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Emotional intelligence and employee behavioral outcomes: A study of Laralek Ultimate Limited, Lagos State, Nigeria

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Abstract

Managing employee actions remains a significant challenge for contemporary organizations, particularly concerning productivity outcomes. This research investigates the connection between emotional intelligence and how employees behave at Laralek Ultimate Limited, a construction firm in Lagos State, Nigeria. Emotional intelligence encompasses self-awareness, emotional regulation, empathy, and interpersonal competence - factors that have proven essential in understanding workplace behavior patterns. The research specifically examines how these emotional intelligence components influence worker satisfaction, organizational involvement, commitment levels, and departure intentions. The study employed a descriptive methodology, distributing surveys to 196 permanent employees at Laralek Ultimate Limited, yielding 150 usable responses. Data analysis utilized correlation and regression techniques through SPSS software. Research findings demonstrate that self-awareness substantially influences worker satisfaction, emotional regulation shows moderate positive associations with organizational involvement, empathy exhibits strong connections to employee commitment, and interpersonal skills significantly affect departure intentions. The study recommends organizational investment in emotional intelligence development programs for employees. Such initiatives can promote constructive workplace behaviors while reducing counterproductive actions including absenteeism and disengagement. This research contributes understanding of emotional intelligence application as a management instrument for regulating employee conduct in Nigerian construction enterprises.

Keywords: Emotional Intelligence, Employee Behavioral Outcomes, Self-Awareness, Employee Satisfaction, Construction Industry

Introduction

Organizations fundamentally consist of individuals who represent the most valuable organizational assets. Managing human resources continues to pose

substantial challenges for contemporary organizations.[1]Human behavior demonstrates complexity influenced by numerous elements including emotional states, belief systems, value orientations, and organizational culture contexts.

Employee behavioral outcomes refers to the consequences of individual conduct within organizational settings, encompassing both constructive and destructive patterns.[2]Constructive behaviors include work engagement, job contentment, and organizational dedication, whereas destructive patterns encompass absenteeism, substandard performance, and workplace cynicism.[3]

Nigeria's construction sector employs substantial workforce numbers and confronts particular employee management challenges. Construction personnel frequently operate under demanding circumstances, encounter stringent deadlines, and experience various work-related pressures. These conditions generate emotional strain affecting workplace behavior. Inadequate personnel management results in inappropriate or deviant conduct damaging organizational productivity and reputation.[4]

Emotional intelligence has emerged as a valuable competency for managers and employees addressing workplace challenges. Emotional intelligence represents the capacity to identify, comprehend, and regulate personal emotions alongside understanding others' emotional states.[5]This encompasses multiple dimensions including self-awareness, emotional regulation, empathy, and interpersonal competence. Research demonstrates that individuals possessing elevated emotional intelligence exhibit superior workplace performance, maintain better colleague relationships, and experience greater job contentment.[6]

Despite growing interest in emotional intelligence, limited research examines its effects on employee behavior in Nigerian organizations, particularly construction enterprises. Existing studies predominantly focus on banking, manufacturing, and service sectors.[7]This creates knowledge gaps regarding emotional intelligence functioning in construction environments where working conditions and job requirements differ substantially. The primary problem motivating this investigation concerns managerial difficulties understanding employee behavioral patterns. Many managers lack comprehensive understanding of their own emotions, consequently struggling to comprehend

[1] S. Nasir, "Emerging Challenges of HRM in 21st Century: A Theoretical Analysis," *International Journal of Academic Research in Business and Social Sciences* 7, no. 3 (2017): 216.
[2]P. McKinney, "Employee Behavior: Definition, Issues & Expectations," Study.com, 2015.
[3]Y. Waribo et al., "Examining Employees' Behavioral Outcomes within Organizational Justice," *Journal of the Academy of Social Sciences* 0, no. 0 (2020): 1.
[4]L. Rosenstiel, "Employee Behavior in Organizations: On the Current State of Research," *Rainer Hampp Verlag* 22, no. 4 (2011): 344.
[5]O. Serrat, "Understanding and Developing Emotional Intelligence," *Knowledge Solutions* 37 (2017): 329.
[6]K. Narayanan, "The Effect of Emotional Intelligence on Organizational Citizenship Behavior," *Asian Journal of Management Research* 7, no. 2 (2016): 154.
[7]U. Gunu and R. Oladepo, "Impact of Emotional Intelligence on Employees' Performance and Organizational Commitment: A Case Study of Dangote Flour Mills Workers," *University of Mauritius Research Journal* 20 (2014): 1.

employee feelings or behavioral motivations.[8]Additionally, misconceptions exist that employee behavior responds solely to compensation and benefits. While remuneration matters, research indicates additional factors influence behavior including feeling valued, maintaining quality workplace relationships, and accessing development opportunities.[9] This research examines emotional intelligence effects on employee behavioral outcomes at Laralek Ultimate Limited, a Lagos State construction company. Laralek Ultimate Limited ranks among leading construction firms in Lagos and Ogun State, specializing in road and bridge construction. The organization employs 1,766 total staff comprising permanent and temporary personnel. Selection of this company reflects its significant construction industry presence and diverse workforce composition. Specific research objectives include analyzing connections between self-awareness and employee satisfaction, examining emotional regulation effects on employee involvement, investigating empathy impacts on employee commitment, and determining interpersonal skills influence on departure intentions. Achieving these objectives provides managers valuable insights for utilizing emotional intelligence as an effective employee behavior management tool.

Literature Review

Conceptual Framework

Emotional Intelligence

Daniel Goleman's 1995 publication *Emotional Intelligence: Why it can Matter More than IQ* popularized the emotional intelligence concept.[10] Goleman identified five essential emotional intelligence components: recognizing personal emotions, managing emotions, self-motivation, recognizing others' emotions, and relationship management. Subsequently, he refined these into four primary components establishing workplace emotional intelligence standards: selfawareness, self-management, social awareness, and relationship management.[11] Emotional intelligence constitutes the ability to comprehend personal feelings, empathize with others' emotions, and effectively regulate emotions promoting harmonious interactions.[12]This skill enables individuals to recognize, understand, and manage emotions in themselves and others.[13]Within organizations, emotional intelligence significantly influences manager employee relationships and inter-employee interactions.[14]

Research establishes that emotional intelligence predicts employee work performance because most positions require emotional management

[8]M. Simarjeet and B. Sriparna, "The Impact of Emotional Intelligence on Workplace Behavior: A Study of Bank Employees," *Sage Journals* 20, no. 2 (2017): 458.
[9]M. Strenitzerova and K. Achimsky, "Employee Satisfaction and Loyalty as a Part of Sustainable Human Resource Management in Postal Sector," *Sustainability Journal* 11, no. 4591 (2019): 1.
[10]D. Goleman, *Emotional Intelligence* (New York: Bantam Books, 1995).
[11]J. Odukoya, D. Omonijo, and H. Oraetue, "Review of Notable Theories of Emotional Intelligence," *European Journal of Molecular & Clinical Medicine* 7, no. 2 (2020): 3779.
[12]Goleman, *Emotional Intelligence*.
[13]I. Kotsou et al., "Improving Emotional Intelligence: A Systematic Review of Existing Work and Future Challenges," *Sage Journals* 11, no. 2 (2019): 151.
[14]Narayanan, "The Effect of Emotional Intelligence," 154.

capabilities.[15]Managers possessing emotional intelligence skills can perceive and recognize personal emotions while understanding others' emotional states, facilitating effective team management. Without proper emotional management, many positions would not achieve expected organizational performance standards.[16]

Self-Awareness

Self-awareness represents the capacity to recognize, acknowledge, and comprehend personal moods, feelings, and emotions, including their effects on others.[17]This encompasses identifying and monitoring personal emotions and understanding their behavioral and relational impacts. Self-awareness enables self-assessment processes, facilitating personal improvement and relationship enhancement.[18]Self-aware individuals track their emotions and reactions, recognizing connections between feelings and actions. Through experiences and social interactions, individuals identify personal strengths and weaknesses, promoting self-understanding and behavioral awareness toward others.

Self-Regulation

Self-regulation involves controlling personal feelings, moods, and emotions.[19]This encompasses redirecting disruptive and negative impulses and moods to enable sound judgment following careful deliberation. This also includes anticipating action or decision consequences before implementation.[20]Self-regulation requires appropriate emotional expression, flexibility, change adaptation, conflict management, and awareness of how actions affect others. This also involves accepting responsibility for actions and their consequences.

Empathy

Empathy constitutes the ability to comprehend others' emotional composition.[21]This can be described as a competency enabling treatment of others based on their emotional reactions or states. Empathy determines how effectively individuals position themselves in others' situations and comprehend their feelings, subsequently influencing behavioral responses toward that person.[22]Empathy often connects to sympathy because experiencing similar feelings to others generates concern or care. However, empathy differs from compassion. Empathy specifically involves sensing and understanding others' emotions.

[15]Gunu and Oladepo, "Impact of Emotional Intelligence," 1.
[16]Narayanan, "The Effect of Emotional Intelligence," 155.
[17]Serrat, "Understanding and Developing Emotional Intelligence," 330.
[18]L. Landry, "Why Emotional Intelligence Is Important in Leadership," Harvard Business School Online, 2019.
[19]Landry, "Why Emotional Intelligence Is Important."
[20]E. Houston, "The Importance of Emotional Intelligence," PositivePsychology, 2021.
[21]F. Ioannidou and V. Konstantikaki, "Empathy and Emotional Intelligence: What Is It Really About?" *International Journal of Caring Sciences* 1, no. 3 (2008): 118.
[22]C. Heather, "The Theories of Emotional Intelligence Explained," February 23, 2021.

Social Skills

Social skills involve the ability and proficiency in relationship management and network development.[23]This refers to identifying common ground and building effective relationships by recognizing emotions and understanding individual uniqueness.[24]Social skills encompass influencing others and obtaining desired responses. Examples include verbal and nonverbal communication, active listening, leadership, and interpersonal competencies.[25]

Employee Behavioral Outcomes

Employee behavior represents employee reactions, dispositions, or attitudes toward work or responses to specific workplace situations.[26]Employees exhibit certain behavioral patterns depending on multiple work environment factors. These behaviors affect employee workplace performance and ultimately organizational productivity. Employee behavioral outcomes encompass job satisfaction, employee involvement, employee commitment, and departure intentions.[27]

Employee Satisfaction

Employee satisfaction represents employee contentment with their position and work environment.[28]This constitutes an internal feeling reflecting the extent of job preference or aversion. Multiple factors influence employee satisfaction including workplace interpersonal relationships, compensation and rewards, career development opportunities, and overall work environment.[29]This can also be conceptualized as employee contentment and fulfillment based on job responsibilities, advancement opportunities, employment security, learning and development prospects, and compensation structures.[30]Employee satisfaction remains personal and varies across individuals. Satisfaction influencing factors differ among individuals.

Employee Involvement

Employee involvement represents the emotional and physical connection, dedication, and commitment of employees toward their work and organizational values.[31]This involves employees contributing ideas and opinions and dedicating efforts toward problem-solving and organizational decision-making. Employee involvement promotes improved work attitudes, enhanced decision-making, job satisfaction, creativity, innovation, commitment,

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[23]D. Kumar, "Emotional Intelligence and Social Skills in Relating to Occupational Self-Efficacy of Secondary School Teachers," *International Journal of Information Movement* 1, no. 4 (2016): 85.
[24]Landry, "Why Emotional Intelligence Is Important."
[25]Heather, "The Theories of Emotional Intelligence Explained."
[26]A. Saravanakumar, "Unit 1 Organisational Behavior," ResearchGate (2019): 53.
[27]G. Bhattarai, "Impact of Organizational Politics on Employees' Behavioral Outcomes: The Role of Social Astuteness," *Journal of Asian Finance, Economics and Business* 8, no. 2 (2020): 571.
[28]B. Aziri, "Job Satisfaction: A Literature Review," *Management Research and Practice* 3, no. 4 (2011): 77.
[29]Strenitzerova and Achimsky, "Employee Satisfaction and Loyalty," 1.
[30]Aziri, "Job Satisfaction," 77.
[31]D. Asokk et al., "The Impact of Employee Involvement in Decision Making on an Organisational Performance," *European Journal of Molecular & Clinical Medicine* 8, no. 1 (2021): 1200.

and employee productivity.[32]When employees participate in organizational processes, they experience recognition and value. They develop organizational belonging, and this positive sentiment generates constructive work behavior and improves employee performance.[33]Conversely, when employees perceive imposed decisions, they tend to exhibit resistant work behaviors.[34]

Employee Loyalty

Employee loyalty represents employees' capacity to maintain commitment and dedication to their organization, regardless of changing circumstances or organizational challenges.[35]Multiple factors affect employee organizational loyalty, including employee wellbeing, employee development, employee participation, equitable treatment, and favorable working conditions.[36]Employee loyalty constitutes the commitment and dedication employees demonstrate toward their organization despite circumstances resulting from organizational environment changes.

Employee Turnover Intention

Employee turnover intention represents the probability of employee departure from current employment.[37]This can be defined as employee thoughts regarding willingness to depart current employment or organizations. Multiple factors cause employee turnover intention, varying across organizations.[38]Every organization concerns itself with employee turnover intention because this constitutes a critical human resource issue and among the most expensive organizational challenges. Elevated employee turnover results in reduced efficiency, performance, and productivity.[39]

Theoretical Framework

Goleman's Emotional Intelligence Performance Model

Goleman contended that emotional intelligence fundamentally influences multiple human life aspects. His theory encompasses four dimensions: self-awareness, self-management, relationship management, and social awareness.[40]These dimensions establish foundations for developing additional organizational competencies. According to Goleman, social awareness encompasses empathy, organizational awareness, and service orientation. Self-

[32]Asokk et al., "The Impact of Employee Involvement," 1201.
[33]S. Osborne and M. Hammoud, "Effective Employee Engagement in the Workplace," *International Journal of Applied Management and Technology* 16, no. 1 (2017): 50.
[34]E. Sofijanova and V. Zabijakin-Chatleska, "Employee Involvement and Organizational Performance: Evidence from the Manufacturing Sector in Republic of Macedonia," *Trakia Journal of Sciences* 11, no. 1 (2013): 31.
[35]S. Jansson and F. Wiklund, "Employee Loyalty and the Factors Affecting It" (UMEA School of Business Economics and Statistics, 2019).
[36]Strenitzerova and Achimsky, "Employee Satisfaction and Loyalty," 1.
[37]S. Hussain and S. Xian, "Factors Affecting Employee Turnover Intention in Construction Companies in Klang, Selangor," *Knowledge E Social Sciences* (2019): 108.
[38]A.K. Belete, "Turnover Intention Influencing Factors of Employee: An Empirical Work Review," *Journal of Entrepreneurship & Organizational Management* 7, no. 3 (2018): 1.
[39]Belete, "Turnover Intention Influencing Factors," 1.
[40]Odukoya, Omonijo, and Oraetue, "Review of Notable Theories," 3780.

management involves self-control, trustworthiness, adaptability, initiative, and achievement drive. Relationship management encompasses communication, collaboration, teamwork, leadership, influence, conflict management, and developing others.[41]All these competencies prove necessary for managing employee relations and achieving organizational productivity. Emotional intelligence therefore constitutes a fundamental tool necessary for achieving organizational objectives and efficiency.

Mayer, Salovey and Caruso's Emotional Intelligence Ability Model

Mayer and Salovey initially developed this model in 1997, subsequently redeveloping it in 2004 with Caruso's inclusion. This model conceptualizes emotional intelligence as a mental ability related to cognitive intelligence.[42]According to this model, emotional intelligence represents the capacity to recognize emotions, perceive emotions accurately, appraise emotions, and regulate emotions within oneself and others.[43]The model encompasses four elements: perception, assimilation, understanding, and regulation of emotions. Emotional perception involves correctly distinguishing personal feelings. Assimilation represents the ability to generate and utilize emotions to facilitate thoughts and communicate feelings. Emotional understanding refers to comprehending emotion combinations and their outcomes. Emotional regulation represents the ability to recognize, regulate, and manage emotions in oneself and others.[44]These competencies facilitate human reasoning and drive decision-making processes.

Bar-On's Emotional Intelligence Competencies Model

This model conceptualizes a combination of emotional, social, cognitive, and personality dimensions. This involves interconnected emotional and social competencies influencing how individuals understand others, relate to surrounding people, and manage environmental emotional challenges.[45]Bar-On developed the Emotional Quotient Inventory for measuring emotional intelligence. His model encompasses five components: self-perception, self-expression, interpersonal relations, decision-making, and stress management.[46]These components possess abilities driving human behavior and relationships. Therefore, emotional intelligence drives employee organizational behavior and regulates and manages employee relationships.

Empirical Review

Multiple studies have examined emotional intelligence and workplace behavior effects. Gunu and Oladepo assessed emotional intelligence importance in organizations and employee performance effects.[47]They explained that emotional intelligence proves relevant for predicting organizational commitment and employee work performance because most positions require emotional management ability. They emphasized manager emotional

[41]Odukoya, Omonijo, and Oraetue, "Review of Notable Theories," 3781.
[42]I. Faltas, "Three Models of Emotional Intelligence," Research Gate (2017): 5.
[43]Odukoya, Omonijo, and Oraetue, "Review of Notable Theories," 3782.
[44]Faltas, "Three Models of Emotional Intelligence," 6.
[45]Faltas, "Three Models of Emotional Intelligence," 8.
[46]Odukoya, Omonijo, and Oraetue, "Review of Notable Theories," 3784.
[47]Gunu and Oladepo, "Impact of Emotional Intelligence," 1.

intelligence skill needs and organizational emotional intelligence testing during employee socialization programs.
Akintayo and Babalola highlighted that appropriate management strategies, including emotional intelligence, can facilitate employee job performance, job satisfaction, job involvement, and commitment.[48]They suggested organizations should incorporate strategies promoting emotional intelligence and addressing burnout, stress, interpersonal relations, and conflict management. They also recommended management hold regular programs fostering worker retention and development through emotional intelligence skills.

Narayanan evaluated emotional intelligence effects on organizational citizenship behavior.[49]The study revealed organizational challenges regarding employee turnover and absenteeism. Job satisfaction was regarded as an employee behavioral outcome enhanced when employee feelings toward individuals and organizations are known and respected. Emotional intelligence dimensions such as self-emotion, others' emotions, and their regulation relate to workplace individual behavior. Kumar and Devi evaluated relationships between emotional intelligence and social skills.[50] Their results revealed significant connections between emotional intelligence and social skills.

They described emotional intelligence as the ability and capacity to manage personal emotions and others' emotions. Social skills were defined as interpersonal behaviors assisting individuals in society and the ability to interact with people. The authors contended that connections between emotional intelligence and social skills demonstrate that emotional management ability relates to effective people interaction ability. Davidescu and colleagues highlighted sustainable human resource management practice needs.[50]Their research revealed that employee flexible work arrangements significantly impact overall employee job satisfaction. They contended that employees highly value favorable working environments and colleague collaboration, promoting their interest and satisfaction. Sustainable human resource management facilitates employee job satisfaction and organizational performance.

Osborne and Hammoud contended that organizations with disengaged or uninvolved employees typically incur higher costs.[51]They analyzed how organizations can create structures facilitating employee involvement and engagement. Rewards and recognition, building manager-employee relationships, and empowering and training employees were highlighted as factors influencing employee engagement. Organizational productivity and longevity depend on employee engagement levels and work effort.

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[48]D. Akintayo and S. Babalola, "The Impact of Emotional Intelligence on Workers' Behavior in Industrial Organizations," *Inkanyiso Journal of Humanities and Social Sciences* 4, no. 2 (2012): 83.
[49]Narayanan, "The Effect of Emotional Intelligence," 154. [50]Kumar, "Emotional Intelligence and Social Skills," 85.
[50]A. Davidescu et al., "Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees:
Implications for Sustainability Human Resource Management," *Sustainability Journal* 12, no. 6086 (2020): 1.
[51]Osborne and Hammoud, "Effective Employee Engagement," 50.

Methodology

Research Design

This research employed a descriptive research design. Descriptive research design involves gathering data describing events, given populations, variable relationships, then organizing and describing acquired data.[52]This design was selected because it permits investigating existing conditions regarding emotional intelligence impact on employee behavioral outcomes.

Population of the Study

The target population for this research was Laralek Ultimate Limited, Lagos branch. This company was selected because it represents one of the current leading construction companies in Lagos and Ogun State, particularly in road and bridge construction. The company employs 1,766 total staff comprising permanent and temporary workers. However, this research focused on the 402 permanent staff at the Lagos branch. Permanent staff were selected because they ensure valid and adequate data collection, as measuring lasting emotional intelligence impact on employee behavioral outcomes proves more effective among permanent employees.[53]

Sample Size Determination

Sample size for this research was determined based on Barlett, Kotrlik, and Higgins recommendations.[54]Based on their recommendation, a population of 402 yielded a sample size of 196 respondents. Therefore, the sample size represents 196 permanent staff of Laralek Ultimate Limited, Ikeja, Lagos State.

Sampling Technique

This research utilized both probability and non-probability sampling techniques, specifically the stratified technique and quota technique. The stratified technique divides populations into various groups best representing entire populations. Units are sampled randomly from each stratum, and sample sizes vary depending on their population importance.[56] The quota technique involves reserving a large population proportion based on certain characteristics until sufficient data is obtained. These techniques were selected because they are straightforward, practical, eliminate sampling bias, are easily understood and administered, and are cost-effective.

Data Collection

This research utilized both primary and secondary data sources. Primary data was obtained through questionnaires distributed to Laralek Ultimate Limited employees. Secondary data was obtained from articles, journals, books, and websites.[55]The questionnaire employed a five-point Likert scale ranging from

[52]C. Igwenagu, "Fundamentals of Research Methodology and Data Collection," ResearchGate 15 (2016): 1.
[53]A. Bryman and E. Bell, *Business Research Methods*, 3rd ed. (New York: Oxford University, 2011).
[54]J. Barlett, J. Kotrlik, and C. Higgins, "Organizational Research: Determining Appropriate Sample Size in Survey Research," *Information Technology, Learning, and Performance Journal* 19 (2001): 43. [56]Bryman and Bell, *Business Research Methods*.
[55]Igwenagu, "Fundamentals of Research Methodology," 1.

Strongly Agree to Strongly Disagree. The questionnaire was designed to measure emotional intelligence dimensions (self-awareness, self-regulation, empathy, and social skills) and employee behavioral outcomes (employee satisfaction, involvement, loyalty, and turnover intention).

Data Analysis

Collected data was organized and entered into the Statistical Package for the Social Sciences (SPSS). Analysis tools utilized were correlation and regression analysis to test relationships between independent and dependent variables.[56]Correlation analysis was used to examine relationship strength and direction, whereas regression analysis was used to determine independent variable predictive power on dependent variables.

Results and Discussion

Response Rate

A total of 196 questionnaire copies were distributed to Laralek Ultimate Limited employees. 150 questionnaire copies were retrieved, representing a 77% response rate. All 150 retrieved questionnaires were found usable. 46 copies representing 23% were not returned or were severely incomplete.

Demographic Characteristics of Respondents

Results showed that 31.3% of respondents were males while 68.7% were females, indicating that more than half of respondents were female. For age, 34.7% of respondents were below 26 years, 30.7% were between 26 to 35 years, 28% were 36 to 45 years, and only 6.6% were 46 years and older. This indicates the company has considerable young employee numbers. Regarding marital status, 34.7% of respondents were single, 60% were married, and 5.3% were others. For educational qualification, 6.7% had SSCE, 13.3% had NCE, 48% had HND or B.Sc., while 25.3% had professional certificates like M.Sc., MBA, or ICAN. This shows a large respondent percentage had HND or B.Sc. qualifications. In terms of work experience, 52% of respondents had 1 to 5 years working experience, 30.7% had 6 to 10 years, 13.3% had 11 to 15 years, and 4.0% had more than 16 years working experience. This indicates a significant respondent percentage were relatively new to the organization.

Table 1: Demographic Characteristics of Respondents

Characteristic	Category	Percentage
Gender	Male	31.3%
	Female	68.7%
Age	Below 26 years	34.7%
	26-35 years	30.7%
	36-45 years	28%

[56]Igwenagu, "Fundamentals of Research Methodology," 1.

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	46 years and above	6.6%
Education	HND/B.Sc.	48%
	Professional Cert.	25.3%
	NCE	13.3%
	SSCE	6.7%
Work Experience	1-5 years	52%
	6-10 years	30.7%
	11-15 years	13.3%
	16+ years	4.0%

Test of Hypotheses

Hypothesis One: Self-Awareness and Employee Satisfaction

The first hypothesis tested whether self-awareness affects employee satisfaction. Multiple regression analysis was utilized to test this hypothesis. Results showed that self-awareness explains 30.4% of employee satisfaction variance. Analysis revealed that self-awareness was statistically significant in predicting employee satisfaction, with $F(1, 149) = 14.910$, $p < 0.05$. Self-awareness produced statistical significance with a beta value of 0.546, $p < 0.05$. Therefore, the null hypothesis was rejected, and the alternate hypothesis was accepted. This indicates that self-awareness makes significant contribution to predicting employee satisfaction.

Hypothesis Two: Self-Regulation and Employee Involvement

The relationship between self-regulation and employee involvement was investigated using Pearson Product-Moment Correlation coefficient. Results showed a medium positive correlation between the two variables, $r = 0.510$, $n = 150$, $p < 0.01$. This indicates that moderate self-regulation levels are associated with relatively high employee involvement levels. The result indicates that employee involvement levels are moderately influenced by self-regulation. Therefore, there exists a positive and moderate significant relationship between self-regulation and employee involvement.

Hypothesis Three: Empathy and Employee Loyalty

The relationship between empathy and employee loyalty was tested using Pearson ProductMoment Correlation coefficient. Statistical results showed a moderate positive significant relationship between the variables because the

correlation size falls within 0.50 to 0.70, with r = 0.636. Since the p-value is less than 0.05, the null hypothesis was rejected, and the alternate hypothesis was accepted. This indicates there exists a positive and significant relationship between empathy and employee loyalty.

Hypothesis Four: Social Skills and Employee Turnover Intention

Multiple regression analysis was utilized to test social skills effects on employee turnover intention. Results showed that social skills explain 48.8% of employee turnover intention variance. Social skills were statistically significant in predicting employee turnover intention with $F(1, 149) = 27.771$, $p < 0.05$. Social skills produced statistical significance with a beta value of 0.511, $p < 0.05$. Therefore, the null hypothesis was rejected, and the alternate hypothesis was accepted. This indicates that social skills make significant contribution to predicting employee turnover intention.

Table 2: Summary of Hypotheses Test Results

Hypothesis	Statistical Test	Result	Decision
H1: Self-Awareness → Employee Satisfaction	Regression	$\beta = 0.546$, $p < 0.05$	Accepted
H2: Self-Regulation → Employee Involvement	Correlation	$r = 0.510$, $p < 0.01$	Accepted
H3: Empathy → Employee Loyalty	Correlation	$r = 0.636$, $p < 0.05$	Accepted
H4: Social Skills → Turnover Intention	Regression	$\beta = 0.511$, $p < 0.05$	Accepted

Discussion of Findings

The results of this study corroborate previous studies concerning emotional intelligence and employee behavior. The results indicate employee self-awareness affects employee satisfaction. This is consistent with earlier studies stating that emotional self-awareness leads to job satisfaction given that people emotionally self-aware understand factors influencing happiness and dissatisfaction at work.[57]Employees describe their satisfaction, rationally assess job factors, and articulate their needs to superiors. Self-awareness increases career decision making and job satisfaction.

[57]Aziri, "Job Satisfaction," 77.

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Self-regulation, according to this study, positively and moderately impacts employee involvement. As a result, employees who have mastered the self-control of their emotions and the management of their impulses become increasingly involved in their work. Emotionally regulated employees sustain their attention to assigned work, and this increases their participation in work groups and the achievement of organizational goals.[58]However, the absence of a high correlation suggests that organizational structure and job design influence employee involvement. Empathy is directly and positively correlated with employee loyalty. Through this lens, it can be said that emotional attachment to an organization grows when employees feel emotionally understood and cared for by colleagues and managers.[59]Emotional bonds are strengthened when employees are considered and cared for (in terms of emotions and psychological wellbeing) by empathetic managers who comprehend the emotional work challenges of the employees. Employees would feel loyalty to an organization for a longer time if their emotional work and psychological challenges are supported and attended.

It is also important to note that social skills directly influence employee turnover intention. In organizational settings, employees having the potential for social skills, meaning effective communication and relationship building, are less likely to leave the job.[62] In a workplace having good working relations, employees feel they do not have alternative employment and they are not likely to leave. A work environment that balances and nurtures employee effective social relationships and collaboration reduces turnover intention. Research findings also support the theories of emotional intelligence proposed by Goleman, Mayer and Salovey, and Bar-On. These theories emphasize that emotional intelligence involves not just understanding emotions but utilizing that understanding to guide behavior and build better relationships.[60]In the workplace, managers possessing emotional intelligence skills can better understand their employees, anticipate their needs, and create conditions promoting positive behaviors.

Results from this research have practical implications for organizations, particularly in the construction industry. Construction companies often face challenges such as high turnover rates, safety concerns, and the need for teamwork under difficult conditions. By developing emotional intelligence among managers and employees, construction companies can create more positive work environments, improve employee satisfaction, increase involvement, build loyalty, and reduce turnover.[61]

Conclusion

This research investigated the impact of emotional intelligence on employee behavioral outcomes and found emotional intelligence to be a favorable

[58]A. Mohyi, "The Effect of Emotional Intelligence, Organizational Commitment and Organizational Citizenship Behavior on Employee Performance," *Journal of International Conference Proceedings, ScienceGate* 3 (2021): 84.
[59]Jansson and Wiklund, "Employee Loyalty and the Factors Affecting It." [62]Belete, "Turnover Intention Influencing Factors," 1.
[60]Odukoya, Omonijo, and Oraetue, "Review of Notable Theories," 3779.
[61]Hussain and Xian, "Factors Affecting Employee Turnover Intention," 108.

predictor of employee behavioral outcomes. The research articulated the dimensions of self-awareness with employee satisfaction, self-regulation with employee participation, empathy with employee retention, and social competence with employee turnover intention. Regarding the case of Laralek Ultimate Limited, research results indicated that employees are self-actualized and show positivity in their work. Employees can self-express and have self-efficacy to voice their feelings, thoughts, and ideas. Employees have positive interpersonal relations. Employees possess empathy, and they understand and relate to others easily and accordingly. Such attributes are suitable for jobs requiring teamwork and social interaction.

There is a need for conceptual and technical competence in problem-solving that managers and employees seek to achieve. There is also emotional intelligence targeted at task and relationship management, and this integration emphasizes the need for emotional intelligence that blends managerial roles with relationships. Concerning emotional intelligence and organizational performance, managers need to understand that their organizational outcomes are a function of their psychological orientation. Hence, they need emotional intelligence geared toward managing and relationship coordination.

Organizations need more than just technical and managerial skills from their leaders and employees. They need well-developed emotional intelligence focused on managing tasks and relationships effectively. The relationship between emotional intelligence and organizational productivity shows that leaders should be aware that their actions are reflected in their organizations. Therefore, they require emotional intelligence well-focused on both tasks and relationship management. The study concludes that emotional intelligence can be utilized as an effective tool for managing employee behaviors in construction companies. By understanding and developing emotional intelligence, managers can better predict and influence employee behaviors, leading to improved organizational outcomes. Organizations should invest in training programs that help both managers and employees develop emotional intelligence skills. This investment can lead to better employee satisfaction, higher involvement, stronger loyalty, and reduced turnover, all contributing to organizational success.

Recommendations

Based on research findings, the following recommendations are made:

Business leaders must prioritize emotionally intelligent training for employees. Regular sessions for staff members should be conducted to improve positive behaviors and outcomes. Employees must be trained to recognize, comprehend, and manage their own and others' emotions.

Middle management should pay more attention to employee self-awareness by promoting selfreflection and giving balanced feedback, this happens naturally with performance reviews, coaching, and mentoring. Ensuring awareness of strengths and weaknesses among employes as it can significantly improves meaningful career conversations and organizational contributions. Employers must foster environments that enhance self-regulation through the provision of

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stress management training and psychological coping skills. Emotionally self-regulated employees are better equipped to face challenges and foster interpersonal relationships.

Interaction with employees should be both professional and empathetic on the manager's part. Demonstrating concern for employees by listening to them when they give feedback, showing understanding of their problems, and being available when the need for assistance arises. Organizations can teach empathetic leadership skills to managers to strengthen their relationships with their employees. Social skills are enhanced through organizationally sponsored activities, training, and collaborative work. Strong social skills mean that employees can better work in teams, are better at solving problems, are constructive in their relationships, and are less likely to leave the organization.

Employers in construction should include assessments of emotional intelligence in their recruiting and hiring. Organizations that focus on emotionally intelligent employees will be better able to meet the diverse demands of the construction sector. Employers should give recognition and reward to employees who demonstrate emotional intelligence and positive conduct. These can be employees who show concern for others, stay positive when many are frustrated and help to strengthen team dynamics. Future research should extend this study to other construction companies and other industries to validate findings. Research should also examine how organizational culture and leadership styles interact with emotional intelligence to influence employee behaviors. Studies could also explore how emotional intelligence training programs can be designed and implemented most effectively in different organizational contexts.

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