opined that employee with high EI are capable of utilizing their emotional skills to promote positive personal interaction which help in promoting employee's moral and add to the feeling of personal success and satisfaction. Recent research carried out by Schmidt and Hunter, (2004). Indicates that EI predicts employee performance well in diverse job endeavors, including a job that does not require intellectual power. They are of the opinion that; emotional intelligence is a key determining factor for evaluating employees' performance.

Moghadam, Jorfi and Jorfi (2010) were of the view that public and private organizations need to deal with the changes in a way that will produce results and emotional intelligence is an essential factor in helping organizations to cope effectively with the changes that takes place in the work environment, due to the dynamics in trend and the ability to quickly adapt to these changes make the difference between peak performance, without mix feelings through the ability of empathy. Also, Schmidt and Hunter, (2000) established that emotional intelligence is a significant factor in determining and evaluating employee's performance. As it allows people to foster positive relations, perform well in groups and build social asset, ability and capability of others often influence the employee's performance through Counseling and reinforcement (Seiber and Bertrand 2001). Employee performance is considered an important factor which is linked with organizational outcomes (Wall Wood & Leach, 2004). According to Silvia and Philips (2004) stated that the desire to improve and achieve desire performance is a result of self-focus acts that enable them put in their best until they become perfect. Self-focus is an ingredient of emotional intelligence.

Several studies have identified the association between emotional intelligence and employee performance both in the public and private sectors. Lam and Kirby (2002) and Semadar, Robin and Ferris (2006) in their research posit that emotional intelligence is also the greatest forecaster of employee's performance, as it predicts the productiveness of the employees through their understanding and control of their emotions in the expected mode. However, Cote and Miners (2006) are of the opinion that research in various fields around the world shows that top performers can be



separated from normal ones by taking cognizance of their emotional state. Joseph and Newman (2010) established that EI was a perfect indicator of performance for jobs that demands emotional Labour than for jobs overall.

### **Self-Management and Employee Performance**

Self-management is a continuous process of managing, evaluating and reinforcing our actions, thought and emotions to have the right behaviour or performance in respect to our environment through constantly reminding ourselves of our norms and values (Goleman, Boyatzis and McKee, 2002). Employees who are rated highly in self-management are more likely to perform excellently in their task due to positive attitudes, self-motivation, willingness to comprehend and ability to adapt and suggest in times of changes, it is therefore essential to focus and improve on self-management before embarking on relationship (Victoroff & Bayatzis, 2012). Wong and Law (2002). Argued that self-managing persons are able to enhance the quality of social relations and thus enjoy more constructive actions from co-workers that increases productivity and employee performance. Tracy (2006) discovered that environment where empathy, compassion and integrity which measure self-management, creativity and innovation is seen more and conflict and unwanted criticism are seen less and support of workers will result to increase employee performance. According to Rehim and Psenicka (1996), self-management is basically a crucial factor which can affect the performance of employees and organization. Similarly, Pavitra and Chandrasekhar, (2008) opined that self-management restrain the negative feelings, which is essential in determining success as well as impacting on others. The latter is basically the essence of creativity.

**H<sub>03</sub>:** there is no meaningful relationship between self- management and productivity?

**H<sub>04</sub>:** there is no meaningful relationship between self- management and creativeness?

### **METHODOLOGY**

The study gathered data from employees of the Bayelsa State Civil Service. The study adopts the cross- sectional survey design and it is purely descriptive because of its nature. All civil servants in Bayelsa State in the various Ministries, at the time of the conduct of this investigation constitute the target population. The number of public servants in Bayelsa State as at the time of the study was given as 2,699 from the Bayelsa state civil service administration, 2018.

This study utilized the stratified sampling technique, the essence of using the stratified technique is to ensure adequate representation of the different elements that make up the population. To determine the sample size, the study employed Taro Yamane's formula. As a result, the sample size of the study is 348 civil servants extracted from ten (10) ministries.

In order to estimate reliability of the instrument, a Cronbach alpha test was obtained as estimated of construct validity and internal consistency reliability for the EI questionnaire while Cronbach Coefficient alpha ranging from .75 to .83 was obtained for the subscales. They all fall within the accepted threshold of 0.7 as suggested by Nunally (1978).

Both descriptive and inferential statistics was used to analyze the data. The analysis was done with the aid of SPSS/PC (Statistical Package for the Social Sciences).

The research questions were investigated using Spearman Rank Order Correlation (Rho) It is the statistical technique for hypothesis testing to determine whether there is association between the emotional intelligence indicators and employee performance.

**Table 4.1 Descriptive Statistics on Self-Management dimension of emotional intelligence**

	N	Minimum	Maximum	Mean	Std. Deviation
Self-Management	324	3	5	4.01	.810
SM2	324	2	5	3.53	1.105
SM3	324	2	5	3.54	1.113
SM4	324	1	5	3.05	1.571
Valid N (listwise)	324				

Source: Research survey data (SPSS output), 2019.

The dimension (self-management) has four items with a high level of affirmative response where ( $x > 3.0$ ). Self-management which is focused on individual having total control of their impulse and actions has the following mean scores (4.01; 3.53; 3.54 and 3.05). The implication here is that item one on self-management scale plays more significant role among the participants of this study than the other items.

Descriptive statistics on the two measures of employee performance (creativity and productivity)

**Table 4.2 Descriptive Statistics on the two measures of employee performance**

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Creativeness</b>	324	2	5	3.53	1.106
C2	324	4	5	4.52	.501
C3	324	2	5	3.53	1.108
C4	324	1	5	3.03	1.413
C5	324	2	5	3.51	1.120
<b>Productivity</b>	324	2	3	2.51	.501
PR2	324	4	5	4.49	.501
PR3	324	1	5	3.03	1.404
PR4	324	2	3	2.50	.501
Valid N (listwise)	324				

Source: Research survey data (SPSS output), 2019.

Table 4.2 presents the mean scores on the two measures of employee performance (creativity and productivity). Creativity, the first measure of employee performance has five items with a high level of affirmative response where ( $x > 3.0$ ). Creativity is concerned with the process of creating new ideas that enable organizations to be innovative as well create solution during time of crises. Creativity has the following mean scores as represented in the table (3.53; 4.52; 3.53; 3.03 and 3.51) respectively. The outcome signifies that item two play more significant role among civil servant in the various ministries.

The second measure of employee performance (productivity) contains four items with each measuring employee’s level of engagement towards increasing output for the ministry. Although as seen in the table, two items have high level of affirmative response ( $x > 3.0$ ) and another two have low affirmative response ( $x < 3.0$ ). Productivity has the following mean scores (2.51; 4.49; 3.03 and 2.50); therefore, item two play more positive role among the participants compared to others.

The descriptive output proves that creativity and productivity affirms to the fact that, all indicators are supported by the low discrepancy in response to the standard deviation ( $SD < 2.00$ ) despite the two items in productivity with low affirmative response.

**Statistical testing of hypotheses**

H<sub>03</sub>: There is no significant relationship between self-management and productivity among civil servants in Bayelsa State

H<sub>04</sub>: There is no significant relationship between self-management and creativeness among civil servants in Bayelsa State.

**CORRELATIONS**

		Self Mgt	Creativeness	Productivity
Spearman's rho	Correlation Coefficient	1.000	.888**	.868**
	Sig. (2-tailed) N	.000	.000	.000
		324	324	324
Creativeness	Correlation Coefficient	.888*	1.000	.952**
	Sig. (2-tailed) N	.000	.000	.000
		324	324	324
Productivity	Correlation Coefficient	.868**	.952**	1.000
	Sig. (2-tailed) N	.000	.000	.000

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

The hypotheses were tested to examine the relationship between self-management and the two measures of employees’ performance (productivity and creativeness) among civil servants in Bayelsa State. The outcome indicates that a strong and positive correlation exist between self-management and the two measures of employee performance (productivity and creativeness) which was statistically significant at (rho = .868\*\* and .888\*\*, p < 0.05). Based on these outcomes, the two null hypotheses were rejected meaning there is a positive and strong correlation existing between self-management and the two measures of employee performance (productivity and creativeness). The outcome is influenced by several factors ranging from individual’s ability to control themselves as well adjusting to workplace dynamics as there is no organization and or individual that can cope effectively with frustrating work environment without self-management. In congruence with the above position, Jaja and Obipi (2005) believed that organizations cannot attain better performance if corrective measures are not put in place to checkmate deviations of employee’s behaviour and if these steps are adhered to by organizations, employees working in such environment will be inspired to be creative as well enhance productivity for the growth of the organization.

**DISCUSSIONS OF FINDINGS**

The results on self-management and the two measures of performance indicates that a strong correlation exist between the dimension (self-management) and the two measures (creativity and productivity). The result corroborating with Jaja (2005) argued that organization cannot get better



performance from its workforce, if corrective measures are not put in place to checkmate deviations of employee's behaviour at work. In support of Jaja's position, Boyatzis (2012) opined that with improved relationship management skill, individuals in organization can revamp poor performance into desired state through positive influence on management, subordinate and stake holder which empower these individuals with the needed resources. However, this measure can be influence by several factors ranging from individual ability to control his/her impulse as well adjusting to workplace dynamics as no employee can cope effectively with.

### **5.1 Summary of findings**

The descriptive statistics reveals that the dimension and measures of emotional intelligence and employee performance carry high mean scores thus reflecting employee perceptions of the variables and the practices of such within the civil service in Bayelsa State.

The study revealed that self-awareness in public service influence employee performance.

The study found out that self-management gave rise to employee performance as corrective measures put in place by organization Influence workers behaviour in the various ministries.

### **5.2 CONCLUSION**

Based on the findings and summaries arrived at, we conclude that organization anticipating to increase the performance of its workforce should as a matter of concern during recruitment, consider only individuals with total self-control.

### **5.3 Recommendations**

Mentoring and or coaching employees on the relevance of self-management should be the priority of administrative heads, if they want to be productive as unstable individual is better than none.

### **5.4 Suggestion for further studies**

This study focused on the civil service in Bayelsa State, hence; we suggest further research on this area covering other sectors order than the one studied in order to validate our outcome.

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