



The Influence of Emotional Stability on Employees' Performance: A Review

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Authors' contributions

This work was carried out in collaboration between all authors. Author GOO designed the study, performed the statistical analysis, wrote the protocol and wrote the first draft of the manuscript. Authors SAO and KA managed the analyses of the study. Author ZAT managed the literature searches. All authors read and approved the final manuscript.

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ABSTRACT

The research argues that employees' emotional stability will enable workers of the organisation to achieve better performance. This study interrogated and affirms the nexus between emotional stability and employees' performance, zeroing – in on self-awareness as the taxonomy for guaranteeing the ability for employees' to meet the organisation expected requirement from time to time and establish the relationship existed between self-management and employees' commitment. The research engaged a qualitative method with reliance on secondary data; the study also used the self-efficacy theory (ability to execute a particular behaviour pattern) as the framework for the textual analysis of apprehensions/themes floodlit the discussion, conclusion, and recommendations. Findings of this study revealed that employees' performance is a product of emotional stability. The recommendations proffered are capable of addressing the holes and challenges.

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1. INTRODUCTION

The rapid changes in the business environment globally have increased the challenges faced by employees in the course of carrying out their day to day duties in most firms. This, however, has a resounding effect on the businesses operations in the most industry [1]. The Nigeria manufacturing industry over the past decade has undergone swift adjustment due to globalization and trade liberalization, the entrance of more foreign companies, into the manufacturing industry has brought about stiff competitions [2]. Wherefore, employees in the manufacturing sector are currently experiencing pressure as to how the dynamical increases in customers' demands could be satisfied [3,4]. In Nigeria manufacturing industry currently, the employment procedures are opaque with more of rigorous tests and interviews centred on academic graduating grades [5], little or nothing is done to ascertain the emotional state of the individual (self-efficacy and self-management).

Studies have shown that most organizations operating in Nigeria are facing operational challenges, as a result of the current state of employees' performance. The manufacturing association of Nigeria [6] reported that employees' performances in most of the manufacturing firms are below the industrial average. Several manufacturing firms in Nigeria are presently seeking for how to improve their employees' performance, as a result of a dismal performance between 2015 and 2017. This study views the current state of employees' performance in the most Nigeria industry as worrisome, as such the urgent need to investigate whether or not emotional stability has any impact on employees' performance. If the current situation is allowed to continue in the present form most of the Nigeria firms will go out of business with time. The researcher believes that the findings of this investigation will assist to provide a solution to these challenges. The study objectives was to ascertain the influence of Self-awareness on employees' ability to meet the expected requirement from time to time in manufacturing organisations and establish the relationship of self-management on employees' commitment in the manufacturing organisations.

2. RESEARCH DESIGN, MAIN ARGUMENT, AND STRUCTURE OF THE STUDY

This study utilized the qualitative research method; the longitudinal research approach was used. Through the dependence on secondary sources of data, the trajectory of emotional stability, with a bearing on the observable trends and implications for employees' performance of selected manufacturing firms in Nigeria, were highlighted. The utilisation of Self-Efficacy theory as a framework for the textual analysis of issues floodlit the discussion, conclusion, and recommendations of this study.

3. CONCEPTUAL FRAMEWORK

Self-awareness: This is a component of emotional intelligence that reflects the importance of recognizing one's feelings and how they affect performance [7]. Several studies noted that accurate self-assessment was the hallmark of better employees' performance [8]. Self-awareness/ cognitive ability is concerned with understanding the consequences of moods and emotions, and how they evolve and change over time [9]. Thus, self-awareness is defined as knowing one's emotions, recognizing a feeling as it happens. This is bedrock to emotional intelligence [10]. Individuals with accurate self-awareness were found in virtually every star performer in a study of several hundred knowledge workers [11], as it stimulates self-confidence competence.

The variance in peoples' self-awareness explains the difference in understanding of how different situations, events, other people, and stimuli generate emotions [9]. The concept of self-awareness is so important that it is seen as the prerequisite of the other dimensions and that it is the dimension that initiates all the relationships [12]. More so, [13,14], identified self-awareness as the most important dimension of emotional intelligence. Thus, this study views the self-awareness dimension comprising of three competencies: i, recognising one's emotion and their effects. ii, accurate self-assessment: knowing one's strength and limits. iii, self-confidence: a strong sense of one's self-worth and capabilities [15].

Self-management refers to one's ability to control and mitigate one's emotional response to others;

which includes the choice of appropriate emotional reaction and the intensity of that reaction [16]. Another scholar [17], argued that self-management is associated with the behaviour and emotional cues of others. Self-management is the process of managing one's own beliefs, impulses, resources and disciplines [18]. Shahzad et al. [8] Opine that it is a continuous act which directly affects the performance of individuals in the organization. While facing emotional exhaustion, an employee with a strong sense of control can manage frustration and stress at work place which makes others know one's beliefs and principles [7].

Self-management creates emotional resilience's which enables employees to think out of the box and as such provides a platform for innovation which is the efficient performance of employees in businesses with autonomous and flexible roles and regulations [8]. Employees with the competence of self-management are achievement driven: they strive to improve or meet a standard of excellence; they are results oriented with high drive to meet their objectives and standards; they set challenging goals and take calculated risks; pursue information to reduce uncertainty and find way to do better; and learn how to improve their performance [7].

3.1 The Concept of Employee Performance

Performance is the ability of an employee to accomplish work related goals and expectations in accordance with certain predetermined work standards [19]. Identified that there are two contextual performances: Performance as changing concept behaviour which the main purpose is to see that the present activities of the organization are carried smoothly without interruption [20], proactive behaviour is aimed at modifying and improving work procedures and organizational processes. The proactive behaviour of workers includes personal initiatives [21], taking charge [22] and proactive attitude [23].

A scholar argues like [24] argues that there are multiple dimensions when it comes to a rating of performance seeing that different constituents have their different performance criteria and access to data. Different scholars have developed different factors that are considered to determine employees performance and as such

influence various aspects of the organization performance; including employee turnover, employee effectiveness, employee achievement of given task, employee achievement of departmental goals, employee timeliness, employee commitment, employee meeting deadlines, employee productivity. Previously, several studies have confirmed that human resources practices influence various aspects of organizational performance, including turnover, productivity, and corporate performance.

Performance refers to the results of activities of an individual over a given period of time [8,25]. Performance is an individual's success criteria in the work place which is usually evaluated as a personal output rate (example sales or production) or as the success rate compared to the expectations of the organization. Sees performance as an act of executing a task or an accomplishment or achievement [26]. Human performance is seen as a result of the actions set to achieve pre specified goals based on a specific standard [27]. This may include actions or behaviours of all non-observables mental processing, examples problems solving decision making, timeliness, and reasoning. Performance is an individual's behaviour and results. It is seen as the way in which people get their work done [28].

Employee performance to [24] was defined using three criteria first criteria are that employees' output meets the standard of performance set by the organization's external customers. Second criteria are that employees' performance can be defined in terms of how the social processes utilized in the performance of their job enhance or maintain the capability of the employee to work together as a subsequent group task. A third criterion is that employee's personal needs are satisfied instead of them being frustrated by the group performance. However, [24] argues that the performance of employees is not timely representative of what a group performance is, rather it is the personal experience of group members and the subsequent ability of the employees to perform in the future that also defines the employee's performance.

Argued that there is two measurements of individual performance, which are contextual performance and task performance [29]. The contextual performance involves activities of someone that is not part of the job description,

that is volunteering to support others and follow procedures but important to achieve business goals. Kahtani [29], notes that someone that has personality characteristics like awareness and emotional intelligence will usually be involved in such activities while the task performance is the job related to the activities conducted to transform inputs into outputs that usually involves the production of products and services [29]. Furthermore, Mishra et al. [30], the contextual performance usually gives advantages to the organizations as the interpersonal behaviour and action of someone who would like to help and co-operate with others will follow the rules and procedures of the organization to carry out duties.

3.2 Organisation Commitment

Hart et al. [31] Avow that organizational commitment is perceived as the individual's proof of identity and connection with a specific organization, pigeon-holed by a strong belief in the organization's goals and values, willingness to exert considerable effort on behalf of the organization as well as strong desire to maintain membership in the organization. The sources of organizational commitment as conceptualized by scholars like [32] avow that the component commitment which has dominated research regarding organizational commitment. The component commitments are: Affective commitment which emphasizes attachment to the organization where individuals put all their energy into their work is not expected of them [33]; normative commitment focuses on employees feelings of obligation to stay with an organization; continuance commitment refers to the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving.

Employees with strong affective commitment remain in the organization because they want to; employees with strong continuance commitment remain because they feel ought to do so [34]. Common to all these three types of commitment is the view that commitment is a psychological state that (a) characterizes the employees' relationship with the organization (b) has implication for the decision to continue or discontinue membership in the organization [27]. Some researchers found that organizational commitment is a function of several variables such as job satisfaction, motivation, participative decision making, organizational support, financial

reward, communication, promotion prospects and leadership styles [35,36].

4. EMOTIONAL STABILITY AND EMPLOYEES' PERFORMANCE

The interest in emotional stability in the work place rests on the belief that emotional intelligence plays an important role in innovation, efficiency, productivity, the development of talent, task accomplishment, sales, quality of service, customer loyalty, timeliness, employee recruitment and retention, employee commitment, morale, meeting requirement, health, satisfaction and client outcomes [37]. Thus, individuals must have more than just intellectual ability and great ideas; they must also possess certain human characteristics and personal qualities such as emotional stability [38,39]. Organizations that promote more positive emotions at work are likely to have productive workers. More so, workers emotional states influence how customer service are delivered, this influences the levels of repeat business and levels of customer satisfaction [40].

The roots of emotional intelligence in the organizational context can be traced to classic management theory and practice where strategies for assessment greatly revolved around cognitive abilities (social awareness) found to be predictive of successful performance in managerial positions [41]. Thus, such early psychological assessments have further assisted researchers have further vindicated the significance of social and emotional skills in the prediction of occupational performance [42]. Workplace behaviours affected by emotional intelligence include innovation, service quality, task achievement, timeliness, meeting deadlines and employee commitment.

5. SELF-EFFICACY THEORY

The self-efficacy theory by [43] suggests that a person's behaviour, environment and cognitive factors (outcome expectations and self-efficacy) are all highly interrelated and hence self-efficacy is a judgment of one's ability to execute a particular behaviour pattern. Further expansion of this definition suggests that self-efficacy beliefs form a central role in the regulatory process through which an individual's motivation and performance attainment are governed [44]. Self-efficacy theory holds that sources of

information available to individuals in utilizing self-efficacy judgment are four in the hierarchical order of strength: [1] performance accomplishments, referring to personal assessment of information that is based on an individual's personal mastery accomplishments (that is, past experiences with the specific tasks being investigated). (2) Vicarious experience, which is gained by observing others perform activities successfully. (3) Social persuasion denotes the activities where the individuals are led, through suggestions, into trusting that they can manage effectively with specific tasks [44]. The four (4) Physiological and emotional states are the final source of information. The individual's physiological or emotional state influence self-efficacy judgments with respect to specific tasks. Emotional reactions to such tasks (example, anxiety) can lead to a negative judgment of one's ability to complete tasks.

Self-efficacy judgments also determine how much effort individuals will spend on a task and how long they persist with it. Individuals high on self-efficacy beliefs exert greater efforts to master a challenge while those low on self-efficacy beliefs are likely to have lower efforts or quitting intentions [45]. Bandura's review of a variety of different lines of self-efficacy research concluded that self-efficacy theory has considerable potential explanatory power and found that it helps to account for a variety of individual behaviours, including changes in coping with behaviour produced by different modes of influences; levels of physiological stress reactions; self-regulation; achievement striving, growth of intrinsic interest, and choice of career pursuit. Self-efficacy has been shown to apply across a wide range of situations and is viewed as a good predictor of individual/organizational performance and behaviour [43,44].

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

The study was on the Influence Emotional stability of employees' performance: Implications for the organisation. This study sought to determine the effect of emotional stability on employees achievement of given task, and establish the relationship between self-management and employees' commitment. The argument and investigations of the themes and

connecting issues in the study, it is evident that employees' performance is a product of emotional stability. The main issue of our argument in this study is that only emotional stable employees possess the capacity for better performance in the organisation.

The study concludes that emotional stability practices can be employed to achieve better employees' performance. With appropriate activation of emotional intelligence practices as were identified in this study the following outcomes will be expected:

- i. Sustainability in employees' achievement of given task.
- ii. Swift employees' achievement of departmental goals.
- iii. Sustainability in employees' ability to meet the requirement of the unit.
- iv. Progress in employees continuously meeting deadlines.
- v. Improvement in employees' commitment.

6.2 Recommendations

Based on the findings and the conclusions of the study, makes the following recommendations that are relevant.

1. Organisations should be resolute in observing the culture of establishing the sound emotional stability of their employees. This will enable the organisation to achieve sustainability in employees' achievement of a given task.
2. The organisation should create an enabling environment for their employees to improve their cognitive ability; this will improve swift employees' achievement of departmental goals.
3. Employees general self-efficacy will enable the organisation to achieve progress in employees continuously meeting deadlines
4. Employees self-management in the organisation will guarantee sustainable improvement in employees' commitment

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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