

# Leader's Emotional Intelligence and Employee Performance: Does Leader's Androgyny Matter? Empirical Evidence from Selected Manufacturing Firms in Nairobi, Kenya

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## Abstract

Employee performance is essential for an organization's success and survival, yet records indicate that it varies by industry, environment and organization. Employee performance is affected by a range of variables, and studies in the manufacturing industry have found a relationship between a leader's emotional intelligence and employee performance. However, the mixed results and scarcity of empirical evidence on leaders' emotional intelligence and employee performance demanded more investigation into the relationship between the two variables. Furthermore, there is a lack of knowledge about androgyny as a moderator in the relationship between emotional intelligence and employee performance. As a result, this study aimed at determining the moderating effect of leader's androgyny on the relationship between leader's emotional intelligence and employee performance in selected manufacturing companies in Nairobi, Kenya. The research was based on Affective Events Theory, with a positivist philosophical framework and an explanatory design. The study's target sample consisted of 3,500 employees from chosen industrial enterprises at all levels. Yamane (1967) formula was used to calculate the sample size of 359 respondents of which 322 were used through structured questionnaire employing a simple random sampling technique. Data was collected through structured questionnaires, which were initially piloted to assess its validity and reliability. Descriptive and inferential statistics was used to analyse collected data with an aid of SPSS version 23. The hypothesis was tested using hierarchical regression analysis. The findings established that leader's emotional intelligence had a strong positive and significant ( $r=0.608$ ,  $p=0.000$ ) relationship with employee performance. Also, leader's androgyny had a strong positive and significant ( $r=0.452$ ,  $p=0.000$ ) relationship employee performance. Further, results revealed that leaders' emotional intelligence had a positive effect on employee performance ( $\beta=.584$ ,  $p=.000$ ) and lastly, leader's androgyny had a positive significant moderating effect on

the relationship between leader's emotional intelligence and employee performance ( $\beta=.268$ ,  $se=.039$ ,  $LLCI=.185$  and  $ULCI=.339$ ,  $p=.000 < .05$ ). This suggests that leaders use their androgynous features in their leadership positions and should grow on them in order to achieve better emotional intelligence, which in turn improves employee performance. The findings of the study contribute to the growing body of empirical evidence revealing the scarcity of empirical data in the manufacturing industry in developing countries, particularly Kenya.

**Keywords:** Leader's androgyny, leader's emotional intelligence, employee performance, manufacturing firms

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## Introduction

The manufacturing industry in Kenya plays a crucial role in the overall development of the nation. It contributes around 15% of the Gross Domestic Product (GDP) towards the achievement of Vision 2030. This sector not only encourages and sustains growth within its own domain but also generates employment opportunities and enhances the country's competitiveness through exports (KAM, 2018). Despite several government initiatives such as policy reforms, increased resource allocation and training programs aimed at improving the sector's performance, workforce productivity has

been on a decline. According to the United Nations Conference on Trade and Development (UNCTAD, 2020), this decline in employee performance is linked to ineffective leadership, which has been further exacerbated by the global economic downturn caused by the COVID-19 pandemic.

Leadership is a key factor in determining employee performance, as leaders influence not only the work environment but also employee motivation, job satisfaction and overall productivity. The enhancement of employee performance is of utmost importance for organizational success, as

it has significant implications on various aspects such as profit margins, employee retention, organizational image, employee satisfaction, and overall organizational performance (Godbless & Obaro, 2023). Enhanced employee performance can yield several benefits for an organization. However, factors such as leadership and working conditions have the potential to influence formal work systems, leading to variations in employee performance (Wang, Chen, Yang, & Juan, 2021). Leaders demonstrate a unique ability to exert influence by cultivating a positive environment through the practice of active listening, proficient problem-solving, and appropriate reactions. Regrettably, the amalgamation of these obligations can result in an overwhelming burden that hampers the efficiency of both the leader and his or her employees (Akdere & Egan, 2020).

Emotional intelligence (EI), the ability of leaders to recognize, understand, and manage both their own emotions and those of others, has been identified as a key determinant of effective leadership. Studies have shown that leaders with high emotional intelligence can foster positive workplace dynamics, improving employee performance and organizational outcomes (Supriyanto, Ekowati, & Masyhuri, 2019). Furthermore, individuals who possess emotional intelligence have the ability to foster positive attitudes that positively impact emotions, ultimately leading to enhanced employee performance. Due to the fact that emotions are a fundamental aspect of human behavior and serve as a catalyst for human action, it is imperative for leaders to possess emotional intelligence in order to effectively evoke positive emotions that can drive employee motivation (Li, Pérez-Díaz, Mao, & Petrides, 2018). In a study conducted by Munir and Azam (2017), it was observed that there exists a positive correlation

between emotional intelligence and employee performance. Nonetheless, their research findings indicated a dearth of empirical investigations on this subject matter. Furthermore, Wangari and Gichuhi (2019) identified modest associations between emotional intelligence and employee performance in their investigation, suggesting the need for further inquiry. However, despite the significant role emotional intelligence plays in leadership, empirical research on its direct correlation with employee performance in the manufacturing sector remains limited.

Moreover, the concept of androgyny where a leader exhibits both traditionally masculine and feminine traits has gained attention as an important factor in leadership effectiveness. Androgyny refers to an individual's capacity to display characteristics associated with both masculinity and femininity. This includes a harmonious combination of forceful and communal features, which can contribute to the optimal development of emotional intelligence (Powell, Butterfield, & Jiang, 2021). The concept of androgyny has the potential to assist individuals in effectively navigating and regulating both their own emotional experiences and the emotions of others. In a study conducted by Mawritz, Greenbaum, Butts, and Graham (2017), it was found that supervisors who displayed aggression also exhibited anger and engaged in yelling behaviors towards their subordinates. These expressions of anger and yelling were identified as manifestations of masculine traits, which in turn instilled fear among employees and had a detrimental impact on their psychological well-being. Mustafa and Nazir (2018) conducted studies that revealed a positive relationship between leadership androgyny and the effective management and regulation of emotions.

These leaders demonstrated the ability to enhance their emotional intelligence by possessing a diverse range of qualities and behavioral choices. Despite the frequent discussion of androgynous leadership in the management literature and its apparent popularity, there is a lack of empirical evidence to substantiate its conceptual integration. The majority of scholarly investigations pertaining to this subject have primarily focused on the perceptions, task performance, and effectiveness of managers who exhibit androgynous traits (Blake-Beard, Shapiro, & Ingols, 2020). However, there is a scarcity of research examining how leader androgyny interacts with emotional intelligence to influence employee performance.

Divergent outcomes are observed among developing nations, with a particular focus on African countries. Based on empirical findings, it can be observed that Africa exhibits a significant disparity in its manufacturing sector performance compared to other regions globally (Psomas, Kafetzopoulos, & Gotzamani, 2018). This discrepancy is characterized by either stagnant or declining employee performance, which can be attributed to a dearth of effective leadership (Signe, 2018). The existing empirical evidence indicates that there are discernible disparities in employee performance across various contexts. This suggests that leaders possess the ability to exert influence on the work environment, thereby impacting employee performance either positively or negatively. Furthermore, it is evident that variations in performance persist, as certain organizations continue to outperform others despite their concerted efforts to enhance employee performance. Furthermore, although the business landscape has brought about transformations in the operational

strategies of manufacturing sectors in various settings, there remains a significant knowledge gap regarding the impact of leadership on employee performance in developing countries in Africa. Despite the implementation of strategic initiatives, such as policy enhancements, aimed at enhancing the overall performance of Kenya's manufacturing sector, the interventions have not yet yielded significant improvements in employee performance (KAM, 2018). The negative consequences of decreasing employee performance on the overall success of manufacturing organizations have been well-documented, therefore raising concerns. It is against this background that this article seeks to investigate the moderating role of leader's androgyny on the relationship between emotional intelligence and employee performance among manufacturing firms in Kenya.

## Literature Review

### Theoretical review

This study was anchored on the affective events theory. Weiss and Cropanzano (1996) cited in (Braukmann, Schmitt, Ďuranová, & Ohly, 2018) advocated for Affective Events Theory (AET) which posits that affective events or emotions influence individual performance. Emotions are recognized by the theory as reactions to events in the individual work environment, which includes everything related to the job. The theory indicates that positive inducement (uplifts) and negative inducement (difficulties) events at work can be distinguished and that it has a significant psychological impact on worker performance. Job characteristics as the authors, Weiss et al indicated, include tasks, degree of autonomy, job demands,

and emotional expression requirements. As a result, the environment creates work events that can be difficult, uplifting, or both. Workplace events elicit both positive and negative emotions, which have an impact on individual performance and negative or positive emotions influence an individual's level of effort, work pace deviance, level of commitment, absenteeism and intention to quit (Braukmann et al., 2018).

In the workplace, AET distinguishes between affect-driven and judgment-driven behavior. Individuals' work attitudes influence judgment-driven behavior, whereas affect-driven behavior is influenced by employees' moods and emotions. The majority of AET research has focused on how specific work behaviors can be influenced by both affective and attitudinal factors (Chacko & Conway, 2019). Although emotional intelligence was not included in Weiss and Cropanzano's (1996) initial model, more recent AET refinements have suggested that emotions shapes employees' affective experiences, as well as the resulting work attitudes and behaviors. The theory also incorporates contextual factors as well as individual determinants of employee behavior. Contextual performance are proposed to elicit affective reactions by increasing or decreasing the likelihood of specific (positive or negative) work events and to influence employees' work attitudes by triggering comparisons with some set of standards (e.g., values and expectations) (Itzkovich, Heilbrunn, & Dolev, 2019).

As a result, employees' affect and attitudes connect context features (and associated work events) to behavioral outcomes. The theory also recognizes the importance of employees' dispositions, arguing that personality influences employee behavior by influencing affective reactions. The theory is

applicable to this work because it explains how emotions and moods affect job performance and job satisfaction. It also explains the relationship between employees' internal influences, personality, emotions, cognition, and reactions to workplace incidents. Most scholars have critique this theory for defending little issues that develop in companies which might accumulate and hence affect the emotions of employees which will in turn then result in poor job performance and dissatisfaction (Itzkovich et al., 2019).

### Empirical review

#### Effects of emotional intelligence on employee performance

The ability of a leader to recognize or be cognitive and empathetic about other employees' feelings at work, which allows the leader to communicate effectively and inspire confidence in the employees, is referred to as emotional intelligence. Leaders must be able to balance emotional intelligence in order to achieve high employee performance while reducing the frequency of industrial actions. Mayer et al., (2016) discovered that a leader's emotional intelligence is positively related to the achievement of organizational goals and performance in the United States of America. Other studies on the link between emotionally intelligent leaders and individual performance conducted by Parke, Seo, and Sherf (2015); Gooty, Gavin, Askanasy, and Thomas (2014); and Ayiro (2014) established reduced absenteeism and turnovers, which expanded employee commitment to their duties, increased employee creativity and flexibility, and increased performance.

Al-Qeed, Khaddam, Al-Azzam, and Atieh (2018) used a stratified sample technique to conduct a study in Jordan

among Jordanian pharmaceutical industry managers. The study used a random stratified sampling technique to collect 1125 responses from pharmaceutical managers. Hypotheses were tested using the SEM model. Emotional intelligence was used as a mediator between talent management and organizational performance in the study. According to the findings, there is a significant positive relationship between a manager's emotional intelligence and improved employee performance. However, the study had some limitations. It was conducted in a non-African setting and in the medical sector, which may have a significant impact on the generalizability of research findings. Furthermore, the study used a larger sample size of 1125 as opposed to the current study, which seeks responses from a sample of 350. The SEM model was used to test the hypotheses, which is known for incorrect interpretation of results and its applicability only in large sample sizes. The study connected talent management and emotional intelligence on organizational performance, which differs from the current study, which focuses on the moderating role of leader androgyny and the effect of leader emotional intelligence on employee performance.

Mahdinezhad, Shahhosseini, Kotamjani, Bing, and Hashim (2017) conducted a study in three universities and among 196 Malaysian administrators that revealed the emotional intelligence of leaders. Questionnaires were used to collect data, and descriptive statistics were used to investigate the strength of the linear relationship between emotional intelligence and performance. The results of a survey of 196 academic administrators revealed that emotional intelligence was positively correlated with job performance. This study was conducted in a developed country, as

opposed to the current study, which is being conducted in a developing country in Sub Saharan Africa, Kenya. The findings from the two settings may be difficult to generalize due to the structural differences in both universities and the manufacturing industry. The sample size for the study was extremely small compared to the current study's sample size. Furthermore, the study only looked at the effect of emotional intelligence on job performance, which differs from the current study, which looks at the causal relationship between a leader's emotional intelligence, androgyny and employee performance in a Kenyan context.

Karimi (2014) discovered a positive significant relationship between emotional intelligence and employee performance in an explanatory study among simple randomly selected employees of a prominent hotel. The study collected data from both primary and secondary sources. Employee performance is influenced by self-awareness, self-management, and relationship management, according to the study. While the study findings revealed a significant positive relationship between the study variables, some aspects of emotional intelligence were not captured, compromising the study findings. The study used both primary and secondary data, but the current study will use questionnaires to collect primary data, which is firsthand information from respondents and is thought to be more reliable than secondary data sources. The previous study linked emotional intelligence and employee performance in the hospitality sector, whereas the current study links leaders' emotional intelligence, androgyny and employee performance in the manufacturing sector.

In an explanatory study of 338 employees from three Almasi Beverages Limited companies in Kenya, Rono et al.,

(2017) found a positive correlation but also noted a scarcity of empirical studies on the relationship between emotional intelligence and employee performance. This study was a case study of Almasi Beverages Limited, which was narrower than the current study, which focused on a survey of various manufacturing firms in Nairobi County, Kenya. In contrast to the current study, which links four variables: emotional intelligence, androgyny and employee performance, the previous study used only two variables: emotional intelligence and employee performance.

According to the findings of the preceding studies, emotional intelligence positively correlates with employee performance. However, empirical studies, as mentioned above, reveal research gaps that will be addressed in the current study. For example, Rono et al. (2017) conducted a study in Almasi Beverage Limited and discovered a positive significant relationship between emotional intelligence and employee performance. The current study will be conducted in selected manufacturing firms in Nairobi County and will the variables to establish the causal relationship: emotional intelligence, androgyny and employee performance.

From the empirical review discussions on manufacturing firms, Emotional Intelligence and employee performance, this study hypothesis that;

**H<sub>01</sub>:** *Emotional intelligence does not have a significant effect on employee performance in selected manufacturing firms in Nairobi, Kenya*

### **Moderating effect of leader androgyny on the relationship between emotional intelligence and employee performance**

Eagly (2010) indicated that individuals with androgyny characteristics influenced behavior through psychological

feature, altering reasoning with emotions. Studies, for instance, Gartzia *et al.*, (2012) have shown that ‘understanding and regulation of emotions as well as individuals functions are deeply gendered’. Stewart & McDermott (2004) study revealed that ‘female leaders were socialized as communal related to being sensitive to what others feel, while male leaders were socialized to be agentic, implied that more stress on self-confidence, strength and assertiveness’. Situations vary and leaders are compelled to utilize androgyny characteristic so as to realize improved performance.

A study by Rey, Extremera and Pena (2016) carried out in Spain among undergraduate students, established a significant positive relationship on emotional life and job performance. In Pakistan, a study conducted by Munir and Azam (2017) among 266 employees in different levels of management in hospitals in Islamabad, Pakistan established a significant and positive relationships in emotional intelligence and employee performance. From the evidence above, it is clear that leader’s androgyny increased emotional intelligence. Also, leader’s emotional intelligence has a positive relationship with employee performance. This means that leader’s androgyny can moderate the relationship between emotional intelligence and employee performance. Research has established that androgyny can boost individual’s emotional intelligence.

According to Al-Shahomee, Furnham and Lynn (2017) study conducted in Libya among school students, it was established that there is a positive relationship between androgyny and emotional intelligence. Similarly, within the African content, a study by Bernstein & Chemaly (2016) among 287 first year university students in South



Africa established students with androgyny abilities showed lower levels of academic stress and high levels of self-esteem. Also, Srivastava & Nair (2011) study among 305 managers from diverse industries in private and public sectors disclosed a positive significant relationship between individual manager's androgyny and emotional intelligence. Basically, manager's androgyny facilitated their individual's reasoning with emotions and enabled them to take the right actions in handling others' emotions. The previous studies showed that androgyny characteristic in individuals allowed flexibility and numerous alternatives thus, allowing one to regulate emotions, most well-liked by followers. Therefore, this study hypothesis that;

**H<sub>02</sub>:** *Leader's androgyny has no significant moderating effect on emotional intelligence and employee performance in selected manufacturing firms in Nairobi, Kenya*

## Methodology

The study adopted positivism research paradigm. Positivism approach 'allows researcher to test hypotheses emanating from theory and, to rely on empirical data to support findings' (Aliyu *et al.*, 2014). Explanatory design was used to gather the data. The study was conducted in Nairobi County, Kenya's capital city. According to the Kenya Association of Manufacturers' KAM (2018) report, there are around 633 manufacturing firms in Nairobi County and its surrounding areas. Nairobi County was selected as a study site for two reasons. The study's target sample consisted of 3,500 employees from chosen industrial enterprises at all levels. Using Yamane's (1967) formula to calculate sample size,  $3500/1+3500(0.05)^2$  resulted to 359 where

(N) is the population size of employees in the selected manufacturing firms with a desired confidence level of 95% with its precision level of 5% or 0.05. A five (5) point Likert scales structured questionnaires was collected from selected employees in selected manufacturing firms in Nairobi County using a random stratified sampling technique. Employees were stratified in three groups, which are top management, middle management and lower management. The pilot test was conducted in 30 employees drawn from a manufacturing firm in Eldoret Town in February 2023. Cronbach's alpha was used to assess instrument reliability while validity was assessed using factor analysis. Data was analyzed using SPSS to generate descriptive and inferential statistics. Demographic data of samples included gender, age, educational levels, nature of employment and number of years in employment were described in means, median, mode and its summaries presented in tables, graphs and texts form. Inferential statistics used were correlations and hierarchical multiple linear regressions which were used to examine the presence of moderation effect, as outlined by Baron and Kenny (1986). This was carried out at distinct stages for each individual interaction, as outlined in the hierarchical regression model as shown below:

$$Y = \beta_0 + \beta_1X + \epsilon \dots \dots \dots \text{Model 1}$$

$$Y = \beta_0 + \beta_1X + \beta_2XZ + \epsilon \dots \dots \dots \text{Model 2}$$

Where,

Y = Employee Performance

$\alpha$  = Constant

$\beta_1 \dots \beta_2$  = the slope representing degree of change in independent variable by one-unit variable.

X= Emotional Intelligence

Z= Leader's Androgyny (Moderator)

$\epsilon$  = error term



## Results and Discussion

### Respondents' response rate

The questionnaires were self-administered to respondents in chosen manufacturing firms in Nairobi County by the researcher. The primary data were collected between April and June of 2023 and the procedure was successfully completed. Two hundred and two (202) filled questionnaires were collected in the first month, followed by one hundred and twenty (120) in the second and third months. The total number of filled and returned was 360. However, 322 questionnaires were useful, whereas 38 were blank and hence not unusable. This was an unexpected challenge. Following consultation with supervisors, it was concluded that the challenge was minimal, would not affect the sample size available for analysis, and would have no effect on the generalizability of the study findings. As a result, it was decided to move forward with the analysis.

The response rate was computed using the received questionnaires, and as

a rule of thumb, it is the number of responses divided by the number of surveys issued multiplied by 100, which was  $322/360 \times 100 = 89$ . Thus, the response rate was 89%. There is no agreed-upon response rate for studies in the literature but a response rate of 70% in survey studies is considered highly satisfactory (Mellahi and Harris, 2016). This study's response rate of 89% was deemed highly satisfactory because it is more than 70% and represents a large proportion of the researched population.

### Reliability tests of questionnaire instruments

Testing reliability of research instrument was based on commonly accepted Cronbach's alpha test aimed at reducing measurement errors, improving data quality and results (Ajay Singh, 2017). Cronbach alpha coefficient as an indication to assess the instrument's reliability, which most scholars as rule of thumb show acceptable 0.7 and above as desirable. The results are summarized in table 2 below.

**Table 2:** Reliability test

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee performance	12.9845	1.418	.722	.95
Emotional Intelligence	12.9050	1.406	.589	.70
Androgyny	13.0500	1.450	.472	.73

Source: Research data 2024

Cronbach's alpha for employee performance in fourteen (14) elements was 0.95, emotional intelligence = 0.70 and androgyny = 0.73, as shown in table 2 above. All the variable items had Cronbach's alpha values greater than .70

implying that the instruments were reliable.

### Descriptive statistics of the study variables

Table 3 provides an overview of the descriptive statistics for the study

variables: employee performance, leader's emotional intelligence, and leader's androgyny. This table summarizes the central tendencies and variability of the

data, highlighting mean values and standard deviations to illustrate how respondents rated these key factors.

**Table 3:** Overall descriptive statistics for employee performance, leader's emotional intelligence and leader's androgyny

Variables	N	Mean	Std. Dev.	Skewness	Kurtosis
Employee Performance Items	321	4.22	.518	.245	.6722
Leader's Emotional Intelligence	321	3.87	.355	-2.197	4.416
Leader's Androgyny	321	3.774	0.697	-0.11	1.64
Valid N (listwise)	321				

Source: Research data 2024

The results in Table 3 reveal that the average score for employee performance was 4.22 with a standard deviation of 0.518, indicating consistently high levels of performance levels. Leader's emotional intelligence had a moderately high average mean of 3.87 and a standard deviation of 0.355. Lastly, leader's androgyny data exhibited moderate skewness and peaked kurtosis, with an average mean of 3.77, a standard deviation of 0.697, skewness of -0.11, and kurtosis of 1.64, reflecting generally positive perceptions of androgynous traits in leadership.

### Correlation analysis

Pearson correlation coefficient was employed to assess the associations that exist between the variables. The correlation coefficient is a statistical measure that ranges from -1 to +1. When the coefficient approaches either -1 or +1, it signifies a robust correlation, whereas values close to 0 in either direction indicate a feeble correlation. The Pearson correlation results are displayed in a matrix format, as illustrated in Table 4.

**Table 4:** Correlations

	Employee Performance	Emotional Intelligence	Leader's Androgyny
Employee Performance	1		
Emotional Intelligence	.608**	1	
Leader's Androgyny	.452**	.400**	1

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

Source: Research data 2024

The results indicate the presence of statistically significant positive correlations between all variable pairs. Specifically, the association between employee performance and emotional intelligence was positive and significant ( $r = .608$ ,  $p < 0.05$ ) whereas the association between leader's androgyny and

employee performance was also positive and significant ( $r = .452$ ,  $p < 0.05$ ).

### Hypothesis testing

The study was directed by study hypotheses, which, as previously stated, were investigated to determine the assumed correlations between variables.

The hierarchical regression method was used to assess direct and indirect relationships. To test the direct association, Hayes' (2018) model 1 was used. To test the moderation effect, multiple regression approaches were used, employing Hayes (2018) models 2 for moderation. All confidence intervals in output have a 95% confidence level.

*The first hypothesis ( $H_{01}$ ) stated that Leader's emotional intelligence has no significant relationship with Employee*

*Performance.*

Results from Table 5 revealed a positive and significant effect between emotional intelligence and employee performance ( $\beta = 0.584$ ,  $p = 0.000$ ,  $<0.05$ ) implying that emotional intelligence leads to an increase in employee performance. Thus, the null hypothesis was rejected and a conclusion is made that emotional intelligence has a significant effect on employee performance.

**Table 5:** Effect of emotional intelligence and employee performance

Variables	Mode1	R <sup>2</sup>	Adjusted R <sup>2</sup>	R <sup>2</sup> change	F	Sig. F change
Emotional Intelligence	.358 (.045)**	.380	.368	.318	32.180	.000**

Source: Research data 2024

According to documented research, a leader's ability to understand his or her own emotions as well as the emotions of others in the workplace helps the leader to inspire and motivate employees to perform (Mayer et al., 2016). This indicates that a leader's emotional intelligence increases their awareness of their own and others' emotions, providing an encouraging atmosphere for employees to better their performance.

Employees in an organization represent many cultures, with distinct origins, experiences, genders, personalities, and behaviors. Their relationship with the structure and their performance are determined by a variety of factors, one of which is the leader's cognitive ability. The workplace contains push-pull influences that might interfere with routine working processes, making them susceptible to emotions. Leader's emotional intelligence is an essential ability in leadership performance and it largely shapes the leader's behavior and

determines leader's effectiveness including the performance of followers (Goleman, 2000). A study of 208 principals indicated a positive relationship between principals' emotional intelligence and the way schools in Nigeria realized higher academic achievements (Ekeh et al., 2011).

The current study findings are consistent with Rono et al. (2017) study of 338 employees at Almasi Beverages Limited Companies in Kenya, which discovered a positive correlation between emotional intelligence and employee performance. However, the current study's findings are inconsistent with the findings reported by Joseph et al. (2015), who found that certain aspects of emotional intelligence were not significantly associated to employee performance. The argument made was that emotional intelligence is still a relatively new idea that requires more sensitization, investigation and dissemination. This calls for more

exploration and publication of research findings in this field.

*The second hypothesis (H<sub>02</sub>) stated that Leader's Androgyny has no significant moderating effect on the relationship between Leader's Emotional Intelligence and Employee performance.*

Results in table 6 shows that R<sup>2</sup>=.493, F=103.3, with a sig. p=.000, accounting for 49.3% of the total variables in the model. The results revealed that both the leader's emotional intelligence and androgyny had a positive significant influence. The leader's emotional intelligence (β=.546, se=.043, t=12.4, sig.p=.000 with a positive LLCI=.460 and

ULCI=.633) and androgyny (β=.268, se=.043, t=6.1, sig.p=.000 with a positive LLCI=.182 and ULCI=.354) were also significant. The results indicate a positive moderating effect on the interaction of the two variables (β=.262, se=.039, t=6.7, sig. p=.000), with positive lower and upper confidence intervals (LLCI=.1855 and ULCI=.3390). The study findings showed a p-value=.000 which is <.05 indicating a positive significant moderating effect. The findings revealed that leader's androgyny moderates the relationship between leader's emotional intelligence and employee performance, p=.000. Thus, the null hypothesis was rejected.

**Table 6:** Moderating effect of leader's androgyny on the relationship between leader's emotional intelligence and employee

	B	Std. Error	t	p	LLCI	ULCI
1 (Constant)	-.1045	.042	-2.44	.051	-.188	-.0220
Emotional Intelligence	.5468	.043	12.4	.000	.460	.633
Androgyny	.2685	.043	6.1	.000	.182	.354
Int_1	.262	.039	6.7	.000	.185	.339

**Mode summary**

R	.702
R Square	.493
MSE	.511
F	103.3
Sig.	.000

Highest order unconditional interaction

R Square	.071
F	45.1
Sig.	.000

a. Dependent Variable: Employee performance

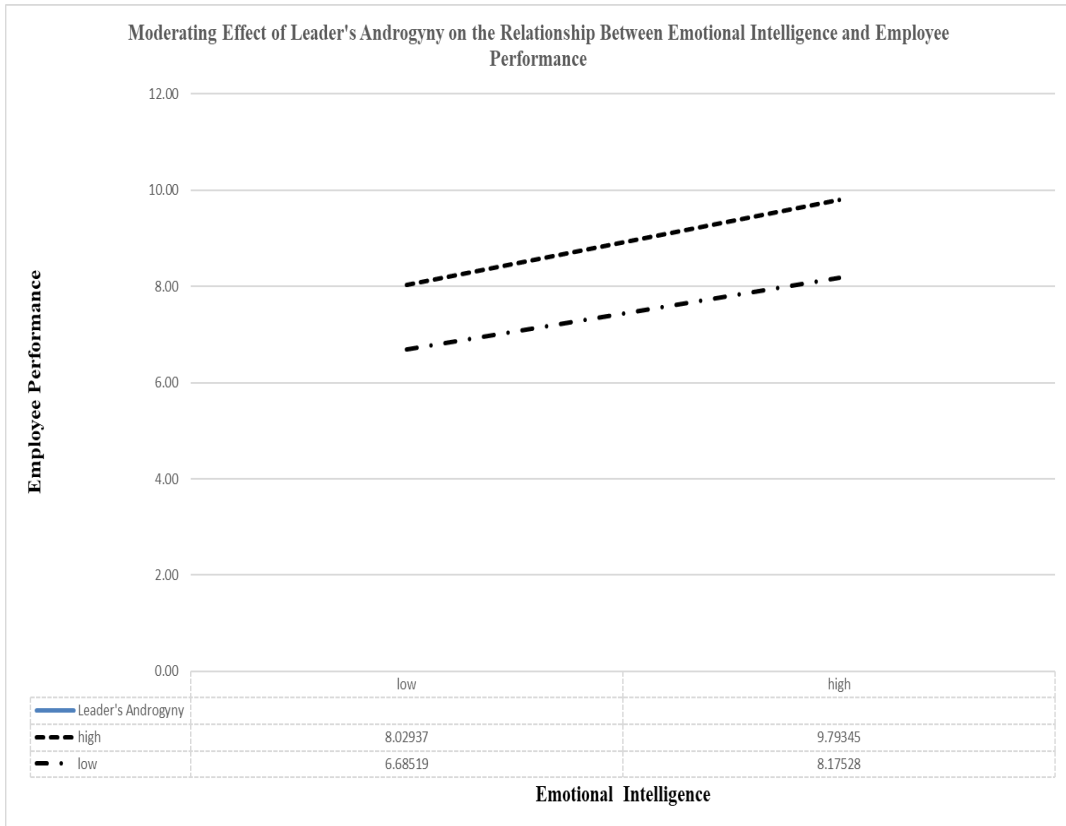
Source: Research Data (2024)

Similarly, leader androgyny represents situations that influence the

size of the leader's emotional intelligence. Including leader's androgyny as a

moderating variable in this study contributes to a theoretical explanation

for the relationship between leader androgyny and employee performance.



**Figure 1:** The interaction effects of leader’s androgyny on the relationship between emotional intelligence and employee performance

The overall sample size employed in the study was three hundred twenty-two, 322 (100%) of which two hundred forty-one, 241(75%) were male and eighty-one, 81 (25%). It further indicates that the population of selected manufacturing enterprises in Nairobi County is still dominated by men. There was no reported missing data. The first study findings revealed that leader's androgyny had a positive moderating effect on the relationship between leader's emotional intelligence and employee performance. At a p-value of .000, the moderating effect is positively significant. The model summary shows that  $R^2=.493$ ,  $F=103.3$ , with a sig.  $p=.000$ , accounting for 49.3% of the total variables in the model. The results revealed that both the leader's emotional intelligence and androgyny had a positive significant influence. The leader's emotional intelligence ( $\beta=.546$ ,  $se=.043$ ,  $t=12.4$ , sig. $p=.000$  with a positive LLCI=.460 and ULCI=.633) and androgyny ( $\beta=.268$ ,  $se=.043$ ,  $t=6.1$ , sig. $p=.000$  with a positive LLCI=.182 and ULCI=.354) were also significant. The results indicate a positive moderating effect on the interaction of the two variables ( $\beta=.262$ ,  $se=.039$ ,  $t=6.7$ , sig.  $p=.000$ ), with positive lower and upper confidence intervals (LLCI=.1855 and ULCI=.3390). The study findings showed a p-value=.000 which is  $<.05$  indicating a positive significant moderating effect.

Mod Graphs help to simplify the interpretation of the complex nature of interactions in the model. Thus, the results in Table 5 can be shown on Mod Graphs to illustrate the interaction effects of leader's androgyny on the relationship between emotional intelligence and employee performance. Figure 1 which reveals that at low levels of emotional intelligence, employee performance is high with manufacturing firms who have high leader's androgyny compared to

those with low levels of leader's androgyny. However, as emotional intelligence increases, employee performance increases with both groups of manufacturing firms, but the increases are high with those who have high levels of leader's androgyny.

The above relationship indicates a buffering moderation since the results from model 1 which shows the direct effect of the independent variables, emotional intelligence on the dependent variable, employee performance has decreased in model 2 when the moderator is introduced. The buffering moderation is from  $\beta = 0.608$ ,  $p = 0.000$  which is significant in model 1 to  $\beta = 0.262$ ,  $p = 0.000$  in model 3 which is significant.

## Conclusion and Recommendation

The study concludes that both leaders' emotional intelligence and androgyny significantly contribute to employee performance in manufacturing firms in Nairobi, Kenya. The findings demonstrate a strong positive correlation between a leader's emotional intelligence and employee performance, indicating that emotionally intelligent leaders are better able to enhance the performance of their teams. Similarly, leader's androgyny was also positively and significantly related to employee performance, showing that a blend of traditionally masculine and feminine traits in leadership is beneficial for employee outcomes. Furthermore, the study revealed that emotional intelligence has a direct positive effect on employee performance. Additionally, leader's androgyny plays a moderating role, further strengthening the relationship between emotional intelligence and employee performance. This highlights the importance of androgyny in enhancing the

effectiveness of emotionally intelligent leadership.

The study recommends that emotional intelligence domains need to be maximized. The management of manufacturing firms for every opportunity possible need to formally recognize and encourage good emotional intelligence practices that lead to improved employee work performance. Effective emotional intelligence management practices should be used to achieve organization goals and enhance employee performance.

Further study should focus on the mediating effect of leader's masculinity on the relationship between leader's androgyny and emotional intelligence

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