

**ROLE OF EMOTIONAL INTELLIGENCE IN MANAGERIAL DECISION MAKING: A
CASE STUDY OF AGRICULTURAL AND RURAL MANAGEMENT TRAINING
INSTITUTE (ARMTI) ILORIN**

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21/15BAA006

AUGUST, 2025

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CASE STUDY OF AGRICULTURAL AND RURAL MANAGEMENT TRAINING
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BY

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**A PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION,
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES, THOMAS ADEWUMI
UNIVERSITY, OKO-IRESE, NIGERIA IN PARTIAL FULFILMENT OF THE REQUIREMNT
FOR THE AWARD OF BACHELOR OF SCIENCE DEGREE (B.Sc) IN BUSINESS
ADMINISTRATION**

AUGUST, 2025

DECLARATION

I, Olaniyi Oladele Gideon (Matric No.:21/15BAA006), hereby affirm that this research was solely conducted by me and is based on my original study in the Department of Business Administration, Faculty of Management and Social Sciences, Thomas Adewumi University, under the supervision of Dr. J.Aishola. I further confirm that this thesis has not been submitted, in whole or in part, for the award of any degree or qualification at any other institution. All significant contributions, ideas, and opinions from other researchers have been duly acknowledged and appropriately referenced.

OLANIYI, Oladele Gideon

Signature/Date

CERTIFICATION

This is to certify that the research project titled “**Role of Emotional Intelligence in Managerial Decision-Making**” by **Olaniyi Oladele Gideon (21/15BAA006)** complies with the requirements governing the award of the Bachelor of Science degree at Thomas Adewumi University, Oko, Kwara State, Nigeria. The work has been examined, approved, and deemed to make a valuable contribution to knowledge, with an acceptable standard of academic presentation.

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DEDICATION

I dedicate this project to God Almighty, the one who gives strength, wisdom, and courage to begin and end a journey.

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I want to firstly acknowledge and say a big thank you to my project supervisor, Dr. J.A Ishola for his guidance, patience, and feedback truly helped shape this work. I appreciate your effort, assistance, and motivational comments that aided the completion of my academics and this academic project. I am grateful to all the lecturers who indirectly and directly supported me throughout this project, answering my questions and pointing me in the right direction when I needed help.

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ABSTRACT

Emotional intelligence has proven to be an essential concept in understanding how individuals process and manage emotions in various contexts, especially within leadership and decision-making. Moreover, the relationship between emotional intelligence and decision-making cannot be overemphasized. Thus, for organizations to experience improved performance, it becomes important to integrate emotional intelligence into their managerial processes. This study investigated the role of emotional intelligence in managerial decision-making within the Agricultural and Rural Management Training Institute (ARMTI), Ilorin, Kwara State. This study used a qualitative research design. A sample size of two hundred and twenty-three (223) respondents was selected out of five hundred (500) employees as the population of the study. Data were sourced primarily using open open-ended questionnaire with a Likert Scale option, while multiple regression analysis was used to test the study's hypotheses through Statistical Package for Social Science (SPSS) software version 17.0. The hypotheses were tested at a 0.05 significance level. The result of the analysis revealed that emotional intelligence has an effect on the managerial decision-making processes of ARMTI, Ilorin, Kwara state. Also, the result of the mean ranking analysis showed that all the identified challenges actually militate against the application of emotional intelligence in managerial practices within ARMTI in Kwara state, Nigeria, while the result of the regression analysis revealed that there exist significant effects of emotional intelligence on the managerial decision-making processes of ARMTI, Ilorin. This study recommends that organizational leaders should provide institutional support for the development of emotionally competent management practices among managers in order to drive sustainable institutional performance and enhance effective leadership.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Emotional Intelligence (EI) has become a focal point of research within management and psychology in recent decades, captivating the interest of scholars, professionals, and organizational leaders alike (Cheung et al., 2015; Coetzee & Harry, 2014; Obradovic et al., 2013). Emotional intelligence has proven to be an essential concept in understanding how individuals process and manage emotions in various contexts, especially for leadership effectiveness and decision-making. The notion that high Emotional Intelligence enhances a manager's ability to lead teams, negotiate, and respond to challenges has been reinforced by numerous studies (Bar-On, 2022; Cherniss, 2021). Managers with strong emotional intelligence are well positioned to handle the intricate demands of leadership in the modern business environment, where situations often call for both emotional control and rational judgment.

Managers who possess high emotional intelligence are better able to handle stress, resolve conflicts, and foster positive relationships within their teams (Goleman, 2023). These skills are critical not only for managing people but also for making informed well-grounded choices that support organizational priorities while considering staff well-being of employees. Recent research, including a study by Roberts et al. (2021), has demonstrated that Emotional Intelligence significantly correlates with better interpersonal relationships and, more importantly, improved decision-making, particularly in high-pressure situations. In dynamic and unpredictable environments, such as the challenges posed by the COVID-19 pandemic, leaders with high emotional intelligence have been shown to be more capable of making timely and effective decisions, which is crucial for the success and survival of their organizations (Goleman & Boyatzis, 2023).

In the context of managerial decision-making, the ability to regulate emotions is crucial. Leaders who effectively control their emotional reactions are more capable of making balanced and rational choices, particularly under stressful circumstances (Hahn et al., 2023). Self-control, a central element of emotional intelligence, allows managers to confront challenges with focus and composure, reducing the risk of impulsive or biased decisions. Similarly, empathy—another essential dimension of emotional intelligence—enables leaders to appreciate and incorporate the viewpoints of their subordinates, thereby strengthening collaborative approaches to problem-solving (Barrett, 2023). Integrating emotional regulation and empathy into the decision-making process often results in more effective outcomes for both managers and organizations.

Moreover, the connection between emotional intelligence and managerial decision-making is influenced by several mediating factors, particularly organizational culture. According to Mayer et al. (2022), culture significantly shapes how emotional intelligence is understood and integrated into decision processes. Organizations that encourage a supportive atmosphere for emotional intelligence often experience higher employee engagement and better decision quality (Zhao et al., 2024). Developing such a culture requires leaders to strengthen their own emotional intelligence while also fostering these skills among their teams. This harmony between individual managers' emotional intelligence and the overall organizational culture improves decision-making at both leadership and group levels.

In the current competitive business landscape, organizations face continuous demands to make fast and effective decisions. In addition to technical and analytical competence, emotional intelligence is a key driver of sustainable organizational performance.

(EI)—defined as the ability to identify, understand, and regulate one's own emotions as well as those of others—remains a critical factor in guiding sound managerial choices. Over the years, research has

increasingly highlighted emotional intelligence as a cornerstone of effective leadership and sustainable organizational performance.

Zhao et al. (2024) underscore the role of supportive organizational cultures in enhancing emotional intelligence. In workplaces where emotional awareness and regulation are valued, employees report greater engagement and display higher decision-making efficacy. These cultures foster psychological safety, allowing managers to navigate complex interpersonal dynamics and make decisions that reflect both rational assessment and empathetic understanding (Zhao et al., 2024).

As the nature of leadership continues to evolve, the traditional emphasis on technical proficiency alone no longer suffices. Mayer, Salovey, and Caruso (2023) argued that modern leaders must balance cognitive competence with emotional insight. Leaders with high emotional intelligence can read social cues, regulate their emotional responses under pressure, and motivate their teams effectively. This combination equips them to handle the ambiguity and stress inherent in strategic decision-making roles (Mayer, Salovey, & Caruso, 2023).

One of the defining features of emotional intelligence, as outlined in Bar-On's (1996) framework, is foundational to understanding the construct. According to Bar-On (1997), emotional intelligence consists of a range of emotional and social skills and enablers that shape how individuals respond to environmental challenges and pressures. Bernet (1996) built upon this by developing the perception of affect scale, premised on the idea that being able to focus rapidly and accurately on emotional cues is essential to emotional intelligence. These perspectives contribute to the view that emotional perception and processing are not mere soft skills but essential capabilities that directly impact decision quality (Bar-On, 1996; Bernet, 1996).

1.2 Statement of Problem

Although research on emotional intelligence (EI) has increasingly highlighted its importance in leadership and organizational success, there is still limited clarity on the exact pathways through which emotional intelligence shapes managerial decision-making. Previous studies confirm a positive association between higher levels of emotional intelligence and effective leadership outcomes; however, few investigations have explored how particular elements of emotional intelligence such as self-awareness, empathy, and emotional regulation—specifically affect the quality, timeliness, and ethical dimensions of managerial choices across diverse organizational settings.

In contemporary organizational and leadership studies, the significance of managerial decision-making as a determinant of institutional success has been widely documented. Decision-making is not merely a routine administrative function; rather, it is a strategic cognitive and behavioral process that influences organizational direction, resource allocation, employee productivity, innovation, and stakeholder engagement.

Historically, managerial competence has been assessed primarily through the lens of technical expertise, professional experience, and rational-cognitive abilities, typically measured by intelligence quotient (IQ). Recently, the traditional view of leadership has been reconsidered in light of a broader framework that highlights the significance of emotional intelligence (EI) in effective management. Goleman (1995) described emotional intelligence as the ability to perceive, interpret, and regulate both personal emotions and those of others in ways that influence thought and behavior. His model outlines several emotional and social competencies namely self-awareness, self-control, motivation, empathy, and relationship management that are crucial for leaders operating in complex organizational settings where decisions are frequently shaped by emotional dynamics.

Recent findings in organizational behavior indicate that managers with strong emotional intelligence are more capable of cultivating supportive workplaces, resolving disputes, building cohesive teams, and making decisions grounded in ethical principles. Leaders who demonstrate emotional intelligence are able to stay calm under pressure, communicate clearly with their staff, and adjust effectively to new circumstances qualities that are particularly critical in institutions such as ARMTI. Here, organizational operations are often shaped by bureaucratic procedures, political pressures, diverse stakeholder demands, and the obligation to deliver visible rural development results. Although emotional intelligence is increasingly recognized as an important factor in managerial performance, there remains a considerable gap in both academic research and institutional practice regarding its application in public sector decision-making, especially in Nigeria. Using ARMTI as a case study offers a valuable opportunity to examine this overlooked area. Early observations suggest that, while managers at ARMTI tend to have strong technical expertise, less attention is given to cultivating and applying emotional intelligence in leadership development and day-to-day operations. This raises important questions about how emotionally uninformed decision-making might affect staff morale, organizational unity, service delivery, and ultimately the credibility and effectiveness of the institute.

Furthermore, the growing complexity of rural development issues in Nigeria requires leaders who can combine evidence-based reasoning with emotional awareness particularly when engaging with local communities, coordinating with government and non-government agencies, and managing diverse professional teams. Neglecting the integration of emotional intelligence into managerial practice risks producing decisions that may appear technically appropriate but lack the emotional depth needed for acceptance and long-term success. In light of these realities, a systematic exploration of emotional intelligence in the context of managerial decision-making at ARMTI has become essential.

This research is designed to address the existing knowledge gap by investigating how the emotional intelligence skills of ARMTI's managers shape their decision-making practices, as well as the degree to which emotionally aware leadership enhances institutional performance, employee relations, and stakeholder satisfaction. In addition, the study seeks to establish a basis for policy recommendations grounded in evidence, particularly those aimed at embedding emotional intelligence into leadership development programs and broader organizational capacity-building efforts within ARMTI.

1.3 Research Questions

Consistent with the objectives of this study, the following questions will guide the investigation:

- i. In what ways does emotional intelligence influence the decision-making approaches of managers at ARMTI?
- ii. How do emotionally informed managerial decisions affect organizational performance?
- iii. What barriers limit the effective use of emotional intelligence in managerial practices at ARMTI?
- iv. Which strategies can be adopted to successfully embed emotional intelligence into the decision-making framework of ARMTI?

1.4 Objective of the Study

The central aim of this research is to explore how emotional intelligence shapes managerial decision-making within the Agricultural and Rural Management Training Institute (ARMTI). The specific objectives are to:

- i. examine the influence of emotional intelligence on decision-making practices among ARMTI's managers.

- ii. Evaluate the impact of emotionally guided managerial decisions on the overall performance of ARMTI as an organization.
- iii. Identify the challenges associated with applying emotional intelligence to managerial functions within public-sector institutions like ARMTI.
- iv. Propose strategies that can be implemented to effectively integrate emotional intelligence into the decision-making processes of ARMTI.

1.5 Research Hypothesis

The following research hypotheses, expressed in their alternative form, were developed and tested in the course of the study:

H₀₁: Emotional intelligence exerts a significant influence on the decision-making practices of managers at ARMTI.

H₀₂: Emotionally informed managerial decisions have a significant effect organizational performance of ARMTI

1.5 Significance of the Study

This study makes a meaningful contribution to the literature on emotional intelligence by examining its influence on managerial decision-making within public-sector organizations. It offers practical insights for policymakers and institutional leaders by demonstrating how emotional intelligence can strengthen leadership effectiveness, enhance staff relationships, and lead to improved organizational performance. The research also emphasizes the need to embed emotional intelligence into leadership training and capacity-building initiatives, thereby fostering a more adaptable and resilient organizational culture. Ultimately, the findings are intended to encourage the adoption of emotionally competent management practices that can sustain long-term institutional success.

1.7 Scope of the Study

This research seeks to examine the link between emotional intelligence (EI) and managerial decision-making within the Agricultural and Rural Management Training Institute (ARMTI). The emphasis is on how these factors collectively influence the institute's effectiveness and overall performance. The scope of the study is restricted to ARMTI, Ilorin, Kwara State. The investigation focuses primarily on managerial staff, such as departmental heads and senior officers, and relies on both qualitative and quantitative approaches. Methods of data collection include structured interviews, questionnaires, and a review of internal documents. This mixed-method design provides a deeper insight into the human dimensions that shape both strategic and operational decisions at ARMTI.

1.8 Limitations of the Study

The study was carried out under certain constraints, which are outlined below:

1. Time limitations: The short period allocated for the research restricted the extent of coverage, preventing the inclusion of additional areas that could have provided broader insights.

2. Financial constraints: Limited financial resources posed a challenge, reducing the ability to gather extensive data and access some relevant materials.
3. Access to information: Securing unbiased responses from some managers and staff proved difficult, as certain individuals were hesitant to share complete information during surveys and interviews.

Despite these challenges, deliberate efforts were made to ensure that the limitations did not compromise the reliability, accuracy, or overall validity of the study.

1.9 Definition of Terms

1. **Self-Awareness:** Refers to a manager's capacity to recognize and clearly express their own emotional state during decision-making situations. It can be assessed through reflective practices such as self-report instruments or personal journaling.
2. **Self-Regulation:** The skill of controlling or redirecting disruptive emotions (such as stress or frustration) when faced with demanding decision contexts. This is often evaluated through behavioral observation or emotional regulation measures.
3. **Social Awareness (Empathy):** The ability of a manager to recognize, interpret, and understand the emotions of others—including subordinates, colleagues, or clients—often demonstrated through active listening and stakeholder feedback.
4. **Decision-Making:** The act of selecting the most appropriate course of action from several available options in order to achieve a defined objective.
5. **Relationship Management:** The competence to develop, sustain, and enhance constructive relationships and effective communication within professional or organizational environments.
6. **Organizational Performance:** An indicator of how well an institution meets its stated objectives, often reflected in productivity, efficiency, service delivery, and financial or non-financial outcomes.
7. **Decision-Making Process:** A structured sequence of steps used to identify problems, assess available alternatives, and select the most suitable solution to achieve desired results.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

In today's fast-changing and complex organizational environment, managerial decision-making requires more than technical competence or analytical reasoning. Emotional intelligence (EI) defined as the ability to recognize, interpret, and regulate one's own emotions as well as those of others has become a crucial factor in guiding sound judgments and cultivating a collaborative work atmosphere. This section examines how emotional intelligence contributes to effective decision-making by strengthening empathy, self-awareness, and interpersonal skills among managers.

2.1.1 Emotional Intelligence

The concept of emotional intelligence was first introduced by Peter Salovey and John Mayer in 1990, who defined it as the capacity to perceive, understand, manage, and use emotions to enhance thinking and interpersonal functioning (Salovey & Mayer, 1990). Their groundbreaking work provided the basis for subsequent studies on the influence of emotional intelligence across different aspects of life, particularly in leadership practice and organizational performance. In managerial decision-making, Salovey and Mayer's framework suggests that decisions are influenced not only by rational thought but also by emotional processes.

A wide range of subsequent research has expanded on this groundwork, examining the ways in which emotional intelligence shapes managerial effectiveness and overall performance. Researchers such as Psenicka and Rahim (2002), Lee (2003), and Wilkins (2004) have found that emotional intelligence significantly influences managerial performance, particularly in decision-making, leadership, and team dynamics. Research outcomes consistently reveal that managers who demonstrate strong emotional

intelligence are more resilient under pressure, show greater ethical judgment in decision-making, and foster higher levels of loyalty and motivation among their team members.

For example, Lee (2003) found that managers with high emotional intelligence were more effective in resolving conflicts and motivating teams during organizational changes. Wilkins (2004) echoed these results, highlighting that emotionally intelligent managers are better communicators and exhibit higher levels of empathy. Similarly, Psenicka and Rahim (2002) concluded that emotionally intelligent leaders excel in managing complex interpersonal relationships, leading to more strategic and sustainable decision-making.

In conclusion, emotional intelligence is a key determinant of effective leadership, sound decision-making, and the development of a positive organizational culture. Evidence from both scholarly research and practical applications shows that leaders who apply emotional intelligence are better positioned to improve their effectiveness while cultivating a workplace that is supportive, productive, and resilient.

Emotional Intelligence (EI) comprises four key components: self-awareness, self-regulation, social awareness, and relationship management (Paoletti & Ben-Soussan, 2021). These elements are essential to effective leadership and decision-making. For managers, the ability to recognize and manage emotions both their own and those of others significantly shapes how they handle challenges, resolve conflicts, and cultivate constructive workplace relationships. Leaders proficient in these areas foster positive work environments that promote open communication and collaboration among teams.

1. **Self-awareness** represents the foundational component of emotional intelligence and involves the capacity to identify and comprehend one's emotional responses. This attribute is particularly important in decision-making, as emotions frequently influence judgments and actions.

Managers who possess strong self-awareness are better able to evaluate situations objectively, recognize potential personal biases, and critically reflect on their leadership approaches and choices. This introspective approach leads to more thoughtful decisions and enhances interpersonal relationships within the workplace (Paoletti & Ben-Soussan, 2021).

2. **Self-Regulation:** This component involves managing impulsive emotions and behaviors, channeling emotions constructively, and adapting effectively to changing situations. For managers, self-regulation is particularly critical in high-pressure contexts, where hasty decisions can have long-term implications. Leaders who maintain composure under stress not only model positive behavior but also instill confidence in their teams. The capacity to pause, reflect, and respond deliberately, rather than reacting impulsively, significantly strengthens both decision-making and overall leadership effectiveness (Paoletti & Ben-Soussan, 2021).
3. **Social Awareness:** This aspect includes empathy and the ability to accurately perceive and understand the emotions, needs, and concerns of others. Managers with high social awareness are attuned to the emotional dynamics of their teams and can respond appropriately to verbal and nonverbal cues. This competency enables leaders to handle complex interpersonal situations, support employee well-being, and anticipate the impact of their decisions on others. It also minimizes misunderstandings and conflicts, promoting clearer communication and stronger team collaboration (Paoletti & Ben-Soussan, 2021).
4. **Relationship Management:** The final core component pertains to the ability to cultivate and sustain positive relationships, inspire and motivate others, and manage conflicts constructively. In managerial decision-making, proficiency in relationship management allows leaders to foster trust, resolve disagreements effectively, and ensure that team objectives align with

organizational goals. These skills contribute to enhanced team cohesion and more efficient implementation of strategies and policies (Paoletti & Ben-Soussan, 2021).

5. Role of Emotional Intelligence

The importance of emotional intelligence (EI) in supporting effective managerial decision-making has received growing attention in modern organizational research. Studies indicate that managers with high emotional intelligence are more capable of handling complex workplace interactions and guiding their teams with greater effectiveness. Zhao et al. (2024) assert that supportive organizational cultures that nurture emotional intelligence tend to experience greater employee engagement and more successful decision-making outcomes. Complementing this, Daniel et al. (2023) found that targeted Emotional Intelligence training results in tangible improvements in leaders' decision-making abilities, highlighting the measurable benefits of cultivating emotional awareness in managerial practices (Emotional Intelligence and Decision Outcomes – Zhao et al., 2024; Daniel et al., 2023).

The increasing focus on emotional intelligence in leadership reflects the changing business environment, which requires more than technical skills alone. As Mayer, Salovey, and Caruso (2023) point out, today's leaders must possess emotional insight to inspire and lead with empathy. Emotional acumen has become a crucial asset for guiding teams through uncertainty, resolving conflicts, and promoting a shared vision. Leaders who lack this skill may struggle to motivate their teams or foster collaboration, especially in increasingly diverse and globalized work environments (Modern Leadership Needs Emotional Insight – Mayer et al. (2023).

Emotionally intelligent leaders not only understand their teams but also have the ability to identify and manage their own emotions. Goleman (2023) notes that managers who are mindful of and deliberate

about their emotional reactions are more effective at fostering environments that promote open communication and collaborative decision-making. This internal awareness allows them to respond to challenges with composure and clarity, qualities that are essential during high-stakes decision-making scenarios (Self-Awareness and Decision Climate – Goleman, 2023).

Further reinforcing this perspective, Liu et al. (2021) explore how emotional connection fosters team collaboration and creative problem-solving. When managers use emotional intelligence to build trust and open dialogue, the result is a more innovative and resilient team dynamic. These types of environments foster inclusive decision-making, ensuring that every team member's perspective is acknowledged, which ultimately enhances the quality of strategic decisions (Liu et al., 2021).

Drigas et al. (2022) further emphasized that emotionally intelligent managers are more likely to cultivate an organizational culture focused on reflection, learning, and personal development. These leaders set an example by demonstrating emotional awareness and self-regulation in their daily interactions, enhancing their own decision-making abilities and encouraging employees to adopt similar behaviors. Consequently, managers with high emotional intelligence influence the emotional atmosphere of their teams, creating conditions that support both individual development and organizational growth. By valuing organizations emotional awareness and regulation, employees are more inclined to adopt these principles. This creates a ripple effect, promoting emotional resilience, adaptability, and psychological safety throughout the team. Within these settings, people feel encouraged to voice their concerns, share creative ideas, and engage in thoughtful risk-taking. As a result, the entire organization becomes more agile, better equipped to tackle challenges, and more capable of making informed decisions at all levels of the hierarchy.

The benefits of leadership grounded in emotional intelligence go beyond individual performance and decision-making. Such leaders help build a positive organizational culture characterized by trust,

collaboration, and transparent communication. By promoting an environment where employees are supported in self-reflection and personal growth, emotionally intelligent managers create workplaces that enable both the organization and its people to flourish. A workplace that fosters support and encouragement ultimately boosts overall performance, as employees feel inspired, valued, and empowered to give their best and share their ideas.

In times of organizational stress or crisis, emotional intelligence becomes even more pivotal. Goleman and Boyatzis (2023) found that emotionally intelligent leaders are more adept at offering stability, reassurance, and moral support to their teams. This emotional support helps maintain team morale and productivity when navigating difficult decisions or change management processes. Leaders who can stay calm and empathetic under pressure inspire confidence and cooperation, key ingredients for effective decision-making during turbulence (Goleman & Boyatzis, 2023).

Emotional intelligence training programs, therefore, play a vital role in preparing managers for such challenges. Cherniss (2023) describes these programs as focusing on the development of self-awareness, self-regulation, and empathy, three core competencies that form the backbone of emotional intelligence. Managers who undergo this kind of training are better equipped to approach decision-making with a balanced mindset, taking into account both data and emotional cues from their environment. This integration of emotional and rational thought leads to more comprehensive and sustainable decisions (Cherniss, 2023).

The combination of individual emotional regulation and social awareness allows emotionally intelligent leaders to foster environments where critical thinking, emotional safety, and inclusivity converge. When teams feel heard and respected, their contributions to decision-making processes become more authentic and impactful. As Zhao et al. (2024) and Liu et al. (2021) have both observed, this kind of

emotionally intelligent leadership builds strong interpersonal relationships, which directly influence the quality and acceptance of decisions made within an organization (Zhao et al., 2024; Liu et al., 2021).

The psychological mechanisms behind emotionally intelligent decision-making are deeply rooted in empathy and emotional regulation. Goleman (2023) noted that emotionally intelligent leaders can differentiate between their immediate emotional impulses and the larger context of a decision. This emotional clarity helps prevent impulsive or biased choices. Instead, decisions are made with a deliberate awareness of both personal values and organizational goals (Goleman, 2023).

In turn, emotionally intelligent decision-making reinforces organizational trust and morale. As Mayer, Salovey, and Caruso (2023) describe, trust emerges when employees observe their leaders making decisions based not only on logic but also on fairness, emotional consideration, and transparency. These decisions promote alignment within teams and between different layers of management, reducing conflict and resistance to change (Mayer et al., 2023).

2.1.2 Emotional Intelligence and Organizational Performance

Druskat, Sala, and Mount (2006) expanded the concept of emotional intelligence by exploring the mechanisms through which it influences organizational performance. They identified mechanisms such as team cohesion, leadership effectiveness, and individual resilience as key mediators. Managers with high emotional intelligence foster trust and openness, facilitating decision-making environments that encourage participation and innovative thinking. This inclusivity leads to more robust decisions, as diverse viewpoints are integrated into the decision-making process (Druskat, Sala, & Mount, 2006).

Emotional intelligence has a tangible impact on organizational performance. Holt and Jones (2002) found a direct correlation between high emotional intelligence levels among leaders and improved organizational outcomes. Leaders who exhibit emotional awareness tend to cultivate more cooperative

team environments, reduce turnover, and increase productivity. These effects are rooted in improved communication, conflict resolution, and decision-making processes. In such contexts, managers make better decisions not just because of their analytical skills, but because they can interpret emotional data from their environment and respond appropriately (Holt & Jones, 2002).

2.1.3 Emotional Intelligence in Managerial Decision Making

Emotional intelligence (EI) is the capacity to identify, comprehend, regulate, and apply emotions—both personal and others’—in constructive and effective ways. First conceptualized by Salovey and Mayer (1990) and later popularized by Daniel Goleman (1995), emotional intelligence has become a critical construct in the fields of leadership, management, psychology, and organizational behavior.

Another important aspect of emotional intelligence in management is its contribution to resolving conflicts, a key element in effective decision-making. Jordan and Troth (2002) revealed that an individual's emotional intelligence influences their preferred style of handling conflict. Managers who possess higher emotional intelligence tend to favor collaborative and problem-solving strategies over avoidance or aggressive behaviors. This not only smooth interpersonal relations but also enhances the quality of decisions by addressing underlying issues and fostering consensus (Jordan & Troth, 2002).

Incorporating emotional intelligence into managerial decision-making reflects the broader shift toward human-centered leadership. As organizations transition from traditional hierarchical structures to more flexible, team-oriented models, the capacity to understand and connect with others emotionally becomes essential. Emotional intelligence serves as a link between data-driven decision-making and the human factors that shape how those decisions are received and implemented. Managers operate in

environments rich with emotional complexity, making choices that impact people, processes, and overall performance. Therefore, their skill in managing emotions and relationships is crucial for effective decision-making.

The significance of emotional intelligence in managerial decision-making becomes even clearer when recognizing the impact of emotions on thought processes and behavior. Drigas et al. (2022) assert that emotional intelligence enables individuals to grasp the relationship between their emotions, thoughts, and actions. This awareness serves as a foundation for self-improvement and personal growth. In management, this understanding leads to enhanced decision-making, particularly in uncertain, high-risk, or complex interpersonal situations. Managers who possess emotional intelligence are better able to understand how their emotions influence their decisions, enabling them to make more balanced and deliberate judgments. This skill proves invaluable in high-stress environments, where emotional reactions may otherwise impair rational decision-making.

Recognizing emotional triggers and evaluating how one's mood affects decision-making helps mitigate the negative impact of temporary emotions, such as impulsive reactions or biased judgments. By honing emotional awareness, managers can make more balanced and reasoned decisions, leading to more effective leadership. Therefore, emotional regulation is a critical tool for leaders who must navigate their roles with clarity and precision.

Taken together, these studies highlight emotional intelligence as a key factor influencing the effectiveness of managerial decision-making.

1. First, emotional intelligence fosters self-awareness, helping leaders understand the impact of their emotions on their decision-making. A manager who is aware of their emotional state can

distinguish between an intuitive hunch and an emotionally biased reaction, thus making more objective decisions (Jordan & Troth, 2002)..

2. Second, emotional regulation ensures that decisions are not made impulsively or under the influence of temporary emotional states. Leaders with strong emotional regulation can maintain composure under pressure, making it easier to weigh alternatives and consider long-term implications (Jordan & Troth, 2002).
3. Third, empathy—a core aspect of emotional intelligence—enables managers to grasp how their decisions affect others. This empathetic insight is particularly important in decisions involving personnel changes, resource allocations, or strategic shifts. It ensures that decisions are made with a nuanced understanding of stakeholders' perspectives, increasing the likelihood of buy-in and successful implementation (Jordan & Troth, 2002).
4. Finally, social skills, including communication and influence, empower emotionally intelligent managers to articulate their decisions effectively, garner support, and guide teams through transitions. Decision-making is not a solitary activity in managerial roles; it often requires alignment, negotiation, and coordination. Social competence enables leaders to engage in these processes skillfully (Jordan & Troth, 2002).

2.1.4 Operational Emotional Intelligence

In modern organizational settings, emotions are integral to the way information is processed, shaping core cognitive functions such as perception, attention, memory, and judgment. Managers constantly interpret complex information, and their ability to navigate emotional responses affects the accuracy and efficiency of this process. Cristofaro et al.(2022) argue that emotions act as filters that prioritize relevant data, helping decision-makers focus on information that aligns with their goals or concerns while dismissing irrelevant stimuli. This means that emotional intelligence is not just an interpersonal

tool, but a core cognitive mechanism for information processing in decision-making environments (Cristofaro et al., 2022).

Self-regulation, a key element of emotional intelligence, also strengthens a manager's capacity to make effective decisions in high-pressure situations. In high-stress situations, managers with well-developed self-regulation skills are able to control their emotional responses, minimize stress-related cognitive distortions, and remain composed. Devi et al. (2023) emphasize that such composure enables strategic thinking and minimizes erratic decision-making patterns. This capacity for emotional self-management is instrumental in prioritizing long-term strategic objectives over short-term emotional reactions, enabling more stable and consistent leadership performance (Devi et al., 2023). Combined, these two research perspectives the effect of emotions on information processing and the role of self-regulation in managing stress provide a solid framework for understanding how emotional intelligence influences managerial decision-making. A manager who is aware of how emotions color their perception is better equipped to identify biases and correct for them. Simultaneously, a manager who can regulate emotional reactivity is less likely to make impulsive or defensive decisions, particularly in uncertain or volatile conditions. Together, these competencies increase the likelihood of accurate and strategic decision outcomes (Cristofaro et al., 2022; Devi et al., 2023).

Emotional intelligence further strengthens decision-making by improving team communication and interpersonal relationships. Managers who are attuned to their team members' emotions can anticipate responses, build cohesion, and encourage collaborative efforts. In decision-making contexts, this creates a more supportive environment where diverse perspectives are shared openly, thus enriching the quality of inputs available to the manager. Awareness of others' emotions, in combination with self-awareness, leads to a heightened ability to read social cues and respond adaptively, a crucial factor in group decision-making processes (Cristofaro et al., 2022).

Furthermore, the ability to delay gratification and control impulses, key elements of self-regulation, enhances managerial patience and rationality. Deviet al., (2023) observed that managers who can consciously postpone decisions until sufficient data is gathered tend to avoid premature judgments. This practice reduces the likelihood of decision-making errors that arise from incomplete information or overconfidence. Thus, managers with high emotional intelligence develop a more cautious, data-driven, and strategic approach to problem-solving (Devi et al., 2023). Furthermore, managers with well-developed emotional intelligence can adjust to the organization's emotional climate and make decisions that align organizational objectives with employee well-being. Decision-makers with high emotional intelligence are better able to identify when employees are facing burnout, low morale, or conflicts that may hinder organizational performance. They then respond with empathetic and strategic interventions that enhance engagement and productivity, thereby improving decision outcomes not just for the organization, but for individual stakeholders as well (Cristofaro et al., 2022; Devi et al., 2023). Ultimately, emotional intelligence functions as both a cognitive and regulatory tool, enabling managers to process information effectively, manage stress responses, and execute strategic actions grounded in a strong awareness of themselves and others. In a world of ambiguous, high-stakes business environments, the ability to pause, process emotions, and adjust behavior accordingly is not only a personal strength but a decision-making advantage (Cristofaro et al., 2022; Devi et al., 2023).

2.1.5 Intelligent Information Systems

With the rise of knowledge economies and rapid advancements in digital and handheld technologies, information technology (IT) has become central to business operations. Information Technology professionals have developed information systems that serve as organizational support structures by gathering and making data accessible on demand. Modern technology has advanced to the point where it can perform many tasks more efficiently than humans, though it also brings new challenges.

Intelligent information systems (IIS), which integrate artificial intelligence into traditional information systems, are increasingly adopted by companies seeking competitive advantage. The primary purpose of these systems is to manage organizational knowledge and data efficiently. They support multiple business functions, including monitoring employee performance, facilitating e-business operations, and expanding customer reach. At the core of Intelligence Information System is knowledge management, with databases replacing outdated hand-written records.

IIS are highly reliable, often equipped with antivirus and self-recovery features that minimize errors. They are especially useful in human resource management, automating tasks such as tracking attendance, evaluating performance, and assisting in recruitment. Additionally, IIS can process not only systematic data from technology but also information shared by employees regarding their experiences and ideas, enhancing trust and confidence in organizational decision-making. Overall, intelligent information systems combine technological precision with strategic knowledge management to support both employees and employers effectively.

2.1.6 Emotional Intelligence and Intelligent Information Systems

At its core, emotional intelligence comprises four primary components: “self-awareness, self-regulation, social awareness, and relationship management” (Goleman, 1995). These elements function together to form the foundation of an individual’s ability to understand and manage their own emotions as well as navigate the emotions of others in social contexts (Paoletti & Ben-Soussan, 2021). Within managerial decision-making, these skills play a vital role. Effective managers need to balance data-driven decision-making with an understanding of the human consequences of their choices, a skill that

relies heavily on emotional intelligence. Studies show that managers with strong self-awareness are more likely to make ethical and well-considered decisions. This self-awareness helps managers recognize their strengths, weaknesses, values, and influence on others, enabling them to make decisions that align closely with organizational goals and culture. This self-insight prevents impulsive reactions and promotes considered responses to complex business challenges (Paoletti & Ben-Soussan, 2021).

Moreover, self-regulation is essential for sustaining professionalism and composure under pressure. Managers who possess strong self-regulatory skills can avoid making emotionally driven decisions that may have negative consequences. In high-stakes environments, such regulation promotes a culture of trust and predictability, which enhances team performance and organizational stability (Paoletti & Ben-Soussan, 2021).

Social awareness, a key aspect of emotional intelligence, involves a manager's capacity to recognize and understand the emotions and needs of others. In decision-making, this translates into greater empathy for team members, customers, and stakeholders. When integrated with Intelligent Information Systems (IIS), managers can use emotionally informed data to make decisions that reflect both analytical accuracy and human-centered considerations (Paoletti & Ben-Soussan, 2021).

Relationship management, the last key element of emotional intelligence, is essential for ensuring decisions are implemented successfully. It involves communication, influence, conflict management, and team building. Managers who excel in this domain are able to garner support for their decisions, minimize resistance, and foster collaboration, essential traits in today's fast-paced digital environments (Paoletti & Ben-Soussan, 2021).

Integrating emotional intelligence with intelligent information systems creates a powerful tool for strategic decision-making. While "IIS" provides data-driven insights and algorithmic support,

emotionally intelligent managers bring nuanced judgment that considers organizational culture, employee well-being, and customer perceptions. A study by Nguyen et al. (2022) emphasized that decision-making supported by artificial intelligence and augmented by emotional intelligence led to higher employee satisfaction and stronger organizational cohesion (Nguyen et al., 2022).

Nguyen et al., (2022) also highlighted that emotional intelligence enhances the interpretation of analytical output from IIS. When managers interact with predictive tools or dashboards, their emotional intelligence enables them to balance algorithmic insight with human context. For example, a sales prediction tool may suggest cutting low-performing sales teams, but a manager with high social awareness might instead initiate coaching and training, thereby retaining talent while improving performance (Nguyen et al., 2022).

Furthermore, organizations that promote emotionally intelligent cultures often report better implementation of technology-enabled decision support systems. This is because employees feel heard and understood which reduces resistance to change and encourages active participation in system use. Emotional intelligence thus plays a dual role, enhancing the decision-making's cognitive processes and facilitating system acceptance among users (Nguyen et al., 2022).

2.2 Theoretical Review

2.2.1 The Core Models (Bar-On's EQ Model, 1996)

Bar-On's model highlights the interpersonal dimension of emotional intelligence, focusing on empathy, social responsibility, and relationship skills. These aspects are critical for making decisions that account for team welfare, ethical considerations, and alignment with stakeholders. Additionally, Bar-On's stress management domain which includes stress tolerance and impulse control enables leaders to remain composed and effective in challenging situations.

Lastly, bar-on includes a general mood dimension, comprised of happiness and optimism. While often overlooked, this area significantly impacts the tone and emotional climate of decision-making processes.

2.2.2 Goleman's Model (1995)

Daniel Goleman's model of emotional intelligence, introduced in 1995, conceptualizes emotional intelligence as a set of competencies that influence leadership effectiveness and personal performance.

The model is structured around five key components:

1. **Self-awareness:** The ability to recognize and understand one's own emotions, drives, and their impact on others. This includes accurate self-assessment and confidence in one's abilities.
2. **Self-regulation:** The skill to control or redirect disruptive impulses and moods, while adapting effectively to changing circumstances. Key elements include self-control, trustworthiness, conscientiousness, and flexibility.
3. **Motivation:** An intrinsic drive to achieve that goes beyond external rewards like money or status, characterized by optimism, persistence, and dedication to organizational objectives.
4. **Empathy:** The capacity to perceive and understand the emotions of others and respond appropriately. Empathy is essential for managing relationships, fostering the growth of others, and building effective teams.
5. **Social skills:** The ability to manage relationships and develop networks, encompassing communication, conflict resolution, leadership, and teamwork skills.

Goleman's model emphasizes that these emotional and social competencies can be cultivated and are vital for effective leadership, especially in complex organizational environments where interpersonal dynamics significantly influence decision-making and overall performance.

2.2.2 Petrides and Furnham's Trait Emotional Intelligence Theory

Petrides and Furnham (2001, 2009) proposed the Trait Emotional Intelligence (EI) model, which views emotional intelligence as a collection of emotional self-perceptions situated within the lower levels of personality hierarchies. Unlike ability-based models, this theory suggests that emotional intelligence is more effectively measured through self-report questionnaires rather than objective testing. To assess global trait emotional intelligence, they developed the Trait Emotional Intelligence Questionnaire (TEIQue).

2.3 Empirical Review

In the rapidly transforming landscape of modern business, organizations are not only seeking technically competent managers but also those who can lead with emotional depth and sensitivity. The importance of emotional intelligence (EI) has grown as a key factor in effective managerial decision-making. EI is defined as the ability to recognize, comprehend, manage, and regulate both one's own emotions and the emotions of others. The empirical discourse surrounding emotional intelligence suggests that its influence extends far beyond interpersonal relationships, embedding itself in strategic thinking, conflict resolution, crisis management, and leadership efficiency.

Mayer, Salvoes, and Caruso (2023) emphasize that the modern business climate demands more than conventional managerial capabilities. Leaders are expected to inspire, communicate effectively, and navigate emotional complexities within their teams. This growing emphasis highlights the rising

significance of emotional intelligence alongside cognitive abilities in leadership positions. Managers with high emotional intelligence are better equipped to foster collaboration, reduce workplace stress, and maintain morale, especially during periods of uncertainty or organizational change (Mayer, Salvoes, & Caruso, 2023).

The foundational conceptualization of emotional intelligence dates back to Peter Salvoes and John Mayer in 1990, who first introduced the term as a model comprising emotional awareness, the ability to harness emotions, and the regulation of emotions for emotional and intellectual growth (Salvoes& Mayer, 1990). This initial framework was later built upon by Bar-On (1996), who introduced a comprehensive model of emotional-social intelligence. Bar-On described emotional intelligence as a set of interconnected emotional and social abilities, skills, and factors that influence how effectively we understand and express our own emotions, perceive others' emotions, and manage everyday challenges.

Beret (1996) further contributed to this framework by developing the perception of affect scale, positing that the rapid and accurate recognition of emotions is the cornerstone of emotional intelligence. The ability to instinctively and appropriately respond to emotional stimuli enables managers to interpret complex emotional signals within the organizational environment, improving decision-making efficacy and interpersonal interactions (Bar-On, 1996; Beret, 1996).

During crises or periods of high organizational pressure, emotionally intelligent leaders are often those who shine brightest. They are able to stabilize their teams, promote resilience, and encourage adaptive behaviors through empathetic leadership and emotional regulation (Goldman & Boyatzis, 2023). Such leaders do not just manage people, they manage emotions, which can often be more volatile and complex than any strategic decision or operational plan. The capacity to offer support, deliver feedback with sensitivity, and read the emotional climate of a team or organization is what sets effective managers apart during challenging times (Goldman & Boyatzis, 2023).

The practical impact of emotional intelligence on managerial performance has also been validated by empirical studies conducted by researchers such as Lee (2003), Wilkins (2004), and Psenicka and Graham (2002). These studies converge on the conclusion that emotional intelligence significantly affects managerial efficiency and performance. Managers high in emotional intelligence tend to exhibit better conflict management, team-building capabilities, and overall organizational commitment. Their performance is not solely dependent on technical prowess but is deeply influenced by their emotional capabilities and adaptability (Lee, 2003; Wilkins, 2004; Psenicka & Graham, 2002).

One of the critical emotional competencies highlighted in the literature is empathy—an essential trait for any manager who must lead, influence, and support diverse teams. Krishnan & Awing (2020) articulate the importance of empathy and social skills in driving leadership effectiveness and enhancing organizational performance. These skills go beyond surface-level traits, forming a crucial part of a leader's capacity to connect with others, resolve conflicts, and cultivate an inclusive organizational culture. The emotional attunement to team dynamics, paired with the capacity to act judiciously on emotional insights, strengthens leadership authenticity and credibility (Krishnan & Awing, 2020).

Moreover, emotional intelligence encompasses not just self-regulation but also a refined awareness of social signals and interpersonal interactions. Danilova and Mihailova (2022) opined that effective leaders must be adept at perceiving subtle social signals and must show concern for others' well-being. This dimension of emotional intelligence contributes significantly to managerial decision-making by improving the accuracy of social judgments, enhancing communication clarity, and promoting ethical and sustainable decisions that consider stakeholder emotions and perspectives (Danilova & Mihailova, 2022).

As emotional intelligence gained prominence, it gradually became a core topic in both psychological and managerial academic circles. The attention from scholars across disciplines underscores the

construct's multifaceted nature. Cheung et al. (2015), Coetzee & Harry (2014), and Obradovic et al., (2013) confirm the growing scholarly interest in emotional intelligence, describing it as a complex, yet essential, domain that bridges psychology and management. This cross-disciplinary interest has fostered a rich body of empirical research, suggesting that the psychological underpinnings of emotional intelligence can be harnessed to enhance managerial effectiveness, workplace satisfaction, and organizational outcomes (Cheung et al., 2015; Coetzee & Harry, 2014; Obradovic et al., 2013).

The ongoing expansion of research in this domain is a testament to its relevance. According to Cheung & Hue (2015) and Obradovic et al., (2013), investigations into emotional intelligence and its applications in leadership and decision-making continue to multiply, indicating a sustained academic and practical interest. These expanding studies reflect the pressing need to prepare managers for emotionally charged decision-making environments that require more than data analysis; they demand emotional insight and human-centric leadership (Cheung & Hue, 2015; Obradovic et al., 2013).

The empirical insights from this wide array of scholarly work offer a strong foundation for understanding how emotional intelligence influences managerial decision-making. Emotional intelligence enables managers to handle complex interpersonal situations, make ethically informed choices, and lead with authenticity. It integrates emotional awareness with cognitive strategy, creating a holistic approach to leadership that is more relevant today than ever before

2.4 Theoretical Framework

This study is grounded in Goleman's model of emotional intelligence, focusing on self-awareness (the ability to recognize and understand one's own emotions, drives, and their impact on others), motivation (a passion for work that extends beyond financial rewards or status), and empathy (the capacity to comprehend the emotions of others and respond appropriately). This framework provided the researcher

with a basis for identifying key components of emotional intelligence and guided the achievement of the study's objectives.

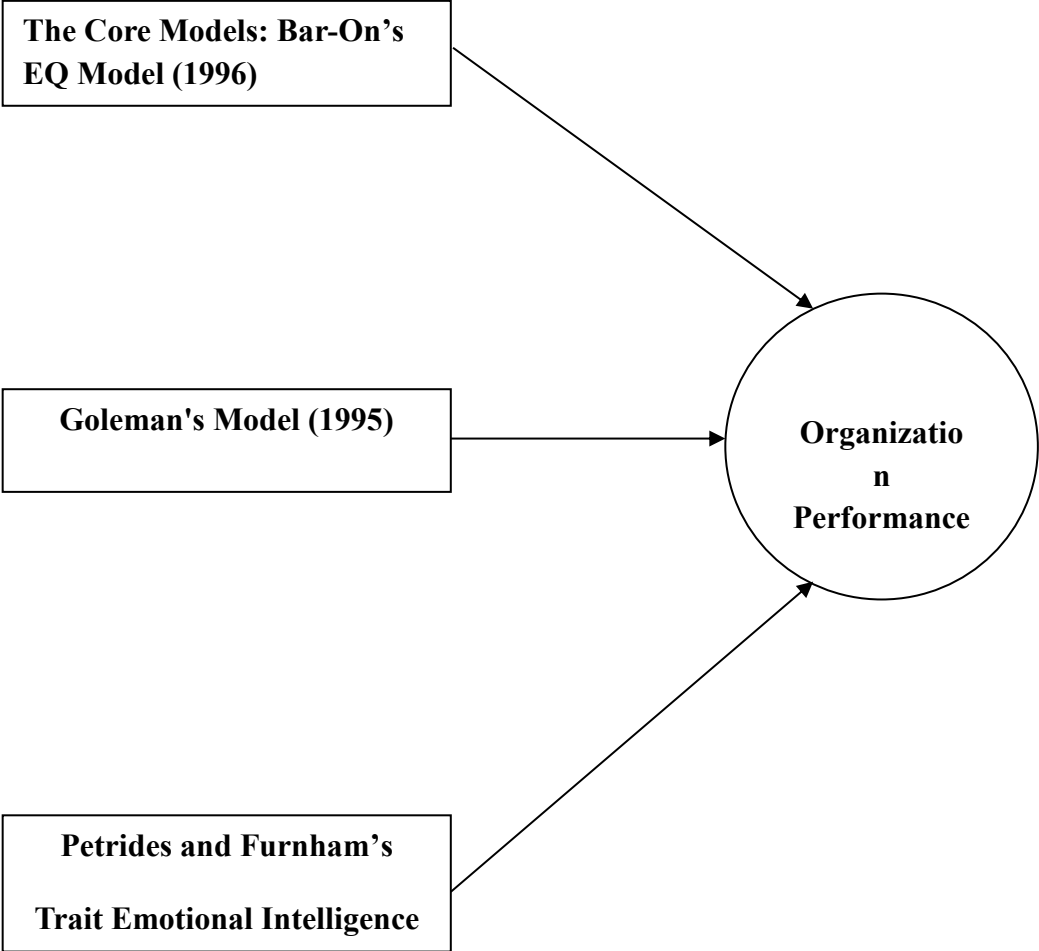


Figure 1: Theoretical Framework adapted from the work of Arokodare and Asikhia (2020)

2.5 Gaps in Literature

Much of the existing literature tends to generalize findings across leadership styles without differentiating between strategic, operational, and crisis-based decision-making. Consequently, there is limited evidence to determine whether managers with high emotional intelligence consistently apply the same emotional intelligence skills across different decision-making contexts or adapt them according to situational demands.

Additionally, while models such as Goleman's and Bar-On's have been widely referenced, few studies offer comparative insights or integrated frameworks that combine these models to evaluate their relative or combined effectiveness in managerial decision-making. This gap presents an opportunity for researchers not only to explore how emotional intelligence shapes managerial decisions but also to examine which dimensions of emotional intelligence are most influential, under what conditions, and in which types of organizational environments.

CHAPTER THREE

METHODOLOGY

3.1 Study Area

The primary objective of this study was to investigate the role of emotional intelligence in managerial decision-making at the Agricultural and Rural Management Training Institute (ARMTI) in Ilorin, Kwara State. Public organizations like ARMTI are often required to make strategic decisions to ensure effective service delivery. This context was therefore chosen to critically examine how emotional intelligence influences decision-making and, more broadly, its impact on organizational performance.

3.2 Research Design

A descriptive survey research design was employed for this study, with a focus on qualitative data to achieve the research objectives effectively.

3.3 Population of the Study

The study population comprised employees of ARMTI, including managerial staff, administrative personnel, and non-administrative staff. This diverse group allowed for a comprehensive assessment of how emotional intelligence in managerial decision-making affects organizational performance. The total population of employees is 500, categorized as shown in Table 3.1 below:

Table 3.1: Total Staff Population at ARMTI

Position	Numbers
Managerial Staff	50
Administrative and Support Staff	200
Non-administrative Staff	250
Total	500

Source: Author's Computation (2025)

3.4 Sample Size and Sampling Techniques

Given an estimated population size of five hundred (500), the sample size for this study was determined using Yamane's formula (1967), which is suitable for finite populations:

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

Where:

- n = sample size
- N = population size (assumed midpoint = 500)
- e = margin of error (0.05 or 5%)

$$n = 500$$

$$1 + 500(0.05)^2$$

$$1 + 500(0.0025)$$

$$1 + 1.25 = 2.25$$

$$500/2.25 = 222.22$$

≈223

Accordingly, a sample of 223 respondents was selected for the study to ensure both representativeness and the reliability of the collected data.

A stratified random sampling technique was employed. The population was stratified into three distinct groups: Managerial Staff, Administrative and Support Staff, and Non-administrative Staff.

Respondents were randomly chosen from each stratum in proportion to their estimated share of the total population. This approach ensures that all subgroups are sufficiently represented, enabling comparative analysis and minimizing sampling bias.

3.5 Sources of Data and Data Collection Methods

This study relied on primary data as the main source of information. An open-ended, structured questionnaire was distributed to employees of ARMTI, such as key managers and departmental heads in sourcing for **qualitative data**. **The aspect** will include gaining deeper insights into how emotional intelligence influences decisions and interactions within the organization. Employing this approach helps to achieve a thorough and comprehensive understanding of the topic.

3.6 Method of Data Analysis

Descriptive statistical measures, including means, standard deviations, and frequency distributions, were employed to summarize participant demographics and identify general trends in emotional intelligence and decision-making scores. For objectives one and two, multiple regression analysis was conducted to examine the extent to which emotional intelligence influences the decision-making process and how emotionally informed managerial decisions impact organizational performance,

respectively. For objective three, mean ranking analysis was applied to prioritize the challenges associated with applying emotional intelligence in managerial practices at ARMTI. Finally, for objective four, descriptive analyses were used to evaluate proposed strategies for effectively integrating emotional intelligence into the organization's decision-making processes.

3.6.1 Reliability and Validity of the Research Instrument

To strengthen the validity and robustness of the findings, a triangulation approach was employed, integrating and comparing results from both quantitative and qualitative analyses. Qualitative insights will offer contextual understanding and personal experiences, thus allowing for a more nuanced interpretation of the data.

3.6.2 Ethical Consideration

Ethical considerations will guide the analysis process at every stage. For qualitative analysis, techniques such as participant validation (member checking) and peer review were employed to ensure the credibility and trustworthiness of the findings.

This study strictly adhered to ethical standards to guarantee that all procedures involving human participants were conducted with integrity, transparency, and respect. Prior to data collection, formal approval was obtained from the management of the Agricultural and Rural Management Training Institute (ARMTI). The study's purpose, objectives, and procedures were clearly explained to all participants. Participation was entirely voluntary, with no respondent coerced or pressured to take part, and participants were informed that they could withdraw at any time without penalty.

All information provided by managerial staff, administrative personnel, or other participants was treated with the utmost confidentiality. Data were used exclusively for academic purposes and were not

shared with any third party. Cultural norms and organizational protocols at ARMTI were respected throughout the research process.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Data Presentation

Referring back to chapter three of this study, data were sourced through primary sources. Primary data was used to gather information needed to achieve the study objectives. In order to process the collected data, the questionnaires returned by the respondents were numbered and sorted to achieve the study objectives. Respondents self-administered 223 copies of the questionnaire, while only 200 copies were retrieved and found useful for this research work, representing 89.69% of the total questionnaire distributed. Data analyses were achieved using the Statistical Software Package STATA 17.0. The results on the objectives of the study were presented in Tables 4.1 to 4.7.2. The hypotheses were tested at a 95% Confidence level (0.05)

Table 4.1: Analysis of Questionnaire Responses

Questionnaire	Responses	Percentage (%)
Returned	200	86.69
Not returned	23	13.31
Total	223	100

Source: Author's compilations (2025)

4.2 Socio-Demographic Characteristics of the Respondents

The demographic characteristics of respondents are presented in Table 4.2, including the frequency distribution by gender. As indicated, 121 respondents (60.5%) were male, while 79 (39.5%) were female, showing that males constituted the majority. In terms of age distribution, 30 respondents (15%) were under 30 years old, 85 respondents (42.5%) were between 31 and 40 years, 58 respondents (29%) were aged 41 to 50 years, and the remaining 27 respondents (13.5%) were above 50 years of age.

Regarding departmental affiliation, 65 respondents (32.5%) were managerial staff, 80 (40%) were administrative staff, and 55 (27.5%) were non-administrative staff. From the questionnaires, it was also noted that 25 respondents (12.5%) were managers, 60 (30%) were administrative officers, 40 (20%) were consultants, and the remaining 75 respondents (37.5%) held positions other than manager, administrative officer, or consultant.

Concerning work experience, 84 respondents (42%) had served for 1–5 years, 63 respondents (31.5%) for 6–10 years, 29 respondents (14.5%) for 11–15 years, and the remaining 24 respondents (12%) had more than 15 years of service.

Table 4.2: Frequency and Percentage Score of Socio-Economic Characteristics of Respondents

Variable	Frequency	Percentage (%)	Cum. Percentage (%)
Sex:			
Male	121	60.50	60.50
Female	<u>79</u>	<u>39.50</u>	100.00
	200	100.00	
Age:			
Less than 30	30	15.00	15.00
31 – 40	85	42.50	57.50
41 - 50	58	29.00	86.50
50 yrs and above	<u>27</u>	<u>13.50</u>	100.00
	200	100.00	
Department:			
Managerial Staff	65	32.50	32.50
Administrative Staff	80	40.00	72.50
Non-administrative Staff	<u>55</u>	<u>27.50</u>	100.00
	200	100.00	
Position:			
Manager	25	12.50	12.50
Admin Officer	60	30.00	42.50
Consultant	40	20.00	62.50
Others	<u>75</u>	<u>37.50</u>	100.00
	200	100.00	
Working Experience:			
Less than 5 years	84	42.00	42.00
5-10 years	63	31.50	73.50
11-15 years	29	14.50	88.00
15 years and above	<u>24</u>	<u>12.00</u>	100.00
	200	100.00	

Source: Author's Computation (2025)

4.3 Objective One: To Analyze the Effect of Emotional Intelligence on the Managerial Decision-Making Processes of ARMTI

Table 4.3 showed that 55 respondents (27.5%) of the respondents are of the opinion that they have excellent ability in recognizing their own emotional responses in the work settings, while 114 respondents or 57% of the respondents rated their ability to recognize their emotional responses in the work settings very good and good respectively, 44 respondent (22%) rated fair, and the remaining 12 respondents (6%) rated poor. Also, the result from the table showed that most respondents (54%) representing a total of 108 respondents responded very good and good respectively to how well they can manage negative emotions (frustration, anxiety) while performing managerial duties, and 64 respondents (32%) rated excellent on how well they can manage negative emotions (frustration, anxiety) while performing managerial duties. 17 respondents (8.5%) rated fair, while the remaining 11 respondents (5.5%) rated poor on how well they manage negative emotions (frustration, anxiety) while performing managerial duties. Further, the table revealed that 92 (46%) of the respondents responded excellent to effectively identifying emotional reactions among their team, while a total of 91 respondents (46%) responded very good and good. 9 respondents (4.5%) responded with fair, and the remaining 7 (3.5%) of the respondents responded poor to how effectively they can identify emotional reactions among their team. Additionally, the table showed that 85 respondents (42.5%) rated their ability to remain calm under pressure as excellent, while 106 respondents (53%) rated their ability to remain calm under pressure as very good or good. 6 respondents (3%) rated their ability as fair, and the remaining 3 respondents (1.5%) rated their ability to remain calm under pressure as poor. Finally, 68 respondents (34%) rated the awareness on how their emotions impact team communication as excellent, while the total of 107 respondents (53.5%) rated the awareness on how their emotions impact team communication very good and good, respectively. 16 respondents (8%) rated the awareness on how

their emotions impact team communication as fair, and the remaining 9 respondents (4.5%) rated the awareness on how their emotions impact team communication as poor. Collectively, the results implied that emotional intelligence affects the managerial decision-making processes of ARMTI, Ilorin, Kwara state.

Table 4.3: Analyzing the Effect of Emotional Intelligence on the Managerial Decision-Making Processes of ARMTI, Ilorin, Kwara State

S/N	Question	Answer	Frequency	Percentage
1	How would you rate your ability to recognize your own emotional responses in work settings?	Excellent	55	27.50
		Very Good	70	35.00
		Good	44	22.00
		Fair	19	9.50
		Poor	12	6.00
		Total	200	100.00
2	How well do you manage negative emotions (frustration, anxiety) while performing managerial duties?	Excellent	64	32.00
		Very Good	70	35.00
		Good	38	19.00
		Fair	17	8.50
		Poor	11	5.50
		Total	200	100.00
3	How effective are you at identifying emotional reactions in your team?	Excellent	92	46.00
		Very Good	81	40.50
		Good	11	5.50
		Fair	9	4.50
		Poor	7	3.50
		Total	200	100.00
4	How would you rate your ability to remain calm under pressure?	Excellent	85	42.50
		Very Good	90	45.00
		Good	16	8.00
		Fair	6	3.00
		Poor	3	1.50
		Total	200	100.00
5	How would you rate your awareness of how your emotions impact team communication?	Excellent	68	34.00
		Very Good	85	42.50
		Good	22	11.00
		Fair	16	8.00
		Poor	9	4.50
		Total	200	100.00

Source: Author's Computation (2025)

4.4 Objective Two: To Assess the Effect of Emotionally Informed Managerial Decisions on the Organizational Performance of ARMTI

Table 4.4 presents respondents' assessments of their ability to incorporate emotions into managerial decision-making. A total of 65 respondents (32.5%) rated their ability as excellent, while 114 respondents (57%) rated it either very good or good. Additionally, 40 respondents (22%) considered their ability fair, and 11 respondents (5.5%) rated it poor.

The table further shows that 35% of respondents rated themselves as excellent in adapting decisions according to the emotional state of their team, while 104 respondents (52%) rated their adaptability as very good or good. Seventeen respondents (8.5%) rated it fair, and 9 respondents (4.5%) rated it poor.

Regarding emotional self-regulation to maintain objectivity in decision-making, 82 respondents (41%) rated themselves as excellent, 101 respondents (50.5%) as very good or good, 9 respondents (4.5%) as fair, and 8 respondents (4%) as poor.

In resolving emotionally charged conflicts during decision-making, 85 respondents (42.5%) indicated excellent performance, 106 respondents (53%) rated very good or good, 6 respondents (3%) rated fair, and 3 respondents (1.5%) rated poor.

Finally, in terms of flexibility in adjusting decision styles based on emotional feedback, 74 respondents (37%) rated themselves excellent, 101 respondents (50.5%) as very good or good, 16 respondents (8%) as fair, and 9 respondents (4.5%) as poor.

Overall, these findings suggest that emotionally informed managerial decisions have a significant impact on the decision-making processes at ARMTI, Ilorin, Kwara State.

Table 4.4: Assessing the Effect of Emotionally Informed Managerial Decisions on Organizational Performance of ARMTI, Ilorin, Kwara State

S/N	Question	Answer	Frequency	Percentage
1	How would you rate your ability to factor emotions into decision-making processes?	Excellent	65	32.50
		Very Good	75	37.50
		Good	40	20.00
		Fair	9	4.50
		Poor	11	5.50
		Total	200	100.00
2	How often do you adapt your decisions based on the emotional state of your team?	Excellent	70	35.00
		Very Good	64	32.00
		Good	40	20.00
		Fair	17	8.50
		Poor	9	4.50
		Total	200	100.00
3	How well do you regulate your emotions to remain objective in decision-making?	Excellent	82	41.00
		Very Good	91	45.50
		Good	10	5.00
		Fair	9	4.50
		Poor	8	4.00
		Total	200	100.00
4	How effective are you at resolving emotionally charged conflicts when making decisions?	Excellent	85	42.50
		Very Good	90	45.00
		Good	16	8.00
		Fair	6	3.00
		Poor	3	1.50
		Total	200	100.00
5	How would you rate your flexibility in adjusting decision styles based on emotional feedback?	Excellent	74	37.00
		Very Good	80	40.00
		Good	21	10.50
		Fair	16	8.00
		Poor	9	4.50
		Total	200	100.00

Source: Author's Computation (2025)

4.5 Objective Three: To Analyze the Challenges to the Application of Emotional Intelligence in Managerial Practices within ARMTI, Ilorin, Kwara State

Table 4.5 presents the mean ranking of respondents' views on the challenges affecting the application of emotional intelligence in managerial practices at ARMTI. The results indicate relatively high mean scores across all variables: Unavailability of Emotional Intelligence Training (3.8136), Lack of Institutional Support for Emotional Leadership (4.1949), Lack of Policies Aligning with Emotionally Intelligent Practices (3.6102), Inadequate Priority Given to Emotional Intelligence in Leadership Culture (3.3898), and Difficulty in Applying Emotional Intelligence within the Organizational Framework (3.4407). These findings suggest that each of these factors poses a significant barrier to integrating emotional intelligence into managerial practices.

When ranked according to their mean values, Lack of Institutional Support for Emotional Leadership emerged as the most critical challenge (Rank 1, mean = 4.1949), followed by Difficulty in Applying Emotional Intelligence within the Organizational Framework (Rank 2, mean = 3.8983), Unavailability of Emotional Intelligence Training (Rank 3, mean = 3.8136), Lack of Policies Aligning with Emotionally Intelligent Practices (Rank 4, mean = 3.6102), and Inadequate Priority Given to Emotional Intelligence in Leadership Culture (Rank 5, mean = 3.3898).

Overall, the analysis demonstrates that all the identified variables significantly hinder the effective application of emotional intelligence in managerial practices at ARMTI, Ilorin, Kwara State, Nigeria.

Table 4.5: Mean Ranking Analysis of the Identified Challenges to the Application of Emotional Intelligence in Managerial Practices within ARMTI, Ilorin, Kwara State.

S/N	Variables	Obs.	Mean	Std. Dev	Min	Max	Rank
1	Unavailability of Emotional Intelligence Training.	200	3.8136	1.0698	1	5	3 rd
2	Lack of Institutional Support for Emotional Leadership	200	4.1949	.7310	2	5	1 st
3	Lack of Policies that align with Emotionally Intelligent Practices	200	3.6102	1.2475	1	5	4 th
4	Inadequate priority is given to emotional intelligence in leadership culture.	200	3.3898	.8273788	1	5	5 th
5	Difficulty in the application of emotional intelligence within the organization's framework	200	3.8983	.7887	2	5	2 nd

Source: Author's Computation (2025)

4.6 Objective Four: Identify Strategies to Effectively Integrate Emotional Intelligence into the Decision-Making Processes of ARMTI, Ilorin, Kwara State.

Table 4.6 presents respondents' views on strategies for effectively integrating emotional intelligence into managerial practices at ARMTI. A total of 135 respondents (67.5%) strongly supported including emotional intelligence in leadership training, while 35 respondents (17.5%) disagreed, and 10 respondents (5%) were undecided. Similarly, 135 respondents (67.5%) agreed that regular emotional intelligence workshops would enhance managerial performance, 55 respondents (27.5%) disagreed, and 10 respondents (5%) remained undecided.

The table also shows that 173 respondents (86.5%) considered mentorship as an effective approach for developing managers' emotional intelligence, 20 respondents (10%) disagreed, and 7 respondents (3.5%) were undecided. Furthermore, 175 respondents (87.5%) agreed that emotional intelligence should be considered in recruiting or promoting managers, 22 respondents (11%) disagreed, and 3 respondents (1.5%) were undecided. Finally, 153 respondents (76.5%) believed that leveraging the overall value of emotional intelligence could improve leadership outcomes, while 38 respondents (19%) disagreed, and 9 respondents (4.5%) were undecided.

Collectively, these findings suggest that strategies such as integrating emotional intelligence into leadership training, conducting regular workshops, using mentorship programs, assessing emotional intelligence during recruitment or promotions, and emphasizing its overall value are effective approaches ARMTI can adopt to enhance decision-making processes through emotional intelligence.

Table 4.6: Descriptive Analysis of the Strategies to Effectively Integrate Emotional Intelligence into the Decision-Making Processes of ARMTI, Ilorin, Kwara State

S/N	Question	Answer	Frequency	Percentage
1	Would you agree that the organization should include emotional intelligence in leadership training at ARMTI?	Strongly Agree	65	32.50
		Agree	70	35.00
		Undecided	10	5.00
		Disagree	40	20.00
		Strongly Disagree	15	7.50
		Total	200	100.00
2	Regular emotional intelligence workshops will effectively improve managerial performance	Strongly Agree	64	32.00
		Agree	71	35.50
		Undecided	10	5.00
		Disagree	43	21.50
		Strongly Disagree	12	6.00
		Total	200	100.00
3	Mentorship is a tool for developing the emotional intelligence of managers	Strongly Agree	92	46.00
		Agree	81	40.50
		Undecided	7	3.50
		Disagree	11	5.50
		Strongly Disagree	9	4.50
		Total	200	100.00
4	Emotional intelligence is essential in an assessment for recruiting or promoting managers	Strongly Agree	85	42.50
		Agree	90	45.00
		Undecided	3	1.50
		Disagree	16	8.00
		Strongly Disagree	6	3.00
		Total	200	100.00
5	The overall value of emotional intelligence can improve leadership outcomes at ARMTI	Strongly Agree	68	34.00
		Agree	85	42.50
		Undecided	9	4.50
		Disagree	22	11.00
		Strongly Disagree	16	8.00
		Total	200	100.00

Source: Author's Computation (2025)

4.7 Test of Hypotheses

4.7.1 Emotional intelligence has a significant effect on the managerial decision-making processes of ARMTI

Table 4.7.1 presents the results of the multiple regression analysis examining the effect of Emotional Intelligence (EI) on the managerial decision-making processes of ARMTI. The findings indicate that a one-unit increase in Emotional Intelligence corresponds to a 0.12-unit increase in the level of managerial decision-making processes. This demonstrates a positive and significant relationship between Emotional Intelligence and managerial decision-making at a 0.05 significance level.

The model's coefficient of determination (R^2) was 0.8652 (approximately 86%), and the Adjusted R^2 was 0.8912 (approximately 89%), indicating that the independent variable (EI) explains a substantial portion of the variation in managerial decision-making. Furthermore, the F-value of 2.37 confirms the overall significance of the model.

Overall, these results show that Emotional Intelligence has a statistically significant impact on the managerial decision-making processes at ARMTI, Ilorin, supporting the acceptance of the alternative hypothesis.

Table 4.7.1: Multiple Regression Analysis Showing the Extent to which Emotional Intelligence Affects Managerial Decision-Making Processes of ARMTI, Ilorin, Kwara State

Variable	Coefficient	Std Error	T-Values	P> T-Values
CONSTANT	1.5485	.4043	2.37	.0001
Emotional Intelligence (EI)	0.1195	.0076	2.00	.0001**
R ²	0.8652			
Adj. R ²	0.8912			
F-Value	3.519			

**= 0.05 significant t level. *Dependent Variable: Managerial Decision-making Process*
 Source: Author's Computation (2025)

4.7.2 H₂: Emotionally Informed Managerial Decisions have a Significant Effect on Organizational Performance of ARMTI, Ilorin

Table 4.7.2 presents the multiple regression results examining the effect of Emotionally Informed Managerial Decisions on the organizational performance of ARMTI. The findings indicate that a one-unit increase in emotionally informed managerial decisions corresponds to a 0.10-unit increase in organizational performance. This demonstrates a positive and significant relationship between emotionally informed managerial decisions and organizational performance at a 0.05 significance level.

The coefficient of determination (R²) was 0.7416 (approximately 74%), while the Adjusted R² was 0.7910 (approximately 79%), suggesting that the independent variable explains a substantial portion of the variation in organizational performance. Additionally, the F-value of 2.189 confirms the overall significance of the model.

Overall, these results indicate that emotionally informed managerial decisions significantly impact the organizational performance of ARMTI, Ilorin, supporting the acceptance of the alternative hypothesis.

Table 4.7.2: Multiple Regression Analysis Showing the Extent to which Emotionally Informed Managerial Decisions Affect Organizational Performance of ARMTI, Ilorin, Kwara State

Variable	Coefficient	Std Error	T-Values	P> T-Values
CONSTANT	1.7219	.8019	2.81	.0001
Emotionally Informed Managerial Decisions	0.1036	.0076	2.10	.0000**
R ²	0.7416			
Adj. R ²	0.7910			
F-Value	2.189			

**= 0.05 significant t level. *Dependent Variable: Organizational Performance*
 Source: Author’s Computation (2025)

4.8 Discussion of Findings

The study’s analysis highlighted the influence of emotional intelligence on the managerial decision-making processes at ARMTI. Findings indicated that a significant portion of respondents believe their ability to recognize and understand their own emotional responses at work positively affects their managerial decision-making. The results also showed that most respondents manage negative emotions such as frustration and anxiety effectively while carrying out managerial duties. Furthermore, respondents demonstrated strong capabilities in identifying emotional reactions within their teams and maintaining composure under pressure. Collectively, these findings suggest that emotional intelligence positively impacts the managerial decision-making processes at ARMTI, Ilorin.

Descriptive analysis further revealed that most respondents effectively factor emotions into their decisions and consider the emotional state of their team members when making managerial choices. Additionally, the majority regulate their own emotions to remain objective in decision-making. These outcomes collectively indicate that emotionally informed managerial decisions contribute significantly to the organizational performance of ARMTI, Ilorin, Kwara State.

Regarding challenges in applying emotional intelligence in managerial practices, the analysis identified several key barriers. The strongest challenge was the lack of institutional support for emotional leadership, followed by difficulties in applying emotional intelligence within organizational frameworks, unavailability of emotional intelligence training, absence of policies aligning with emotionally intelligent practices, and insufficient prioritization of emotional intelligence in leadership culture. Together, these findings imply that these challenges hinder the effective application of emotional intelligence in managerial practices at ARMTI, Ilorin.

Finally, the study examined strategies to integrate emotional intelligence into the decision-making processes effectively. The results indicated that incorporating emotional intelligence into leadership training, conducting regular workshops, implementing mentorship programs, and assessing the overall value of emotional intelligence can enhance leadership outcomes. Overall, these strategies are likely to support the effective integration of emotional intelligence into managerial decision-making at ARMTI, Ilorin, Kwara State.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

This research investigated the influence of emotional intelligence on managerial decision-making at the Agricultural and Rural Management Training Institute (ARMTI), Ilorin, Kwara State, Nigeria. The study specifically explored the impact of emotional intelligence on managerial decision-making processes, evaluated how emotionally informed managerial decisions affect organizational performance, identified barriers to applying emotional intelligence in managerial roles within public-sector institutions like ARMTI, and proposed strategies to facilitate its effective integration into decision-making practices.

A descriptive survey design emphasizing qualitative data was adopted to meet the study's objectives. The population consisted of 500 employees, including managerial staff, administrative and support personnel, and non-administrative staff. Primary data were collected using a structured questionnaire. Respondents were selected through a stratified random sampling technique, resulting in a sample size of 223 employees calculated using Yamane's formula. Out of the 223 questionnaires distributed, 200 were completed and returned, yielding a retrieval rate of 89.7%.

Data analysis involved both descriptive and inferential statistics. Hypotheses were tested using multiple regression analysis at a 95% confidence level with the aid of STATA 17.0. Mean ranking analysis identified major challenges to applying emotional intelligence in managerial practices, including the absence of EI training, lack of institutional support for emotionally intelligent leadership, insufficient policies aligning with EI practices, low prioritization of emotional intelligence within leadership

culture, and difficulties integrating EI within organizational frameworks. These findings indicate that increases in these challenges negatively affect managerial effectiveness at ARMTI.

The multiple regression results revealed that emotional intelligence significantly influences managerial decision-making processes. In practical terms, improvements in emotional intelligence correspond to enhanced decision-making capabilities among ARMTI managers. Furthermore, emotionally informed managerial decisions were shown to have a substantial positive effect on organizational performance, suggesting that higher levels of emotionally guided decisions lead to improved organizational outcomes at ARMTI, Ilorin, Kwara State, Nigeria.

5.2 Conclusion

Based on the study's findings, it can be concluded that emotional intelligence significantly influences managerial decision-making processes at ARMTI, Ilorin, Kwara State. The study also found that decisions informed by emotional intelligence have a notable impact on the organization's managerial outcomes. Additionally, the research identified several factors that hinder the effective application of emotional intelligence in managerial practices within ARMTI. Finally, the study concluded that the proposed strategies can facilitate the successful integration of emotional intelligence into the institute's decision-making processes.

5.3 Recommendations

Based on the study's findings, the following recommendations are proposed:

- i. Policymakers and government agencies should develop policies that incorporate emotionally intelligent practices and implement strategic EI approaches to enhance employee relations and promote improved organizational outcomes.
- ii. The government should invest more in technology and organize leadership development and capacity-building programs towards promoting a more adaptive and resilient organizational culture.
- iii. Organizational leaders should provide institutional support for the development of emotionally competent management practices among managers in order to drive sustainable institutional performance and enhance effective leadership.

5.4 Contributions to Knowledge

This study adds to the existing literature on emotional intelligence and its influence on managerial decision-making within public-sector organizations. It offers valuable insights for policymakers and organizational leaders by demonstrating how emotional intelligence can strengthen leadership effectiveness, enhance employee relations, and contribute to improved organizational outcomes.

5.6 Areas for Further Research

This research employed a qualitative approach with primary data sources. Future studies could build on this work by using a quantitative methodology to examine the impact of emotional intelligence on organizational performance, focusing on measurable indicators such as Return on Assets (ROA), Return on Equity (ROE), profitability, and other quantitative performance metrics.

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APENDIX I

**DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES
THOMAS ADEWUMI UNIVERSITY
OKO-IRESE, KWARA STATE**

Dear Respondents,

Request for Completion of Questionnaire

I, **Olaniyi Oladele Gideon (21/15BAA006)** am a final-year student of the above-mentioned institution. Presently, I am carrying out research work titled "ROLE OF EMOTIONAL INTELLIGENCE IN MANAGERIAL DECISION MAKING; A CASE STUDY OF AGRICULTURAL AND RURAL MANAGEMENT TRAINING INSTITUTE (ARMTI) ILORIN". Please, you are requested to fill out the questionnaire attached to this letter to the best of your personal assessment. All information disclosed by you will be treated with utmost confidence and entirely used for the purpose of this research work.

Thank you in anticipation of your cooperation.

Yours Sincerely,

Researcher
Olaniyi Oladele Gideon

QUESTIONNAIRE

Section A; Social Demographics Characteristics of the Respondents

1. Gender

- Male
- Female

2. Age

- Under 30
- 31-40
- 41-50
- 51 and above

3. Department/Unit

- Managerial staff
- Administration/support staff
- Non-administrative staff

4. Position

- Manager
- Admin Staff
- Consultant
- Others

5. Years of experience at ARMTI

- Less than 5
- 5-10
- 11-15
- Above 5

Section B: Level of Emotional Intelligence among ARMTI Managers

6. How would you rate your ability to recognize your own emotional responses in work settings?

- Excellent
- Very Good
- Good
- Fair
- Poor

7. How well do you manage negative emotions (frustration, anxiety) while performing managerial duties?

- Excellent
- Very Good
- Good
- Fair
- Poor

8. How effective are you at identifying emotional reactions in your team?

- Excellent
- Very Good
- Good
- Fair
- Poor

9. How would you rate your ability to remain calm under pressure?

- Excellent
- Very Good
- Good
- Fair
- Poor

10. How would you rate your awareness on how your emotions impact team communication?

- Excellent
- Very Good
- Good
- Fair
- Poor

Section C: Influence of Emotional Intelligence on Decision-Making

11. How would you rate your ability to factor emotions into decision-making processes?

- Excellent
- Very Good
- Good
- Fair
- Poor

12. How often do you adapt your decisions based on the emotional state of your team?

- Excellent
- Very Good
- Good
- Fair

- Poor

13. How well do you regulate your emotions to remain objective in decision-making?

- Excellent
- Very Good
- Good
- Fair
- Poor

14. How effective are you at resolving emotionally charged conflicts when making decisions?

- Excellent
- Very Good
- Good
- Fair
- Poor

15. How would you rate your flexibility in adjusting decision styles based on emotional feedback?

- Excellent
- Very Good
- Good
- Fair
- Poor

Section D: Impact of Emotionally Informed Decisions on ARMTI's Performance & Relations

16. How effectively do your emotionally-informed decisions enhance team collaboration?

- Excellent
- Very Good
- Good
- Fair
- Poor

17. How well do your decisions support staff morale and job satisfaction?

- Excellent
- Very Good
- Good
- Fair
- Poor

18. How would you rate the impact of empathy-driven decisions on reducing workplace conflicts?

- Excellent
- Very Good

- Good
- Fair
- Poor

19. How would you rate the contribution of your decisions to improving organizational outcomes?

- Excellent
- Very Good
- Good
- Fair
- Poor

20. How would you rate the effect of emotional intelligence on employee trust and loyalty?

- Excellent
- Very Good
- Good
- Fair
- Poor

Section E

21. How would you rate the availability of emotional intelligence training at ARMTI?

- Excellent
- Very Good
- Good
- Fair
- Poor

22. How well does the current institutional structure support emotionally aware leadership?

- Excellent
- Very Good
- Good
- Fair
- Poor

23. How well are public-sector policies aligned with emotionally intelligent practices?

- Excellent
- Very Good
- Good
- Fair
- Poor

24. How would you assess the priority given to emotional intelligence in leadership culture?

- Excellent
- Very Good
- Good
- Fair
- Poor

25. How would you rate the ease of applying emotional intelligence within ARMTI's bureaucratic framework?

- Excellent
- Very Good
- Good
- Fair
- Poor

Section F: Strategies for Enhancing Emotional Intelligence at ARMTI

26. Would you agree that the organisation should include emotional intelligence in leadership training at ARMTI?

- Strongly Agree
- Disagree
- Undecided
- Agree
- Strongly Disagree

27. Will regular emotional intelligence workshops effectively improve managerial performance?

- Strong Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

28. Mentorship is a tool for developing emotional intelligence in managers.

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

29. Is emotional intelligence essential in an assessment for recruiting or promoting managers?

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

30. The overall value of emotional intelligence can improve leadership outcomes at ARMTI?

- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree