
Impact of Emotional Intelligence on Performance of Public Servants in Tanzania Local Government Authorities

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Abstract

The purpose of this study is to look at how public employees' performance at Morogoro Municipal Local Government Authorities is affected by their emotional intelligence. The research design used in the study was a case study, and it was informed by the Ability model of emotional intelligence theory, which highlights the critical role that emotional intelligence plays in public servant performance. Structured questioners based on quantitative data analysis were used to obtain data. According to the study's findings, there was a significant positive correlation between public servant performance and emotional intelligence (0.765), indicating that better performance is correlated with higher emotional intelligence. A conclusion was reached by the data analysis technique known as inferential analysis. The results of the investigation showed that emotional intelligence has positive impacts towards performance of public servants.

Keywords: Emotional intelligence, public servants, performance, local government authorities

1. Introduction

Globally. Emotional intelligence is crucial for any human being to be able to adapt of various life circumstances, advance, and lead a balanced, self-fulfilling existence. (Mutuku, 2021). In the same vein, emotional intelligence is the ability to identify our own feelings as well as those of others, to inspire oneself, and to effectively regulate emotions in both our personal and interpersonal connections is known as emotional intelligence. Zumam. et al., (2023) this concept has grown in importance and necessity in practically every aspect of life, including team building, social skills development, realizing human potential, performance enhancement, and, most importantly, effective leadership. (Baba, 2020).

Meanwhile, Emotional intelligence is a crucial component of every organization's human capital must align with emotional intelligence (EI). Researchers have been examining the connection between performance and emotional intelligence in recent years. Tukur, et al., (2024). Whereby, is a crucial behavioral component that has a significant effect on performance is emotional intelligence. Mrisho. et al., (2024). Different degrees of emotional engagement are needed for different roles, such as manager and employee for the improving of organizational performance, (Padilla, 2023). Apart from that emotional intelligence can effectively enable staff members to obtain better job offers and incentives, which will enhancing their wellbeing and sense of self-efficacy in the process. Al-Okaily. et al., (2024).

Although, an increasing amount of research on emotional intelligence (EI) contends that an individual's capacity to sense, recognize, and control their emotions is necessary for making wise judgements, choosing the best course of action to address issues, and adapting to change. Haricharan, (2022), Furthermore, the global economic position of any country plays a major role in determining its comparative performance in the global arena. In the same vein, Emotional Intelligence is one important psychological factor that affects an employee's skills and performance, Organizational analysis (2020).

In the same line, emotional intelligence in the workplace is thought to be a key indicator of job happiness. Selvi. et al., (2022). The goal of emotional intelligence is to enhance an individual's performance by fostering and focusing on the development of their own emotions. Punitha. et al., (2024). Workers with good emotional control are probably more productive. Employees with emotional intelligence are more motivated to improve their performance and are able to wisely settle arguments or challenges at work. Adiswari. et al., (2024), and, emotional intelligence its entails how people think and act in the workplace and has an impact on job performance. Alhamami. et al., (2020). Nevertheless, the value of emotional intelligence in assisting subordinates in recognizing and managing their feelings, performing well under duress, and adapting to changes. Ping Lu. et al., (2023).

When it comes among the goals is the transfer of the emotional intelligence is one of the crucial higher emotional intelligences (EI) people exhibit prosocial behaviors, obliquely picking up the skills needed to act correctly in socially awkward circumstances, Supramaniam. et al., (2021). and various antecedents' shows that people with low emotional intelligence (EI) struggle to control their emotions, are not empathetic, and cannot function at a higher level. Uzai. et al., (2023). (Locus, 2020) examined the relationship between work performance and emotional intelligence in Tanzania; to gain a thorough understanding of the subject, the study employed a mixed-methods approach that included both qualitative interviews and quantitative questionnaires. The study included Tanzania Education Authority personnel as a sample. Semi-structured interviews were used to acquire qualitative data, while a structured questionnaire was used to collect quantitative data. The study found that job performance is significantly influenced by emotional intelligence. In the same line, Emotional intelligence it encourages workers to provide their best effort, retains top talent, improves productivity and efficiency, and fortifies organizational commitment. Mbwaga. et al., (2024).

Local government authorities is nits, are the lowest tier of public administration and serve as the empirical framework for our research [28]. LGAs (native authorities) were first established in Tanzania during the colonial era by the British administration in Tanganyika. Following independence, LGAs were maintained by the government until 1972, when they were eliminated to make room for the implementation of Regional Decentralization, or decentralization by deconcentrating. Act No. 7-10 of 1982 restored LGAs in order to strengthen the devolutionary process of decentralization (D by D). Article 145 of the United Republic of Tanzania's 1977 Constitution currently governs the goals of municipal governments in Tanzania [28]. Shilingi. et al., (2020).

Various antecedents was focused on emotional intelligence for stance, Kabagabe. et al., (2021), Tukur. et al., (2024), Abdullahi. et al., (2020), Sharjeel. et al., (2021). etc. However they does not focus on effects of emotional intelligence on performance of public servants. So the present study will going to cover the gap of public servant in local government authorities on how to

handle their emotional intelligence for the essence of performing better performance in their daily duties.

2. Literature Review

Theoretical Literature Review

This study was guided by Ability model of emotional intelligence theory which was found by David C Caruso, Peter salovey, Mark bracketop, and John Mayer in 1980. The theory ability to perceive emotion, integrate emotion to facilitate thoughts, understand emotions, and regulate emotions to promote personal growth. This theory focus on climax of the competences embodied by the other four branches in the capacity to regulate emotions in both oneself and others. Individual variations in the four domains of emotional intelligence (EI) have been examined previously recognizing emotions, utilizing emotions to support cognition, comprehending emotions, and controlling emotions to improve social interactions and personal development. American Psychological Association, (2001). The theory's application encompasses four essential areas of emotional intelligence, offering a comprehensive grasp of how emotions might be viewed, used, comprehended, and controlled. Furthermore, the theoretical model's focus on controlling emotions to foster social connections and personal development is extremely relevant in real-world contexts like public service.

However the theory its does not the idea may need to be modified to take into consideration cultural variations in emotional expression and regulation, as the efficacy of emotional intelligence may fluctuate depending on the cultural setting. For the idea to be used effectively, a large investment in training programs is needed to give staff members the requisite abilities. Due to possible biases in self-reporting and observer assessments, evaluating emotional intelligence can be subjective.

Empirical Literature Review

Supramaniam. et al., (2021), examines how emotional intelligence (EI) affects organizational performance (OP) in the public sector in Malaysia. A survey instrument was disseminated to 700 Putrajaya-based ADOs across five designated ministries, yielding 375 valid replies. The results obtained, when analyzed using the smart pls method, confirm the significant positive impact of emotional intelligence on organizational performance. This suggests that emotional intelligence indicators and measures in the areas of workforce planning, succession planning, recruitment, learning and development, and organizational development should be included in efforts to raise the emotional intelligence of civil servants. This study its similar to the current study, However the study its does not entails on how emotional intelligence contributed performance on public servants, also the methodology is different from the current study.

Sabie. et al., (2020), the purpose of the study was to examine the relationship between public sector employees' performance and emotional intelligence. Additionally, we examined correlations between two emotional intelligence dimensions and two specific organizational performance factors. Employees from Romanian public sector organizations participated in this study, and to meet the study's objectives, a quantitative technique based on questionnaires was created. Each of the measures we employed in this study was specifically modified and customized for use with public sector employees, drawing from well-established prior research. In order to examine the hypotheses, a conceptual deductive research approach based on conceptual framework was used in the study's quantitative methodology. The study was used

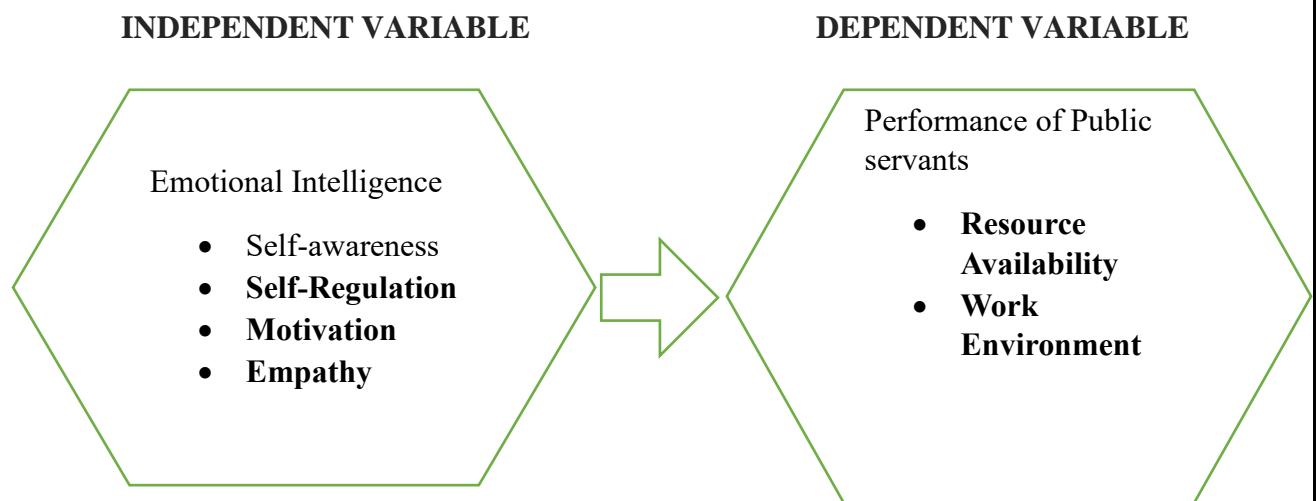
SPSS Statistics 22.0 package for the statistical analysis. This study is similar to the current study because it's explained about performance of public sector employees to emotional intelligence, however the study is differed from the present study because the current study will focus on the impact of emotional intelligence on public servant performance.

Gontur. et al., (2020), the purpose of this study is to look into how the performance of local government system workers in Plateau State, Nigeria, is affected by emotional intelligence. 176 of the 240 respondents who were given a structured questionnaire completed it completely and returned it, accounting for a 73% response rate. Ordinary least square regression analysis and correlation matrix were used to analyses the study's data. The results of this study showed a positive association between employees' performance and self-awareness, self-management, social awareness, and relationship management. The study comes to the conclusion that emotional intelligence is a crucial factor that raises awareness, enables workers to pick up knowledge from others, and shares. This study is similar to the present study because it's also focus on how emotional intelligence contributed on performance of local government. However the study is different in terms of contexts,

Lucas, (2023), job performance is impacted by assessments of emotional intelligence. To gain a thorough understanding of the subject in Tanzanian the study employed a mixed-methods approach that included both qualitative interviews and quantitative questionnaires. The study included 40 Tanzania Education Authority personnel as a sample. Semi-structured interviews were used to acquire qualitative data, while a structured questionnaire was used to collect quantitative data. The study found that job performance is significantly influenced by emotional intelligence. This study is resemble to the current study which the main focus is on how emotional intelligence enhanced the job performance also the context is same in Tanzania, regardless, the study is different in terms of methodologies were by the current study based on quantitative approach.

Conceptual Framework

This research was guided by conceptual frameworks in relation to problem identification and based on the impact of emotional intelligence on performance of public servants. Emotional intelligence is the independent variable and performance of Public servants is the dependent variable. This is diagrammatically illustrated in the figure below.



Researcher own Construct: 2024

3. Research Methodology

In order to gather information from respondents regarding the impact of emotional intelligence on public servant performance, the study used a descriptive survey design. Descriptive survey research is used in preliminary and exploratory studies to enable the researcher to gather information, summaries, present, and interpret data for clarification (Orodho, 2009). Middle-level employees and upper-level managers made up the targeted audience. The research employed Tanzania Local government authorities in Morogoro Municipal. A total of 154 respondents, including head of department, head of section, and other departments, were involved in the study. . The sample selection the study is based on probability sampling in which simple randomly sampling is applicable in the study where by everyone as equal chance of being selected. (Kauthar, 2009).

Data analysis and Model specification

According to Mugenda, et al., (2003), data analysis is a synthesis and logical process that gives the vast amount of information gathered organization, order, and significance. Statistical Package for the Social Science (SPSS Version 16) was utilized to analyses the data based on statistical concepts, such as frequencies and percentages. Tables were utilized to illustrate the main conclusions of the investigation. And the study is based on quantitative data analysis for regression analysis. The importance of the independent variable in respect to the dependent variable will be examined in the analysis.

4. Results Findings and Discussion

The Tanzanian target's reply, the study's primary goal was to determine how emotional intelligence affected public servants' performance using Morogoro Municipal, Tanzania local government authorities in morogoro as a case study. Local government authorities made up the study's sample. Descriptive statistics were used to analyses the data, which were then displayed using tables and charts. In order to statistically determine whether or not independent variables influence dependent variables, analysis and discussion were also conducted at the conclusion of each variable. The study based on quantative data analysis which the SPSS was applicable in data analysis.

Table 1: Descriptive Statistics for Design of Strategic planning

Code		SD	D	N	A	SA	Total
B1	Frequency	10	15	25	80	24	154
	Percentage %	6.5	9.7	16.2	51.9	15.6	100%
B2	Frequency	12	18	30	70	24	154
	Percentage %	7.8	11.7	19.5	45.5	15.6	100%
B3	Frequency	8	10	22	88	26	154
	Percentage %	5.2	6.5	14.3	57.1	16.9	100%
B4	Frequency	7	11	28	83	25	154
	Percentage %	4.5	7.1	18.2	53.9	16.3	100%

Key: SD=strongly disagree D=Disagree N=Neutral A=Agree SA= strongly agree, and Total (frequency & Percentage).

Table 2: Correlation Analysis Results

Variables	DSP	PSP
Design of strategic planning (DSP)	1.000	0.765* (P=<0.01)
	0.765* (P=<0.01)	1.000

Table 3: Impact of emotional intelligence on performance of public servant**Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.845	0.714	0.710		0.545

R-Square (0.714) indicates that 71.4% of the variation in public servant performance can be explained by emotional intelligence.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	45.321	1	45.321	51.123	0.000*
1 Residual	18.678	152	0.123		
Total	63.999	153			

a. Dependent Variable:

b. Predictors: (Constant),

The ANOVA table shows a significant F-value, indicating that the model is a good fit for the data.

Coefficients

Variables	B	Std. Error	Beta	t	Sig.
(Constant)	2.345	0.321		7.303	0.000*
Emotional intelligence	0.765	0.106	0.845	9.712	0.000*

The coefficient for emotional intelligence (0.765) shows a significant positive relationship with public servant performance, meaning that higher emotional intelligence leads to better performance.

5. Conclusion and Recommendation

The goal of the study was to find out how emotional intelligence affected Tanzanian public servants' performance. According to the study's findings, there was a significant positive correlation between public servant performance and emotional intelligence (0.765), indicating that better performance is correlated with higher emotional intelligence. There is some

measures which must be putting into consideration concerning about emotional intelligence in public servant in Tanzania through, seminars and workshops, Organize frequent training sessions on emotional intelligence so that public employees can gain knowledge of motivation, self-control, self-awareness, empathy, and social skills. Online classes, gives people access to online resources and courses that offer comprehensive information and useful methods for enhancing emotional intelligence. Emotional Intelligence Tests: To gauge emotional intelligence levels and pinpoint areas in need of development, use standardized tests. Constructive Feedback: give staff members' regular, helpful criticism regarding their interpersonal skills and emotional intelligence.

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