
INFLUENCE OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE IN THE INSURANCE INDUSTRY IN KENYA

¹ Yvonne Alusia Maloba, ²Dr. Scholastica Wamwayi

¹Scholar, Jomo Kenyatta University of Agriculture and Technology, Kenya

²Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

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ABSTRACT

The demands of the modern-day workplace coupled with globalization have greatly affected the need for employee training particularly in the area of sturdier emotional intelligence and mental agility. The general objective of the study is to establish the influence of emotional intelligence on employee performance in the insurance industry in Kenya. Specific objectives are to establish the effect of self-awareness on employee performance in the insurance industry in Kenya and to determine effect of self-management on employee performance in the insurance industry in Kenya. This study used of a descriptive explanatory research design. The target population was 480 senior staff working in 48 Insurance companies in Kenya. The study sample size was 218 respondents. The stratified random sampling was used to select the sample size. The stratified random sampling was used to select the sample size. A questionnaire which is a form of quantitative data collection tool was used to collect primary data. Quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics relating to measures of central tendency and measures of dispersion was used to describe the body of data. The study conducted a correlational analysis to evaluate the strength of relationship between the study variables. There was strong relationship between self-awareness and employee performance in the insurance industry in Kenya ($r = 0.838$, $p \text{ value} = 0.003$). Also, there was strong relationship between self-management and employee performance in the insurance industry in Kenya ($r = 0.895$, $p \text{ value} = 0.000$). Multiple regression analysis was conducted to establish the influence of emotional intelligence on employee performance in the insurance industry in Kenya. The data was presented in form of tables, figures and pie charts. The study concludes that self-awareness has a significant effect on employee performance in the insurance industry in Kenya. In addition, the study concludes that self-management has a significant effect on employee performance in the insurance industry in Kenya. From the findings, this study recommends that the management of insurance companies in Kenya should consider emotional self-awareness and accurate self-awareness to improve employee performance.

Keywords: *Self-Awareness, Self-Management, Employee Performance*

INTRODUCTION

Contemporary organizations around the world are fast embracing the emotional intelligence concept, given the competitive and dynamic business environment in which they operate. New demands are being placed on leadership training programs to identify and develop emotional intelligence skills because effective leadership has been re-defined to depend in part, on the understanding of emotions and the abilities associated with emotional intelligence (Cooper and Sawaf, 2014). Hence, a potential underlying attribute of effective leadership is the construct of emotional intelligence (Dulewicz, Young & Dulewicz, 2015).

As regards organizational commitment of Nigerian workers, there is divergence of opinions among researchers. Some researchers believe that Nigerian workers are not committed to their organizations (Olugbile, 2012). Others believe they are committed to organizational goals, but it is the organizations that do not show commitment to the plight of the workers (Alarape and Akinlabi, 2000). They believe that organizational commitment reflects one side of the reciprocal relationship between the employer and the employee and as such, each party has to play its role. EI may also affect organizational commitment. Cherniss (2011) reported that emotionally intelligent people display cooperation, commitment and creativity which are important for organizational effectiveness.

In South Arica, 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. Other researchers found that emotional intelligence was positively correlated with organizational commitment of workers (Rozell *et al.*, 2014). It is expected that workers having high emotional intelligence will also be highly committed to their organizations.

In Kenya, Mwangi, Gichuhi and Macharia (2019) reviewed emotional intelligence in insurance companies and found that emotional intelligence has a significant influence on general performance among insurance companies in Kenya. Specifically, self-awareness, self-management, social awareness, and interpersonal Social skills have a significant impact on performance among insurance companies in Kenya. Das (2019) review on emotional intelligence in insurance firms revealed that EI level of the employees can reduce or deflect their job stress in the initial stage itself. Nowadays, the managers in the insurance companies ensure that they cultivate, create and maintain good rapport with stakeholders, seek to understand each stakeholder requirements, observe healthy competition with competitors, encourage amicable conflict resolution where grievances arise and enhance effective communication within and outside the organization. Insurance companies also ensure that there are programs that are specially designed to offer training and enhancement of self-awareness to help the management staff and employees to be emotionally stable and make optimal decisions (Sosik & Mererian, 2013).

EI is described as a set of abilities that refer in part to how effectively one deals with emotions both within oneself and others (Salovey & Mayer, 2010). It has been proposed that in leadership, dealing effectively with emotions may contribute to how one handles the needs of individuals, how one effectively motivates employees, and makes them feel at work Goleman (2014). Today's effective leadership skills have been described to depend, in part on the understanding of emotions and the abilities associated with EI (Cooper & Sawaf, 2013; Goleman, 2014).

Statement of the Problem

Emotional intelligence develops innovational creativity in individuals and as a result, helps in improving people's performance (Ganji, 2011). In addition, what is of paramount importance in

job performance is facilitating communication within the organization, which is another function of emotional intelligence. Emotional intelligence has the power to better explain people's workplace performance. Its role is to change attempts, improve management effectiveness, training and performance of the organization (Ganji, 2011).

In Kenya, Insurance Companies play a major role in enhancing the economic growth and development. In the past two decades the industry has grown drastically to becoming a leading GDP contributor. However, this growth in premium and income has not matched the market penetration which stands at 2.5 % (IRA, 2019). There exists evidence of positive relationship between insurance penetration and economic growth (Olayungbo and Akinlo, 2016). This implies that there's an opportunity for improvement if emphasis is put on underlying factors that inhibit employee performance to enhance the penetration. Despite IRA putting in measures in place to boost corporate governance and steer growth of insurance companies, some of the companies have continued to underperform while having diminishing returns which leads to insolvency and some may end up collapsing. One of the major reasons behind the poor performance of insurance companies is poor management. Emotional intelligence plays a crucial role in managing performance of staff. Kumar (2014) maintains that emotional intelligence plays a prominent role in achieving workplace performance.

The demands of the modern-day workplace coupled with globalization have greatly affected the need for employee training particularly in the area of sturdier emotional intelligence and mental agility. Employees that are dealing with work related stress, lack of creativity and motivation lead to lower performance for organizations (Ali, 2014). Survival of organizations till now was relatively predictable until now. It is now of utmost importance for the growth and sustainability of an organization to focus on employee performance. There is a need to measure such performance in order to gauge an organization's success. This study seeks to establish the influence of emotional intelligence on employee performance in the insurance industry in Kenya

Objectives of the Study

- To establish the effect of self-awareness on employee performance in the insurance industry in Kenya
- To determine effect of self-management on employee performance in the insurance industry in Kenya

LITERATURE REVIEW

Theoretical Review

Affective Events Theory

This theory was developed by Weiss and Cropanzano (1996). The Affective Events Theory (AET), posits that emotions are key to how employees handle workplace circumstances. The theory states that there is a correlation between the employees' internal influences (such as emotions) and their reactions to incidents that happen during their workday that affect their performance, job commitment, and long-term job satisfaction. It further states that there are both positive and negative occurrences during the workday that have an impact on an employee's emotions and job satisfaction. AET is about how the work environment emotionally affects workers and does not take into account any outside influences (Weiss & Cropanzano, 1996).

Affective events theory formulates a number of assumptions about the workplace and the constructs that describe people's reactions to events that happen there. The first is that job

satisfaction is different from affect. Nevertheless, AET also assumes that effect contributes to job satisfaction and can be used to help predict job performance. Related to that, AET assumes that affect influences performance, typically in a detrimental way because emotion is assumed to draw resources from other areas, such as cognitive processing, motivation, and attention, among others (Fisher, 2002). Another major assumption in the AET framework is that events happen over time; which changes affect continuously. Those events influence a person's immediate affective state but also vary over time as new events arise. Some events are likely to create positive reactions, others negative, and the degree of intensity will also vary from event to event. Because affect is continuously changing within an individual, its influence on behavior is also continuously changing (Paterson & Cary, 2002).

Affective events theory proposes the following model for predicting workplace behavior. Work environment features such as office features precede work events such as a meeting, and those work events cause affective reactions. Dispositions influence the causal transition from work events to affective reactions, as well as the affective reactions themselves. Those affective reactions then influence affect-driven behaviors, as well as work attitudes. Work attitudes are also influenced by the work environment. Work attitudes in turn influence judgment-driven behaviors (Cropanzano, Dasborough & Weiss, 2017).

From the theory, one can see that AET proposes two different paths to behavior, both of which are preceded by affective reactions. Affect-driven behaviors stem directly from affective reactions to events in the workplace. Judgment-driven behaviors, on the other hand, are arrived at by a longer route, going from affective reactions to work attitudes and then to behavior. This theory helps in explaining the effects of self-awareness on employee performance in the insurance industry in Kenya.

Social Exchange Theory

This theory was developed by Homans (1961, 1974), Blau (1964, 1987), and Emerson (1962, 1972a, 1972b). According to this theory, Social exchange behavior is an exchange process where individuals compare risks and rewards and if risks outweigh rewards, the relationship is then abandoned. Social exchange theory is one of the most influential conceptual paradigms in human behavior. An emerging trend within the organizational justice; social exchange and citizenship behavior is that employees maintain distinct perception about different attitudes and behaviors within an establishment. Social exchange suggests that individuals value the benefits and costs of each relationship so as to determine whether or not they will continue a social association (Gould- Williams, 2003). Costs would include effort, time and money invested in the relationship. Benefits on the other hand are things that obtained from the association such as social support and companionship.

Therefore, according to this theory, Social exchange behavior is an exchange process where individuals compare risks and rewards and if risks outweigh rewards, the relationship is then abandoned (Molm, 2001). There are scenarios where social exchange theory looms large in the workplace. One such example is when workers experience mutual reciprocity of resources information, power and respect and are satisfied with the same, would be committed in staying in the organization and in performing well (Whitener, 2001). Employee recognition programs are so critical. By recognizing employees' hard work on a regular basis, there was an increase in employee commitment which further affects and / or determines their behavior within an

organization. This theory helps in explaining the influence of emotional intelligence on employee performance.

Conceptual Framework

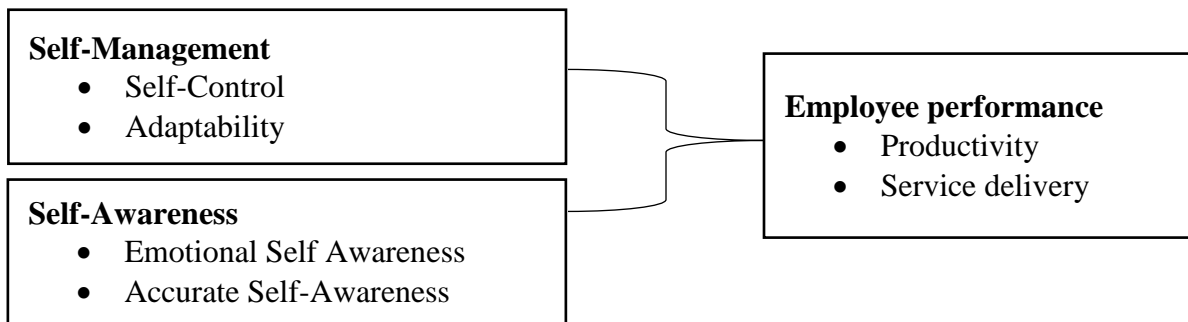


Figure 1: Conceptual framework

Self-Management

Self-management enables the individual to manage his own internal states, impulses and controls. It also involves self-monitoring, which allows the individual to adjust his behavior according to external, situational factors. It helps in self-governing by managing one's own values, impulses, resources and disciplines. According to (Lopes, 2016), self-management is an ongoing process which directly affects the performance of employees. For instance, while facing job stress, a strong sense of control over one's beliefs can help to manage anger and depression at work place which acts as a strong tool for better performance.

The element of self-management includes aspects such as trustworthiness, self-control, conscientiousness, adaptability and innovation. Cheok and Eleanor (2011) discuss relationship as the ability to use awareness of one's own emotions and the emotions of others to manage interactions successfully. This includes clear communication and effectively handling conflict. Successful relationship building sets a safe backdrop for emotions and feelings to be aired and explored between workers and service users (Ingram, 2013).

Self-Awareness

Self-awareness is the cornerstone of emotional intelligence. Self-awareness is knowing one's internal states, preferences, resources, and intuitions. It is concerned with recognizing one's emotions, strengths and weaknesses, self-worth and capabilities. This is important to psychological insight and self-understanding. Individuals with accurate self-awareness are aware of their competences which mainly include self-confidence, self-assessment and emotion handling (Zahar, 2013). It should be noted that distraction on one self-awareness component is likely to impact negatively on the rest of the domains of self-awareness which then manifests itself by a slowed performance rate and quality thus its but the reverse is true and effective leaders and followers are those balanced in all the components (Ham et al, 2014). Schofield (2014) suggested that capacity is dependent on self-awareness. Employee's need to be adept to change because the factors that led to high performance at one point in time may not lead to the same performance results thus the need for constant updating of capability, competences, skills and knowledge to suit the current situation to arrive at better and improved performances and withstand completion or stay ahead of it (Schofield, 2014).

Schofield (2014) further mentioned that continuous improvement of performance and development of one's ability and competencies is dependent on the previous results of our

actions and therefore knowledge of our previous estimations, decisions and interpretations is what helps us take better and improved actions to arrive at even a much better desired result. The author further stated that to build and improve or performance, we ought to gain better self-awareness and rate it with colleagues who have stayed long than us in their jobs, older than us, more experiences than us and learn from their past mistakes.

Chermiss (2001) suggests that the most effective bosses are those who have the ability to sense how employees feel about their work situation and to intervene effectively when those employees begin to feel discouraged or dissatisfied. Effective bosses are also able to manage their own emotions with the result that employees trust them and feel good about working with them. In short, bosses whose employees stay long within the establishment are bosses who blend management style with well managed emotional intelligence aspect.

Emperical Review

Ghali, Habeeb and Hamzah (2018) researched on self-management and its relation to organizational excellence. This study focused on the employee self-management practices to explain its role in organizational excellence. Self-management of employees makes them more dedicated, vigorous and engaged them in their work. The results of this study explained that self-management of employees contributes in organizational success in a positive way. Yang and Guy (2015) studied the effectiveness of self-managed work teams in government organizations. The purpose of this study was to examine the effectiveness of self-managed work teams in government organizations. Hypotheses were tested using structural equation modeling (SEM). Data were collected from a national survey of 176 city government employees from 24 American cities. Both self-management and teamwork were positively related to resource attainment. The study also found that teamwork related positively to job satisfaction as well as team performance. In addition, both self-management and teamwork were indirectly associated with team members' job satisfaction through team resource attainment.

Vitom, Kumanwee and Cyracus (2018) researched on self-management and employee performance of telecommunication companies in Port Harcourt. This study focused on the relationship between self-management and employee performance of telecommunication companies in Port Harcourt. The study adopted a cross sectional survey research design. Primary data was obtained using questionnaire as the research instrument. Spearman's rank correlation was used for hypothesis testing. The study findings confirm that self-management has a significant positive relationship with employee performance.

Palvalin, Voordt and Jyhla (2017) studied the impact of workplaces and self-management practices on the productivity of knowledge worker. The study aimed to explore the impact of workplaces, which support concentration and communication, and self-management practices on individual and team productivity. The study was based on survey data from 998 Finnish knowledge workers. Factor analysis was used to test the dimensions of the conceptual model. Insights into the impact of workplaces for concentration and communications and self-management practices on productivity were obtained by multiple-regression analyses. The findings showed that self-management practices have a larger impact on the quality and quantity of individual output and the quantity of team output than workplaces for communication and concentration.

Mansouri and Tajrobehkar (2015) researched on the role of self-awareness and self-esteem in predicting job satisfaction and job performance of teachers of Elementary Schools in the City of Kerman. This study was performed to examine the role of self-awareness and self-esteem in predicting job satisfaction and job performance of teachers. The population of this study includes the teachers of elementary schools in the city of Kerman. To investigate the relationship between variables, correlation method was used and to check the role of self-awareness and self-esteem in predicting job satisfaction and job performance, path analysis was used. The results showed that self-awareness and self-esteem play a role in predicting job satisfaction and job performance.

Pourkiani, Seyedi and Sarasia (2016) researched on the effect of self-awareness and self-regulation on organizational commitment employees of Islamic Azad University of Mashhad with mediating role of job satisfaction. The aim of this study was to investigate the effect of self-awareness and self-regulation on organizational commitment employees of Islamic Azad University of Mashhad with mediating role of job satisfaction. The statistical sample of the study is the employees of Islamic Azad University of Mashhad, 190 questionnaires were collected. The collected data from the questionnaires were analyzed with structural equation modeling method using LISREL software. The results of this study showed that self-awareness and self-regulation has a positive effect on organizational commitment and job satisfaction. Also job satisfaction has a positive effect on organizational commitment and finally the results suggest the effectiveness of Self-awareness and Self-regulation on organizational commitment job satisfaction with mediating role of job satisfaction.

Atuma and Agwu (2015) researched on self-awareness and organizational performance in the Nigerian banking sector. This study investigated the relationship between self-awareness and organizational performance in the Nigerian banking industry. The study was a survey and the sample for the study consisted of two hundred and ten bank managers in South-South area of Nigeria. Data were collected mainly in the cities where we have high concentration of the banks through interview and questionnaire instrument. Four hypotheses were formulated and tested using the spearman rank correlation coefficient with the aid of statistical package for social science. The results of our analysis at .05 level of significance showed 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.

Tanui, Were and Clive (2018) studied the relationship between self-awareness and effective leadership in county governments in Kenya. The main objective of this study was to establish the relationship between self-awareness and effective leadership in County Governments in Kenya. The study adopted descriptive survey research design. The results of correlation analysis showed that there was a moderately strong, positive and significant relationship between self-awareness and effective leadership. These finding implied that increase in self-awareness positively resulted to increase in effective leadership. This univariate regression results also confirmed that there is a positive linear relationship between self-awareness and effective leadership.

RESEARCH METHODOLOGY

A research design is the procedures for collecting, analyzing, interpreting and reporting data in research studies (Creswell, 2013). This study used a descriptive explanatory research design. Descriptive research design is used to obtain pertinent and precise information concerning the status of phenomena and whenever possible to draw valid general conclusion from the facts discovered. The unit of observation of this study was senior employees of each insurance company, these includes; general manager, human resource manager, finance manager, credit

manager, claims manager, bancassurance manager, corporate and public relations manager, operations manager and marketing manager in the 48 Insurance Companies in Kenya. The target population was therefore 480 senior staff working in in the 48 Insurance companies in Kenya. A sampling frame is a comprehensive list of all sampling units, which a sample can be selected. The sampling frame was senior staff working in the 48 General Insurance companies in Kenya. A questionnaire which is a form of quantitative data collection tool was used to collect primary data. The study's primary data was obtained using semi-structured questionnaires. Questionnaires are the most commonly used when respondents can be reached and are willing to cooperate. The researcher tested reliability of the data collection instrument using the internal consistency technique. The Cronbach's Alpha method was used to calculate internal consistency. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Field (2009) indicates that Cronbach's alpha indicates the overall reliability of a questionnaire and values around 0.7 and above is acceptable. Data collected from the field was checked for completeness and edited. The researcher will then input the data into the statistical package for social sciences (SPSS) version 23.0 for viewing and manipulation. An array of data was generated that enabled subsequent analysis of data. Quantitative data was analyzed using descriptive and inferential statistics. Descriptive statistics relating to measures of central tendency and measures of dispersion was used to describe the body of data. This included percentages, frequencies, mean and standard deviation. The closed end questions were pre-coded using a pre-determined coding scheme.

RESEARCH FINDINGS

Response rate

The sample size of the study comprised of 218 respondents. The research assistants dropped the questionnaires and agreed with the employees when to return to pick them. Out of 218 questionnaires which were distributed, 206 were duly filled and returned. The drop-off and pick-up-later method yielded a response rate of 94.5%. According Creswell (2014), response rate is the ratio of the interviewed respondents to the sample size intended to be covered by the study. According to Greenfield and Greener (2016) a response rate of 75 per cent is adequate for analysis, for making conclusions and making inferences about a population. In addition, Metsamuuronen, (2017) indicates that a response rate of 60% and above is acceptable for analysis. Further, Russell (2013) indicates that a response rate of 50% should be considered average, 60% to 70% considered adequate while a response rate of above 70% should be regarded as excellent. This implies that the response rate of 94.5% was adequate for analysis, drawing conclusions and reporting.

Descriptive Analysis of the Variables of the Study

Self-Awareness and Employee Performance

The respondents were requested to indicate their level of agreement on various statements relating to self-awareness and employee performance in the insurance industry in Kenya.

As shown in the results, the respondents agreed that they are always open to new perspective. This is shown by a mean of 3.951 (std. dv = 0.862). In addition, with a mean of 3.737 (std. dv = 1.074), the respondents agreed that they are decisive and able to make sound decisions despite uncertainties and risks. The respondents also agreed that they reflective and try to learn from experience. This is supported by a mean of 3.717 (std. dv = 0.958).

With a mean of 3.655 (std. dv = 0.850), the respondents agreed that they are aware of their strengths and weaknesses. The respondents also agreed that they are always open to feedback for

self-development. This is supported by a mean of 3.587 (std. dv = 0.928). In addition, as shown by a mean of 3.572 (std. dv = 1.009), the respondents agreed that they are not open to new ideas to improve self.

Table 1: Self-Awareness and Employee Performance

statement	Mean	Std. Deviation
I am aware of my strengths and weaknesses	3.655	0.850
I am reflective and try to learn from experience	3.717	0.958
I am decisive and able to make sound decisions despite uncertainties and risks	3.737	1.074
I am always open to feedback for self-development	3.587	0.928
I am always open to new perspective	3.951	0.862
I am not open to new ideas to improve self	3.572	1.009
Aggregate	3.701	0.948

Self-Management and Employee Performance

The respondents were requested to indicate their level of agreement on various statements relating to self-management and employee performance in the insurance industry in Kenya. As shown in the results, the respondents agreed that they are always persistence in seeking their goals despite obstacles and setbacks. This is shown by a mean of 3.975 (std. dv = 1.000). In addition, with a mean of 3.937 (std. dv = 0.858), the respondents agreed that the I they hold theirselves accountable for meeting their objectives. The respondents also agreed that they strive to exceed the set standards of excellence. This is supported by a mean of 3.837 (std. dv = 0.941). With a mean of 3.735 (std. dv = 0.984), the respondents agreed that they are always persistence in pursuing their goals. The respondents also agreed that they are organized and careful in their work. This is supported by a mean of 3.734 (std. dv = 0.950). In addition, as shown by a mean of 3.651 (std. dv = 0.981), the respondents agreed that they have strong ability to operate from hope of success rather than fear of failure.

Table 2: Self-Management and Employee Performance

Statement	Mean	Std. Deviation
I am organized and careful in my work	3.734	0.950
I hold myself accountable for meeting my objectives	3.937	0.858
I am always persistence in pursuing my goals	3.735	0.984
I strive to exceed the set standards of excellence	3.837	0.941
I have strong ability to operate from hope of success rather than fear of failure	3.651	0.981
I am always persistence in seeking my goals despite obstacles and setbacks	3.975	1.000
Aggregate	3.721	0.906

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (self-awareness, self-management) and the dependent variable (employee performance in the insurance industry in Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. From the results, there was a strong relationship between self-awareness and employee performance in the insurance industry in Kenya ($r = 0.838$, p value = 0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Plane and Green, (2016) who indicated that there is a very strong relationship between self-awareness and employee performance.

Moreover, the results revealed that there was a strong relationship between self-management and employee performance in the insurance industry in Kenya ($r = 0.895$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Njeru (2018) who indicated that there is a very strong relationship between self-management and employee performance.

		Employee Performance	Self-Awareness	Self-Management
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	206		
Self-Awareness	Pearson Correlation	.838**	1	
	Sig. (2-tailed)	.003		
	N	206	206	
Self-Management	Pearson Correlation	.895**	.297	1
	Sig. (2-tailed)	.000	.060	
	N	206	206	206

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.845	.847	.11672

Table 5 Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.014	2	29.507	983.567	.001 ^b
	Residual	6.12	204	.030		
	Total	65.134	206			

Table 6 Regression of Beta Coefficient and Significance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.353	0.079		4.468	0.003
Self-Awareness	0.391	0.111	0.392	3.523	0.000
Self-Management	0.402	0.106	0.403	3.792	0.002

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 983.567 while the F critical was 3.04016. The p value was 0.001. Since the F-calculated was greater than the F-critical and the p value 0.001 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of self-awareness, self-management, social awareness and social skills on employee performance in the insurance industry in Kenya.

According to the results, self-awareness has a significant effect on employee performance in the insurance industry in Kenya ($\beta_1=0.391$, p value= 0.000). The relationship was considered significant since the p value 0.004 was less than the significant level of 0.05. The findings are in line with the findings of Plane and Green, (2016) who indicated that there is a very strong relationship between self-awareness and employee performance.

The results also revealed that self-management has a significant effect on employee performance in the insurance industry in Kenya ($\beta_1=0.402$, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Njeru (2018) who indicated that there is a very strong relationship between self-management and employee performance.

Conclusion

The study concludes that self-awareness has a significant effect on employee performance in the insurance industry in Kenya. Findings revealed that emotional self-awareness and accurate self-awareness influence employee performance in the insurance industry in Kenya. In addition, the study concludes that self-management has a significant effect on employee performance in the insurance industry in Kenya. Findings revealed that self-control and adaptability influence employee performance in the insurance industry in Kenya.

Recommendations of the Study

The study found that self-awareness has a significant effect on employee performance in the insurance industry in Kenya. This study therefore recommends that the management of insurance companies in Kenya should consider emotional self-awareness and accurate self-awareness to improve employee performance. In addition, the study found that self-management has a significant effect on employee performance in the insurance industry in Kenya. This study therefore recommends that the management of insurance companies in Kenya should consider self-control and adaptability to improve employee performance.

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