

## OCCUPATIONAL STRESS AS A CORRELATE OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND EMOTIONAL INTELLIGENCE AMONG SOME GRADUATE EMPLOYEES IN NIGERIA

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### **Abstract**

It is a documented fact that occupational stress is widespread worldwide. Moreover, there are clear signs of many variables, related to occupational stress. The study therefore, was conducted to demonstrate whether the presence of occupational stress in the world of work relates in any form (positive or negative) to a better level of organisational performance and employee psychological wellbeing. The study adopted the positivist explanatory cross-sectional (survey) research design to systematically sample opinions of 1,532 male and female graduate employees across the various sectors of the Nigerian economy, using a structured and validated questionnaire, and the Statistical Package for the Social Sciences (SPSS). The results showed that there was a weak positive relationship between occupational stress and organisational citizenship behaviour ( $r = 0.070$ ,  $p < 0.01$ ); there was a significant positive relationship between occupational stress and emotional intelligence ( $r = 0.086$ ,  $p < 0.01$ ); and there was a significant positive relationship between emotional intelligence and organisational citizenship behaviour ( $r = 0.473$ ,  $p < 0.01$ ). It recommends that human resource managers should develop emotional intelligence in employees in order to increase the level of organisational performance, and reduce the negative impact of occupational stress.

**Keywords:** Human resource, management, organisation, performance

## **Introduction**

Scholars have linked challenges that are related to employee performance in current employment to high levels of occupational stress (Baxter, 2010; Laschinger, 2011). In the same vein, studies have shown that occupational stress is significantly related to both task related work behaviour and non-task related work behaviour of employees (Adebiyi, 2013; Arogundade & Lawal, 2016). The World Health Organization has also reported occupational stress as a global epidemic (WHO, 2010). Obviously, the consequence of an increasingly strenuous work environment is evident in Nigerian work settings, as cases of job dissatisfaction, a high rate of absenteeism, employee intention to quit, labour turnover, and poor job performance (contrast to organisational citizenship behaviour) remain evident among graduate employees in Nigeria (Adebayo & Ogunsina, 2011; Adebiyi, 2013; Adetayo, Ajani & Olabisi, 2014; Arogundade & Lawal, 2016).

So far, broad studies throughout the years have centred more on identifying the stressors (Paillé, 2011; Brynien & Igoe, 2016). Literature further reveals that most studies conducted on occupational stress have concentrated on determinants, as opposed to results, such as employee performance, turnover intention, turnover behaviour and employee productivity (American Psychological Association, 2013; Goh, Pfe!er & Zenios, 2015). Hence, few scientific investigations have been conducted to devise psychological intervention strategies to ameliorate the situation and ensure organisational citizenship behaviour (Ahmad, Hussain, Saleem, Qureshi & Mufti, 2015). Furthermore, though there is an increasing consideration of the phenomenon of organisational citizenship behaviour by researchers, a thorough review of the literature shows a lack of agreement about the scope of the concept (Farzianpour, Foroushani, Kamjoo & Hosseini, 2011). However, the current study sought to empirically examine occupational stress as a correlate of organisational citizenship behaviour and emotional intelligence in order to fill the existing vacuum identified in the literature.

## **Research purpose**

The purpose of the study are twofold. Firstly, to examine the nature of relationships among occupational stress, organisational citizenship behaviour and emotional intelligence. Secondly, to recommend effective human resource management strategies through the findings of the study.

## **Literature review**

### **Occupational stress**

Occupational stress is a negative career-related concept that generates concerns among career holders, and it has the ability to influence individual and organisational outcomes (Beheshtifar & Nazarian, 2013). In other words, occupational stress is a negative phenomenon, the occurrence of which often stimulates an unpleasant response to the work environment making it appear threatening to the employees. Moreover, prolonged occupational stress could manifest itself physically, emotionally and psychologically in the lives of the affected employees.

The commonly reported physical symptom of occupational stress is a headache, which makes the affected employees unconsciously tense in their necks, foreheads and shoulder muscles (Chandra & Parvez, 2016). The other known symptoms of occupation stress are digestive problems, ulcers, hypertension, anxiety and inordinate sweating, coronary illness, strokes and even male pattern

baldness (Chandra & Parvez, 2016). Emotionally, an affected employee frequently displays nervousness, outrage, depression, fractiousness, frustration to ordinary issues, dementia and an absence of focus for any assignment, because the mind of the individual is negatively impacted. The psychological manifestations of occupational stress, on the other hand, include withdrawal from society, phobias, compulsive behaviours, eating disorders and night fears (Chandra & Parvez, 2016).

### **Organisational citizenship behaviour**

Organisational citizenship behaviour, is an essential phenomenon in the formal work setting because of its potency to facilitate interpersonal relationships among employees, and also to increase organisational performance (Pradhan, Jena & Bhattacharya, 2016). Organisational citizenship behaviour is an alternative form of performance behaviour, which is differentiated from the traditional performance that relies heavily on official assignments and tasks (Karolidis, 2016). For instance, having subordinates who are highly engaged in organisational citizenship may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Hence, managers, employees and the organisations at large benefit from the positive behaviours (Lelei, Chepkwony & Ambrose, 2016). These behaviours are explained by concepts such as pro-social behaviours, extra-role behaviours, contextual performance, spontaneous behaviours or organisational citizenship behaviour.

### **Emotional intelligence**

The concept of emotional intelligence (EI) is viewed by Mayer, Salovey and Caruso (2004) as a person's ability to think about feelings and emotions in order to enhance reasoning. It entails the capacities of individuals to precisely observe feelings, to access or elicit emotions so as to promote belief, to understand feelings and emotional information, and to thoughtfully control reactions in order to enhance enthusiastic and scholarly development (Mayer & Salovey, 1997). Emotional intelligence is also described as a force that drives human behaviours and actions (Akinboye, 2002). However, Bar-On (1997) terms emotional intelligence as an accumulation of non-cognitive competences, skills and abilities that impact one's capacity to prosper in managing situations and pressures positively. Hence there is little assertion about whether emotional intelligence signifies a cognitive capacity for processing emotional stimuli, characteristics of personality such as integrity and charisma, or some aptitude for coping with challenging circumstances.

According to Deshwal (2016), emotional intelligence is a variety of abilities and skills that covers a wide collection of individuals' expertise and personalities that are normally alluded to as soft inter and intra-individual aptitudes, which are beyond the conventional parts of overall intelligence, specialized or proficient aptitudes and specific knowledge. In addition, emotional intelligence means the aptitude of a person to perceive, evaluate and control emotions. In other words, it is the awareness of emotion and enthusiastic management aptitudes which offer the capacity to adjust feeling and reason in order to expand long haul joy (Goleman, 1995).

Similarly, Venkateshwar and Warriar (2016) describe emotional intelligence as the capacity to recognize one's own moods and those of fellow human beings, for encouraging ourselves, and for controlling feelings well in ourselves and our relationships. Meanwhile, to Goleman (1997), emotional intelligence connotes what you feel, ability to control those emotions without having them overwhelm you, ability to encourage yourself to have jobs completed, to be imaginative and

operate at your peak, perceiving what others feel and managing relationships effectively. It consists of five factors: recognizing emotions in others, managing emotions, handling relationships, motivating oneself, and knowing one's emotions (Goleman, 1995).

### **Relationship between occupational stress and organisational citizenship behaviour**

In a recent descriptive-correlational study of the relationship between organisational citizenship behaviour and occupational stress that was conducted among 122 midwives at Mashhad, Iran, by Nourani, Kohansal, Esmaily and Hooshmand (2016), it was found that there is a significant negative association between organisational citizenship behaviour and occupational stress. Likewise, Arogundade and Lawal (2016) investigated the influence of perceived occupational stress on the organisational citizenship behaviour among 300 male and female bankers in Lagos, Nigeria, using a simple random sampling technique. Though results of the study revealed that there is no significant difference in the levels of organisational citizenship behaviour that were exhibited by bankers with higher stress levels and those with lower stress levels, there is an inverse relationship between occupational stress and organisational citizenship behaviour.

Moreover, Soo and Ali (2016) studied the linkage between occupational stress and organisational citizenship behaviour among a sample of 472 bankers in Malaysia. The findings of Soo and Ali's (2016) study revealed that there is a significant negative impact of occupational stress on organisational citizenship behaviour. In the same vein, Gregory, Yitzhak and Steffen (2016) scientifically examined the proposed need to distinguish between self-initiated and organisationally imposed overload in studies of work stress, using three samples, which consisted of 116 male and female full-time employed students in three countries, some nursing staff of six private hospitals in Switzerland, and 161 middle manager-supervisor dyads in Switzerland. The study reveals in its findings that self-initiated imposed overload is significantly, positively related to organisational citizenship behaviour, but organisationally imposed overload is not a significant predictor of organisational citizenship behaviour.

Furthermore, Ikonne and Madukoma (2016) conducted a survey on the relationship among organisational citizenship behaviour, job stress and satisfaction among 109 librarians in some selected universities around the south-west region of Nigeria. The results of the study show that there is a significant negative relationship between organisational citizenship behaviour and job stress. In addition, Uzonwanne (2014) conducted a survey research on depression, anxiety and stress as correlates of organisational citizenship behaviour, using the accidental sampling technique to sample 151 female and 149 male employees of oil and gas companies in Ogun State, Nigeria. The outcomes of the research show that there is a significant positive relationship between occupational stress and organisational citizenship behaviour. The findings of the study also indicate that, though there is a statistical positive relationship between the two variables, the observed positive relationship is weak considering the  $r$  value of 0.118, which is close to 0.

### **Relationship between occupational stress and emotional intelligence**

In a related study that was conducted among a sample of 450 teachers in Haryana, India by Punia, Balda and Poonam (20016), using the random sampling technique and a structured questionnaire to

collect data from respondents. The study reports that there is a significant negative relationship between emotional intelligence and occupational stress.

Mumina, Wafa, Wafa and Teong (2016) also investigated the relationship between emotional intelligence and stress among 153 male and female students of University Malaysia Sabah, by using a self-reported validated questionnaire to elicit information from the respondents. Included in the study's findings is that there is a significant negative relationship between the participants' ability to perceive their emotions and stress, ability to manage participants' own emotions and stress, and participants' ability to manage others' emotion and stress.

Similarly, Yamani, Shahabi and Haghani (2014) examined the relationship between emotional intelligence and job stress among a total sample of 202 faculty members of Isfahan University of Medical Sciences, by using a validated questionnaire to collect data from the participants. The study reports in its findings that there is an inverse relationship between emotional intelligence and job stress.

### **Relationship between organisational citizenship behaviour and emotional intelligence**

Sepehrikiya, Shirazi and Sargazi (2016) conducted a descriptive correlational study on the relationship between emotional intelligence and organisational citizenship behaviours among a sample of 274 employees of private banks in Zahedan, by using a validated questionnaire to collect data from the respondents. The results of correlation analysis that was performed in the study show that there is positive significant relationship between emotional intelligence and organisational citizenship behaviour.

Furthermore, Hosseini and Zirak (2016) explored the relationship between emotional intelligence and organizational citizenship behaviour among a sample of 140 high school teachers, Torbat, Iran, by using a random sampling technique and validated questionnaire to sample the opinions of the respondents. The results of statistical analysis of the data that was collected in the study reveal that is a positive relationship between emotional intelligence and organisational citizenship behaviour.

Similarly, Garcia and Ocampo (2016) investigated the relationship between emotional intelligence and organisational citizenship behaviour among a sample of 200 employees in Philippines, by using a quantitative research design. The findings of the study indicate that emotional intelligence is has a weak relationship with organisational citizenship behaviour.

### **Statement of Hypotheses**

Based on the past studies reviewed and on logical grounds, the present study states the following hypotheses:

#### **Hypothesis 1**

H<sub>0</sub>: Occupational stress is not significantly positively correlated with organisational citizenship behaviour.

H<sub>1</sub>: Occupational stress is significantly positively correlated with organisational citizenship behaviour.

### **Hypothesis 2**

H<sub>0</sub>: Occupational stress is not significantly positively correlated with emotional intelligence.

H<sub>1</sub>: Occupational stress is significantly positively correlated with emotional intelligence.

### **Hypothesis 3**

H<sub>0</sub>: Organisational citizenship behaviour is not significantly positively correlated with emotional intelligence.

H<sub>1</sub>: Organisational citizenship behaviour is significantly positively correlated with emotional intelligence.

## **Research methodology**

### **Research design, sample and procedure**

The study adopted a positivist explanatory cross-sectional (survey) research design. The explanatory cross-sectional (survey) research was considered appropriate for the study because the research used the positivist approach by means of quantitative data generation, and hypotheses testing (Bhattacharjee, 2012).

The probability (The North Carolina Center for Public Health Preparedness' (2013) two-stage sampling scheme, and The Research Advisor (2006) Calculated Sample Size Table), and non-probability sampling (purposive and convenience) techniques were employed in this investigation. The sample comprised of 916 (60%) male and 616 (40%) female graduate employees from 19 sectors of the Nigerian economy. Among the participants, 202 (13.2%) were graduate employees from the educational sector, 38 (2.5%) from the research institutes, 51 (3.3%) from the transportation sector, 291 (19%) from the finance and insurance sector, 83 (5.4%) from the fast moving and consumable goods (FMCG) Industry, 21 (1.4%) from the commercial sector, 70 (4.6%) from the healthcare sector, 8 (0.5%) from the aviation sector, 77 (5.0%) from the agricultural sector, 57 (3.7%) from the information. All participants were Nigerians English speakers. The participants' ages ranged from 20 years to 65 years old. Relatively, 974 (63.6%) of the participants were senior staff while the remaining 558 (36.4%) were junior staff. Conclusively, among the participants, 730 (47.7%) were employed by the government while the remaining 802 (52.3%) were working under the employment of private organisations.

Data were collected by means of paper-pencil inventories (structured validated questionnaires), which were distributed to employees in the large lecture auditoriums during their weekend (Saturdays) part-time professional postgraduate programmes, in the three renowned public and private universities (University of Ibadan, Obafemi Awolowo University and the Pan-Atlantic University), situated in Oyo, Osun and Lagos states of Nigeria.

### **Ethical consideration**

The participants' voluntary participation in the study was sought through a letter of consent, signed by each of the participants. The participants were informed about the importance of the study as the findings from the study may positively influence the government policy helping in improving their conditions of employment and service respectively. Moreover, assurance was given to the participants in respect of confidentiality of all information supplied.

Furthermore, the participants were instructed not to indicate any means of identification such as name, identity number or organisational affiliation. With utmost sense of sincerity, information concerning the study and its outcomes was accurately submitted to the appropriate institutions. Thus, it was ensured that no instance of misleading actions were demonstrated in the course of the study. The researchers also ensured that the study was conducted in a conducive environment such that would not expose the participants to any physical or psychological hazard. The Research Ethics Committee of University of Fort Hare furthermore granted approval for ethical clearance of the study (Certificate reference number: MJO071SADE01).

### **Measuring instruments**

Three established scales of measurement were employed to assess emotional intelligence, occupational stress and organisational citizenship behaviour.

#### **Occupational stress**

A 9-item scale of job stress that was developed and validated by Jamal and Baba (1992) was utilised to measure occupational stress. The measure was designed with a 5-point Likert-type response format ranging from 1/(Strongly disagree) to 5/(Strongly agree). The authors reported a Cronbach Alpha coefficient score of 0.83 for the scale. However, the outcome of the pilot factor analysis of this study reduced the scale-item to 7, and yielded Cronbach Alpha coefficient scores of 0.81, while the main study's factor analysis yielded a Cronbach Alpha coefficient score of 0.80 for the measure of occupational stress.

#### **Organisational citizenship behaviour**

A 15-item modified version of Podsakoff, Mackenzie, Moorman, and Fetter's (1990) organisational citizenship behaviour questionnaire by Argentero, Cortese and Ferretti (2008) was utilised to measure organisational citizenship behaviour. The construct consisted of altruism, conscientiousness and civic virtue sub-scales, with a 5-point Likert-type response format ranging from 1/(Strongly disagree) to 5/(Strongly agree). Argentero, Cortese and Ferretti (2008) reported the following Cronbach Alpha coefficients for the scale: altruism =0.81, conscientiousness =0.73, civic virtue =0.73 and 0.84 for the whole scale of organisational citizenship behaviour. However, the outcome of the pilot factor analysis of this study reduced the scale-item to 13, and yielded Cronbach Alpha coefficient of 0.88 (altruism), 0.81 (conscientiousness), 0.86 (civic virtue) and 0.93 for the whole scale of organisational citizenship behaviour, while the main study's factor analysis yielded a Cronbach Alpha coefficient score of 0.82 for the whole scale of organisational citizenship behaviour.

### **Emotional Intelligence**

A 10-item modified version of Palmer and Stough’s (2001) emotional intelligence questionnaire by Seyal, Afzaal and Chin (2012). The construct consisted of emotional self-control, emotional self-awareness, emotional expression and emotional awareness of others sub-scales, with a 5-point Likert-type response format ranging from 1/(Strongly disagree) to 5/(Strongly agree). Seyal, Afzaal and Chin (2012) reported a Cronbach Alpha coefficient score of 0.92 for the whole scale of emotional intelligence. However, the outcome of the pilot factor analysis of this study reduced the scale-item to 2, and yielded Cronbach Alpha coefficient scores 0.57 for the scale of emotional intelligence, while the main study’s factor analysis yielded a Cronbach Alpha coefficient score of 0.81 for the scale of emotional intelligence.

### **Statistical analysis of data**

The data generated from 1,532 screened questionnaires were analysed based on the hypotheses stated, using version 20 of the Statistical Package for the Social Sciences (SPSS). Hypotheses 1, 2 and 3 were analysed, using Pearson Correlation Analysis, while the percentage, mean, standard deviation and the frequency of the biographical and occupational data were also determined by the descriptive statistics.

### **Research results**

The stated hypotheses were analysed using Pearson Correlation Analysis. The results of the analysis are therefore presented in the table 1 below:

**Table 1: A Summary Table of Pearson Correlation Analysis Showing the Relationship among Occupational Stress, Organisational Citizenship Behaviour and Emotional Intelligence**

<b>Variable</b>	<b>OCB</b>	<b>EI</b>	<b>OS</b>
Organisational citizenship beh. (OCB)	1	.473**	.070**
sig. (2-tailed)		.000	.006
n	1532	1532	1532
Emotional intelligence (EI)	.473**	1	.086**
sig. (2-tailed)	.000		.001
n	1532	1532	1532
Occupational stress (OS)	.070**	.086**	1
sig. (2-tailed)	.006	.001	
n	1532	1532	1532

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

From the table presented above, the results show that there is a weak positive relationship between occupational stress and organisational citizenship behaviour,  $r = 0.070$ ,  $p < 0.01$ . This implies that even though there is a positive relationship observed between occupational stress and organisational citizenship behaviour, the level of the observed relationship between the two aforementioned variables is very feeble, considering the given significance value,  $0.006 = 0.01$  (approximated to 2 decimal points), which is exactly the maximum limit of acceptable value of significance at the 0.01 level (2-tailed). The results further explains that though there is an indication of a positive relationship between occupational stress and organisational citizenship



behaviour, but the observed level of relationship between the two variables is not reliable enough. Thus perhaps, it requires the introduction of one or more positive variables, to serve as moderators or mediators in order to yield a more significant and reliable relationship. Therefore, based on the results and interpretations above, hypothesis 1  $H_0$  was rejected, while hypothesis 1  $H_1$  was confirmed.

In the same vein, from the table presented above, the results show that there is a significant positive relationship between occupational stress and emotional intelligence,  $r = 0.086$ ,  $p < 0.01$ . The result implies that emotional intelligence is significantly positively related to occupational stress, the level of the observed relationship between the two aforementioned variables is moderate, considering the given significance value, 0.001, which is significance at the 0.01 level (2-tailed). The results further explains that though there is an indication of a reasonable level of positive relationship between occupational stress and emotional intelligence. Therefore, based on the result and interpretation above, hypothesis 2  $H_0$  was rejected, while hypothesis 2  $H_1$  was confirmed.

Moreover, from the table presented above, the results show that there is a significant positive relationship between organisational citizenship behaviour and emotional intelligence,  $r = 0.473$ ,  $p < 0.01$ . The result implies that organisational citizenship behaviour is significantly positively related to emotional intelligence, the level of the observed relationship between the two aforementioned variables is strong, considering the given significance value, 0.000, which is significance at the 0.01 level (2-tailed). This results further explains that though there is an indication of a reasonable level of positive relationship between organisational citizenship behaviour and emotional intelligence. Therefore, based on the result and interpretation above, hypothesis 3  $H_0$  was rejected, while hypothesis 3  $H_1$  was confirmed.

## **Discussion**

The results established the hypothesized relationships among occupational stress, organisational citizenship behaviour and emotional intelligence. A weak positive relationship was found existing between occupational stress and organisational citizenship behaviour. This explains that though there is an indication of a positive relationship between occupational stress and organisational citizenship behaviour, but the observed level of positive relationship between the two variables is not reliable enough. Thus perhaps, it requires the introduction of one or more positive variables, to serve as moderators or mediators in order to yield a more significant and reliable relationship. These findings corroborate the reports of Uzonwanne (2014), which states that there is a weak positive relationship between occupational stress and organisational citizenship behaviour. Similarly, Soo and Ali (2016) report further that self-initiated imposed work-overload is significantly, positively related to organisational citizenship behaviour, but organisationally imposed overload is not a significant predictor of organisational citizenship behaviour.

Concerning the results of the hypothesis 2, the findings show that there is a significant positive relationship between occupational stress and emotional intelligence. The results explains that there is an indication of a reasonable level of positive relationship between occupational stress and emotional intelligence. Emotional intelligence, being a positive psychological state, has a tendency of helping employees to cope with occupational stress. Although, moderate amount of stress is designed along with occupations to enable job occupants exert the required level of efforts and

adequate attentions to job duties and responsibilities, highly emotionally intelligent employee are most likely to cope with higher level of stress than others.

These findings are supported by the findings of Punia, Balda and Poonam (2016), which report that there is a significant negative relationship between emotional intelligence and occupational stress. Similarly, Mumina, Wafa, Wafa and Teong (2016) report that there is a significant negative relationship between the participants' ability to perceive their emotions and stress, ability to manage participants' own emotions and stress, and participants' ability to manage others' emotion and stress. Likewise, Yamani, Shahabi and Haghani (2014) report in their study that there is an inverse relationship between emotional intelligence and job stress.

Lastly, the results of hypothesis 3 show that there is a significant positive relationship between organisational citizenship behaviour and emotional intelligence. The result implies that organisational citizenship behaviour is significantly positively related to emotional intelligence. These results are in line with the expectation that emotionally intelligent employees will contribute significantly higher, beyond the border or scope of their job duties and responsibilities to assist co-employees and customers or client in order to enable the organisation achieve her goals and objectives. The present findings corroborate the findings of Sepehrikiya, Shirazi and Sargazi (2016), which show that there is positive significant relationship between emotional intelligence and organisational citizenship behaviour. Similarly, Hosseini and Zirak (2016) reveal that that is a positive relationship between emotional intelligence and organisational citizenship behaviour.

## **Conclusion**

This study concludes that there is a weak positive relationship between occupational stress and organisational citizenship behaviour. It further concludes that occupational stress is significantly positively related to emotional intelligence. It was also concluded that organisational citizenship behaviour are emotional intelligence are correlated. The study finally concludes that occupational stress, organisational citizenship behaviour and emotional intelligence are significantly interrelated.

## **Limitations of the study and suggestions for future research**

The first noticeable shortcoming of this research relates to bias in the approach of data collection. The research only adopted the quantitative method, which limited the opinions of research respondents to the response options provided to statements in the questionnaire. This study therefore, suggests that future studies should consider adopting more than one method of data collection. The second acknowledged limitation of this study is the fact that the study was designed only to explore the relationship among variables under consideration. Because of this reason, the study could not specifically categorise variables into classes of dependence and independence, and therefore further limits the generalisation of the findings. Future research should test beyond the relationship among the variables.

## **Recommendations**

In view of the above discussion of the findings, the researchers makes the following practical recommendations:

- that the tertiary institutions' management, most especially of the universities, should incorporate in their academic curricula some practical simulated work exercise that will pre-expose the graduating students to the challenges at the world of work. This will build their psyche, and make them mentally and emotionally ready to overcome any stressful situation that may come their way, even in the cause of discharging of career duties or responsibilities through the positivism approach. This can be achieved by a deliberate inclusion of moderately difficult practical group assignments in the syllabus that will task each student in a group, to proactively think 'outside the box' and proffer visible solutions in the form of suggestions to the problems at hand. By so doing, students will develop a reasonable level of empathy along with the acquired theoretical knowledge of their disciplines while the universities can as well boast of producing capable graduates who will fit perfectly into the realities of the world of work and promptly deliver.
- Human resource managers, seminar facilitators, workshop trainers and supervisors should focus on training the individual employees or graduates to discover their covert behavioural endowments such as emotional intelligence, and make them refined through a systematic training process that converts the covert behavioural gifts into overt psychological assets in the form of demonstrable managerial competencies, which can enhance their performance on the job, and also enable them to be pro-social among colleagues in the work settings.

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