

# EFFECT OF EMOTIONAL INTELLIGENCE ON EMPLOYEES' ENGAGEMENT IN THE 7UP BOTTLING COMPANY, ILORIN, KWARA STATE, NIGERIA

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## Abstract

*The management of the organisation's ability to control employees' emotions and to as well being able to guarantee positive manipulation of these can be considered as an effective strategy in ensuring proper employees' engagement in the workplace. The study therefore examines the effect of emotional intelligence on the employees' engagement in the 7up bottling company, Ilorin, Kwara State, Nigeria. Simple random sampling technique was adopted for the study with the use of structured questionnaire to gather the required information from the respondents. The descriptive statistics used included simple percentages and tables, while inferential statistics employed was Pearson Correlation. The findings of the study showed that emotional intelligence variables (self-awareness; and self-management) have effect on employees' engagement in the 7up bottling company, Ilorin. The findings of the study indicated that there is positive and significant relationship between emotional intelligence variables (self-motivation and empathy) and employees' engagement in the organisation. The study therefore recommends establishment of impartial systems capable of making the company to institute fair compensation systems that will design jobs towards improved employees' engagement.*

**Keywords:** Emotions; Emotional Intelligence; Employees' Effectiveness; Employees' Engagement; Organisational Efficiency; Performance

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## **Introduction**

Due to the cut throat competition in today's world of work, it is very much expedient for organisations craving for survival and desiring excellent performance to focus on the absorption of employees who are dedicated to duties, and to as well have the ability to measure would be workers' emotional intelligence during hiring and selection process. This is with a view to determine not only their attitudes, but also to know the roles that are best fitted for each one of them as the workplace's success depends so much on the engagement and commitment of its workforces.

According to Noe, Hollenbeck, Gerhert and Wright (2008), human resources is an indispensable asset, which organisations depend for skilled, creativities or innovative and productive employees for the provision of high-quality customer services for sustainable, global and technological challenges. Since, business activities are highly demanding and there is little or no guarantee for job security in the organisations, attracting and ensure the retention of dedicated or committed and productive workforces in the contemporary turbulent economic conditions that offer opportunity for financial success is a big challenge that these organisations must urgently address through reforms.

Emotional intelligence refers the ability not only to detect, but also to understand, utilise and manage emotions positively to get rid of or minimise stress, communicate effectively, relate properly with others, surmount problems, and handling conflict well. This is the ability having to do with recognition and regulation of emotions in self and others and to use this information to guide thinking and actions (Mayer, Salovey & Caruso, 1999). However, an employee's daily life influenced by emotional intelligence in diverse ways, such as the way an individual behaves and the manner in which he interacts with others. An individual who has high emotional intelligence expected to possess the ability to manage his or her own instincts, manage change suitably, proffer solution to problems, communicate well with colleagues, and apply humour to ensure rapport in the difficult and tensed situations. This is because behind the emotional intelligence model, there is a theory that personal improvement results in professional success and better workforce engagement through self – confident, well - rounded employees and building of happiness.

In the workplace, the manager's or management's ability to control workers' emotions and the capability to guarantee positive manipulation of staff's emotions go a long way in playing a key role in employees' engagement. This is as a result of the fact that employees do have a sense of pride or sense of belonging in their organisation and get motivated to work harder as their dynamism turns out to be instrumental in boosting the organisational growth and productivity.

In the other hand, employees' engagement as stated by Woodruffe (2006) is one of the key factors that contribute immensely to the sustenance of competitive work since every organisation these days plans or strategies to create a competitive advantage and build long lasting reputation capable of facilitating prompt achievement of its strategic goals. This is because it is the only well engaged employees that can help in ensuring for their establishment the much-desired outcomes. As a result, managers at work are expected to be able to properly engage employees for optimum job performance since workforces who are energetic, vicarious, passionate about their assigned tasks, and who can exert discretionary efforts are required for the organisation to compete favourably with its rivals so as not to be forced out of operation. More also, an organisation through its management team must be able to direct employees' emotions and hearts towards their assigned tasks if the set goals and the predetermined objectives are to be promptly realised, and this could only be possible through integration of emotional intelligence into the work environment.

As stated by Alias (2005), in the modern day, the workplace's workloads and demands in addition to the globalisation have seriously necessitated the need for employees' training and development predominantly in the area of mental agility and emotional intelligence. Hauptfleisch and Uys (2006) maintain that these are required due to the enormous challenges such as high staff turnover, absenteeism and burnout in the organisations consequent to the high standards; extraordinary performance speed and constant quality pressure on the workers. Thus makes employees dealing with work related stress, lack of motivation and creativity to have lower performance for organisations. Nevertheless, these organisational problems could be lessened in the workplace through selection and development of people who possess higher emotional intelligence so as to fulfil these roles or by developing the emotional intelligence of the existing workers who are particularly leaders in their establishment.

However, in a bid to have well engaged workforces in the organisation, and to prevent them from disengagement related diseases or illnesses, there is need for consideration of employees' emotional intelligence. This will definitely go a long way in helping these employees themselves to have emotional self-awareness, emotional expression, creativity, tolerance, trust and integrity, relations ability within and across the organisation grown, thereby heightening not only their performances, but also the performance of the organisation at large. It is on this basis that this study is carried out on emotional intelligence and employees' engagement in the 7up Bottling Company, Ilorin, Kwara State, Nigeria with the specific objectives to: (i). investigate the effect of self-awareness on employees' engagement; (ii). ascertain the effect of self-management on employees' engagement; and, (iii). establish the relationship between self-motivation and empathy, and employees' engagement in the study area.

## **Literature Review**

### ***Emotional Intelligence***

The term emotional intelligence according to Jasleen and Anupam (2019) has its foundation right from the early 1930s, when the concept of non-intellective intelligence came into light. In the first place, emotions can be defined as an integrated feeling or state of an individual that encompasses physiological changes, motor preparedness, cognitions regards action and inner experiences that develop from an evaluation of the self or the situation and result from his perception of changes to his internal or external environment (Mayer, Roberts & Barsade, 2008). Likewise, Hockenbury (2007) considers an emotion as a complex psychological state that comprises three discrete components: a physiological response, a subjective experience, and a behavioural or expressive response. The concept of emotional intelligence is referred to as an individual's power or capacity that does not only recognise his emotions, but that as well regulate them appropriately. That is, the ability to understand, manage and act sensibly in human relations.

In line with Mayer, Salovey and Caruso (1999), emotional intelligence means the ability having to do with recognition and regulation of emotions in self and others to utilise this information to influence thinking and actions. Mayer, Salovey and Caruso (1999) maintain further that emotional intelligence includes the ability to perceive, appraise and express emotion accurately and adaptively; the ability to understand emotion and emotional knowledge; the power to access and generate feelings where they facilitate cognitive activities and adaptive action; and the aptitude to regulate emotions in one self and others. In the opinion of Goleman (1998), the concept of emotional intelligence is the act of managing one's feelings with a view to express them effectively to prompt people into working harmoniously toward the accomplishment of the corporate goals. Orme (2003) described the term emotional intelligence as the proficiency of understanding one's emotions and those of the others and then, taking favourable actions accordingly as dynamic and uncertainty of work environment, leadership, job satisfaction, employee performance and organisational commitment in today's business world are related to emotional health of employees.

### ***Dimensions of Emotional Intelligence***

In relation to Goleman (1998), emotional intelligence can easily be understood in terms of a group of inter-related dimensions, which improves both a person's professional and personal life. He therefore classified this in terms of five dimensions in his emotional intelligence model. The dimensions are:

- i. ***Self-awareness***: Self-awareness as enunciated by Georgiana (2014) denotes the ability to accurately recognise emotions in ourselves. This comprises of identifying the intensity of the emotion, the telltale signs of the body language and certain triggers together with behaviours that brings about emotions in human beings.

- ii. **Self-management:** Georgiana (2014) refers self-management to a person's ability to ensure adequate control and mitigation on his emotional response to another person. This comprises of the choice of proper emotional reaction together with the intensity of that reaction. This equally has to do with the behaviour and emotional hints of others.
- iii. **Self – motivation:** Peter and John (2015) see self-motivation as the skill of managing an individual time in a judicious or productive manner as employees who are satisfactorily motivated tend to be happier and as well feel more self-assured. This is because motivation is an internal urges or drives that propel individuals into action towards the achievement of their set goals.
- iv. **Empathy:** According to Peter and John (2015), empathy is the ability on the part of an individual to have an in-depth understanding of the emotional state of other fellows nearby. It is therefore argued that managers or bosses at work who are empathetic in nature do have the tendency to retain the best employees, possess great intercultural communication skills and are extraordinarily good in attending to the customers' complaints.
- v. **Social skills:** As said by Peter and John (2015), superiors at work or the people at the helm of affairs in the organisation having social skills are likely to be greatly versed in persuasion, networking, introducing productive change in the workplace and have leadership skills.

### ***Employees' Engagement***

In accordance to Kahn, (1990), employee engagement is the utilisation of employees towards the performance of organisational roles; as they exert themselves physically, cognitively, emotionally and mentally when playing their roles in an organisation. Kahn, (1990) adds that the physical domain of employee engagement is linked to physical energies exerted by employees to perform their duties. The cognitive domain is associated with the employees' beliefs about their workplaces, their leaders and conditions of work, while the emotional domain of the employees' engagement has to do with employees' feelings towards the organisation, its leaders and working conditions coupled with their attitudes toward those three factors. Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) describe engagement as a positive fulfilment and work related condition of mind that is indicated by dedication, vigour, and absorption. To Tasker (2004) engagement is a beneficial two-way relationship where both employees and employers go the extra mile for one another.

More also, Robinson, Perryman and Hayday (2004) defines employees' engagement as a positive attitude that is being put up by the employee towards the organisation and its value which suggests that it is a step up from commitment. Gupta (2008) in the like manner submits that it is only an engaged workforce who is intellectually and emotionally bound with the organisation and feels passionately about the goals that the workplace sets. He adds that for an employee to process and deliver superior performance, such an employee is expected to be

well inspired, guided by the leadership, be adequately equipped with the right tools and as well be managed by the right systems. Rusber (2009) in his opinion therefore explains that employees will no doubt feel well engaged when being sufficiently motivated and get positive interpersonal support, find personal meaning in their job, and as well function in an enabling work environment where the management makes them to enjoy training and re-training opportunities.

Furthermore, Steve (2011) explains that an engaged workers do make positive and enduring impacts on the corporate performance, thus adding to the shareholders' value as organisations having ability to properly engage their workforces do have higher retention and more productive employees who would ensure higher customer satisfaction, better financial performance for such establishment. It is supported by Bakker and Demerouti (2008) that a well engaged workforces most often experience positive emotions since happy workers are more sensitive to opportunities at work, more helpful to others, more confident when having interaction with counterparts and more optimistic when taking on challenges.

### ***Theoretical Review***

In an effort to illustrate the relationship between emotional intelligence and employees' engagement, ability based theory upon which this study was anchored was consequently reviewed.

### ***Ability Based Theory***

Daniel Goleman presented the ability-based theory. The theory sees emotions as useful information sources that help in making one to navigate the social environment. It therefore considers emotional intelligence as a wide array of competencies and skills that impel leadership performance. It maintains that individuals at work vary in their ability to process information of an emotional nature and in their ability to relate emotional processes to a wider perception. The theory then classified emotional intelligence into four types of abilities that are possessed by organisation's workforce. These are perceiving emotions, using emotions, understanding emotions, and managing emotions, all of which are seen to be made manifested in certain adaptive behaviours.

### ***Empirical Review***

Sunita, Farhat and Vikas (2013) assessed the impact of emotional intelligence on the employee's engagement in a leading printing press in National Capital Region (NCR) of India. The study was focused on 80 staff of the studied organisation, while the collected data were analysed with the use of correlation and regression analysis through SPSS. The findings of study therefore indicated that there exists a positive and significant relationship between emotional intelligence and employee engagement in the establishment.

Mwangi (2014) evaluated the influence of emotional intelligence on the employee's engagement sustainability in Kenyan Public Universities. The study adopted Stratified random sampling technique with the use of questionnaire for data collection. The data then analysed using multivariate techniques. The result of analysis showed that that emotional intelligence has influence on employee engagement. Similarly, Shavita (2015) carried out a study on impact of emotional intelligence on employee engagement with a sample of 60 respondents. Yule's coefficient of association was utilised to interpret the data of the study. The result of the study therefore showed that there was negative relationship between high emotional intelligence and low employee engagement in the studied organisation.

Sultan, Norziani and Mohammad (2015) examined the effect of emotional intelligence dimensions (self-emotions appraisal, other-emotions appraisal, use of emotions, regulation of emotions) on employee engagement. The study adopted quantitative survey to collect data from 445 employees from the Oman's ministry of education. The findings of the study established a significant and positive relationship between self-emotions appraisal, use of emotions, regulation of emotions and employee engagement as other-emotions appraisal has insignificant influence on employee's engagement.

### **Methodology**

Descriptive survey design was used for this study. This was due to the appropriateness of this method to describe the details of the relationship that exist between the various variables under the study. The used data source was primary, while related journals and textbooks were equally made used of. The study employed a simple random sampling technique to make sure that none of the workers in the study area was denied of the opportunity of being selected.

The population of the study was made up of all employees of 7up Bottling Company, Ilorin, Kwara State, Nigeria. The study utilised a hypothetical sample consequent to the inability to establish the total number of the employees in the company. This was in tandem with the opinion of Attewell and Rule (1991), and Bradford and Cullen (2012) that hypothetical sample is applicable for use where population of a research could not be exactly ascertained. Nevertheless, a total number of One Hundred and Twenty Five (125) staff of 7up Bottling Company, Ilorin was sampled. This was in consistency with Hill, Brierley and McDougall (2003)'s view that a sample size of One Hundred (100) and above are acceptable enough for research findings. The data obtained through questionnaire were analysed with SPSS (Statistical Package for Social Sciences). The study made use of both descriptive and inferential statistics. The descriptive statistics used involves simple percentages, frequency tables and mean measurement, while inferential statistical tool adopted was Pearson Correlation.

### **Data Presentation and Analysis**

The results of the study’s analysis are presented from table 1 through 4. Out of the total number of One Hundred and Twenty Five (125) copies of questionnaire administered on the staff members of 7up Bottling Company, Ilorin, One Hundred and Eight (108) copies were useably filled and returned. Hence, the analysis was built on One Hundred and Eight (108) copies of questionnaire.

**Table 1: Socio-demographic Characteristics of the Respondents**

| <b>Socio-demographic Characteristics</b> | <b>Frequency</b> | <b>Percentage (%)</b> |
|--|------------------|-----------------------|
| <b>Gender:</b>                           |                  |                       |
| Female                                   | 51               | 47.2                  |
| Male                                     | 57               | 52.8                  |
| <b>Total</b>                             | <b>108</b>       | <b>100</b>            |
| <b>Age (Years):</b>                      |                  |                       |
| 20-30years                               | 26               | 23.8                  |
| 31-40years                               | 67               | 60.3                  |
| 41-50years                               | 10               | 9.5                   |
| 51years and above                        | 5                | 6.3                   |
| <b>Total</b>                             | <b>108</b>       | <b>100</b>            |
| <b>Marital Status:</b>                   |                  |                       |
| Single                                   | 35               | 31.7                  |
| Married                                  | 68               | 61.9                  |
| Separated, divorced or widowed           | 5                | 6.3                   |
| <b>Total</b>                             | <b>108</b>       | <b>100</b>            |
| <b>Educational Qualifications:</b>       |                  |                       |
| SSCE/GCE                                 | 3                | 2.4                   |
| OND/NCE                                  | 23               | 20.6                  |
| Bachelor Degree/HND                      | 54               | 49.2                  |
| Master’s Degree                          | 26               | 25.4                  |
| PhD or other                             | 2                | 2.4                   |
| <b>Total</b>                             | <b>108</b>       | <b>100</b>            |
| <b>Work Experience (Years):</b>          |                  |                       |
| Below 3years                             | 52               | 49.2                  |
| 4-7years                                 | 48               | 42.9                  |
| 8-10years                                | 6                | 6.3                   |
| Above 10 years                           | 2                | 1.6                   |
| <b>Total</b>                             | <b>108</b>       | <b>100</b>            |

Source: Field Survey, 2020

The table 1 above reveals that 51 (47.2%) of the respondents at 7Up bottling company, Ilorin were male and 57 (52.8%) of the respondents were female. Therefore, majority of the respondents were female. In addition, the Table shows that 35 (31.7%) of the respondents were single, 68 (61.9%) of the respondents were married, while 5 (6.3%) of the respondents were Divorced in the organisation. Therefore, the majority of the respondents were married. In addition, the various frequencies of the respondents’ age were revealed. This study has 26 (23.8%) respondents whose ages were between 20 and 30 years. 67 (60.3%) respondents were aged between 31 and 40, 10 (9.5%) respondents were between ages 41 and 50, while the remaining 5 (6.3%) respondents were above 51 years in the company. Therefore, the majority of the respondents were between the ages of 31 and 40 years. Table 1 further shows that 2 (2.4%) of the respondents holds SSCE/GCE, 23 (20.6%) of the respondents holds NCE/OND, 54 (49.2%) of the respondent holds Bachelor Degree/HND, 26 (25.4%) of the respondent



holds MBA/M.Sc. degrees, while 2 (2.4%) holds Ph.D. and above. Therefore, the majority of the respondents have Bachelor Degree/HND degree. The above table

**Table 2: Views on Self-Awareness and Employees' Engagement**

| Respondents' views on Self-Awareness and Employees' Engagement   | Strongly Disagree |         | Disagree  |         | Undecided |         | Agree     |         | Strongly Agree |         |
|--|-------------------|---------|-----------|---------|-----------|---------|-----------|---------|----------------|---------|
|  | Frequency         | Percent | Frequency | Percent | Frequency | Percent | Frequency | Percent | Frequency      | Percent |
| At my work, I feel satisfied with my current position in my organization                               | 8                 | 9.5     | 15        | 16.7    | 0         | 0       | 48        | 49.2    | 25             | 24.6    |
| At my job, I feel responsible for any decision taking in my organization                               | 0                 | 0       | 1         | 0.8     | 0         | 0       | 22        | 23.8    | 85             | 75.4    |
| When I get up in the morning, I feel like going to work for work performance                           | 5                 | 4.8     | 6         | 6.3     | 0         | 0       | 39        | 36.5    | 58             | 52.4    |
| I can continue working for very long periods at a time in this organization as a result of involvement | 3                 | 2.4     | 4         | 4.0     | 3         | 2.4     | 31        | 31.7    | 70             | 61.9    |
| At my job, I am very resilient, mentally balance   | 19                | 20.6    | 16        | 19.0    | 2         | 2.0     | 20        | 18.3    | 43             | 42.1    |

Source: Field Survey, 2020

equally indicates that 52(49.2%) of the respondents have below 3 years of work experience. 48 (42.9%) have 4-7 years of work experience, then 6 (6.3%) have 8-10 years' work experience, while 2 (1.6%) have spent above 10 years in the organisation. Therefore, the majority of the respondents have yet spent up to 3 years in the organisation.

The Table 2 revealed question asking whether employees in the 7 Up bottling company, Ilorin were satisfied or not at their current positions in organisation, and as a result, 78.6% of the respondents strongly agreed, 20.6% of the respondents agreed, while 0.8% of the respondents strongly disagreed with the statement. In addition, over the question on employees' feeling of responsibility for any decision taking in the organisation, 72.2% of the respondents strongly agreed, and 26.2 % of the respondents agreed, while 1.6% of the respondents disagreed with the statement. Likewise, over the question on how early employees used to get up in the morning so as to go to the workplace for work performance, 57.1% of the respondents strongly agreed that they used to go early and perform their assigned tasks as they should, while 35.7% of the respondents agreed, 4.8% of the respondents disagreed, then 2.4% of the respondents strongly disagreed with the statement. Similarly over the question asking whether employees can continue to work for a very long period at a time in their organisation as a result of their involvement in the decision making of the workplace, 19.8% of the respondents strongly agreed, 30.2% of the respondents agreed, 14.3% of the respondents disagreed, while 35.7% of the respondents

strongly disagreed with the statement. Furthermore, over the question on employees' level of resilience and mental balance, 42.1% of the respondents strongly agreed, 18.3% of the respondents agreed, 19.0% of the respondents disagreed, and then 20.6% of the respondents strongly disagreed with the statement.

**Table 3: Views on Self-Management and Employees' Engagement**

| Respondents' views on Self-Management and Employees' Engagement | Strongly Disagree |         | Disagree  |         | Undecided |         | Agree     |         | Strongly Agree |         |
|---|-------------------|---------|-----------|---------|-----------|---------|-----------|---------|----------------|---------|
|   | Frequency         | Percent | Frequency | Percent | Frequency | Percent | Frequency | Percent | Frequency      | Percent |
| I am not satisfied with the time management by my organization  | 1                 | 0.9     | 1         | 0.9     | 2         | 2.8     | 6         | 4.8     | 105            | 95.2    |
| When I am working, I forget everything else around me           | 1                 | 0.9     | 1         | 0.9     | 2         | 2.8     | 51        | 48.4    | 55             | 51.6    |
| I feel happy when I am working intensely                        | 4                 | 4.8     | 7         | 7.9     | 1         | 0.9     | 22        | 22.2    | 72             | 65.1    |
| I am immersed in my work  | 1                 | 0.9     | 1         | 0.9     | 0         | 0       | 15        | 16.7    | 94             | 82.5    |
| I get carried away when I'm working                             | 1                 | 0.9     | 6         | 4.8     | 0         | 0       | 30        | 28.6    | 73             | 65.9    |

Source: Field Survey, 2020

The Table 3 above shows question inquiring whether staff of 7 Up bottling company, Ilorin are dissatisfied with the time management by their organisation, then 5.2% of the respondents strongly agreed, while 4.8% of the respondents agreed with the statement. Over the question enquiring whether employees used to forget everything else around them when working, 51.6% of the respondents strongly agreed, while 48.4% of the respondents agreed with the statement. On question of whether employees do feel happy when it comes to working intensely, 65.1% of the respondents strongly agreed, 22.2% of the respondents agreed, 7.9% of the respondents disagreed, while 4.8% of the respondents strongly disagreed with the statement. Then, on the question of how immersed workers were in their job, 82.5% of the respondents strongly agreed, 16.7% of the respondents agreed, while 0.8% of the respondents disagreed with the statement. On the question having to do with whether employees get carried away when working in the organisation, 65.9% of the respondents strongly agreed, 28.6% of the respondents agreed, 4.8% of the respondents disagreed, while 0.8% of the respondents strongly disagree with the statement.

**Table 4: Views on Self-motivation and Employees' Engagement**

| Respondents' views on Self-motivation and Employees' Engagement   | Strongly Disagree |         | Disagree  |         | Undecided |         | Agree     |         | Strongly Agree |         |
|---|-------------------|---------|-----------|---------|-----------|---------|-----------|---------|----------------|---------|
|   | Frequency         | Percent | Frequency | Percent | Frequency | Percent | Frequency | Percent | Frequency      | Percent |
| I am very enthusiastic about my job   | 0                 | 0       | 3         | 2.4     | 0         | 0       | 34        | 34.9    | 70             | 62.7    |
| I find the work that I do full of meaning and purpose   | 0                 | 0       | 0         | 0       | 3         | 2.4     | 56        | 54      | 49             | 46      |
| My supervisor talks to me about my work progress regularly  | 10                | 9.5     | 18        | 16.7    | 1         | 0.9     | 43        | 42.1    | 32             | 31.7    |
| My supervisor inspires me to do the best in my job  | 19                | 18.3    | 3         | 3.2     | 0         | 0       | 14        | 13.5    | 55             | 65.1    |
| I receive adequate support from my supervisor which enables me to achieve more for the company and helps me on personal accomplishments | 0                 | 0       | 2         | 1.6     | 1         | 0.9     | 31        | 24.6    | 75             | 73.2    |

Source: Field Survey, 2020

The Table 4 first shows question enquiring how enthusiastic employees of 7 Up Company, Ilorin are about their job, then, 62.7% of the respondents strongly agreed, 34.9% of the respondents agreed, while 34.9% of the respondents disagreed with the statement. Over the question on whether employees find the work that they do in 7 up bottling company, Ilorin full of meaning and purpose, 46.0% of the respondents strongly agreed, while 54.0% of the respondents agreed with the statement. On question of wanting to know whether employees' supervisor talks to the workers about their work progress regularly, 31.7% of the respondents strongly agreed, 42.1% of the respondents agreed, 16.7% of the respondents disagreed, while 9.5% of the respondents strongly disagreed with the statement. Over the question making inquiry on whether employees' supervisors do inspire the workforces in 7 Up company so as to put in their best on the job, 65.1% of the respondents strongly agreed, 13.5% of the respondents agreed, 3.2% of the respondents disagreed, while 18.3% of the respondents strongly disagreed with the statement. On the question of whether employees do enjoy support from their supervisors for enhanced job performance, 71.4% of the respondents strongly agreed, 24.6% of the respondents agreed, 1.6% of the respondents disagreed, and then 2.4% of the respondents refused to respond at all.

**Test of Hypothesis (Ho1):** self-awareness has no significant effect on employees’ engagement in the 7up Bottling Company, Ilorin.

Table 5. Correlation Coefficient between self-awareness and employees’ engagement.

|                       |                     | self-awareness | employees’ engagement |
|-----------------------|---------------------|----------------|-----------------------|
| self-awareness        | Pearson Correlation | 1              | .614**                |
|                       | Sig. (2-tailed)     |                | .000                  |
|                       | N                   | 108            | 108                   |
| employees’ engagement | Pearson Correlation | .614**         | 1                     |
|                       | Sig. (2-tailed)     | .000           |                       |
|                       | N                   | 123            | 108                   |

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

Source: Authors’ Computation, 2020

Table 5 shows the nature of relationship that exists between a variable of employees’ emotional intelligent, i.e. self-awareness and employees’ engagement. It was discovered from the table that self-awareness maintains a strong, positive and significant relationship with other construct variables 0.614 (R=61%) with p-value of 0.000 at 5% level of significance. This means that as there was intensification of efforts in employees’ self-awareness in the 7up bottling company, Ilorin, there was an increase in employees’ emotional intelligence level. Therefore, the null hypothesis was rejected since all elements in the variables were jointly significant. Hence, statistically, there is significant and positive effect of self-awareness on employee engagement in the company. This finding is in agreement with the observation of the study carried out by Sultan, Norziani and Mohammad (2015) which established a significant and positive effect of self-emotions appraisal, use of emotions, and emotional regulation on employee engagement.

**Test of Hypothesis (Ho2):** self-management and employees’ engagement has no significant effect on employees’ engagement in the 7up Bottling, Ilorin

Table 6: Correlation Coefficient between self-management and employees’ engagement.

|                       |                     | self-management | employees’ engagement |
|-----------------------|---------------------|-----------------|-----------------------|
| self-management       | Pearson Correlation | 1               | .482**                |
|                       | Sig. (2-tailed)     |                 | .000                  |
|                       | N                   | 108             | 123                   |
| employees’ engagement | Pearson Correlation | .482**          | 1                     |
|                       | Sig. (2-tailed)     | .000            |                       |
|                       | N                   | 123             | 108                   |

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

Source: Authors’ Computation, 2020

Table 6 presents the correlation between self-management and employee engagement. The result expresses that self-management has R= 0.482 (48%)

correlation with employees' engagement in the 7up bottling company, Ilorin based on the Pearson correlation. Meanwhile, there is a meaningful and positive relationship between the two variables; [Pearson = 0.482, p-value = 0.000]. This implies that as the efforts in ensuring employees' self-management in the 7 up bottling company heightened, employees' emotional intelligence level also rose up in the organisation. Therefore, the null hypothesis was rejected since all elements in the variables are jointly significant. Hence, it can be concluded statistically that there is a significant and positive effect of self-management on employees' engagement in the 7up Bottling Company, Ilorin. This finding is in disagreement with the finding of Shavita (2015)'s study that there was negative effect of emotional intelligence on employees' engagement in the studied organisation.

**Test of Hypothesis (Ho3):** there is no significant relationship between self-motivation and empathy, and employees' engagement in the 7up bottling company, Ilorin.

Table7: Correlation Coefficient for between self-motivation and empathy, and employees' engagement.

|                             |                     | self-motivation and empathy | employees' engagement |
|-----------------------------|---------------------|-----------------------------|-----------------------|
| self-motivation and empathy | Pearson Correlation | 1                           | .566**                |
|                             | Sig. (2-tailed)     |                             | .000                  |
|                             | N                   | 108                         | 126                   |
| employees' engagement       | Pearson Correlation | .566**                      | 1                     |
|                             | Sig. (2-tailed)     | .000                        |                       |
|                             | N                   | 123                         | 108                   |

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

**Source: Authors' Computation, 2020**

Table 7 displays the nature of link between the emotional intelligent of workers' employees' engagement in the 7up bottling company, Ilorin. It was established that there was a strong, positive and as well a significant relationship emotional intelligence with other construct variables R= 0.566 (R=57%) with p-value of 0.000 at 5% level of significance. This indicates that the more employees' self-motivation and empathy in 7up bottling company, Ilorin was encouraged or guaranteed, the higher the level of emotional intelligence of the workforce in the establishment. Therefore, the null hypothesis was disregarded since all elements in the variables were jointly significant. Hence, statistically, there is a significant and positive relationship between self-motivation and empathy, and employees' engagement in the 7up bottling company, Ilorin. This finding validates or corroborates the results of Sunita, Farhat and Vikas (2013) and Mwangi (2014) researches. Sunita, Farhat and Vikas (2013) observed that there was existence of

both positive and significant relationship between emotional intelligence and employee engagement in the Indian leading printing press located at the National Capital Region of the country. Mwangi (2014) likewise affirmed that emotional intelligence has meaningful influence on employees' engagement in the Kenyan Public Universities.

### **Conclusion**

Resulting from the findings of this study, it could be understood that employees with high emotional intelligence display high level of engagement in the organisation as individuals in that category are able to manage their emotions well since they do develop better inter personal relationship with colleagues, optimistic, less involved in conflicts, and always align their goals with those of their workplaces. Therefore, it could be concluded that emotional intelligence has positive and significant effect on employees' engagement in the 7up bottling company, Ilorin.

### **Recommendations**

Consequent to the findings of the study, it is therefore recommended that since employees with high emotional intelligence do show high engagement at work, which is a requisite for the organisation's drive to promptly attain its set goals and achieve heights of its success,

- i. Management of the 7up bottling company, Ilorin should be conscious of the fact that raising capacity of its workforces to understand their individual emotions and to as well utilise and ensure their regulation is a strategy for minimising job stress and workplace conflicts.
- ii. Management of should as well endeavour to devise effective means of not only encouraging, but also sustaining the use of emotional intelligence to establish in the organisation impartial systems capable of making the company to institute fair compensation systems that will design jobs towards improved employees' engagement.

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