



EFFECT OF EMOTIONAL INTELLIGENCE ON THE PERFORMANCE OF WOMEN OWNED-FAMILY BUSINESSES IN JOS METROPOLIS, PLATEAU STATE, NIGERIA

Ahmed II, Hajarah Hassan, PhD

Department of Entrepreneurship Studies, Faculty of Administration, Nasarawa State University, Keffi

Bugaje, Ruqayyah Bello

Department of Entrepreneurship Studies, Faculty of Administration, Nasarawa State University, Keffi

Vincent Paul, PhD

Department of Entrepreneurship Studies, Faculty of Administration, Nasarawa State University, Keffi

Abstract

This study examined the effect of emotional intelligence on the performance of women owned family businesses in Jos metropolis, Plateau State, Nigeria. Specifically, the study evaluated the effect of self-awareness, self-management, social awareness and social skills on the performance of women owned family businesses in Jos metropolis. A census survey of 600 women owner-managers of registered family businesses within Jos metropolis was conducted to provide the needed cross-sectional data. A structured questionnaire was adopted as the research instrument. In analyzing the collected data, PLS-SEM technique was applied in the study, involving a CFA to confirm the model's reliability and validity, and subsequently, path assessment, to examine the association between variables. Findings from the study revealed that self-awareness, self-management, social awareness and social skills have a positive and significant effect on the performance of women owned family businesses in Jos Metropolis. However, self-motivation showed a positive, but non-significant effect. It was, therefore, recommended that women owner-managers focus on managing their actions, thoughts and emotions so as to improve their respective businesses. Additionally, women business owners should be more conscious in controlling disruptive emotions and impulses while handling their businesses, as well as pay more attention to evaluating and understanding their employees' culture and background. Furthermore, women managers should pay more attention to building meaningful relationships with others outside their work environment, and be passionate towards the direction of their businesses, which will serve as a motivational tool when facing obstacles in the future endeavour.

Keywords: Emotional Intelligences, Self-awareness, Self-management, Social awareness

1. Introduction

The performance of an organization, be it women-owned family business or public enterprise, rely on the magnitude of output in meeting up its goals and objectives to produce the organizational desired results. Globally, women-owned businesses are a growing segment of the economy, with estimates indicating that they account for approximately 42% of all businesses worldwide (Orngu & Odeh, 2021). However, women-owned businesses often face unique challenges, such as limited access to financing, resources, and networks, as well as social and cultural barriers that seriously affect the smooth operation of their firms. These challenges can

insignificantly impact the performance and success of women-owned businesses in the world.

Emotional intelligence (EI) has gained increasing attention in the field of business and management, with research indicating that it is a critical factor in determining the success of businesses, including family-owned firms and most particularly in focus, the women-owned businesses (Olaleye et al., 2023). In recent years, researchers have focused on studying the relationship between emotional intelligence and the performance of women-owned family businesses to determine the viability of the two to businesses. Ibrahim (2022) argued that an individual who is able, irrespective of

status, to effectively identify and control their emotions can said to be successfully possesses the key to emotional intelligence, self -knowledge and control of behaviour to live a better life while in business.

When one is aware of his/her emotions and possesses the techniques of managing them, he/she becomes better equipped to work through or navigate unnecessary obstacle that will alter progress of an organization. Some of the important aspect of self-awareness skills include empathy, confidence, adaptability, mindfulness, patience and kindness (Reuben & Ubulom, 2022). Leaders with higher emotional intelligence qualities demonstrate strong moral behaviour, implying positive professional activity at the workplace and effective leaders are good communicators, have an optimistic attitude, are flexible in their thoughts, and are emotionally balanced. It is a known fact that possessing emotional intelligence does not automatically lead to higher performance unless it affects how people use their emotions profitably at work settings especially, in business-oriented firms. Apparently, women owners of family business can handle their emotions accurately and use certain behaviours in the workplace that allow them to gather better information, understand the behaviours of others or make better decisions about their activities that result in better performance of the firm for long time span through their self-awareness, self-management, and social skills.

Self-awareness, or the ability to recognize and understand your own emotions, is a critical emotional intelligence skill which enables workers to be effective in the work place (Atuma & Agwu, 2015). Beyond just recognizing your emotions, however, is being aware of the effect of your actions, moods, and emotions on other people. To become self-aware, you must be capable of monitoring your own emotions, recognizing different emotional reactions, and then correctly identifying each particular emotion. Self-aware individuals also recognize the relationships between the things they feel and how they behave. Self-management involves being aware of your own emotions and the impact you have on others; emotional intelligence requires you to be able to regulate and manage your emotions. It does not mean putting emotions on lock-down and hiding

your true feelings, it simply means waiting for the right time and place to express them. Self-management is all about expressing your emotions appropriately.

Social awareness is the ability to recognize condition of things, empathize with other people from different backgrounds and cultures in an environment. The recognition and evaluation of the similar and different issues may occur individually and in groups (CASEL, 2015). Awareness of social situations means managers carefully consider what employees want, and plan to communicate with them in a way that is intended to meet up their needs. Social awareness includes the ability to evaluate and understand others, to have compassion and empathy. Businesses with high social awareness can recognize, process, and adapt to shifting emotional information which can enhance productivity and performance within the organization. In today's business environment, you can imagine how useful social skills is to business organization.

The importance of emotional intelligence in advancing the status of business organization is increasing as it has become a skill that cannot do without observation. Emotional intelligence can track progress or stagnation and lead to staff progress or failure. Most people in high-level leadership and management positions depend on emotional intelligence and other cognitive technical skills for the success of their enterprise. Miśkiewicz (2017) viewed emotional intelligence is individuals' personal competencies, understood as their ability to recognize their own and other follower's emotional states, as well as the ability to make use of their own emotions and tackle other people's emotional states. It involves one's ability to control and regulate one's mood, which, in turn, is helpful in coping with various situations. It is against this background that the study sought to investigate the effect of emotional intelligence on the performance of women-owned family businesses in Jos metropolitan city.

Individuals who have low emotional intelligence are bound to fail to understand the feelings and emotions of their employees, hence, creating a negative effect on the business performance (Goleman, 2021). In spite of the fact that women are known to be good business managers, they are given less opportunities to take over

leadership roles in businesses, even in family businesses where they belong and may serve as resourceful leaders. Their potential need not to be under doubt since the concept of emotional intelligent plays significant role in businesses performance.

Brush et al. (2012) argued that those business which are controlled and run by females earned less profit and income as compared to males. This gender differences also have negative impact on business growth. Although the involvement of women in business activities has increased, their primary performance in terms of sales volume, total assets, and the number of employees involved is still low compared to men (Coleman, 2007). According to the United Nations Transitional Authority in Cambodia (UNTAC), in 2006, over 50% of women businesses failed in less than three years and only 7% were able to grow their businesses to small or medium scale. They do not only face a lack of financial resources, which is itself a critical issue, especially in developing countries (Arinaitwe, 2006), but constraints regarding management aspects such as inexperience, conflict with family responsibilities, low endurance and innovation, and weak business networks.

Furthermore, there is little empirical evidence in the literature on the relationship between women emotional intelligence and performance of businesses. Considering Nigeria, there are reasonable studies on performance of family businesses but no study, to the best of the researcher's knowledge, has been conducted on women emotional intelligence and performance of family businesses despite the fact that women share equal gender rights and have the same emotional strength as their male counterparts. On this note, this study was necessitated to examine the effect of emotional intelligence on the performance of women owned family businesses in Jos Metropolis.

2. Literature Review

2.1 Conceptual Review

Emotional Intelligence

Emotionally intelligent employees are likely to have a positive mindset, appear more contented, dedicated, and loyal to their profession and organization, which in turn creates a conducive serenity that effectuates improved job performances (Miao et al. 2017). Neupane (2021) opined that EI is quite often used in

these modern times and is seen as an important element in many aspects of life, whether it is personal or professional. Therefore, emotional intelligence is regarded as one of the strategic key factors that business organizations must considered while in their daily designed activities (Wen, 2020).

Self-Awareness

Self-awareness involves emotional awareness, which is deemed as the fundamental core ability of emotional intelligence, and ability to know one's strength and limits and self-confidence (Muthembwa, et al., 2019). Reuben and Ubulom (2022) affirmed that Self-awareness is the ability for someone to recognize and monitor self-emotions or feelings from moment to moment as it is very crucial to psychological insight and self-understanding of things around the environment. Serrat (2017) affirmed that self-awareness has component consisting of emotional self-awareness, accurate self-assessment, and self-confidence that works for and around everyone especially the managers of emotions.

Self-Management

Cain (2015) described self-management as the ability for an individual to recognize and understand his/her mood emotion and drives as well as their effect on other people around. Self-management is also one of the components of emotional intelligence where people work on managing themselves before taking up the management of others just as human beings are made in such a manner that they cannot get away from their emotions but at least can manage them (Neupane, 2021). Onuegbu (2021), referred to self-management to mean self-regulation which involves the capacity to manage or redirect disturbing moods, and the tendency to suspend judgment and to reflect prior to action to be taken; confidence and integrity; tolerance with elusiveness; and willingness to alter for the best.

Social Awareness

Barowski et al (2021) classified social awareness as a factor that allows one to empathetically consider the perspectives of those around a person and apply that knowledge to guide an individual's choice of words and actions within a specific social situation. Eli

(2022) defined social awareness as a skill that we all must work to build within ourselves. In a broad sense, it means having an awareness and understanding of the world around us. This includes environments, cultures, communities, societal norms, problems, struggles, and all other areas that make up the social atmosphere in which we live.

Business Performance

Paul et al. (2019), opined that business performance in the world over gains ground, penetration and growth as result of the personal qualities of the individual persons operating and controlling the business organization especially in the case of family businesses. Performance reflects the ability of family businesses to meet their economic and non-economic goals (Yu et al., 2012). Economic goals refer to a desire to create firm financial value through cost efficiencies (Chua et al, 2018). Noneconomic goals re-present family-centric priorities such as sustaining trans-generational succession, providing employment to family members, maintaining family harmony and functionality, and increasing family influence and control over decision making (Chua et al., 2018; Williams et al., 2018).

2.2 Empirical Review

Self-awareness and Businesses Performance

With the interest to reveal the efficacy of the emotional intelligence (EI) construct in organizational studies, Shahzad, et al (2011) carried a study to examine the impact of emotional intelligence (EI) on employee's performance among telecom employees of Pakistan by focusing on four major aspects of EI that is self-awareness, self-management, social awareness and relationship management. Survey design was adopted and the study population consists of all full-time employees' telecom companies in Pakistan. And 118 employees of five telecom companies were purposively sampled. However, 100 participants fully responded to the distributed copies of questionnaire making a response rate of 84.75%. Descriptive statistics were applied to analyzed the demographics of respondents by frequency distribution tables and multiple regression was carried out to show the intensity between independent and dependent variables. The results revealed that a positive relationship exists between

social awareness and relationship management and employee's performance while self-awareness and self-management were not found significantly related to employee's performance. The use of only full-time employees to investigate emotional intelligence is not a true measure to generalize the findings globally and random sampling technique would have been a better sampling technique.

The work of Atuma and Agwu (2015) investigated the relationship between self-awareness and organizational performance in the Nigerian banking industry. Cross sectional survey approach was adopted and the target population comprised of 1088 Banking Industry in the South-South Area of Nigeria. Taro Yamene's formula was used to obtain sample size of 292 and the sample size 8 for each bank was determined by using the Bowley's (1964) population allocation formula. Specifically, the study used the questionnaire method of data collection, interview and secondary data were collected mainly in the cities where we have high concentration of the banks through interview. Four hypotheses were formulated and tested using the spearman rank correlation coefficient with the aid of statistical package for social science. The results revealed that at .05 level of significance that self-awareness is positively related to net profit and return on investment, but no strong relationship was found between self-awareness and market share. Multiple regression would have been a better measure in the study since survey method was employed.

Self-management and Businesses Performance

Paskewitz (2021) focused on how four EI dimensions (awareness of own emotion, management of own emotion, awareness of others' emotions, management of others' emotions) could prevent four types of conflict within family farms (task, relational, process, and status). Family farm participants (N = 204) were reached through social media posts and emails to specialty agricultural groups and agencies, and students at a university. Hierarchical regression results showed that awareness of own emotions, management of own emotions, and management of others' emotions negatively predicted task, relational, process, and status conflict. Awareness of others' emotions did not predict any conflict types. The use of social media to distribute and collect data makes

the authenticity of the questionable because data can easily be tempered.

Muluk et al. (2021) carried out a study on understanding students' self-management skills at state Islamic university in Indonesia. The applied qualitative research which examined students' self-management skills in the English Language Education Department, Ar-Raniry State Islamic University, Aceh, Indonesia. The study looked at students' motivational and behavioral strategies and scrutinized their time management, emotion, effort, and social and learning environments, and the impacts on their academic performance and social involvement. Three areas closely related to students' self-management skills, namely academic achievement, academic awards, and social involvements were explored to understand factors contributing to their achievement. To gather the data, the study used the semi-structured interview with five female students from the 2017/2018 cohort, selected by using purposive sampling with certain criteria, such as their GPA, TOEFL score, and social involvements. These criteria were imposed to distinguish high-achiever students from the average one. Findings showed that students with outstanding management skills adopt motivational and behavioral strategies in their daily lives. Setting goals, finding relevant activities (worshipping, writing, and reading) were mentioned as motivational strategies; while prioritizing, self-observing, as well adaptation to the surrounding environment were crucial in their behavioral strategies. They also practiced positive and supportive illustrations in developing a good self-management system, such as setting up and executing academic priorities and evaluating how activities were done.

Social Awareness and Business Performance

Huynh (2018) investigated the reality of social awareness and responsible decision making of students in grade 4 and 5 in Vietnam using a survey research design. The study population comprises of 5 primary schools in Vietnam were a sample size of 1004 students in grade 4 and 5 was selected randomly. The study had three-point Likert scale questionnaire to collect primary data. SPSS was used to analyze the data collected by Anova, Pearson Correlation. Mean, Standard Deviation, Percent, and Frequencies to

quantify the data and ensure the requirements of quantity to be met. The results indicated that students in grade 4 and 5 have the highest social awareness in expressing their emotions when their friends did not do well in the test. Furthermore, the study discovered a strong correlation between grade- 4 -and -5 students 'social awareness and responsible decision-making. However, the study failed to apply a suitable model which make the research limited and the findings cannot be generalized to the whole Vietnam provinces due to the limited scope in the study population.

The study of Noel and Mosoti (2016) was conducted to examine the effect of social awareness on employee performance in private sector a case of Kinyara sugar limited (KSL) in Uganda. A stratified random sampling was used to sample 208 respondents who represented the total population of KSL. Data were collected using questionnaire, while regression was employed for analysis. In relation to the effect of social awareness, the study findings indicated that employee's improved social-awareness aspects contribute positively to their general performance. The study concluded that well developed and management skills of social-awareness enables employees to understand and manage their abilities and control their short comings. The study recommended that emotional intelligence domains need to be maximized if KSL is to reap improved employee performance. The study failed to investigate a large population making the sample size too weak for a study of this magnitude.

Emotional Intelligence Theory

The emotional intelligent theory was propounded by Salovey and Mayer (1990) and formally developed by Mayer, et al. (2008). The theory asserts that emotions serve an important social function, conveying information about other people's thoughts intentions and behavior. Indeed, the ability to integrate emotional information into cognitive activities is essential to effective functioning across the life course. Emotional intelligence is hypothesized to influence the success with which employers relate with their employees likewise employees interact with colleagues, the strategies they use to manage conflict and stress, and overall organizational performance. According to the ability based

theoretical model of emotional intelligence, each ability influences how individuals utilize emotions to facilitate thinking or regulate emotions to focus on important information; and for this reasons, emotional intelligence is hypothesized to correlate moderately with other intelligence (Bracket et al., 2011).

The first aspect, awareness of emotions, encompasses the basic capabilities to perceive and express emotions in one's personal mood such as joy and sadness. The second element, use of emotion to enable thought, includes the use of emotion to regulate thinking which embraces interpreting moods and competences to engage in judgments (Mayer et al., 2004). The third component, comprehending emotions, entails the skills to scrutinize emotions and emotional shifts (Mayer et al., 2004). The Goleman et al. (2002) emotional intelligence theory is similar to the emotional intelligence model advocated by Salovey and Mayer (1990) in that it adopts the mental ability model, but also allocates features or traits into its conceptualization (Mayer, et al., 2000). Nelson and Low (2011) improvised the work of Salovey and Mayer (1990) as well as Goleman (1998) to develop emotional intelligence model founded on the idea that EI has the capability to think productively and behave intelligently and thus, develop these competences to improve individual productivity and career advancement.

Rather than viewing intelligence strictly as how well one engaged in analytical tasks associated with memory, reasoning, judgment, and abstract, thought theorists, and investigators began considering intelligence in broader array of mental abilities personal intelligence; including the capacities involved in accessing one's own feeling of life (intrapersonal intelligence) and ability to monitor others' emotions and mood (intrapersonal intelligence), provided a compatible backdrop for considering emotional intelligence as a viable construct (Bracket, et al., 2011). According to the emotional intelligence theory, the cognitive, psychological and behavioral changes that

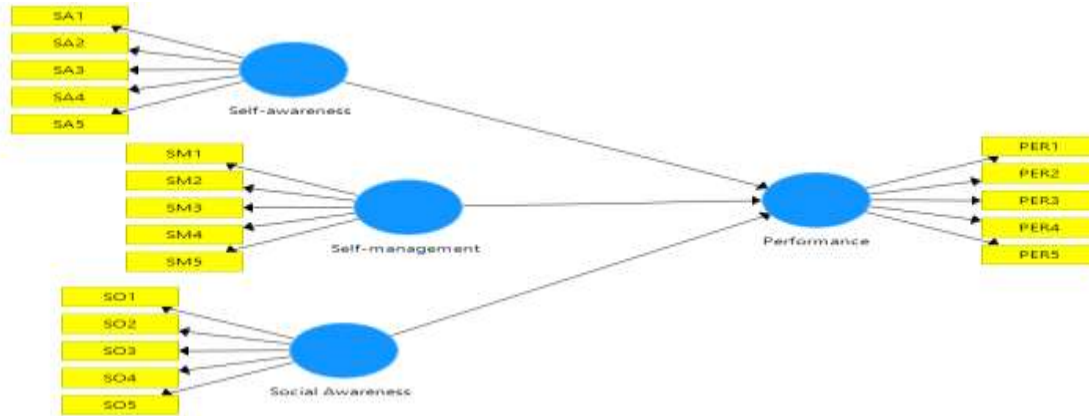
accompany emotional responses are adaptive as their changes prepare individuals to respond to the event that caused the emotion to occur.

3. Methodology

The study adopted a survey research design, this is considered appropriate because survey design ensures the entire explanation of the position by ensuring that there is least amount of bias within data compilation and allows data gathering from a very considerable population. The target population for this study comprises of all 600 registered women-owned family businesses in Jos Metropolis, Plateau State, Nigeria. Population information was obtained from the joint Corporate Affairs Commission (CAC)/Industrial Training Fund (ITF) register for businesses (2023). Census method was used to cover all the 600 businesses identified; thus, no sampling was carried out.

Questionnaire consist of questions relating to emotional intelligence and performance of family businesses based on the 5-Point Likert Scale ranging from strongly agreed to strongly disagreed was employed to gather data from the study respondents. The questionnaires were adopted from other related works and modify to fit in the purpose of the study. Validated copies of questionnaire would be administered to managers and leaders of family businesses within Jos Metropolis and to be retrieved one week after distribution in order to provide the target respondents ample time to attend to their copies.

Partial Least Square - Structural Equation Modelling (PLS-SEM) was employed to analyse data collected and to spell out the relationship between the independent variable (Self-Awareness, Self-Management, Social Awareness) and dependent variables (performance of small medium enterprises). This method of data analysis is suitable for likert scale variables that are ordinal in nature which is easy and precise for analysis and for easy understanding. The structural model is stated in figure 1.

Figure 1: Specified Model for the Study

3.1 Variable Description and Measurement

The adopted measurement scales for study variables are described in table 1.

Table 1: Information on Variable Measurement Scales

Variables	Variable Type	Source	Measurement
Performance of Family Businesses	Dependent	(Supramaniam & Singaravelloo, 2021).	Likert Scale
Self-Awareness	Independent	(Sterrett, 2000).	Likert Scale
Self-management	Independent	(Supramaniam & Singaravelloo, 2021)	Likert Scale
Social Awareness	Independent	(Sterrett, 2000)	Likert Scale

Source: Researcher's Compilation, 2024.

4. Results and Discussion

Based on the data collected with the aid of closed-ended structured questionnaire are presented in the

tables below. The total number of questionnaires returned from the 600 administered to respondents were 518, reflecting a response rate of 86%. Table 2 gives this breakdown.

Table 2: Questionnaire Response Rate

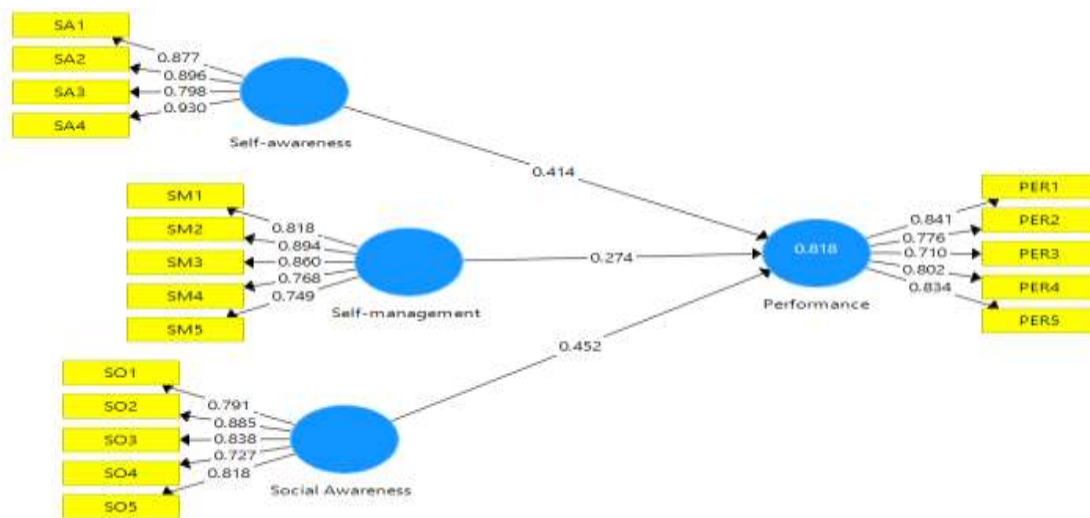
Copies of questionnaire administered	600
Copies of questionnaire returned	574
Copies of questionnaire used	518
Copies of questionnaire unused	82
Response rate	86%

Source: Researcher's Compilation, 2024.

The assessment of PLS-SEM results involves a two-step approach: (1) the evaluation of the measurement models and (2) the assessment of the structural model (Henseler & Chin, 2010; Hair et al., 2016).

A total of thirty-five questions were set in the questionnaire, out of which eight were did not meet

the 0.7 recommended benchmark loadings after the factor analysis (Hair, et al., 2014). The ten that do not provide enough loadings were subsequent deleted, leaving a total of twenty-seven responses from each respondent for analysis (see Table 2 and Figure 2).

Figure 2: Measurement Model**Table 3: Reliability of the Indicators**

	Performance	Self-Awareness	Self-Management	Self-Motivation	Social Awareness	Social Skills
PER1	0.822					
PER2	0.789					
PER3	0.765					
PER4	0.737					
PER6	0.875					
SA1		0.806				
SA2		0.841				
SA3		0.892				
SA4		0.880				
SA6		0.760				
SEM3			0.836			
SEM4			0.871			
SEM5			0.855			
SEM6			0.933			
SK1						0.885
SK2						0.797
SK3						0.841
SK4						0.718
SK5						0.801
SM2				0.823		
SM3				0.824		
SM5				0.735		
SM6				0.774		
SOA1					0.879	
SOA2					0.852	
SOA3					0.807	
SOA5					0.775	

Source: SmartPLS Output, 2024

The indicator loadings should be larger than 0.7 to ensure indicator reliability. From table 3, all the indicators are larger than 0.7 indicating that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability. According to Hair et al. (2019) the

evaluation of the measurement model using five indicators. The first is composite reliability. Fornell and Larcker (1981) recommend values higher than 0.7 for composite reliability. The values in this study can be described as 'good' because they lie between 0.7 and 0.9.

Table 4: Construct Validity and Reliability of the Indicators

	Cronbach's Alpha	rho_A	Composite Reliability
Performance	0.857	0.860	0.898
Self-Awareness	0.893	0.901	0.921
Self-Management	0.800	0.824	0.869
Self-Motivation	0.899	0.928	0.928
Social Awareness	0.849	0.853	0.898
Social Skills	0.870	0.888	0.905

Source: SmartPLS Output, 2024

The second indicator is Cronbach's alpha, Fornell and Larcker (1981) recommend Cronbach's alpha values to be greater than 0.7. As shown in table 4, the Cronbach's alpha values exceed this threshold. The third indicator is rho A, which enables calculation of a reliability value that lies between the two previous extreme values (composite reliability and Cronbach's

alpha). The rho A, which was proposed by Dijkstra and Henseler (2015), should be greater than 0.7 (Dijkstra & Henseler, 2015) and should lie between the composite reliability values and the Cronbach's alpha values (Hair et al., 2019). These conditions hold for our data in table 7 which indicates that all the values are greater than 0.7.

Table 5: Fornell-larcker Criterion for Discriminant Validity

	Performance	Self-Awareness	Self-Management	Self-Motivation	Social Awareness	Social Skills
Performance	0.799					
Self-Awareness	0.834	0.837				
Self-Management	0.787	0.702	0.790			
Self-Motivation	0.454	0.284	0.626	0.874		
Social Awareness	0.902	0.725	0.681	0.448	0.829	
Social Skills	0.850	0.805	0.799	0.380	0.750	0.810

Source: SmartPLS, 2024

The forth indicator is the discriminant validity, the construct level validity was assessed through Fornell-Larcker criterion (Fornell & Larcker, 1981). He asserted that each construct should share higher diagonal value with itself. These diagonal values are the square root of AVE. Furthermore, these values also represent the correlation among the study variables. The results of analysis revealed that all constructs were in line with the Fornell-Larcker criterion.

Table 6: Convergent Validity

	Average Variance Extracted (AVE)
Performance	0.639
Self-Awareness	0.701
Self-Management	0.624
Self-Motivation	0.765
Social Awareness	0.688
Social Skills	0.657

Source: SmartPLS Output, 2024

The fifth indicator is the average variance extracted (AVE). The AVE enables evaluation of the convergent validity of the composites. Fornell and Larcker (1981) recommend a value greater than 0.5 for the AVE. This criterion also holds in this study.

4.2 Assessment of Structural Model

Hair et al. (2013) explained that in order to assess the structural model, researchers should place more

emphasis on the R^2 , beta, and corresponding t-values via bootstrapping procedure with a resample of 5000. They also suggested that, in addition to these basic measures, researchers should also report the predictive relevance (Q^2) and the effect sizes (f^2). Figure 2 showed the structural model results, the loadings and the R^2 values for performance of women owned SMEs. The resample of bootstrapping procedure was done using 5000.

Table7: Path Coefficient of the Model

Hypotheses	Original Sample	Sample Mean	Std Dev	T Statistic	P Values
Self-awareness -> Performance	0.414	0.413	0.020	20.987	0.000
Self-management -> Performance	0.274	0.275	0.025	10.812	0.000
Social Awareness -> Performance	0.452	0.452	0.023	20.057	0.000

Source: SmartPLS Output, 2024

Test of Hypothesis I

H₀₁: There is no significant effect between self-awareness and the performance of women owned family businesses in Jos Metropolis

The result from table 7 shows that self-awareness has significant effect on performance of women owned family businesses in Jos Metropolis, with $\beta = -0.227$ and $p = 0.000$. Thus, hypothesis one was not supported and therefore rejected at 5% level of significance. Since there is enough statistical evidence to reject the null hypothesis, the study

conclude that self-awareness has positive and significant effect on performance of women owned family businesses in Jos Metropolis.

Test of Hypothesis II

H₀₂: There is no significant effect between self-management and the performance of women owned family businesses in Jos Metropolis

The result of the test as shown in table 10 revealed that self-management has a significant effect on performance of women owned family businesses in Jos Metropolis, with $\beta = 0.137$ and $p = 0.000$. Thus,

hypothesis two was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and the study therefore conclude that self-management has a significant effect on performance of women owned family businesses in Jos Metropolis.

Test of Hypothesis III

H₀₃: There is no effect between social awareness and the performance of women owned family businesses in Jos Metropolis

The result from table 10 shows that social awareness has a significant effect on the performance of women owned family businesses in Jos Metropolis, with $\beta = 0.512$ and $p = 0.000$. This result does not support hypothesis three and was therefore rejected at 5% level of significance. Since there is enough evidence to reject the null hypothesis, the study therefore concludes that social awareness has a significant effect on performance of women owned family businesses in Jos Metropolis.

4.3 Discussion of Findings

Based on the statistical results and considering the research questions and objectives of this study; the results of the structural equation modelling reject almost all the null hypotheses. The first hypotheses show a significant effect of self-awareness on the performance of women owned family businesses in Jos metropolis. This is in line with study conducted Zamahani and Rezaei (2014) that self-awareness, positivity and psychological ownership has a positive relationship on organizational citizenship behavior.

Similarly, self-management exert a significant effect on performance of women owned family businesses in Jos Metropolis, indicating that women that have control over what they say or do, while rejecting the urge to make rushed decisions that will compromise targeted values can increase the performance of their own business. This result contradicts the work of Paskewitz (2021) which revealed that awareness of own emotions, management of own emotions, and management of others' emotions negatively predicted task, relational,

process, and status conflict.

Thirdly, the study finding also revealed that social awareness exerts a significant effect on performance of women owned family businesses in Jos Metropolis. This implies that women that owned and manage businesses within Jos metropolis have that leadership ability of comprehending the emotions of workers around them and understanding worker's competency for a better performance of their own establishment. This result supports the work of Rasuli, et al. (2013); Noel and Mosoti (2016) that examine the effect of social awareness on employee performance in private sector. It was revealed that employee's improved social-awareness aspects contribute positively to their general performance of private firms.

5. Conclusion and Recommendations

In view of the foregoing, the conclusion of this study is relatively important to note that the performance of women owned businesses may vary in different environmental setup, due to the nature or cultural orientation involved in a particular business setting. However, performance output in the world today are the same or expected to be the same. Like general increase and growth in the economy and the benefits associated with economic growth and development.

Based on the findings and conclusion, the following recommendations are made:

- i. There is need for women that owns and manage businesses to focus on managing their action, thoughts and emotions so as improve their respective businesses.
- ii. Women owned businesses should be more practical in their self-management habits, which will enable them in keeping disruptive emotions and impulse in check when handling business.
- iii. Women that wish to enhance productivity and performance of their businesses should pay much attention in evaluating and understanding their employees' culture and background.

References

- Atuma, O. & Agwu, M. E. (2015) Workplace emotional intelligence and return on investment in the Nigerian banking industry. *Journal of Management, Marketing and Logistics*, 1(4), 348-374.
- Barowski, J., Airth, M. & Chapel, L. (2021). Explore the definition of social awareness, along with its associated theories and skills. Learn what social awareness is and the meaning of social awareness.
- Bracket MA, Rivers S. E, & Salovey P. (2011). Emotional intelligence: Implications for personal, social academic, and workplace success. *Social and Personality Psychology Compass*. 5(1), 88-103.
- Bridgeland, J., Bruce, M., & Hariharan, A. (2013). The missing piece: a national teacher survey on how social and emotional learning can empower children and transform schools. A Report for CASEL. Civic Enterprises.
- Cain, A. (2015, May). Emotional intelligence in the workplace secretary's forum. Slideplayer.com. <https://slideplayer.com/slide/9029619/>.
- Chen, H. J. (2010). Linking employees'e-learning system use to their overall job outcomes: An empirical study based on the IS success model. *Computers & Education*, 55(4), 1628-1639.
- Chua, J., Chrisman, J. J. & Sharma, P. (1999). Defining the family firm by behavior", entrepreneurship: *Theory and Practice*. 4(23), 19-39.
- Chua, J., Chrisman, J., De Massis, A. & Wang, H. (2018). Reflections on family firm goals and the assessment of performance. *Journal of Family Business Strategy*, 9(2), 107-113.
- Coleman, S. (2007). The role of human and financial capital in the profitability and growth of women-owned small firms. *Journal of Small Business Management*, 45(3), 303-319.
- Craig, H. (2021). The theories of emotional intelligence explained. Available at: <https://positivepsychology.com/emotional-intelligence-theories/>.
- Dijkstra, T. K., & Henseler, J. (2015). Consistent partial least squares path modeling. *MIS quarterly*, 39(2), 297-316.
- Eli, S. (2022). Social-awareness: What is it & why is it Important? December, 7.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Goleman, D. (1995). *Emotional intelligence*. New York: Bantam.
- Goleman, D. (2001). *Emotional intelligence: Issues in paradigm building*. In C.C. Goleman (Ed.), *The emotionally intelligence workplace* San Francisco: Jossey-Bass.
- Goleman, D. (2005). *Emotional intelligence* (10th edition). New York: Bantam Bones.
- Goleman, D. (2006). *Beyond iq, beyond emotional intelligence: social intelligence*. New York: Bantam Dell.
- Goleman, D. (2021). *Leadership: The power of emotional intelligence*. More Than Sound LLC.
- Hair, J. F., Gabriel, M., & Patel, V. (2014). AMOS covariance-based structural equation modeling (CB-SEM): Guidelines on its application as a marketing research tool. *Brazilian Journal of Marketing*, 13(2).
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long range planning*, 46(1-2), 1-12.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24.
- Hair, Jr, J. F., Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2016). Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I-method. *European business review*, 28(1), 63-76.
- Olaleye, A. A., Jirgi, A. J., Baba, K. M., & Mohammed, U. S. (2023). Impact of Rural Financial Institutions Building Program (RUFIN) on the Productivity of Women-Owned Farms and Non-Farm Enterprises in

- Northern Nigeria. *Journal of International Women's Studies*, 25(3), 10.
- Othman, A. T., Madume, F. J., & Owulo, J. O. (2024). Effect of emotional intelligence on employee performance in bureau of public enterprises. *African Banking and Finance Review Journal*, 12(12), 129-142.
- Goleman, D., Boyatzis, R. & McKee, A. (2002). *Primal leadership learning to lead with emotional intelligence*. Boston Massachusetts: Harvard business Press.
- Huynh, V. S. (2018). Social awareness and responsible decision making of students in grade 4 and 5 in Vietnam. *Journal of Education and Human Development*.7(4), 7-15
- Ibrahim, N. A. N. (2022). The importance of emotional intelligence to students. *International Journal of Academic Research in Business and Social Sciences*, 12(5), 131–137.
- International Finance Corporation (IFC) (2014). Women owned SMEs: A business opportunity for financial institution. A IFC Publication. Accessed from; www.ifc.org.
- Brush, C., Manolova, T.S., Edelman, L.F., & Shaver, K. (2012). Entrepreneurial expectancies and growth intentions of US Women and Men nascent entrepreneurs. *Journal of Entrepreneurship and Regional Development*, 24(2), 7–27.
- Matthews, G., Zeidner, M., & Roberts, R. (2017). Emotional intelligence, health, and stress. 10.1002/9781118993811.ch18.
- Mayer, J. D., Caruso, D. R. & Salovey, P. (2000). Emotional intelligence meets traditional standards for intelligence. *Intelligence*. 2(7), 267-298. [https://doi.org/10.1016/S0160-2896\(99\)00016-1](https://doi.org/10.1016/S0160-2896(99)00016-1)
- Mayer, J. D., Salovey, P. & Caruso, D. R. (2008). Emotional Intelligence; New Ability or Eclectic Traits? *Annual Review of Psychology*. 6(3), 503-517.
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Target articles: emotional intelligence: theory, findings, and implications". *Psychological Inquiry*, 15(3), 197-215.
- Miao, C, Ronald, H. H., & Shanshan, Q. (2017). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*. 7(90), 177–202.
- Miśkiewicz, R. (2017). Organizational structure in the process of integration on the example of iron and steel industry enterprises in Poland. Warszawa.
- Muluk, S., Akmal, S., Andriana, D., Habiburrahim, H., & Safrul, M. S. (2021). Understanding students' self-management skills at State Islamic University in Indonesia. The Qualitative Report, 26(7), 2333-2346. <https://doi.org/10.46743/2160-3715/2021.4817>
- Muthembwa, P. M., Waiganjo, M. & Gitahi, N. (2019). Effect of managers emotional intelligence on performance of Small and Micro - Enterprises in Nakuru East Sub-County, Kenya. *World Journal of Innovative Research (WJIR)*. 7(5), 38-46
- Nelson, D. B., & Low, G. R. (2011). Emotional intelligence: Achieving academic and career excellence. Boston, MA: Prentice Hall.
- Neupane, S. (2021). Importance of emotional intelligence in leadership. A qualitative analysis, *Thesis Centria University of Applied Sciences. Bachelor of Business Administration, International Business*.
- Noel, A. & Mosoti, Z. (2016). The effect of emotional intelligence on employee performance in the private sector: A case of Kinyara Sugar Limited. *IOSR Journal of Business and Management (IOSR-JBM)*. 18(12), 01-10
- Onuegbu, C. (2021). The impact of emotional intelligence on employee commitment and organizational performance (Case study of Dangote Sugar Company). *Thesis Submitted in Partial Fulfillment of the Requirement for the MSc. In International Business*. National College of Ireland.
- Paskewitz, E.A. (2021) Exploring the impact of emotional intelligence on family farm member conflict experiences. *Sustainability*. 1(3), 84-86. <https://doi.org/10.3390/su13158486>
- Paul, V., Lamino, A. H. Tende, S. B. A. (2019). Influence of personal qualities of CEOs on

- family business performance in Nigeria. *Journal of Management Sciences* (Vol. 17, No.5, 2019), University of Maiduguri, Sahel Analyst: ISSN 1117-4668.
- Rasuli. F., Ebrahimpour, H. & Hassanzadeh, M. (2013). Social intelligence and business performance of managers at agriculture Banks in Ardabil Province. *Singaporean Journal of Business Economics, and Management Studies*. 2(2), 96 – 104.
- Reuben, N. & Ubulom, W. J. (2022). Emotional intelligence: a determinant factor for successful postgraduate programme. *International Journal of Innovative Psychology & Social Development* 10 (4):156-163 ISSN: 2467-8546.
- Salovey P. & Birnbaum D. (1989). Influence of Mood on Heath-relevant Cognition. *Journal of personality and Social Psychology*. 8(57), 539-551.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. imagination, cognition, and personality. 9(2), 189-194. <https://doi.org/10.2190/DUGG-P24E-52WK-6CDG>
- Serrat, O. (2017). Understanding and developing emotional intelligence. Available at: <https://www.researchgate.net/publication/318018981>.
- Shahzad, K., Sarmad, M., Abbas, M. & Khan, M. A. (2011). Impact of emotional intelligence (EI) on employee's performance in telecom sector of Pakistan. *African Journal of Business Management*. 5(4), 225-1231, Available online at <http://www.academicjournals.org/AJBM> DOI: 10.5897/AJBM10.592
- Sterrett, E. A. (2000). *The manager's pocket guide to emotional intelligence: From management to leadership*. Human Resource Development.
- Supramaniam, S. & Singaravelloo, K. (2021). Impact of emotional intelligence on organisational performance: an analysis in the Malaysian public administration. *Administrative Sciences* 11: 76. <https://doi.org/10.3390/admsci11030076>
- United Nations Transitional Authority in Cambodia (UNTAC) (1992-1993)', in Ooi Keat Gin, (2006). *Southeast Asia a Historical Encyclopedia, From Angkor Wat to East Timor*", Vol. III: R-Z. Santa Barbara, California; Denver Colorado and, London: ABC-CLIO, 1369-1371.
- Williams, R., Pieper, T., Kellermanns, F., & Astrachan, J. (2018). Family firm goals and their effects on strategy, family and organization behavior: A review and research agenda. *International Journal of Management Reviews*, 5(20), 63–82.
- Yu, A., Lumpkin, G. T., Sorenson, R. L. & Brigham, K. H. (2012). The landscape of family business outcomes: A summary and numerical taxonomy of dependent variables. *Family Business Review*, 25(1), 33–57.
- Zamahani, M. & Rezaei, F. (2014). The impact of managers' self-awareness, positivity and psychological ownership on organizational citizenship behavior. *International Review of Management and Business Research*. 3(3), 1355 – 1368.