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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, Gerhart 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.

in form of incentives remuneration, the provision of work environment, etc. Most organisation are only expecting results from the employee but not paying attention to what the organisation can offer the employee. Capable research and studies has been written on the subject matter but work flexibility, high work pressure and longer working hours are stressing out many workers, reducing their engagement towards the organisation. Most especially, in Nigerian Universities staff performance can only be achieved if staff are engage in productive work behaviour. The University therefore always encourages her staff to engage in productive work behaviour in order to enhance organisational efficiency and performance because without such, the university may not be able to survive in the contemporary hyper-competitive world of education. The following hypotheses was generated for the study:

Ho1: There is a significant contribution of work engagement to employee's job performance.

Ho2: There is a significant relationship between work engagement and employee's job performance.

Literature Review

Work Engagement and Performance

A series of studies have been conducted linking work engagement and performance providing initial support for the motivational process. For example, work engagement correlates with attitudinal measures such as organisational commitment on the bases that commitment can also be used to identify engagement (Bakker & Schaufeli, 2016). However, research investigate whether engagement mediates the relation between job resources and performance found that an increase in job resources led to higher work engagement and lower subsequent absenteeism.

Equally, the propinquity of abnormal states to engagement that upgrades performance in terms of task execution within and outside the organisation environment, apparently, organisational behaviour, profitability, voluntary effort, overload of work, over time of working hours, and customer satisfaction attributed to employee's job performance.

Taxonomy of Employee's Job Performance

Derived from the job demands-resources model (Schaufeli & Bakker, 2016) the JDR-WE model (JDR-WE) (Bakker & Demerouti, 2015) assumes that all jobs contain "demands" and "resources". Job demands refer to those physical, psychological, social or organisational aspects of the job that require sustained physical emotional effort and are therefore associated with certain physiological or psychological costs, such as (mental) fatigue. Job resources refer to those job characteristics that help to cope with job demands (e.g. autonomy or support from colleagues), are functional in attaining work-related goals, or lead to personal

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.

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.

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

Socio-demographic Characteristics	Frequency	Percentage (%)
Gender:		
Female	51	47.2
Male	57	52.8
Total	108	100
Age (Years):		
20-30years	26	23.8
31-40years	67	60.3
41-50years	10	9.5
51years and above	5	6.3
Total	108	100
Marital Status:		
Single	35	31.7
Married	68	61.9
Separated, divorced or widowed	5	6.3
Total	108	100
Educational Qualifications:		
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
Total	108	100
Work Experience (Years):		
Below 3years	52	49.2
4-7years	48	42.9
8-10years	6	6.3
Above 10 years	2	1.6
Total	108	100

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 intensively, 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
		1	.614**
self-awareness	Pearson Correlation		.000
	Sig. (2-tailed)		108
	N	108	1
employees' engagement	Pearson Correlation	.614**	
	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
		1	.482**
self-management	Pearson Correlation		.000
	Sig. (2-tailed)		123
	N	108	1
employees' engagement	Pearson Correlation	.482**	
	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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