

**THE ROLE OF EMOTIONAL INTELLIGENCE AND WORK LIFE
BALANCE ON EMPLOYEE PERFORMANCE IN THE NIGERIAN HEALTH
SECTOR**

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DECEMBER, 2022
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A PROJECT SUBMITTED TO THE DEPARTMENT OF INDUSTRIAL
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DECLARATION

I, **Victoria OSIOMWANHI** with matriculation number **MGS1706905** of the Department of Industrial Relations and Personnel Management, Faculty of Management Science, University of Benin City, Benin City, hereby certify that the work contained in this project is mine. That it has not been submitted to any other body for award of a degree or any other award.

Victoria OSIOMWANHI

Date

CERTIFICATION

This is to certify that this project work was carried out by **Victoria OSIOMWANHI** with Matriculation Number: **MGS1706905** in the Department of Industrial Relations and Personnel Management, Faculty of Management Science, University of Benin, Benin City, in partial fulfilment of the requirements for the award of Bachelor of Science (B.Sc.) Degree in Industrial Relations and Personnel Management.

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DEDICATION

This project is dedicated to God Almighty who has seen me through all these years of labor and trails and has brought me to the accomplishment of this work and to my parents Mr. Francis and Mrs. Patience Udeh and my guardian Mrs. Juliet Isimoya for sacrificing so much resources and time for my education.

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ABSTRACT

This study examined the role of emotional intelligence and work-life balance on employees' performance in the Nigerian health sector. The objectives of this study were to evaluate the impact of workplace support systems on employee performance in the Nigerian health sector; identify the impact of emotional intelligence (self-awareness) on employee performance in the Nigerian health sector; and determine the impact of work life balance on employee performance in the Nigerian health sector.

The study employed a cross-sectional survey which used random sampling technique to select 295 respondents as the sample size. The data for the study was analyzed using the Statistical Package for Social Sciences (SPSS 22.0) version, while frequency, simple percentage test and regression test was used for the study test. The findings from the study revealed that there is a significant relationship between work place support systems and employees' performance in the Nigerian health sector, Benin City; there is a significant relationship between emotional intelligence and employees' performance in the Nigerian health sector, Benin City, and there is a significant relationship between work-life balance and employees' performance in the Nigerian health sector, Benin City.

It was then recommended that management in the Nigerian health sector should review the organization's support system, and supervisors should always support their employees, as this will in-turn influence their performance in the work place; management in the Nigerian health sector should grant employees work autonomy when performing their job, as this will significantly influence their performance; there is need to create an enable and conducive work environment in the Nigerian health sector to improve employees' performance in the health sector; the Nigerian health sector should offer more flexible hours of working arrangements to improve work-life balance of its employees; the Nigerian health sector should do more in creating a healthy work environment and flexibility in tasks to promote a healthy work-life balance among its employees and the Nigerian health sector should provide more trainings, support and other resources to improve the work-life balance of its employees.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In general, how we perceive and interpret the world determines how we adopt and cope rather than the world itself. The environment is complex, filled with uncertainties and volatile in nature. These factors have the ability of influencing

employee performance, behavior attitude and stress levels. The existence of these factors makes it imperative for us to understand ourselves, know our emotions, manage our emotions, understand other people's emotions and work with them effectively. Emotional intelligence and work life balance are two important aspects of employee performance in the Nigerian health sector. This paper seeks to review the literature on the role of emotional intelligence and work life balance in improving employee performance in the Nigerian health sector. Emotional intelligence is the ability to recognize, understand, and manage one's own emotions as well as those of others, while work life balance is the ability of an employee to maintain a healthy balance between their work and personal life.

Emotions are vital to healthcare and essential to giving compassionate care that is patient-centered. Interpersonal issues, shift work, dealing with fatalities, very ill patients, and a lack of mental support are just a few of the stresses the current healthcare system is under to become more effective. Stress develops as a result of an inability to manage a stressor that is present at work. This leads to mistakes that have negative consequences, including depression, a decline in professional satisfaction, psychological distress, and a lack of interpersonal relationships. Emotional intelligence, which gives us the skill to comprehend and manage our own and others' emotions, is one method of coping with emotional and occupational stress. The premise behind emotional intelligence is that people differ in their capability to

recognize, comprehend, and control emotions in others and in themselves, which in turn affects their capacity to adapt to various environmental circumstances, including the job. Due to globalization, information technology, and the adjustments that businesses make to their structures, strategies, and activities, people experience job stress in their workplaces and daily lives. The employees' work-life balance is impacted by the new roles and responsibilities that these ongoing changes put on them.

Business organisations and healthcare professionals should be emotionally observant and improve interpersonal relationship among employees and patients, being that as patient or customer satisfaction is important to the success of healthcare organizations so also it is important in business settings. The present study proposes to use the domains of emotional intelligence to measure the extent of occupational and emotional stress in the health sector. This study intend to educate employees on emotional intelligence and ways to improve their emotional intelligence in dealing with stressful situations and ensure work life balance in the work place.

1.2 Statement of the Research Problem

Employees all over the world continue to experience problems as they try to balance family life, work and other matters that relates to their work. The demand to meet at work, family related pressure has affected most employee wellbeing and health. As a

result, employees and employers are using a lot of money on healthcare cost. However to the best of the researcher's knowledge, little or nothing has been carried out on emotional intelligence and work life balance using the Nigerian health sector. Therefore, this study sought to identify the stressors present at work, to cope with them and to examine the relationship between work life balance and employee performance with the help of emotional intelligence.

1.3 Research Questions

The research questions for this study are;

1. What is the impact of workplace support systems on employee performance?
2. What are the relationship between emotional intelligence (self-awareness) and employee performance?
3. What is the relationship between work life balance and employee performance?

1.4 Objective of the Study

The broad objective of this study is to identify the role of work life balance and emotional intelligence on employee performance. However, the following are the specific objectives of this study;

1. Evaluate the impact of workplace support systems on employee performance in the Nigerian health sector.
2. Identify the impact of emotional intelligence (self-awareness) on employee performance in the Nigerian health sector; and
3. To determine the impact of work life balance on employee performance in the Nigerian health sector.

1.5 Hypotheses of the Study

The following are the null hypotheses for this study;

Hypothesis one:

Ho1: There is no significant relationship between work place support systems and employee performance in the Nigerian health sector.

Hypotheses two:

Ho2: There is no significant relationship between emotional intelligence (self-awareness) and employee performance in the Nigerian health sector.

Hypothesis two:

Ho3: There is no significant relationship between work life balance and employee performance in the Nigerian health sector.

1.6 Significance of the Study

The outcome of this study will educate the general public and Managers of corporate organizations on the cause of job stress for the employee and how emotional intelligence, work place support and work life balance can be used to improve employees performance.

This research will also serve as a resource base to other scholars and researchers interested in carrying out further research in this field subsequently, if applied will go to an extent to provide new explanation and understanding to the topic.

1.7 Scope of the Study

This study will be delimited to the subject matter. This research will be conducted among employees in selected hospitals in Edo state between the period of November 2021 to January 2023

1.8 Limitations of the Study

The study was conducted on a relatively small sample size, limiting its ability to be generalized to the entire population of Nigerian health sector employees. Additionally, the study does not account for other factors that may influence employee performance such as job role, levels of experience, and other job-related characteristics. Finally, the study only considers the role of emotional intelligence and work life balance in employee performance, but not other aspects such as individual motivation, organizational culture, and managerial support.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter includes the following sections: the dependent and independent variables, the empirical review and the theoretical review. The dependent and independent variables shall discuss concepts related to the subject matter i.e. the role of emotional intelligence and work life balance on employee performance in the Nigerian health care sector. The empirical review will discuss previous studies carried out on emotional intelligence and performance as well as studies on work-life balance and performance. The chapter concludes with the theoretical review which will extensively discuss pertinent theories on the relationship between Emotional Intelligence and work life balance on employee performance in the Nigerian health sector.

2.2 Dependent Variable

A dependent variable is a variable which takes on values which are consequent upon the values of another variable because its value depends or is assumed to depend on another variable called the independent variable. In this study, the dependent variable is employee performance.

2.2.1 Employee's Performance

Employee performance is measured by historical results, i.e., accomplishments made while carrying out one's responsibilities. Employee performance is the conduct and attitude that workers exhibit when carrying out their tasks and responsibilities at work. These actions and attitudes result in outcomes. This implies that performance includes both acts and behaviors (Ikyanyon & Ucho, 2014). Task and behavioral performance are recognized while evaluating employee performance (Gunu & Oladepo, 2014). This is due

to the fact that when an employee's performance is evaluated, both the behavior put into the work and the results obtained from the work are taken into account and graded appropriately in the assessment systems. In order for an employee to perform, they must complete the responsibilities and tasks listed in their job description (Bambale & Kassim, 2016). It focuses on the organization of work and execution of duties by staff members. Typically, it is measured by how quickly and accurately each employee completes tasks and resolves issues for the company (Bambale et. al, 2016).

2.3 Independent Variable

An independent variable is a variable whose variation does not depend on that of another. The independent variable for this study is emotional intelligence.

2.3.1 History/Concept of Emotional Intelligence

The last three decades have seen a significant increase in interest in emotional intelligence. Salovey and Mayer (1990) were the first to introduce the idea of emotional intelligence. They defined it as a subset of social intelligence, which Thorndike introduced to literature in 1920 and defined as the capacity to comprehend and control men and women, boys and girls, to act wisely in interpersonal interactions (Lam & Higgins, 2012, pp.150). The multiple intelligence theory proposed by Gardner (1993), which is closely connected to social intelligence, is also expected to serve as the foundation for Salovey and Mayer's interpretation of emotional intelligence. Gardner distinguished two kinds of intelligences: intrapersonal intelligence and interpersonal intelligence. Intrapersonal intelligence is defined as the ability to understand and appreciate one's own feelings, concerns, and motivations, or the ability to symbolize complex and highly individualized sets of feelings. Interpersonal intelligence, on the other hand, is characterized as the ability to recognize and discriminate between other people's moods, motivations, and intents (Gardner, 1993).

Following Daniel Goldman's works on emotional intelligence in 1995 and 1998, and more notably after his book (1995): *Emotional Intelligence Why It Can Matter Increasingly Than IQ*, the concept of emotional intelligence became more prominent. Goleman stressed the relevance of emotional intelligence in the success and advancement of individuals and the workplace in his works about emotional

intelligence, and he focused on emotional intelligence as being highly related to many job-related outcomes, including job performance (Goleman, 1998). Another definition of emotional intelligence was the capacity to recognize, develop, and control emotions in order to support thought and to foster both emotional and intellectual development (Mishar & Bangun, 2014).

It has been discovered that the dimensions of emotional intelligence include a distinct understanding of one's own emotions, emotions of others, self-control, motivation, adaptability, empathy, and overcoming stress, in addition to other personal qualities that foster efficiency in a variety of facets of life (Kassymzhanova & Mun, 2013). There have been numerous attempts by scholars to describe emotional intelligence, but most of the definitions are nearly identical; emotional intelligence has not yet been given a straightforward, well-developed description that stands out (Lam & Higgins, 2013). Salovey and Mayer (1990), for instance, described emotional intelligence as the capacity to keep track of one's own and other people's moods and emotions, to distinguish between them, and to utilize this knowledge to inform one's decisions and actions (p.189). Later, Salovey et al. (2000) expanded their definition of emotional intelligence to include the capacity of the individual to notice emotion, integrate it with intellect, comprehend emotion, and manage emotion for the purpose of personal development. Instead of viewing it as a learned skill, Salovey and Mayer saw emotional intelligence as a mental ability. Their definition of emotional

intelligence focused on emotions themselves and their interactions with thought (Salovey & Mayer, 1990; Salovey et al., 2000). In contrast, Goleman in 1998 described emotional intelligence as the ability to motivate oneself and effectively manage one's emotions both within oneself and in interpersonal relationships.

In 2004, Boyatzis and Sala combined Boyatzis' (1982) definition of competency with Goleman's (1998) definition of emotional competency to create the term "emotional intelligence competency," which they defined as the capacity to recognize, comprehend, and make use of emotional information about oneself and others in order to achieve effective or superior performance (p.5). The availability of interpersonal abilities as well as the control over other people's actions and behaviors is a common element among the various classifications (Lawani, 2016).

All humans exhibit emotions, and to be emotionless is to cease to be a person. Given that emotions are fundamental to human existence and nature, it is important to recognize and control them because they are the primary motivator of human conduct. This suggests that emotions play a significant role in both human behavior and inaction. It suggests that employee performance may be influenced by emotions in terms of organizational life.

Emotions are made up of thoughts, feelings, actions, and behavioral changes that take place within a certain situation. "These are the emotions we display in a certain

circumstance. Intense sentiments toward someone or something are called emotions "Sanghi and Robbins (2005). Another way to think of emotions is as a mental state that develops unpredictably without conscious effort and is frequently accompanied by psychological changes. Its main purpose is to tell the person about their interactions with the outside environment. The fundamental types of emotions include fear, sadness, anger, joy, and disgust.

Understanding your emotions, what they are trying to tell you, and how they affect those around you is known as emotional intelligence. Your perception of people has a role in your emotional intelligence; when you are aware of their emotions, you can better manage your interactions. Emotional intelligence is also the capacity to effectively recognize, comprehend, and manage your own feelings as well as those of others. The term "emotional intelligence" describes the capacity to recognize, manage, and assess emotions. It is a crucial component because it encourages people to interact with others in a positive way, especially when a crisis emerges (Gunu & Oladepo, 2014). As it demonstrates the capacity to engage with others and control one's emotions, it aids managers and employees in adjusting to and coping with changes in the workplace (Oyewunmi, 2015). Olannye (2013) emphasizes that if emotional intelligence is correctly developed, workers will be appropriately motivated to handle pressures and expectations from the outside world. In order to effectively motivate oneself and control the emotions in a relationship, it is also

necessary to be able to detect one's own sentiments as well as those of others (Gunu & Oladepo, 2014). While some academics contend that emotional intelligence is an inborn trait, others contend that it can be learnt and increased.

People who control their emotions in accordance with a logically sound model of emotional functioning are said to be emotionally intelligent. Employees that possess emotional intelligence are able to think more creatively and solve challenges using their emotions. According to Daniel Goleman, emotional development seems to be a crucial set of psychological skills that is related to work-life balance and success in life. Your ability to balance your job and home lives will depend heavily on your communication, social, and leadership skills. Another part of emotional intelligence that has been discovered to be crucial for a healthy work-life balance is the ability to control emotions and deal with stress. Both managing it and learning when and how to express emotions are important. Empathy is one of the most crucial components of emotional intelligence, and emotional intelligence is widely recognized as a crucial organizational characteristic.

Domains of Emotional Intelligence.

Goleman divided emotional intelligence into four categories. These consist of;

1. Self-awareness
2. Self-management

3. Social awareness

4. Relationship management.



Fig 2.1: Domain of Emotional Intelligence

1. Self-awareness

Self-awareness is the ability to identify and comprehend one's own emotions as well as to be aware of how one's actions, moods, and other people's emotions affect them.

The basis of emotional intelligence, it comes through self-analysis and understanding oneself in relation to how others see one.

Self-awareness also entails being aware of one's own particular talents and weaknesses as well as the relationship between how we feel and what we do. It encompasses self-confidence, emotional self-awareness and self-accuracy.

2. Self-regulation/management.

This aspect of EI involves the appropriate expression of emotion. Being adaptable, coping with change, and managing conflict are all aspects of self-regulation. It also relates to defusing challenging or tense circumstances, acknowledging how one's actions impact others, and taking responsibility for one's own actions. It encompasses emotional skills including emotional restraint, openness, flexibility, and optimism.

3. Social awareness

Social awareness is concerned with understanding one's place in the world. It entails observing, comprehending, and interacting with others. It comprises skills like empathy, organizational awareness, and service orientation.

4. Relationship management

Competencies that directly impact interactions with other individuals are found in the relationship area. These include mentoring others, inspiring leadership, managing conflicts, influencing others, and working in teams and cooperating.

Advantages of Emotional Intelligence.

The following are the advantages of emotional intelligence:

1. Emotional intelligence improves relationships with human beings.
2. It improves communication with people
3. Feeling confident and positive in attitude
4. It makes better empathy skills.
5. To reduce stress levels
6. To increase creativity, and
7. Enjoy work wholeheartedly.

How To Improve Your Emotional Intelligence

The following are skills required to improve our emotional intelligence:

1. Personal mastery: This can be defined as the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience and of seeing reality objectively (Peter Senge). Personal mastery requires we master these five areas of our lives and they include:

- i. Emotional mastery

ii. Physical mastery

iii. Relationship mastery

iv. Financial mastery

v. Time mastery

2. Develop interpersonal skills such as communication and listening skills.

3. Observe how you react to people.

4. Study your work environment.

5. Examine how you react to stressful situations.

6. Take responsibility for your actions.

2.3.2 Concept of Work Life Balance

Work-life balance is characterized as a derivation of work-family or family-work conflict, which occurs when one's job as a worker conflicts with his/her role in the family (as husband/wife/parent/child), or duties as an active religious person, sports fan, or pleasure seeker (Orogbu, Onyeizugbe, & Chukwuemeke, 2015). Work-life balance (WLB) is the good consequence, or equilibrium, that should exist between work-life and family-life as a result of eliminating role conflict between life (family) and work.

Work-life balance is defined by Redmond Valiulis and Drew (2006) as a flexible work structure that enables all types of employees to perform their professional obligations while managing the demands of their personal lives. The distance or gap between work, family, and other personal activities may be so great as to warrant family-work conflict, which would negatively impact employees' productivity, job satisfaction, and self-actualization.

Private and government/public hospitals make up the Nigerian healthcare system, and the Medical and Dental Council of Nigeria (MDCN) oversees its operations. According to Adeloye, David, Olaogun, Auta, Adesokan, Gadanya, Opele, Owagbemi and Iseolorunkanmi (2017), the health workforce includes all individuals engaged in activities primarily devoted to improving health. It is the cornerstone of every functioning health sector worldwide, without which the general public would not receive clinical or public health services. Hospital work has traditionally required a selfless commitment on patient care. If hospital staff members' needs are not addressed, it would not be incorrect to suppose that they would find it challenging to meet the requirements of patients. Ramsay (1999) makes the accurate claim that a doctor's professional life might be compared to that of a person who is married to their job; as a result, it can be challenging to separate work from non-work-related activities in the case of doctors. In addition to weak social infrastructure, poverty, high unemployment, and corruption, growing economies like Nigeria's and other

African nations' are also burdened with major economic setbacks and labor market pressures. The average Nigerian worker's desire to earn a living at work is further complicated by these circumstances, or "Fapohunda," in his or her work and daily life. Most workers in Nigeria, including those in the health sector, are affected by a lack of work flexibility, increased work pressures, and excessive working hours, which reduces job performance and productivity. Organizations should always be cognizant of their employees' interests, ensuring that they can balance their work and family lives. Flexible work hours, paid parental leave, quality child care, health care, and child benefits will address the balance that workers strive to achieve between work and family, as Anasari, Chimani, Baloch, and Bukhari (2015) stated that paid leave increased employee production and stimulation by stimulating employees' nerves after relaxation, allowing them to produce more and be more productive.

According to Clarke, Koch, and Hill (2014), the degree of harmony individuals may achieve in the volume of their devotion to work and life is primarily related to work-life balance (i.e. family and personal activities). Work-life balance is criticized by Osoian, Lazar, and Ratiu (2011) as a desirable relationship between paid work and unpaid duties. According to Muchiti and Gachunga (2015), work-life balance in its broadest definition refers to a person's ability to successfully juggle all of their responsibilities. This is predicated on their tendency to view paid employment and personal life as complementing rather than rival spheres of existence. Examining

people's capacity to balance the many demands of life while juggling work and family obligations is a key component in the study of work-life balance.

2.3.3 Emotional Intelligence in Health Care Sector

The influence of emotional intelligence on behaviors at work is becoming increasingly significant (Nelson et al., 2015). Every employee of a hospital must deal on a daily basis with events that are emotionally charged, with the care and satisfaction of patients being of the utmost importance. Hospitals are rapidly evolving with various and increasing demands (Trivellas et al., 2013). In public health contexts, emotional intelligence and trust may predict organizational performance as well as internal competencies that can be recognized and encouraged through management training (Tyczkowski et al., 2015). In the field of public health, emotional intelligence is essential because it affects a practitioner's capacity to interact with patients in a professional manner, demonstrate empathy, win their cooperation, and encourage long-lasting lifestyle changes in their communities (Johnson, 2016).

The care given by the medical team is significantly influenced by the emotional intelligence of the doctors, as emotional intelligence can encourage empathy, enhance teamwork, and enable shared decision-making, conflict management, and improved transitions across care settings (Monroe & English, 2013). It has been discovered that

doctors who are more adept at spotting emotions in their patients are more successful at treating them than their less sensitive colleagues (Goleman, 2011).

Emotionally intelligent nurses can increase clinical effectiveness and professional readiness because successful nurse managers are seen to be able to respond to stress and hardship (Tyczkowski et al., 2015). In order to deal with inevitable conflicts in clinical settings, nurse educators are advised to focus some of their efforts on helping students develop their conflict management and emotional intelligence. Emotional intelligence has been found to be strongly correlated with nursing students' conflict management skills (Chan et al., 2014).

Emotional intelligence is essential for pharmacists, particularly in light of the rise of the pharmacy profession and the demands placed on them to practice more effectively in environments with constrained resources while upholding the highest standards of patient safety (Hassali et al., 2017). It is suggested that emotional intelligence theories be incorporated into pharmacy education for both students and licensed pharmacists (Higuchi et al., 2017).

The Center for the Advancement of Pharmacy Education (CAPE) (2013), as mentioned in Nelson et al. (2015), proposed two competencies important for the pharmacy profession today: self-awareness and professionalism. Self-awareness allows the pharmacist to examine and reflect on personal knowledge, skills, abilities,

beliefs, biases, motivation, and emotions that may help or hinder personal and professional development; this is consistent with the emotional intelligence component of perceiving and understanding emotions identified by Mayer et al (2003). Professionalism necessitates that pharmacists demonstrate behaviors and values that are consistent with the trust placed in the profession by patients, other health care providers, and society; this is also in line with the emotional intelligence component of emotion management identified by Mayer et al. (2003). (Nelson et al., 2015). Emotional intelligence has also been found to be positively connected with pharmacist job satisfaction and adaptability during periods of large organizational change, when job satisfaction levels are found to fall (Seymour et al., 2017)

2.4 Empirical Review

This section involves various empirical studies carried out on the dependent and independent variables of this study.

Recent research has shown that emotional intelligence and work life balance can have a positive effect on employee performance in the Nigerian health sector. Studies have shown that emotional intelligence is a key contributor to the success of employees in the Nigerian health sector. In a study done by Oluyinka and Ejeh (2020), it was found that emotional intelligence significantly improves job satisfaction, job commitment, and job performance among health workers in Nigeria. The study also found that

emotional intelligence has a positive effect on employee engagement and organizational citizenship behavior. The study concluded that emotional intelligence is an important factor in improving employee performance in the Nigerian health sector.

"The Relationship between Emotional Intelligence and Job Performance: A Meta-Analysis" by Sandra M. Austin, Michael A. McDaniel, and Steven G. Reeve (2009). This study examines the relationship between emotional intelligence (EI) and job performance outcomes. Using meta-analytic techniques, the authors found that higher levels of EI were associated with better job performance.

"The Impact of Emotional Intelligence on Employee Performance: A Study of Banking Sector Employees in Malaysia" by Norhayati Yusoff and Noor Hassim Ismail (2009). This study uses an empirical approach to examine the impact of emotional intelligence on employee performance in the banking sector in Malaysia. The authors found that higher levels of EI were associated with higher levels of job performance among the employees.

"The Role of Emotional Intelligence in Employee Performance: A Study of the Indian IT Sector" by Manoj Kumar and K. K. Bhatt (2010). This empirical study examines the role of emotional intelligence in employee performance in the Indian IT sector.

The authors found that higher levels of EI were associated with better job performance and better job satisfaction.

"The Impact of Emotional Intelligence on Job Performance: A Study of Health Care Professionals" by Amit K. Jain, Shalini K. Jain, and Anupama J. Jain (2011). This empirical study examines the impact of emotional intelligence on job performance among health care professionals. The authors found that higher levels of EI were associated with higher job performance ratings.

"The Impact of Emotional Intelligence on Employee Performance: A Systematic Review" by Farah Saeed, Ali Ahmed, and Muhammad Zubair. This review examined the impact of emotional intelligence on employee performance by analyzing 24 studies published between 2000 and 2018. It found that emotional intelligence had a positive effect on employee performance, with the strongest effects being seen in areas of job satisfaction, organizational commitment, and leadership.

2.4.1 Empirical Review on the Independent Variable

A recent empirical review of the Nigerian health sector focusing on employee performance and work-life balance was conducted by Owolabi et al. (2020). The authors surveyed 595 health-care workers from public and private health-care facilities in Nigeria, and found that employee performance was significantly associated with work-life balance. Specifically, employees who reported better work-

life balance had higher levels of job satisfaction and performance. The authors concluded that work-life balance should be considered a priority when designing policies and interventions to improve employee performance in the Nigerian health sector. Additionally, the authors highlighted the need for additional research in this area to further understand the influence of work-life balance on employee performance in the Nigerian health sector.

The Relationship between Work-Life Balance and Job Performance in Nigerian Public Hospitals (Umar, 2018). This study looked at the relationship between work-life balance and job performance in Nigerian public hospitals. Data was collected from a total of 300 health care workers using a self-administered questionnaire. The results showed that there was a significant positive correlation between work-life balance and job performance. Additionally, it was found that employees who had a better work-life balance were more likely to exhibit better job performance.

A Study on the Effects of Work-Life Balance on Nurse Performance in a Nigerian Hospital (Daboh, 2017). This study sought to examine the effects of work-life balance on nurse performance in a Nigerian hospital. Data was collected from a total of 200 nurses using a self-administered questionnaire. The results showed that there was a significant positive correlation between work-life balance and nurse performance. Additionally, it was found that nurses who had a better work-life balance were more likely to exhibit better job performance.

The Impact of Work-Life Balance Practices on Employee Performance in the Nigerian Health Sector (Akintola, 2016). This study examined the impact of work-life balance practices on employee performance in the Nigerian health sector. Data was collected from a total of 400 health care workers using a self-administered questionnaire. The results showed that there was a significant positive correlation between work-life balance and employee performance. Additionally, it was found that employees who had better work-life balance practices were more likely to exhibit better job performance.

2.5 Theoretical Framework

This study is anchored on the following theories;

2.5.1 Emotional Intelligence Models

The various definitions of emotional intelligence result in a range of emotional intelligence conceptual models, each with its own measuring tool for emotional intelligence; yet, there is no universal measure for emotional intelligence (Harms & Crede, 2010). These models can be broadly characterized as ability models, trait models, mixed models, or other models (McCleskey, 2014, 2015).

1. Ability Models

These models look at relatively separate mental abilities that interpret emotional data. The ability models of emotional intelligence focus solely on cognitive aptitudes, referring to emotional intelligence as a type of intelligence reflecting the ability to handle emotional information (Caruso et al., 2002; Day & Carroll, 2004). Mayer's ability model is made up of four fundamental abilities: emotion perception, emotion absorption, emotion comprehension, and emotion regulation (Mayer et al., 2004). The Workgroup Emotional Intelligence Profile (WEIP) (Jordan et al., 2002) and the facet-level process model of emotional intelligence and job performance are two more ability models (Newman et al., 2010; McClekey, 2014).

2. Trait Models

These theories investigate emotional intelligence as a personality attribute that exists within personality hierarchies (Petrides et al., 2007). Trait emotional intelligence models are concerned with our recognition of emotional talents, or how competent we believe we are at understanding, managing, and expressing our emotions in order to adapt to our surroundings and maintain good health (Andrei et al., 2016). The Petrides trait model of emotional intelligence has four parts: wellness, which is concerned with optimism, happiness, and self-assurance. Social skills, self-confidence, and the capacity to manage other people's emotions are all parts of sociability. Self-

control, which involves impulse control, emotion regulation, and stress management. Additionally, emotionality is correlated with emotional self-perception, emotional expression in others, and empathy (Petrides et al., 2010).

3. Mixed Models

The Emotional Social Competency (ESCs) models are another name for these concepts. The mixed models incorporate competencies, personality traits, and the ability notion (Brackett et al., 2011). The first is the Emotional and Social Intelligence (ESI) or Bar-On Model, which is based on Bar-On's definition of emotional intelligence as having the capacity for self-awareness, self-understanding, and self-expression as well as the capacity for awareness, understanding, and interpersonal relationship. In other words, it is the capacity to manage intense sentiments and maintain emotional control, as well as the capacity to adjust to change and find solutions to issues of a personal or social nature (Bar-On, 2006). The Bar-On mixed model includes elements for flexibility, stress management, interpersonal skills, intrapersonal skills, and general mood (Bar-On, 2006). The Emotional Competence Inventory (ECI), which Boyatzis et al. (2000) created after improving Goldman's (1998) initial emotional intelligence model, is another example of a hybrid model. Emotional intelligence, according to Goleman (1998), is an acquired skill rather than a natural aptitude. Five components of emotional intelligence, self-awareness, self-regulation, social skills, empathy, and motivation, made up Goldman's initial model

of emotional intelligence. Goldman's original model was improved by Goleman and Boyatzis in 2000, and it now includes four aspects of emotional intelligence: self-awareness, self-management, social awareness, and relationship management. The focus of two dimensions is on an individual's awareness, specifically their awareness of themselves and others (self-awareness and social awareness), while the other two dimensions evaluate their capacity to use their awareness of themselves and others to manage themselves and their relationships with others (relationship management). The ECI model's emotional intelligence components are based on a leader's capacity for self- and other-awareness (Cherniss & Goleman 2001). A widely used model of emotional intelligence developed by Boyatzis and Goleman links social and emotional skills to outstanding and successful performance in the job (McCleskey, 2015).

Consequently, it is discovered that the healthcare sectors in Nigeria lack proper health facilities, patients are getting the care they deserve, employees don't have the tools to perform their jobs properly, struggle to balance work-life and yet underpaid. Another problem is lack of qualified health practitioners that does not comply with the standards of the Medical and Dental Council of Nigeria (MDCN).

In order to stop these ongoing issues in the healthcare industry, The Establishment of the Tertiary Hospitals Growth Fund Bill 2021, which intends to impose new taxes on businesses in order to promote the development of tertiary healthcare in the nation,

was passed by the Senate of the Federal Republic of Nigeria on October 5, 2021. The Tertiary Hospitals Development Fund (the Fund) is to be established by the Bill in order to consolidate and restore tertiary healthcare in Nigeria. The functions of the Fund will include the provision and maintenance of infrastructure essential for tertiary healthcare service delivery, conduct of health research and publications, and execution of clinical staff training and development. The Fund will be financed by several sources, including monies generated from the new taxes sought to be imposed on companies by the Bill.

The Medical and Dental Council promotes the reporting of any infractions or unethical behavior to the Council and maintains that every licensed and actively practicing medical doctor and dentist in Nigeria MUST comply by the sworn Physicians Oath.

2.6 Conceptual Framework

To illustrate the relationship between the dependent and independent variables, a conceptual framework was formed. The conceptual framework which represents the relationship between the dependent variable (employee performance) and the independent variables (emotional intelligence:(work life balance, work place support systems, self-awareness and self-regulation) are presented in figure 2.2 below

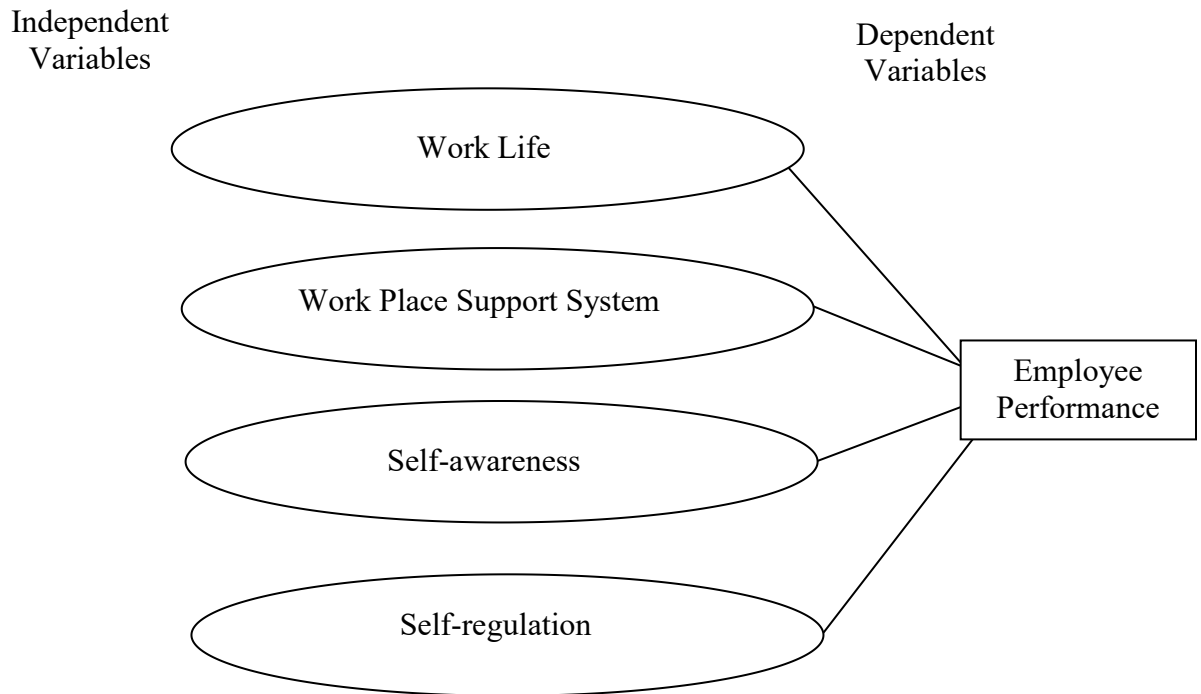


Figure 2.2: Conceptual Frame Work of the Study

Source; Researcher Construction 2022 (adopted from Olise 2018)

In conclusion, it is possible to hypothesize that improving emotional intelligence among those working in the health care industry may indirectly improve patient care through improved management and teams of experts (Birks & Watt, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This research seeks to investigate the role of emotional intelligence and work life balance in employee performance in the Nigerian health sector. This chapter provides the methods adopted in carrying out the study. Therefore, the procedures applied in the study include the following; research design, the population and Sampling technique, Operationalization and measurement of variables, research instrument, Source of data, data gathering process and method of data analysis.

3.2 Research Design

The survey research design for this study was carried out with the aid of a questionnaire.

3.3 Population and Sampling Technique

The study population is made up of employees from two different public hospitals in Edo with a total population of 1,118 staff strength and with a sample size of 295 employees selected from the total population using Taro Yamen's formula

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size to be determined

N = population size

1 = constant

e =margin of error (which is normally chosen) or level of significance which is assumed to be 5% or 0.05. Therefore, $e^2 = 0.0025$, error of margin of 0.05 or 5% implies 95% level of confidence. In calculating the sample size, the following results was obtained;

$$n = 1,118 / 1 + 1,118(0.05)^2$$

$$n = 1,118 / 1 + 2.795$$

$$n = 1,118 / 3.795$$

$$n = 295(\text{approximately})$$

Therefore, the sample size that was used for this study is 295.

3.4 Operationalization and Measurement of Variables

The operation and measurement for this study was carried out on both variables. The dependent variable for this study is employee performance while the independent

variable is emotional intelligence and work life balance of employees in the Nigerian health sector. The variables were measured on a Likert scale questionnaire consisting of 19 scales measured on a 5 point Likert scale of 1(strongly disagree) to 5 (strongly agree).

Table 3.1 Measurement of Variables

Variables	Operationalization	Measuring scale	Questions/ Statements
Gender	Respondents gender	Four-point categorical scale	Q1
Age	Age of respondents	Two-point categorical scale	Q2
Educational qualification	Educational qualification of respondents	Four-point categorical scale	Q3
Marital status	Respondent's marital status	Three-point categorical scale	Q4
Dependent Variable (employee performance)	Employee performance is operationally defined as the conducts and attitudes that employees exhibits while carrying out their duties and responsibilities.	Five-point linkert scale	Q5-Q9
Independent Variable (emotional intelligence)	Emotional intelligence is operationally defined as the ability to identify, understand, and manage one's own emotions, as well as the emotions of others.	Five-point linkert scale	Q10-Q14
Work life balance	Work life balance is operationally defined as the ability of an employee to maintain a healthy balance between work and personal life.	Five-point linkert scale	Q15-Q19

3.5 Research Instrument

The instrument used in this study to collect data was a questionnaire. According to Olannye (2006), a questionnaire is a tool for acquiring information from respondents to help with problem-solving in research.

The questionnaire comprises of two sections namely; Section A and Section B. Section A comprises questions on the respondents' profiles, whereas Section B analyzes other research data. The questionnaire comprises of a five (5) point likert-type question with a scale of 1 (strongly disagree) to 5 (strongly agree). From disagree to strongly agree. It was appropriate for our study because it is especially ideal for acquiring an object's reaction evaluation (Yomere & Agbonifoh, 1999, Olannye & Olannye, 2006).

3.6 Source of Data

This study made use of primary source of data. Primary data was collected through structured questionnaires administered to a sample of employees from the Nigerian health sector. The questionnaire will include questions related to the respondents' employee performance, emotional intelligence and work life balance of the respondents.

3.7 Data gathering process

The data gathering process used for this study was through the distribution of structured questionnaires directly to staffs in the selected hospitals in Edo state. Efforts were made to explain any difficult items for the respondents, questionnaires was filled and it was retrieved after completion for analysis.

3.8 Methods of data analysis

Descriptive statistics will be used to describe the data collected. Correlation and regression analyses will be used to explore the relationship between emotional intelligence, work life balance and employee performance with the aid of Statistical Package for Social Sciences®(SPSS version 22.0).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis, interpretation and the discussion of results. It is discussed as under the following headings; socio-demographic characteristics, answering research question, testing of hypotheses and discussion of findings.

4.2 Data Presentation

For this study; the role of emotional intelligence and work life balance on employee performance in the Nigerian health sector, one hundred and fifty (150) questionnaires were administered to the respondents in Nigerian health sector in Benin City and were successfully retrieved from the respondents and used for the research analysis with the aid of the Statistical Package for Social Science (SPSS version 22.0).

Table 4.1: Gender of Respondents

Gender	Frequency	Percent (%)
Male	86	57.3
Female	64	42.7
Total	150	100.0

Source: Field Survey, 2022

From the table 4.1, most of the respondents; 86 which accounted for 57.3% were male; while others, 64 respondents which accounted for 42.7% were female. This implies that both gender; male and females were represented in the study.

Table 4.2: Age of Respondents

Age	Frequency	Percent (%)
20-25 years	25	16.7
26-30 years	33	22.0
31-35 years	43	28.7
36 years and above	49	32.7
Total	150	100.0

Source: Field Survey, 2022

From the table 4.2, more of the respondents, 25 which accounted for 16.7% were in the age bracket of 20 - 25 years. 33 respondents which accounted for 22.0%, were in the age bracket of 26 - 30 years. 43 respondents which accounted for 28.7% were in the age bracket of 31 - 35 years; and 49 respondents, which accounted for 32.7% were in the age bracket of 36 years and above. This implies that different age groups of the respondents were represented in the study. This will add value to this study.

Table 4.3: Educational Qualification of the Respondents

Educational Qualification	Frequency	Percent (%)
SSCE	13	8.7
B.Sc.	78	52.0
M.Sc.	38	25.3
PhD	21	14.0
Total	150	100.0

Source: Field Survey, 2022

From the table 4.3 above, most of the respondents, 78 which accounted for 52.0% had SSCE educational qualification. 38 respondents, which accounted for 25.3% have attained the B.Sc. Degree educational qualification. 21 respondents, which accounted for 14.0% had M.Sc. degree. And 13 respondents, which accounted for 8.7% had Ph.D. degree respectively. This implies that respondents with different levels of educational qualifications were represented in the study. This will add value to this study.

Table 4.4: Marital Status of Respondents

Marital Status	Frequency	Percent (%)
Single	46	30.7
Married	104	69.3
Divorced	0	0.0
Total	150	100.0

Source: Field Survey, 2022

From the table 4.4 above, most of the respondents; 104 which accounted for 69.3% were married. While others, 46 respondents which accounted for 30.7% were single.

Then none of the respondents were divorced. This implies that different marital status of respondents were represented in this study. Hence, their contributions will add values to this study.

4.3 Data Analysis and Interpretation

This section represents the analysis of the responses to the questions using Likert-Scale point (Strongly Agreed, Agree, Neutral, Disagreed and Strongly Disagreed).

Table 4.5: Work Place Support Systems

Work place support systems		SA	A	N	D	SD	Total
I receive great support from my supervisors	N	62	32	13	29	14	150
	(%)	(41.4)	(21.3)	(8.7)	(19.3)	(9.3)	(100)
I meet the expectations of my supervisors easily	N	78	44	7	16	5	150
	(%)	(52.0)	(29.3)	(4.7)	(10.7)	(3.3)	(100)
I have a high level of autonomy when performing my job	N	47	25	11	22	45	150
	(%)	(31.3)	(16.7)	(7.3)	(14.7)	(30.0)	(100)
My work environment improves my work performance	N	49	57	19	10	15	150
	(%)	(32.7)	(38.0)	(12.7)	(6.7)	(10.7)	(100)
I am satisfied with my job performance	N	61	43	21	18	7	150
	(%)	(40.7)	(28.7)	(14.0)	(12.0)	(4.7)	(100)

Source: Field Survey, 2022

The table 4.5 above showed the influence of work place support system on employees' performance in Nigeria health sector, Benin City. The results from the statement in item 1 revealed that majority of the respondents 62, which accounts for 41.4% strongly agreed that they receive great support from their supervisor. In the

same vein, 32 respondents, which accounts for 21.3% agreed likewise. Then 29 respondents, which accounts for 19.3% disagreed that they don't receive support from their supervisor; and 14 respondents, which accounts for 9.3% disagreed as well. While 13 respondents, which accounts for 8.7% were neutral. Thus, in line with the response above, it can be concluded that, majority of employees in the Nigerian health sector receives support from their supervisor, and this in-turn influences their performance in the work place.

Statement in item 2 revealed that a higher number of the respondents, which accounts for 78(52.0%), and 44(29.3%) strongly agreed and agreed that they meet the expectations of their supervisors easily. Then, 16(10.6%) and 5(3.3%) of the respondents disagreed with the statement and said that, they don't meet the expectations of their supervisor easily. While 7 respondents, which accounts for 4.7% were neutral. Therefore, in line with the responses, it can be taken that majority of workers in the Nigerian health sector meet the expectations of their supervisor easily when given a task.

Results in statement 3, revealed that 47 respondents, which accounts for 31.3% and 25 respondents, which accounts for 16.7% agreed and said that they have a high level of autonomy when performing their job. While 22 respondents, which accounts for 14.7% and 45 respondents, which accounts for 30.0% disagreed and said that, they don't have a high level of autonomy when performing their job. Then 11 respondents,

which accounts for 7.3% were indifferent. Therefore, it can be concluded that most employees in the Nigerian health sector have high level of autonomy when performing their job and this in-turn influences their performance.

For statement 4, respondents were asked whether their work environment improves their work performance. In response to the question, 49(32.7%), and 57(38.0%) of the respondents strongly agreed and agreed that their work environment improves their work performance. Then 19 respondents, which accounts for 12.7% were indifferent. While 10 respondents, which accounts for 6.7% and 15 respondents, which accounts for 10.7% disagreed and said that, their work environment do not improve their work performance. Hence, in line with the responses above, it can be concluded that the work environment in the Nigerian health sector improves employees' performance in the health sector.

As for statement 5, out of the 150 respondents, 61 of them, which accounts for 40.7%, and 43, which accounts for 28.7% were of the view that, they are satisfied with their job performance. While 21 of the respondents, which accounts for 14.0% were neutral. Then 18 of the respondents, which accounts for 12.0% and 7 of them, which accounts for 4.7% disagreed and said that, they are not satisfied with their current job performance. Thus, in line with the responses, it can be concluded that, most employees in the Nigerian health sector are satisfied with their job performance.

Table 4.6: Emotional Intelligence

Emotional Intelligence		SA	A	N	D	SD	Total
I am able to understand and effectively respond to the emotions (feelings) of others	n	90	42	9	3	6	150
	(%)	(60.0)	(28.0)	(6.0)	(2.0)	(4.0)	(100)
I am able to better manage difficult conversations with colleagues and patients in the workplace	n	103	37	10	0	0	150
	(%)	(68.7)	(24.7)	(6.7)	(0.0)	(0.0)	(100)
I am able to maintain healthy communication and interpersonal relationships with patients and colleagues	n	93	52	5	0	0	150
	(%)	(62.0)	(34.7)	(3.3)	(0.0)	(0.0)	(100)
I am able to emphasize with the needs of patients and other health workers	n	78	34	18	12	8	150
	(%)	(52.0)	(22.7)	(12.0)	(8.0)	(5.3)	(100)
I am an emotionally stable individual	n	114	33	3	0	0	150
	(%)	(76.0)	(22.0)	(2.0)	(0.0)	(0.0)	(100)

Source: Field Survey, 2022

The table 4.6 above showed the influence of emotional intelligence on employees performance in the Nigerian health sector, Benin City. Results in items 1 revealed that majority of the respondents, 90, which accounts for 60.0% strongly agreed that they are able to understand and effectively respond to the emotions (feelings) of others in the work environment. Also, 42 respondents, which accounts for 28.0% agreed likewise with the statement. Then 3(2.0%) and 6(4.0%) of the respondents disagreed and said that, they are not able to understand and effectively respond to the emotions (feelings) of others in the work place. Hence, in line with the responses, it

can be concluded that most employees in the Nigerian health sector are able to understand and effectively respond to the emotions (feelings) of other employees and patients in their work place.

Results in item 2, showed that a higher number of respondents, 103(68.7%) and 37(24.7%) of the respondents strongly agreed and agreed that they are able to better manage difficult conversations with colleagues and patients in the workplace. While 10 respondents, which accounts for 6.7% were indifferent. Then, none of the respondents disagreed with the statement. Thus, in line with the responses above, it can be concluded that majority of employees in the Nigerian health sector are able to better manage difficult conversations with colleagues and patients in the workplace.

Statement 3 showed that majority of the respondents, which accounts for 93(62.0%), and 52(34.7%) were of the view that they are able to maintain healthy communication and interpersonal relationships with patients and colleagues. Then, 5 respondents, which accounts for 3.3% were neutral. While none of the respondents disagreed with the statement. Therefore, with the level of responses above, it can be taken that, most employees in the Nigerian health sector are able to maintain healthy communication and interpersonal relationships with patients and colleagues.

For statement 4 above, a higher number of the respondents, which accounts for 78(52.0%), and 34(22.7%) were of the view that, they are able to emphasize with the

needs of patients and other health workers. While 12(8.0%), and 8(5.3%) of the respondents disagreed, and said that, they are unable to emphasize with the needs of patients and other health workers. Then 18 respondents, which accounts for 12.0% were indifferent. Thus, in line with the responses, it can be concluded that, majority of employees in the Nigerian health sector are able to emphasize with the needs of patients and other health workers in their workplace.

Furthermore, in statement 5, out of the 150 respondents, majority of them, which accounts for 114(76.0%), and 33(22.0%) strongly agreed and agreed that they are emotionally stable individuals. Then 3 respondents, which accounts for 2.0% were indifferent. While none of the respondents disagreed with the statement. Therefore, it can be concluded in line with the responses that, most employees in the Nigerian health sector are emotionally stable individuals.

Table 4.7: Work-Life Balance

Work-life balance		SA	A	NS	D	SD	Total
Having a good work life has helped improve my performance in the Nigerian health sector	n	84	53	13	0	0	150
	(%)	(56.0)	(35.3)	(8.7)	(0.0)	(0.0)	(100)
The Nigerian health sector should offer more flexible hours of working arrangements to improve work life balance of employees	n	117	26	7	0	0	150
	(%)	(78.0)	(17.3)	(4.7)	(0.0)	(0.0)	(100)
The Nigerian health sector is doing enough to promote a health work life balance among it's employees	n	46	51	14	19	20	150
	(%)	(30.7)	(34.0)	(9.3)	(12.7)	(13.3)	(100)

The Nigerian health sector should provide more trainings, support and other resources to improve the work life balance of it's employees	n	113	35	2	0	0	150
	(%)	(75.3)	(23.3)	(1.3)	(0.0)	(0.0)	(100)
I am satisfied with my current work life balance in my job role	n	28	13	21	39	49	150
	(%)	(18.7)	(8.7)	(14.0)	(26.0)	(32.7)	(100)

Source: Field Survey, 2022

The table 4.7 above showed the influence of work-life balance on employees' performance in the Nigerian health sector, Benin City. Results in items 1 revealed that 84 respondents, which accounts for 56.0% strongly agreed that having a good work-life has helped improve their performance. In the same vein, 53 respondents, which accounts for 35.3% shared the same view. Then 13 respondents, which accounts for 8.7% were neutral. While none of the respondents disagreed with the statement. Hence, it can be concluded in line with the responses, that, having a good work-life has helped improved the performance of employees in the Nigerian health sector.

Results in item 2 revealed that 117(78.0%), and 26(17.3%) of the respondents were of the view that the Nigerian health sector should offer more flexible hours of working arrangements to improve work-life balance of employees. Then, 7 respondents, which accounts for 4.7% were neutral. While none of the respondents disagreed with the statement. Thus, in line with the responses, it is recommended that the Nigerian

health sector should offer more flexible hours of working arrangements to improve work-life balance of its employees.

Statement 3 showed that 46(30.7%), and 51(34.0%) of the respondents agreed that the Nigerian health sector is doing enough to promote a health work-life balance among its employees. While 19(12.7%), and 20(13.3%) of the respondents disagreed that the Nigerian health sector is not doing enough to promote a healthy work-life balance among its employees. Then 14(9.3%) of the respondents were neutral. Therefore, in line with the responses, it can be concluded that the Nigerian health sector is doing enough to promote a healthy work-life balance among its employees.

Results in statement 4 above, revealed that majority of the respondents, which accounts for 113(75.3%), and 35(23.3%) of the respondents were of the view that the Nigerian health sector should provide more trainings, support and other resources to improve the work-life balance of its employees. Then, 2 respondents, which accounts for 1.3% were neutral. While none of the respondents disagreed with the statement. However, in line with the responses, it is recommended that the Nigerian health sector should provide more trainings, support and other resources to improve the work-life balance of its employees.

Finally in statement 5 above, 28(18.7%), and 13(8.7%) of the respondents were of the view that they are satisfied with their current work-life balance in their job role. While majority of the respondents, which accounts for 39(26.0%), and 49(32.7%) of

the respondents, said they are not satisfied with their current work-life balance in their job role. Then 21(14.0%) of the respondents were indifferent. Therefore, in line with the responses above, it can be concluded that most employees in the Nigerian health sector are not satisfied with their current work-life balance in their job role.

4.3.1 Testing of Hypotheses

Hypothesis one:

Ho₁: *There is no significant relationship between work place support systems and employee performance in the Nigerian health sector, Benin City.*

Ha₁: *There is a significant relationship between work place support systems and employee performance in the Nigerian health sector, Benin City.*

To answer the hypothesis one above, linear regression test was carried out and result are presented in tables 4.8, 4.9 and 4.10.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.673 ^a	.452	.451	9.801	1.563

a. Predictors: (Constant), Work place support system

b. Dependent Variable: Employee Performance

The coefficient of determination R^2 stood at a value of 0.452, which revealed that 45% of all the systematic variations in the dependent variable are accounted by the

independence variables. The adjusted coefficient of determinant R^2 stood at 0.451 with the dependent variable, indicating that over 45% of the systematic variations in dependent variable are explained while the rest are capture by error term. The standard error of the estimate was 9.801 which is the standard deviation of the error term.

The value of the Durbin-Watson (d) statistic (1.563) and it was less than 2, hence, there is evidence of positive serial correlation. This indicates successive error terms are positively correlated. Hence, the result was impressive and good for prediction.

Table 4.9: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24921.433	1	24921.433	259.413	0.000 ^a
	Residual	30165.554	314	96.069		
	Total	55086.987	315			

a. Predictors: (Constant), Work place support systems

b. Dependent Variable: Employee Performance

The F-Stat was at a value of 259.413 with P-value less than 0.05. This showed significant variable.

Table 4.10: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	54.501	2.302		23.678	.000	49.972	59.030
Work place support systems	2.128	.132	.673	16.106	.000	1.868	2.387

a. Dependent Variable: Employee Performance

From the above result, it was observed that work place support systems had (significant), t-value of 16.106, $p < 0.05$. This implies that there is significant relationship between work place support systems and employees performance in the Nigerian health sector, Benin City.

Hence, reject null hypothesis which states that there is no significant relationship between work place support systems and employees performance in the Nigerian health sector, Benin City and accept the alternate hypothesis, that is, there is a significant relationship between work place support systems and employees performance in the Nigerian health sector, Benin City.

Hypothesis two:

H₀₂: *There is no significant relationship between emotional intelligence and employees performance in the Nigerian health sector, Benin City.*

Ha₂: *There is a significant relationship between emotional intelligence and employees performance in the Nigerian health sector, Benin City*

To answer the hypothesis two above, linear regression test was carried out and result are presented in tables 4.11, 4.12 and 4.13.

Table 4.11: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.610 ^a	.373	.371	10.491	1.336

a. Predictors: (Constant), Emotional intelligence

b. Dependent Variable: Employee Performance

The coefficient of determination R^2 stood at a value of 0.373, which revealed that 37% of all the systematic variations in the dependent variable are accounted by the independence variables. The adjusted coefficient of determinant R^2 stood at 0.371 with the dependent variable, indicating that over 37% of the systematic variations in dependent variable are explained while the rest are capture by error term. The standard error of the estimate was 10.491 which is the standard deviation of the error term.

The value of the Durbin-Watson (d) statistic (1.336) and it was less than 2, hence, there is evidence of positive serial correlation. This indicates successive error terms are positively correlated. Hence, the result was impressive and good for prediction.

Table 4.12: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20527.395	1	20527.395	186.507	.000 ^a
	Residual	34559.593	314	110.062		
	Total	55086.987	315			

a. Predictors: (Constant), Emotional intelligence

b. Dependent Variable: Employee Performance

The F-Stat was at a value of 186.507 with P-value less than 0.05. This showed significant variable.

Table 4.13: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	54.474	2.703		20.155	.000	49.157	59.792
Emotional intelligence	1.825	.134	.610	13.657	.000	1.562	2.088

a. Dependent Variable: Employee Performance

From the above result, it was observed that emotional intelligence had (significant), t-value of 13.657, $p < 0.05$. This implies that there is significant relationship between emotional intelligence and employees' performance in the Nigerian health sector, Benin City.

Hence, reject null hypothesis which states that there is no significant relationship between emotional intelligence and employees' performance in the Nigerian health sector, Benin City and accept the alternate hypothesis, that is, there is a significant

relationship between emotional intelligence and employees' performance in the Nigerian health sector, Benin City.

Hypothesis three:

H₀₃: *There is no significant relationship between work-life balance and employees' performance in the Nigerian health sector, Benin City.*

H_{a3}: *There is significant relationship between work-life balance and employees' performance in the Nigerian health sector, Benin City.*

To answer the hypothesis three above, linear regression test was carried out and result are presented in tables 4.14, 15 and 16.

Tables 4.14: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	.650 ^a	.423	.421		10.060	1.688

a. Predictors: (Constant), Work-life balance

b. Dependent Variable: Employee Performance

The coefficient of determination R² stood at a value of 0.423, which revealed that 42% of all the systematic variations in the dependent variable are accounted by the independence variables. The adjusted coefficient of determinant R² stood at 0.421 with the dependent variable, indicating that over 42% of the systematic variations in dependent variable are explained while the rest are capture by error term. The

standard error of the estimate was 10.060 which is the standard deviation of the error term.

The value of the Durbin-Watson (d) statistic (1.688) and it was less than 2, hence, there is evidence of positive serial correlation. This indicates successive error terms are positively correlated. Hence, the result was impressive and good for prediction.

Tables 4.15: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23308.583	1	23308.583	230.310	.000 ^a
	Residual	31778.404	314	101.205		
	Total	55086.987	315			

a. Predictors: (Constant), Work-life balance

b. Dependent Variable: Employee Performance

The F-Stat was at a value of 230.310 with P-value less than 0.05. This showed significant variable.

Table 4.16: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	58.074	2.210		26.279	.000	53.726	62.422
Work-life balance	1.936	.128	.650	15.176	.000	1.685	2.187

a. Dependent Variable: Employee Performance

From the above result, it was observed that work-life balance had (significant), t-value of 15.176, $p < 0.05$ This implies that there is significant relationship between

work-life balance and employees' performance in the Nigerian health sector, Benin City.

Hence, reject null hypothesis which states that, there is no significant relationship between work-life balance and employees' performance in the Nigerian health sector, Benin City and accept the alternate hypothesis, that there is a significant relationship between work-life balance and employees' performance in the Nigerian health sector, Benin City.

4.4 Discussion of Finding

This study has examined the role of emotional intelligence and work-life balance on employees' performance in the Nigerian health sector. In the course of this research, one hundred and fifty (150) questionnaires were administered to the respondents in Nigerian health sector in Benin City. Therefore, the findings of this study revealed that majority of employees in the Nigerian health sector receives support from their supervisor, and this in-turn influences their performance in the work place; majority of workers in the Nigerian health sector meet the expectations of their supervisor easily when given a task; most employees in the Nigerian health sector have high level of autonomy when performing their job and this in-turn influences their performance; the work environment in the Nigerian health sector improves employees' performance in the health sector, and most employees in the Nigerian

health sector are satisfied with their job performance. This findings correlates with the studies of Clark (2018) and Fontinha, Easton and Laar (2021) who stated that the workplace has its own borders to work and employees in the health sector spends more time in their workplace, therefore there should be an effective/efficiency work place support systems and flexibility in tasks in order to increase employees' productivity and performance.

Moreso, the findings from the study revealed that most employees in the Nigerian health sector are able to understand and effectively respond to the emotions (feelings) of other employees and patients in their work place; majority of employees in the Nigerian health sector are able to better manage difficult conversations with colleagues and patients in the workplace; most employees in the Nigerian health sector are able to maintain healthy communication and interpersonal relationships with patients and colleagues; majority of employees in the Nigerian health sector are able to emphasize with the needs of patients and other health workers in their workplace, and most employees in the Nigerian health sector are emotionally stable individuals. These findings correlate with the studies of Applewhite (2017) who stated that there exist a significant relationship between various elements of emotional intelligence and various elements of work-life balance and employees' performance. It also correlates with the studies of Waite and Gallagher (2020) that

employees with high emotional intelligence can be self-regulated and this can therefore promote their wellbeing and improve their work performance.

Finally, the study revealed that having a good work-life has helped improved the performance of employees in the Nigerian health sector; the Nigerian health sector should offer more flexible hours of working arrangements to improve work-life balance of its employees; the Nigerian health sector is doing enough to promote a healthy work-life balance among its employees; the Nigerian health sector should provide more trainings, support and other resources to improve the work-life balance of its employees, and most employees in the Nigerian health sector are not satisfied with their current work-life balance in their job role. These findings collaborates with the studies of Baron (2015), and DeCieri, Holmes, Abbott and Pettit (2019) which stated that and healthy work-life balance helps employees to build adaptive response to variety of work situation to increase their job performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter examined the summary, findings, conclusion and recommendation of the study.

5.2 Summary

This study examined the role of emotional intelligence and work-life balance on employees' performance in the Nigerian health sector. However, the findings from this study revealed that majority of employees in the Nigerian health sector receives support from their supervisor, and this in-turn influences their performance in the work place; majority of workers in the Nigerian health sector meet the expectations of their supervisor easily when given a task; most employees in the Nigerian health sector have high level of autonomy when performing their job and this in-turn influences their performance; the work environment in the Nigerian health sector improves employees' performance in the health sector, and most employees in the Nigerian health sector are satisfied with their job performance.

Moreover, the findings from the study revealed that most employees in the Nigerian health sector are able to understand and effectively respond to the emotions (feelings) of other employees and patients in their work place; majority of employees in the

Nigerian health sector are able to better manage difficult conversations with colleagues and patients in the workplace; most employees in the Nigerian health sector are able to maintain healthy communication and interpersonal relationships with patients and colleagues; majority of employees in the Nigerian health sector are able to emphasize with the needs of patients and other health workers in their workplace, and most employees in the Nigerian health sector are emotionally stable individuals. Other major findings from the study revealed that;

- i. there is a significant relationship between work place support systems and employees' performance in the Nigerian health sector, Benin City.
- ii. there is a significant relationship between emotional intelligence and employees' performance in the Nigerian health sector, Benin City.
- iii. there is a significant relationship between work-life balance and employees' performance in the Nigerian health sector, Benin City.

5.3 Conclusion

Employees' performance is very vital in any organization, as it determines to a great extent its performance, because any organization is as good as its employees. However, in a typical Nigerian health sector, employees carry heavy workload, work long hours and some work overnight to meet their patients' need. This eats into their 24-hour time per day with the result that there is the possibility of spill-over usage at work (or for

work) time anticipated for use at home for leisure and social activities. This could present role conflict, role ambiguity and boundary spanning activities which will culminate in strains, stress, or strained relationship due to the expectations of patients and colleagues. The Nigeria health sector like any other sectors, has conditions of service which provide for coping mechanisms to accelerate work place support system and improve employees' emotional intelligence and work-life balance to enhance their performance. There are other mechanisms that can be put in place to enhance employees' performance, these include variety of leave and holidays, provision of conducive working environment could help employees unwind and freshen up.

However, the manifestation of high emotional intelligence among health workers can reduce role conflict, job stress, conflicting relationship with colleagues and of course the polarization of the tasks allocation. The presence of emotional intelligence and work-life balance will definitely improve employees' performance in the Nigerian Health sector.

5.4 Recommendations

5.4.1 Policy Recommendations

- i. Management in the Nigerian health sector should review the organization's support system, and supervisors should always support their employees, as this will in-turn influence their performance in the work place.
- ii. Management in the Nigerian health sector should grant employees work autonomy when performing their job, as this will significantly influence their performance.
- iii. There is need to create an enable and conducive work environment in the Nigerian health sector to improve employees' performance in the health sector.
- iv. The Nigerian health sector should offer more flexible hours of working arrangements to improve work-life balance of its employees.
- v. The Nigerian health sector should do more in creating a healthy work environment and flexibility in tasks to promote a healthy work-life balance among its employees.
- vi. The Nigerian health sector should provide more trainings, support and other resources to improve the work-life balance of its employees.

5.4.2 Suggestions for Further Studies

This research was conducted in two health sector in Benin City (Specialist Hospital and the University of Benin Teaching Hospital). Therefore, future studies should be conducted on a comparative analysis of perceived organisational support among management of health sectors in Edo State. Future studies should also be done on the influence of perceived organisational support on employees' job performance in Nigerian workplace. Moreover, attempt should be made by future studies to extend the geographical scope of the study by using data from employees and management in health sector and other sectors in another part of Nigeria to examine the link between emotional intelligence and work-life balance on employees' performance.

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APPENDIX

**DEPARTMENT OF INDUSTRIAL RELATONS AND PERSONNEL
MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN
BENIN CITY**

Dear respondent,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am a 400 level student in the aforementioned department. As part of the requirement for the degree, I am conducting a research on **'The role of emotional Intelligence and work-life balance on employee performance in the Nigerian health sector "**. In this regard, you were chosen at random as a member of the sample. I also want to assure you that your responses will be kept strictly confidential and used exclusively for academic purposes.

Thank you.

Yours Faithfully

Osiomwanhi Victoria

SECTION A: Demographic Profile

Please tick in the appropriate box and give answers where necessary

1) Gender: male female

2) Age: 20 - 25 26 - 30 31 - 35 36 and above

3) Educational qualification

SSCE BSC MSC PHD

4) Marital status: Single Married Divorced

SECTION B

Instruction: Please indicate as frankly as possible, the extent to which you agree or disagree with the following statements as it relates to employee performance, emotional intelligence and work life balance in the Nigerian health sector. Note SA=Strongly Agree; A=Agree; N=Neutral; D= Disagree; SD=Strongly Disagree.

Work Place Support Systems

S/N	Questions	SA	A	N	D	SD
5	I receive great support from my supervisors					
6	I meet the expectations of my supervisors easily					
7	I have a high level of autonomy when performing my job					
8	My work environment improves my work performance					
9	I am satisfied with my job performance					

Emotional intelligence

S/N	Questions	SA	A	N	D	SD
10	I am able to understand and effectively respond to the emotions (feelings) of others					
11	I am able to better manage difficult conversations with colleagues and patients in the workplace					
12	I am able to maintain healthy communication and interpersonal relationships with patients and colleagues					
13	I am able to emphasize with the needs of patients and other health workers					
14	I am an emotionally stable individual					

Work life balance

S/N	Questions	SA	A	N	D	SD
15	Having a good work life has helped improve my performance in the Nigerian health sector					
16	The Nigerian health sector should offer more flexible hours of working arrangements to improve work life balance of employees					
17	The Nigerian health sector is doing enough to promote a health work life balance among it's employees					
18	The Nigerian health sector should provide more trainings, support and other resources to improve the work life balance of it's employees					
19	I am satisfied with my current work life balance in my job role					