LEADER EMOTIONAL INTELLIGENCE AND WORKPLACE HARMONY OF PLASTIC MANUFACTURING COMPANIES IN RIVERS STATE, NIGERIA

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ABSTRACT

The purpose of this study was to examine the relationship between leader emotional intelligence and workplace harmony in plastic manufacturing companies in Rivers State, Nigeria. The study adopted a cross sectional survey research design. The population of the study was 180 employees in five functional plastic manufacturing companies registered with Manufacturer Association of Nigeria Rivers/Bayelsa Directory. The sample size was 120 was obtained using the Taro Yamen's sample size formula. Data for the study was collected through structured questionnaire using the five (5) point Likert scale. The hypotheses were tested using Regression Correlation coefficient with the aid of statistical package for social science version 25.0. The findings revealed that there is a significant relationship between leader emotional intelligence and workplace harmony in plastic manufacturing companies in Rivers State, Nigeria. The study concluded that leader emotional intelligence through self-awareness significantly influenced grievance frequency and low strike incidence. Therefore, the study recommended that the plastic manufacturing companies under studied needs to focus on developing managers to have strong leader self-awareness so that they can be realistic in whatever choices they make and in doing their work. Leader self-awareness should serve as a propensity for self-reflection and thoughtfulness.

Keywords: *Leader Emotional Intelligence, Self-Awareness, Grievance Frequency, Low incidence of Strike*

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INTRODUCTION

In recent times, workplace discord is assuming unparalleled extent in most of the manufacturing and services industry in Nigeria (Rotman, 2013). The incessant grievances and discord of interest between management and employees in the manufacturing sector has more than ever before been publicized in the manifestation of negative consequences such as decline in the performance of organization and that of the employee (Agba, Ushie and Agba, 2009). Albert and Yahaya (2013) further stated that the pattern of workplace relations in Nigeria has been conflictual in nature with disruptive consequences and significant work-stoppages.

Organizations are established with predetermined aims and objectives towards which efforts and resources are channelled to attain. The drivers of such organization are the key players the managers and the subordinates, who constitute the workforce. The relationship between these human factors in the production chain determines the extent to which these aims and objectives are met. A harmonious work environment is critical to the success of an organization, especially the manufacturing sector. Managers of both the private and public sectors are faced with the challenge of ensuring workers satisfaction, commitment and loyalty, increasing productivity level and most importantly, sustaining harmony and mutual trust in the workplace (Nwinyokpugi & Eziuche, 2019).

Apparently it is because of this reason that Hansen (2004) stated that if you stand alone; the chances of withstanding challenges and overcoming are low. But if there is unity, victory is certain and overcoming challenges is possible. Valentine (2012) define workplace harmony as those behaviours that facilitate effective member interaction with team defined as a group of two or more individuals who perform some work related task, interact with one another dynamically, have a foreseeable shared future and share a common fate. Onasanya (1999) defined

workplace harmony as concerning the relationship between trade union and the employers in the industry, and the intervention of government in that relationship. He further posits that the function involves the relations and interactions between employers or management and employees, either as individuals or as groups; between supervisors and workers and his trade union, and between one trade union and the other and covers employment problems and security, conditions of work, remuneration, labour and employment grievances and disputes, level of production efficiency, safety, health and welfare of worker, social security and employee development.

However, the ability to recognize our feelings and those of others and manage emotions well in ourselves is a major contributing factor to workplace harmony (Valentine, 2012). The construct of leader emotional intelligence (LEI) is one of the most frequently researched topics in management science literature. Leader emotional intelligence has been found to be an important predictor of various enviable organizational outcomes, such as job performance, job satisfaction, organizational citizenship behaviour, and workplace harmony. Leader emotional intelligence involves managing feelings so that they are expressed appropriately, therefore enabling people to work together towards common goals in a constructive and transparent manner.

There is growing evidence that a relationship between leader emotional intelligence and work performance and several studies lend credibility to this assertion. Nel (2001) conducted a study to examine the relationship between leader emotional intelligence and job performance of call center agents, working at a major life insurance company in Western Cape, South Africa. He found several leader emotional intelligence competencies correlated with performance, particularly in client service and administration. Lopes, Grewal, Kadis, Gall and Salovey (2006) surveyed forty-four (44) analysts and administrators who worked for a Fortune 400 insurance company and found that, when measured

by a set of abilities, emotional intelligence positively affects work performance. Bachman (1988) states that the most effective leaders in the United States Navy are warmer, more outgoing, emotionally expressive and sociable.

Research relating to leader emotional intelligence in the Nigerian context is limited in comparison to other climes. Adeyemo and Ogunyemi (2005) investigated the impact of leader emotional intelligence and self-efficacy on occupational stress of university academic staff. Results show that emotional intelligence contributes to the prediction of work stress in participants. Nwokah and Ahiazu (2009) stated that emotional intelligence leads to marketing effectiveness in corporate organizations. Oyesoji and Oluwayemisi (2008) assessed the relationship between leader emotional intelligence and performance in the Nigerian police force and observed that there is a relationship between emotional intelligence and performance. Akintayo (2010) studied the effect of emotional intelligence and work-family conflict in Nigerian organizations and found that emotional intelligence has a moderating role on work-family conflict. Nwinyokpugi & Eziuche (2019) the study examined position power management and workplace harmony in the

Construction Sector in Rivers State. The study further revealed that though coercion, delegation, responsiveness and consultation have no significant effect on strike frequency and grievances but it impacts positively on workplace harmony depending on their application.

These studies found a positive relationship between the levels of leader emotional intelligence and workplace performance in public hospitals, telecommunication sector in Pakistan, Kenya and some part of Nigeria. However there is a literature gap on the above research works which this study intends to fill in the existing body of knowledge. Based on this truth; this research work is done with the aim of adding to the body of knowledge by examining leader emotional intelligence and workplace harmony in plastic manufacturing firms in Rivers State, Nigeria.

More so, the following research questions guided the study:
▪ How does self-awareness affect grievance frequency in the plastic manufacturing companies in Rivers State, Nigeria?
▪ How does self-awareness affect low strike incidence in the plastic manufacturing companies in Rivers State, Nigeria?
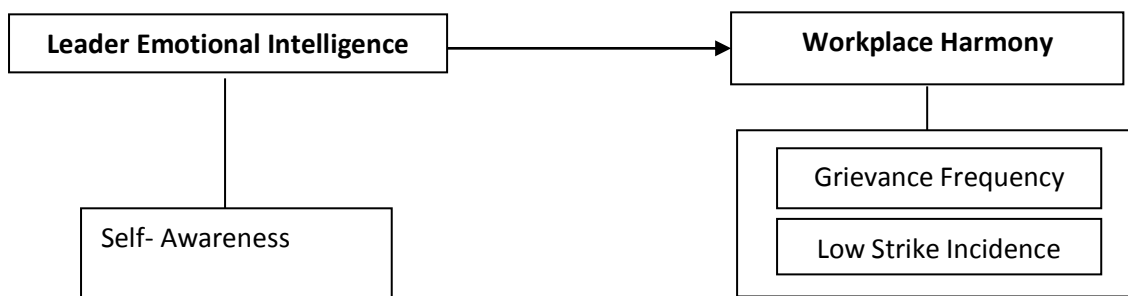

Figure 1: Conceptual Framework for the relationship between leader emotional intelligence and workplace harmony

Source: Desk Research (2020)

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory (SET)
This work is anchored on the Social Exchange Theory (SET) which evolved from Thorndike's

(1932) work on the development of reinforcement theory and Mills (1923) marginal utility theory (Smale, 1990). Modern-day influences have been derived from the work of sociologists such as Homans (1961), Blau (1964) and Emerson (1972). However, the SET have mostly been credited to Blau (1964)

which has its origin in the norm of reciprocity earlier proposed by Gouldner in 1960. The SET is all about exchanges and the norms of reciprocities. SET is based on the premise that human behaviour or social interaction is an exchange of activity, tangible and intangible particularly of rewards and costs. The purpose of this exchange is to maximize benefits and minimize costs (Homans, 1961). In this exchange, people consider the benefits and risks involved in a social relationship between or among them. After this consideration, when they envisage that risks involved outweigh the rewards to be gained, people will likely abandon or end the relationship.

It treats the exchange of benefits notably giving others something more valuable to them than is costly to the giver, and vice versa, as the underlying basis or open secret of human behaviour and so a phenomenon permeating all social life (Homans, 1961). Social exchange between or amongst people are based on trust that the people in an exchange will act accordingly. Blau (1964) states that social exchange relationships are based on trust. That is, when an individual gives to another, they do so trusting that the other party will reciprocate. Therefore, unlike economic exchange, social exchange is not an explicit, contractually based arrangement. Eventually, such relationships evolve over time into trusting, reciprocating, loyal, and mutual relationships (Trivers, 2009). The result of the exchange is mostly left to the discretion of the parties involved. Blau (1964) posits that: social exchange involves favours that create diffuse future obligations, not precisely specified ones, and the nature of the return cannot be bargained about but must be left to the discretion of the one who makes it. Since there is no way to assure an appropriate return for a favour, social exchange requires trusting others to discharge their obligations. Trust has been observed to be the major ingredient in an exchange relationship. The trust here could be trust in management, the organization, or

colleagues which will engender an obligation to reciprocate resulting in better performance by employees in form better job satisfaction.

The study of emotional intelligence and employee commitment falls under the affective event theory. The theory according to Thompson & Phua (2001) the affective event theory was developed by Psychologist Howard, Weiss and Russell to explain how emotions and moods influence job satisfaction. The theory explains the linkages between employee's internal influences-cognitions, emotions, mental states (etc) and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, van Dick, Fisher, West & Dawson, 2006).

Concept of Leader Emotional Intelligence

Zeidner, Matthews, and Roberts (2004) defined leader emotional intelligence as the study which looks for human cognitive abilities beyond traditional academic intelligence. Mandell and Phewanti (2003) views EI as a set of abilities that involves perceiving and reasoning abstractly with information that emerges from feeling. Mayer and Salovey (2001) opined that EI is the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth (Ciarrochi, Chan and Caputi, 2000). Furthermore, Simunek, Schutte, Hollander and McKenley (2000) described EI as being related to good, pleasant and effective mood management at workplace. Barsade (2002) concluded that EI plays a greater role in changing the moods and behaviors of people when they are working in teams and groups.

Emotional intelligence theory is one of the main tools for understanding emotions in organizations, (Gabriel & Griffiths, 2004). Emotion is any agitation or disturbance of mind, feeling and passion, any vehement or excited mental state. They are impulses to act. Goleman, (2006) refers emotion to a feeling and its distinctive thoughts, psychological and biological states, and range of propensities to act.

According to Ziedner et al, (2009), emotional intelligence (EI) is broadly defined as competency in perceiving understanding and regulating our own emotion and the emotions of others.

Self-Awareness

Self- awareness is the first step of managing our interactions with others or knowing what one feels. According to Goleman (1995), Garner (2009) self-awareness is being aware of our emotions, understanding the cause and reflecting on the patterns of the behavior which displays as a consequence of that emotion. On the other hand, self-awareness is the ability to emotions, drives and their effects on others to work together with organizations to achieve the goals. Self-awareness is the awareness of feelings of our self and the ability to identify, manages and controls the feelings.

Furthermore, these skills include the ability of self-confidence in managing the emotions and controlling the impact on the working environment. Emotional resilience is the ability to maintain consistent performance in a stressful situation and skilled to adapt to any situation. Ability to focus on the actions or particular needs although experiences the challenges or criticisms (Dulewicz& Higgs, 1999). Accurate Self-Awareness was the hallmark of superior performance (Boyatzis, 1982). Individuals with accurate Self-Awareness are aware of their competences which mainly include self-confidence, self-assessment and emotion handling. Accordingly, they seek out feedback and learn from their mistakes, and know where they need to improve and when to work with others who have complementary strengths.

The characteristics of self-awareness are self-confident, realistic self-assessment and a self-deprecating sense of humor. Self-awareness shows managers, leaders or workers are believed to be able to recognize a feeling while it happens to accurately perform self-assessment and have self-confidence. According to Goleman (1998) self-awareness refers to one's capacity to know his internal states, intuitive voice, preference and

resources. A leader with self-awareness will have emotional awareness which is a state of recognizing his emotions and their effects. The leader with self-awareness knows he's strengths and weaknesses, and as such has self-confidence which is a person's sense of self-respect and capability. Self-awareness is the ability of an individual to sense the internal emotions and feelings.

According to Goleman (2002), self-awareness involves a deep understanding of one's emotions, as well as one's strengths and limitations and one's values and motives to work together and perform well in the organization. Individuals with high self-awareness are skilled at their self-monitoring and adapting in their behaviors that relate effectively with others (Shivers-Blackwell, 2006). Self-aware individuals are able to read their feelings and link them with what they think and act. It is also known as emotional literacy (Mayer and Salovey, 1993; McGarvey, 1997). Self-Awareness is used to regulate the rational and emotional mental processes in balanced ways to provide an emotional support for the rational mind to make logically correct and socially acceptable decisions and judgments (Tischler, 2002).

Concept of Workplace Harmony

Workplace harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad and Osas, 2013). According to Puttapalli and Vuram (2012), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. Industrial harmony thus covers the area of responsibilities, employment policy, collective bargaining, communication and consultation (Odia and Omofonmwan, 2007). Industrial harmony enhances labour productivity and in turn improves performance in our education sector, achieving economic growth, and enhancing living standards and

quality of life. It creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication).

It further seen as an industrial environment where workers along with their union and management understand and accept each other as partners in progress; that a cooperative attitude is mutually beneficial in terms of output, performance and rewards. It does not assume that conflicts do not exist but that effective and proactive collective agreements and grievance procedure exist that can prevent the conflicts from transforming into a crisis. Thus internalizing harmonious industrial relations will eliminate poor management as it relates to human resources management. Industrial harmony in its ideal form, presupposes an industry in a condition of relative equilibrium where relationship between individuals and or groups are cordial and productive. Sayles and Strauss (2009) assert that with the inevitable differences among groups within an organization, conflict and differing objectives permeate modern organizations. This type of conflict prevents the existence of industrial harmony which reflects a state of organizational instability (Sayles and Strauss, 2009). On the other hand, Hanson (2006) opines that industrial harmony represents absence of strike by industrial unions in organization which is bound to result in effective and efficient organization

Measures of Workplace Harmony

Low Grievance Frequency
A grievance is an objection raised by a representative who might be determined by methods accommodated in a collective agreement, a work contract, or by different systems built up by a business. Such a grievance may emerge from an infringement of a collective bargaining agreement, the terms of an agreement, the treatment by others in the work

environment, or infringement of the law. For example, working environment security controls. Under UK livelihood law all workers have a legitimate right to raise a grievance, and there is a statutory Act as Code of Practice for taking care of grievances.

Ordinarily, everybody required with a grievance has strict timetables which must be met in the preparing of this formal protest, until it is determined. Businesses can't legitimately treat a representative any contrastingly whether he or she has recorded a grievance or not. An aggregate grievance is a grumbling raised by two or more representatives in a unionized working environment. Under a few words it might likewise be known as a group or work question. The contrast between a grievance and dissension, in the unionized working environment, is whether the topic identifies with the collective bargaining agreement.

Low Strike Incidence
The study of Fashoyin (1992) as cited by (Tarila, Lebura and Wale-Oshinawo 2018) posits that the unpleasant side of industrial relations and one which the public frequently associate union with, is the strike. Strikes show an interruption of affectionate associations between labour and management and are typically the one side of industrial relation that draws the most harmful comment. Hyman (1975), discoursed that the strike, as unpleasant it is, executes many beneficial function for the two side of the parties: first when a union calls out its members on strike, it is in the belief that the strike will wield pressure on the manager to take a desire and action, such a yielding to a request for enhancement in terms of employment security or improving an inadequate working state.

To the industrial striker, strike speaks to the activity of his major right to pull back his administrations. Circumstances which seem to negate his own desire and yearning or which debilitates the satisfaction of the requirements of the individual are being enrolled during the time spent striking. All the more vitally, it is these individual rights that are outfit by the exchange union to set out on strike activity. The union quality in an industry, in this manner generally

lay on the force of the strike. The strike is an extremely strong apparatus and can be intense if the workers on strike speak to key work or if the creation lost brought about by the business amid the strike is exceptionally huge. The strike likewise makes the administration to unite genuinely in future transaction; in that capacity, effective strikes improve the dealing position of the union for next arrangement. The strike if effective enhances the financial prosperity of the individuals from exchange union as they can pay increments as a consequence of strike activity.

Self-Awareness and Workplace Harmony

Victoroff & Boyatzis (2012) who mentioned that Self- awareness knows ones internal state, preference, resources and intuition. It is not automatic to have the ability to recognize our personal moods and reactions when in the spot light, privately and still be able to remain conscious afterward whether in teams or individually (Goleman *et al,* 2002). Self-awareness also involves having a realistic assessment of one's abilities. People who have this strength are aware of their strengths and weaknesses, open to candid feedback from others, and willing to learn from past experiences. This courage comes from certainty, through self-awareness, about our capabilities, values and goals as cited by (Fatt, 2002). Self-aware people have the "ability to accurately perceive own emotions and stay aware of them as they happen. This includes keeping on top of how one tends to respond to specific situations and people as quoted in Cheok & O'Higgins (2011).

Self-awareness improved employees' contribution to the organizational set goals and generally the achievement of its vision .This confirmed the study of Victoroff & Boyatzis (2012) that reported that self-awareness enable employees to know themselves and thus recognized their behaviors when under the spot light and this in return enabled them to direct their behaviors towards achieving their set targets. Being self-aware also enables the employees to constantly remain

conscious both as individuals and when in teams and this has been a very big factor to their positive performance. The findings also concurred with Cheok & O'Higgins (2011) who discovered that self-aware employees are in a much better position to recognize, understand and control their emotions and as a result they respond to situations in a more professional and objective manner hence a better and improved performance output.

Self-awareness is way beyond simply having adequate knowledge about ourselves but rather extends to being in position to interpret this knowledge for the purpose of learning more about ourselves (Dirette, 2010). As discussed by Dirette (2010), self-awareness is broken down into four levels of Arousal and attention, Sensory and motor, Cognitive and lastly Psychosocial. To them at the arousal and attention, attention to ideas developed or any arousal is either very slow or poor due to our inability to pay attention or respond with close concentration as a result of distracting surrounding us. The sensory and motor stage is where we are able to explain our sense of feeling such as movement, fatigue, satisfaction and even more advanced skills of processing our perceptions due to our developed competence to pay attention, comprehend and memorize.

Furthermore, employee performance is dependent on self-awareness as it is on many other factors and therefore how and when needs keen attention so that more effort and energy is put into making it part and parcel of organizations training and development programs. But for this to happen, sharing and discussing of feedbacks at all levels is of utmost importance to improve both individual and group self-awareness which in turn enables employees to maintain their good skills and strengths and improve on their weaknesses to be better employees (Dirette, 2010). Employees from time to time make mistakes here and there in their daily work activities and are able to recognize that they have made errors and monitor their performance and either correct the mistakes or seek someone with better knowledge to come to their rescue and improve their performance

which is able to improve their competences and abilities (Ham *et al.,* 2014).

The study postulated the following hypotheses to be tested:

- **Ho₁**: There is no significant relationship between self-awareness and grievance frequency in the plastic manufacturing companies in Rivers State, Nigeria
- **Ho₂**: There is no significant relationship between self-awareness and low strike incidence in the plastic manufacturing companies in Rivers State, Nigeria

METHODOLOGY

The study adopted a cross sectional survey research design. The population of the study was 180 employees in five functional plastic manufacturing companies registered with Manufacturer Association of Nigeria Rivers/Bayelsa Directory. The sample size was 120 was obtained using the Taro Yamen's sample size formula. Data for the study was collected through structured questionnaire using the five (5) point Likert scale. The hypotheses were tested using Regression Correlation coefficient with the aid of statistical package for social science version 25.0.

RESULTS

The secondary data analysis was carried out using multiple regression analysis to empirically test the six hypotheses on whether to reject or accept the null hypotheses. The hypotheses were tested at 95% level of confidence and a 5% level of significant in order to draw conclusion. The 0.05 significance level was adopted as criterion for the probability of either accepting the null hypotheses at (p>0.05) or rejecting the null hypotheses at (p<0.05).

Table 1: Regression Analysis Showed the Effect of Leader Emotional Intelligence on Grievance Frequency

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912[a]	.833	.828	.66037

a. Predictors: (Constant), Self-Awareness

Source: SPSS 25.0 Output, 2020

The model above showed the extent leader emotional intelligence affect grievance frequency with regression result (R-val. 0.912). The value indicated that leader emotional intelligence factors (self-awareness) had a strong effect on grievance frequency in the study area. The coefficient of determination (R^2=0.833) implies that leader emotional intelligence explain 83.3% variation on grievance frequency while the remaining 16.7% could be due to the influence of other factors that is not included in the study.

Table 2: Multiple Regression Showed leader emotional intelligence factors (self-awareness) and Grievance Frequency

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.338	.717		4.654	.000
	Self-Awareness	.483	.131	.579	3.694	.000

a. Dependent Variable: Grievance Frequency

Source: SPSS 25.0 Output, 2020

Ho₁: There is no significant relationship between self-awareness and grievance frequency in the plastic manufacturing companies in Rivers State, Nigeria

Table 2 above showed the results of regression coefficients. It indicate that self-awareness was statistically positive and significant with (β= 0.483, t-cal= 3.694, P = 0.000) at 95% level of confidence. This

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empirical result indicated that an increase in (β = 0.483) of grievance frequency is attributed to a unit variation in leader self-awareness. However, the relationship is statistically positive and significant at t-cal. value of = 3.694 and P= 0.000 which is greater than t-crit. value of 1.96 at 0.05%,

the study therefore rejected the null hypothesis and stated that leader self-awareness had a strong positive and significant relationship with grievance frequency in the plastic manufacturing companies in Rivers State, Nigeria.

Table 3: Regression Analysis Showed the Effect of leader emotional intelligence factors (self-awareness) on Low Strike Incidence

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896ª	.803	.798	.83549
a. Predictors: (Constant) Self-Awareness				

Source: SPSS 25.0 Output, 2020

The model above showed the extent leader emotional intelligence affect low strike incidence with regression result (R-val. 0.896). The value showed that leader emotional intelligence factors (self-awareness, empathy, social skill) had a strong effect on low strike incidence in the study area. The coefficient of determination (R^2=0.803) implied that leader emotional intelligence explain 80.3% variation on grievance frequency while the remaining 19.7% could be due to the influence of other factors that is not included in the study.

Table 4: Multiple Regression Showed leader emotional intelligence factors (self-awareness) and Low Strike Incidence

Coefficientsª					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.285	.907		2.518	.013
Self-Awareness	.924	.165	.950	5.585	.000
a. Dependent Variable: Low Strike Incidence					

Source: SPSS 25.0 Output, 2020

Hypothesis

Ho₂: There is no significant relationship between self-awareness and low strike incidence in the plastic manufacturing companies in Rivers State, Nigeria

Table 4 above showed the regression coefficients. The result indicate that leader self-awareness is statistically positive and significant with (β= 0.924, t-cal= 5.585 and P = 0.000) at 95% level of confidence. This empirical result indicate that an increase in (β = 0.924) unit of low strike incidence is attributed to a unit increase in leader self-awareness in the study area. The relationship is

statistically positive and significant at (t-cal. value of = 5.585 and p=0.000) which is greater than t-crit. value of 1.96 at 0.05%, the study therefore reject the null hypothesis and stated that leader self-awareness had a strong positive and significant relationship with low strike incidence in the plastic manufacturing companies in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The results from the test of hypotheses revealed that there is a significant positive relationship between social intelligence and employee turnover in deposit money banks in Rivers State. The result of the analysis on the relationship between the dimensions of social

intelligence and the measures of employee turnover revealed that social intelligence is significantly associated with employee turnover in the deposit money banks in Rivers State. The results imply that practices which reflect social intelligence such as social information processing social awareness and social skills contribute to reducing (given that the relationships are negative in nature) the employee turnover of the organization. Hartman's (1998) reiterates this point in his observation that the practice of social intelligence within the framework of the organization can be considered as being an effective way of addressing workplace issues and controlling for conflict and grievance within the organization. This view is further corroborated by Goleman's (2000) assertion that social intelligence reflects the individual's maturity levels and confidence in self which in turn impacts on their relationships with others within the organization. These are necessary for driving healthier levels of relationships within the workplace and for establishing outcomes of work stability and the reducing of turnover (voluntary or involuntary within the organization).

The implications of these findings are that the practice of social intelligence within the organization stimulates and drives a more sensitive and responsible workforce and improves the decision-making features of the leaders. This follows the assertion of Moreira (1999) that the practice of social intelligence is important to the wellbeing and conduciveness of the workplace and

serves as a supportive framework that integrates interpersonal relations and exchanges within the organization. According to Moreira (1999) it can be used as a tool in bridging the divide between leadership expectations and workers attitudes and thereby advancing increased tolerance and understanding within the workplace. Similarly, the finding corroborates the assertions of Hartman (1998) who affirmed that social intelligence offers the worker an effective means of communicating and interacting with co-workers, supervisors and subordinates, such that empathy and regard for the position and situations of others are taking into account; this as evidenced further influences the choices and decisions of the workers in the organization.

CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to examine the relationship between leader emotional intelligence and workplace harmony in the plastic manufacturing companies in Rivers State, Nigeria. Based on the findings the study concluded that leader emotional intelligence as exhibited through self-awareness significantly influenced grievance frequency and low strike incidence in the plastic manufacturing companies in Rivers State, Nigeria

Therefore, the study recommends that the plastic manufacturing companies under studied needs to focus on developing managers to have strong leader self-awareness so that they can be realistic in whatever choices they make and in doing their work. Leader self-awareness should serve as a propensity for self-reflection and thoughtfulness.

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