



Effect of Emotional Intelligence on Employee Performance in Federal Civil Service Commission (FCSC), Abuja

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Abstract	Original Research Article
The issues and challenges of employee performance have become topic of debate in the developing nation like Nigeria. This paper aims to determine the effect of emotional intelligence on employee performance in the Federal Civil Service Commission (FCSC), Abuja. The study adopted quantitative research design through survey research with the help of questionnaire. The population of the study is 487 employees of the Federal Civil Service Commission (FCSC), Headquarters Abuja. The sample size is 220 through the use of Taro Yamane, (1967). The study adopted stratified sampling technique. The Multiple Regression Analysis was used with the help of Statistical Package for Social Science (SPSS). The result showed that both social awareness and relationship management skills have not significant effect on employee performance in the Federal Civil Service Commission (FCSC), Abuja. The limitations of the findings showed that one location is not sufficient to generalize about employees working at the Federal Civil Service Commission (FCSC) in Nigeria. A limited number of employees used as a sample is insufficient for a wider generalization. The practical implications indicated that the management of Federal Civil Service Commission (FCSC) Headquarters, Abuja should adopt the findings as a means to encourage employees to keep up with their social awareness skills in carrying out their responsibilities. Heads of Departments at FCSC Headquarters Abuja should organize departmental workshops monthly to encourage and remind employees on the need to maintain relationship management skills while dealing with their functions. The methodological Implications provided useful information on emotional intelligence and employee performance to help other researchers in related studies. This paper also contributed and indicates specific areas for future empirical research. Keywords: Emotional Intelligence, Social awareness, Relationship management, Employee performance.	

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1.1 Introduction

The issues and challenges of every employee performance have continue to generate debate both in the developing and emerging economy. The employee performance has direct effect on productivity of employees in advancing

organizational success and achieving profitability was highlighted by Macey and Schneider (2023). They emphasized that the success and profitability of a business depends on its workforce and without excellent performers, organizations cannot accomplish their goals and objectives. In order to improve employee morale and boost performance,



companies must continuously engage their workforce and push staff to be more productive, create clear goals, recognition, and offer learning opportunities for reskilling and upskilling (Armstrong, 2023; Oluwaseyi, et al, 2026).

In today's globally interconnected world, employee success and competitiveness are directly correlated with worker effectiveness. Several challenges affect workers' performance globally and poor performance results from these barriers, which make it difficult for businesses and employees to meet their goals and objectives. Staff turnover and employee absences may rise as a result of poor performance (Albrecht, Bakker, Gruman, Macey, & Saks, 2022; Mohammed & Nuhu, 2021; Nuhu, 2017).

In the European setting, poor performance management procedures, harassment at work, stress from the job, and an unbalanced work-life schedule obstruct the attainment of peak employee performance. Furthermore, a significant challenge that many firms encounter is employee engagement, which also affects employee performance (Eurofound, 2023). According to Gallup's State of the Global Workplace (2022) survey, only 14% of European employees are actively working, which is 7% less than the global average (21%) and 19% less than the US and Canada (33%). This information is reported by Clifton and Sinyan (2022) and higher turnover rates and lower productivity are frequently the results of low employee engagement.

Workers in North American nations also have obstacles at work, which affects how effectively they perform. Many variables, such as the growing labor market competitiveness and the advancement of technology in the workplace, can be blamed for the fall in employee productivity. Employees frequently struggle to maintain a healthy work-life balance as a result of extended working hours and pressure to meet deadlines, which lowers productivity and job satisfaction.

Additional investigation on the different problems related to employee performance in Africa reveals that important variables impact the best possible employee performance in companies. A number of issues that are known to be common in the African economic context, such as political instability,

corruption, bureaucracy, poor infrastructure, disease, and hunger, could be partially to blame for this (Kamoche, 2002). Crabtree (2013) says that as of the 2011–2012 research, barely 10% of workers in Sub-Saharan Africa and just 13% of workers worldwide were engaged at work, according to Gallup's new 142-country study on the State of the Global Workplace. According to research by Clifton and Sinyan (2022), employee engagement in Sub-Saharan Africa stands at 21% based on Gallup's State of the Global Workplace (2022) study. Compared to South Asia (27%), the United States and Canada (33%) and other countries, this number is rather low. Employees are a valuable resource, thus it's critical to maximize their contribution to the aims and objectives of the company in order to sustain high performance.

Oruh, Dibia, and Akinbode, (2023), reported that corporate success depends heavily on employee performance, and Nigeria, a developing nation, has difficulties in this area. Their competitiveness and productivity are directly impacted by this. They stated that these main issues include corruption, inadequate working conditions, low employee engagement, and inadequate human resource training. According to Johnny, Eluka, Nwonu, and Okafor (2014), Nigeria has among of the worst working conditions among developing nations, and workers' regular exposure to unfavorable physical and environmental conditions lowers their motivation at work. Only 12% of Nigerian workers are engaged at work as of the 2011–2012 survey, according to Gallup's latest 142-country study on the State of the Global Workplace (Crabtree, 2013). This low level of employee engagement might result in subpar worker performance. There will be an impact on how well workers and organizations function overall because of all these issues.

Another issue that affect employee performance in Federal Civil Service Commission (FCSC), Abuja is the fact that based on the researchers' study on FCSC, there has been issues on how tax especially with tax administration processes (Andersen, 2023; Wali, et al, 2025), and account freezing of taxpayers (Ojoye, 2019) that caused conflict between employees and taxpayers. In addition to these, the increase in Value Added Tax from 5% to 7.5% and

now to 10% could make taxpayers agitated and employees need emotional intelligence skills to drive compliance and avoid conflict and misunderstanding which affect employee performance.

In the realm of human resources, the connection between emotional intelligence and worker performance is crucial. Developing one's emotional intelligence is essential for decision-making abilities, and productivity. The association between emotional intelligence and employee performance in a variety of industries and work categories has been supported by empirical research investigations. In a cross-sectional study, Adekiya, Aliyu, Bello, and Kofar-Mata (2021), for instance, found that employees with higher emotional intelligence did better on tasks when they had strong domain-based self-efficacy. This suggests that emotional intelligence might increase a person's self-assurance in their ability to finish tasks, which will improve task performance in general.

Although most employees are not familiar with the concept of emotional intelligence in practices that influence their performance. It's imperative to spread knowledge about emotional intelligence in the workplace and train managers and employees in its application (Sallie-Dosunmu, 2016). Based on the foregoing, the study investigates if emotional intelligence affects employee performance in FCSC, Abuja. This investigation and report therefore motivated the researcher to ascertain the effect of EI on employee performance using proxies such as social awareness, and relationship management.

1.2 Literature Review and Research Hypotheses

1.2.1 Social awareness

Social awareness is the ability to empathize with people (Goleman, 2004; as cited in Agarwal, 2020) and to know the context of the organization in terms of culture, values, and expectations. It involves understanding and navigating social situations, tuning in to social cues and being aware of the dynamics of the social context. Social awareness helps you understand people's personalities, perceptions, attitudes, and thinking and helps employees achieve higher standards (Nica, 2015; as

cited in Oana, Oana, Briscariu, Pîrvu, Burcea, and Gatan, 2020). Thus, to be socially conscious, one needs to have the knowledge and skills to notice changes in the emotional state of others and respond sensitively to these changes. Based on the researchers' understanding, social awareness is the capacity to empathize well with others, effectively read the room and understand the feelings of others.

Employee performance and individual success in an organization can be influenced by social awareness. A study by Noel (2016) found that increasing social awareness among employees increased productivity and performance. Employees who are socially aware at the workplace tend to provide emotional support to their peers, which can have a positive impact on productivity, contributing to a positive work environment.

Given that most reviewed papers established a positive relationship between social awareness and employee performance, this paper therefore uses a null hypothesis to establish if there is a significant effect of social awareness on employee performance in Federal Civil Service Commission (FCSC), Abuja.

H₀₁: Social awareness has no significant effect on employee performance in Federal Civil Service Commission (FCSC), Abuja.

1.3.2 Relationship Management

Relationship management is centered on social contact and offers a variety of abilities, such as social skills, persuasion, and assessing and influencing others in order to get the desired reactions from them. Strong relationship management abilities are preferred by employees in a manager (Goleman, 1998; as quoted in Okeke, Virginia, and Okeh, 2020). According to Lam and O'Higgins (2012), as referenced in Suifan, Abdallah, and Sweis (2015), relationship management is the capacity to identify one's own emotions as well as those of others in order to properly manage interactions, including effective communication and conflict management. Relationship management according to the researcher involves nurturing and maintaining healthy relationship among people, forming

meaningful interpersonal connections while building strong communication network with others.

Building constructive and pleasant relationships between employees, supervisors, and peers is essential to enhancing employee performance through relationship management in the context of the employee-firm relationship (Offiong et al, 2025). More dedication, cooperation, and job satisfaction can result from effective relationship management. Given that most reviewed papers established a positive relationship between relationship management and employee performance, this paper therefore uses a null hypothesis to establish if there is a significant effect of relationship management on employee performance in Federal Civil Service Commission (FCSC), Abuja.

H₀₂: Relationship management has no significant effect on employee performance in Federal Civil Service Commission (FCSC), Abuja.

1.2 Theoretical Framework

The paper underpinning theory is Goleman's Theoretical Model of Emotional Competence which also refer as Competency Model of Emotional Intelligence formulated by Daniel Goleman (1995). And supporting theory is the Theoretical Model of Ability formulated by Mayer, Salovey & Caruso (1997). In 1998, Goleman introduced the emotional competence framework, which divided emotional intelligence competencies into personal competencies and social competencies. Personal competence, which deals with understanding one's emotions and controlling one's behavior, places more emphasis on individual character than on social relationships. It is made up of abilities in self-awareness and self-management. Conversely, social competency is the ability to effectively handle people's emotions and interactions with you. It is made up of social skills and social awareness. Daniel Goleman's book "Emotional Intelligence" from 1995 helped popularize the idea of emotional intelligence. "The ability to self-motivate and survive in the face of frustrations; control impulse; manage one's moods and empathize with people" is how he characterized emotional intelligence (Goleman, 1995; as mentioned in Chaidi & Drigas, 2022. The Emotional

Competence Inventory 360 (ECI 360), created by Goleman, is a tool for assessing emotional competency in relation to their job performance. This assessment tells you areas for improvement in order to perform better and be more productive at work.

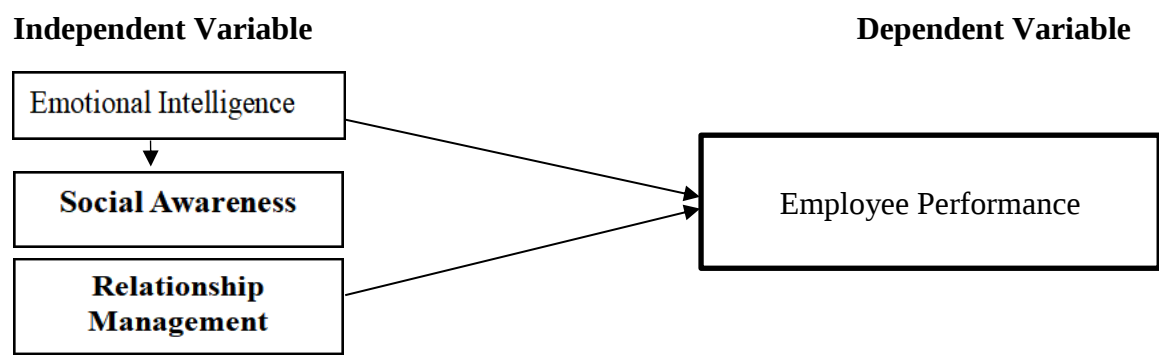
Goleman explain self-awareness, self-management, social awareness, and relationship management as the areas of emotional intelligence. These four competencies are broken down by him into a set of twelve emotional intelligence "sub-scales,". Self-management is the ability of a person to govern and control their emotions. How aware you are, and how well you can assess your own feelings, are seen as self-awareness. The capacity to see, comprehend, and react to others' feelings as we navigate social networks is known as social awareness. Relationship management is about helping people grow, leading by example, and handling disagreement. These elements make it simple to pinpoint areas for growth as well as comprehend and control your emotions.

The Theoretical Model of Ability (Mayer, Salovey & Caruso 1997). This model, which was created by Yale University's Peter Salovey, David Caruso, and John Mayer of the University of New Hampshire, is predicated on the idea that knowledge of comprehending and controlling emotions is used to facilitate thought and direct decision-making (Mayer and Salovey, 1993; as cited in Chaidi and Drigas, 2022). Four mental talents make up emotional intelligence (EI), according to Salovey and Mayer: recognizing, utilizing, comprehending, and controlling emotions. In order to integrate higher-level psychological processes, this theory takes into account fundamental psychological processes. The researchers found that identifying one's own emotions as well as those of others entails interpreting nonverbal clues from others, such as body language and facial expressions. Emotional intelligence refers to the application of emotions in cognitive processes such as ideation, reasoning, problem solving, and judgment. Comprehending emotions involves interpreting the feelings of others, the reasons behind emotions, being aware of the relationships, and evolution of emotions. Controlling emotions, reacting appropriately, and making efficient use of techniques for personal development are all part of managing emotions.

Salovey added to this concept by describing the five main components of emotional intelligence. He claims that these crucial areas are the aptitudes and talents that allow people to detect, regulate, and sense their own and other people's emotions as well as manage interpersonal interactions. With these abilities, people can relate to others and interact with them in a productive way. Among these are: (1) becoming aware of our emotions (2) Emotional regulation; (3) Self-motivation; (4) Empathy for others' feelings; and (5) Relationship management.

According to Goleman (2014), a person's performance cannot become better no matter how good they do if they have a closed personality and struggle to communicate with others. Because the emotional intelligence characteristics employed in the study are all interrelated, there is a relationship between employee performance and these qualities. Higher performance is expected from employees

who possess strong social awareness, and relationship management abilities than from those who do not. Employees with high social awareness skills easily work in teams, communicate better, and are more effective in conflict resolution at the workplace. They can build strong networks and relationships which are vital for job performance. Companies that give priority to the development of the social awareness skills of their employees are likely to create a conducive work environment and culture and see positive results in terms of individual and team performance. Building a supportive environment among coworkers, managers, and employees is essential to enhancing employee performance through relationship management. More dedication, cooperation, and job satisfaction can result from effective relationship management. Employees are motivated and able to give their best work when they feel appreciated and supported.



Source: Conceptual Framework, 2026

1.4 Materials and Methods

The study adopted quantitative research design and used primary source of data for data collection. The total population of the study comprised the total number of employees in eight (8) departments that directly interact with taxpayers' in the Federal Inland Revenue Service Headquarters Abuja which is 487 (Federal Inland Revenue Service, Abuja 2024). The eight departments and total number of staff considered are Human Capital Management Department (129), Change Management Department

(16), Taxpayers Services Department (45), Technology Department (67), Procurement Department (58), Communication Department (47), Facility Management Department (73), and Revenue Accounting Department (52). These 8 departments were only used for the study because they directly interact with taxpayers daily. It is possible to study specific groups of people or departments within an organization as stated by Sekaran and Bougie (2016). They highlighted the need to examine the specific context of the organization when studying the

population of interest. The sample size is 220 using Taro Yamane (1967). Stratified sampling were adopted.

The dependent variable is employee performance and it measures employee effectiveness, employee completion of specific tasks, employee achievement of departmental goals, employee timeliness, employee participation, deadline compliance, and employee productivity (Armstrong, 2023). 4 items were measured on a 5-point Likert-scale based on the studies by Mohanty (2021).

Regarding the independent variables, this research used 2 variables that deals with emotional intelligence skills namely: social awareness and relationship management. 7 items and 8 items were measured on a 5-point Likert-scale based on the studies by Vaidheeswaran, and Manoja (2023) and Suganthi, and Kuppusamy (2021) for both social awareness and relationship management respectively. The description of the variables can be seen in Table 1

Table 1: Study Variables and Measurement

Measurement Variables	Sources
Social Awareness	Vaidheeswaran, and Manoja (2023); Suganthi, and Kuppusamy (2021).
Relationship Management	Vaidheeswaran, and Manoja (2023); Suganthi, and Kuppusamy (2021).
Employee Performance	Mohanty (2021).

Source: Researcher (2026)

1.5 Analysis

The researcher employed the use of both descriptive statistics such as frequency distribution, simple percentage, mean score, and standard deviation to analyze the personal data of respondents while inferential statistics such as Multiple Regression Analysis was employed in this research work. Statistical Package in Social Sciences (SPSS) was also used to analyze the data. Multiple Regression Analysis was employed because as a statistical method, it is used for estimating the relationship between two or more variables (Anghelache, Anghel, Prodan, Sacală, and Popovici, 2014). Another justification is that it is used to calculate multiple variables in order to find the relationship between the independent variable and dependent variable.

To ensure both the validity and internal consistency of the research instrument, the draft questionnaire

was submitted to the researcher’s supervisor who vetted the instrument. It was also solicited for validation, amendments, and suggestions from expert researchers in the fields of Psychology and Human Resource Management in some universities in Nigeria. These experts suggested that the items of the instrument should include measurements that directly relate to the emotions of individuals. They also suggested that the items should be straightforward and reflect key factors that affect the feelings of people who work in organizations. These comments and suggestions from experts were included in the final version of the questionnaire. To ensure the reliability of the instrument, a pilot test was performed using a test-retest reliability method by distributing a structured questionnaire to 20 respondents who were not included in the study. A 2-week interval was used. The reliability of the research instrument was established by Cronbach’s

alpha reliability testing method using the Statistical Package for the Social Sciences (SPSS) version 26. Cronbach's alpha coefficient of 0.94, 0.88, and 0.83 were obtained respectively for the research items of the last 3 sections in the questionnaire (see Table 2). This affirms that the reliability is high enough to

conclude that the internal consistency of the research instrument is reliable for the study. These results are in line with Mugenda and Mugenda (2013) that the instrument and data are considered reliable if the reliability coefficient is greater than 0.7.

Table 2: Reliability Analysis

Variables	Items	Cronbach' Alpha
Social-Awareness	7	0.94
Relationship-Management	8	0.88
Employee Performance	4	0.83

After retrieving the final questionnaires from respondents, data cleaning was done by cross checking the data, in order to find whether there are missing values or outliers in the data-set. No missing values were noticed in the data because the researcher made efforts to ensure that respondents understood the various questions and items in the questionnaire before they filled and the researcher entered the data carefully and accurately into SPSS. The researcher in no way influenced the choices of the respondents while explaining what's expected of them when filling the questionnaire.

1.6 Results

The descriptive analysis of the result consists of five demographic items. From the analysis of gender, 49.1% are male employees while 50.9% are female employees. The largest age category of respondents comprises those within 31-40 years of age, representing 40.9% of the overall sample. This is larger than those within the age categories of 21-30, 41-50 and 51-60 years of age, representing 10.5% of the overall sample. From the highest educational

qualification of respondents, majority of respondents have master's degrees (55.5%) while 40.9% of respondents have bachelor's degrees and 3.6% have doctorate degrees. In terms of years of work experience, respondents with 6-10 years of experience comprise most of the sample (37.7%). This is higher than those with 0-5 years, 11-15 years, and 16 years and above of work experience. Of the eight (8) departments studied, the Human Capital Management Department has the highest number of respondents (25.9%) while the department with the least number is Change Management (4.1%).

Table 3 shows the correlation analysis for the variables used. According to the result, the association between Social-Awareness, Relationship Management and Employee Performance is quite significant at less than 0.01 significance level. The result below shows that Social-Awareness has a significant positive correlation with Employee Performance ($r = .194$) which is highly significant at 0.00 1-tailed. Furthermore, the result indicated that Relationship Management has a positive significant correlation with Employee Performance ($r = .144$) which is significant at 0.00 1-tailed.

Table 3: Correlation Matrix

	Employee Performance	Social-Awareness	Relationship Management
Employee Performance	1		
Social-Awareness	.194	1	
Relationship Management	.144	.178	1

Note: Correlation is Significant at less than 0.001 (1-tailed)

Table 4 shows the multiple regression analysis for the variables used. All assumptions of multiple regression analysis were carried out and they all

fulfilled the basic assumptions of multiple regression such as normality, multicollinearity, linearity and heteroscedasticity.

Table 4: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Decision
	B	Std. Error	Beta				
(Constant)	2.020	.524			3.851	.000	Accepted
1 Social-Awareness	.124	.087	.101		1.430	.154	
Relationship Management	.088	.066	.088		1.328	.186	Accepted

a. Dependent Variable: Employee Performance

Results show that both Social-Awareness and Relationship Management has no significant effect on Employee Performance at the Federal Inland Revenue Service, Abuja. From the findings, the regression model shows that there is no significant positive effect between social-awareness and employee performance ($B = .124$, $t\text{-value} = 1.430$, $p\text{-value} = .154$). Suggesting that social-awareness does not contribute to improvement in employee performance at work. Based on this, the null hypothesis was accepted while the alternative hypothesis was rejected. Also, the regression model for relationship management shows that there is no

significant positive effect between relationship management and employee performance ($B = .088$, $t\text{-value} = 1.328$, $p\text{-value} = .186$). Suggesting that relationship management fail to improve employee performance at work and this led to the acceptance of the null hypothesis and rejection of alternate hypothesis.

1.7 Discussions

The result of hypothesis one reveals that there is no significant effect of social awareness on employee performance at Federal Inland Revenue Service,

Abuja. This decision led to the acceptance of the null hypothesis and rejection of the alternate hypothesis. The opinion of the respondents does not conform to the issue as reflected by inferential statistical analysis.

The implication of this study to Federal Inland Revenue Service Abuja is that lack of social awareness has no effect on employee performance at the Federal Inland Revenue Service, FCT Abuja. This result implies that if employees fail to recognize people's emotions and are insensitive to their feelings, their performances won't be affected. The study discovered that employees should continue to effectively respond to other people's feelings in the organization even while making decisions at work.

Therefore, the above results contradict that of Noel (2016) who found that an increase in social awareness among employees invariably increases productivity and performance and enhances collaboration between employees. The current findings also do not support the assumption that employees with high social awareness work better in teams and are more effective in conflict resolution at the workplace.

The result from the test of hypothesis two shows that relationship management does not significantly affect employee performance at Federal Inland Revenue Service, Abuja. This decision led to the acceptance of the null hypothesis and rejection of the alternate hypothesis. The opinion of the employees does not conform to the result reflected by inferential statistical analysis.

The implication of this study to Federal Inland Revenue Service Abuja is that relationship management does not affect employee performance at the Federal Inland Revenue Service, FCT Abuja. The study found that though employee performance isn't affected by relationship management skill, employees should continue to uphold important and instrumental relationships, by honing good conflict management skills and learning proper ways to handle difficult colleagues and taxpayers with diplomacy and tact.

Therefore, the above results contradict the findings of Caramela (2023), who established that positive relationship management can improve employee

engagement, productivity, creativity, and innovation. Hence, the knowledge of this skills helps employees to build stronger relationships with people and improve their productivity through better collaboration.

1.8 Contributions and Implications

From a theoretical view, this paper contributes by stating that Social awareness, and Relationship management has no positive effect on employee performance at the Federal Civil Service Commission (FCSC) Headquarters, Abuja. This paper adds to existing knowledge on this topic and provides useful information on emotional intelligence skills.

A theoretical implication is that though the study found that employee performance isn't affected by relationship management skill, the management of the organization should continue to encourage employees to uphold important and instrumental relationships, by educating them on the need to hone good conflict management skills and learn proper ways to handle difficult colleagues and taxpayers with diplomacy and tact. This paper is in line with Emmerling and Boyatzis (2012) as they conclude that though social awareness skill is important in our daily lives, it doesn't really drive all performance outcomes.

A practical implication states that the management of FCSC should continue to use trainings, workshops, seminars, as a means of encouragement and education for their staff to maintain their relationship management skills and social awareness skills in the organization.

This paper contributes to knowledge by stating that Emotional Intelligence is highly required among employees not only in private and public organizations but also in revenue generating organizations. Specifically, this paper analysis the effect of as social awareness, and relationship management on employee performance and shows how important emotional intelligence skills are and the need to have the skills to carry out job functions. Multiple regression analysis was used to test the hypotheses. Federal Inland Revenue Service Abuja

was used as the study because as a service-oriented and revenue-generating organization, it interacts with taxpayers directly and there's need to apply emotional intelligence skills when interacting with taxpayers. This paper provides significant contributions and implications.

1.9 Conclusions

This paper aimed to determine the effect of emotional intelligence on employee performance in the Federal Civil Service Commission (FCSC), Abuja. In conclusion, 220 employees were used as the sample and the hypotheses of the study were analyzed with multiple regression analysis. The result from both hypotheses showed that emotional intelligence does not significantly affect employee performance.

This study has limitations. As a cross-sectional survey study, the FCSC limitation is that the study's findings, which are from one location (i.e. FCSC Headquarters Abuja), will not be sufficient to generalize about employees working at the Federal Civil Service Commission (FCSC) in Nigeria. Secondly, the limited number of employees used as a sample will also be insufficient for a wider generalization. These two limitations mean that generalizations based on the findings of the study should be restricted to employees who work at the Federal Civil Service Commission (FCSC), Headquarters Abuja.

For future research, only two variables were used to determine the effect of emotional intelligence on employee performance and so other variables and perspectives can be explored to yield results. Also, other demographic variables can be considered as well. Furthermore, a more detailed research can be carried out in other service-oriented organizations and geographical locations of the Federal Civil Service Commission (FCSC) in Nigeria.

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