

EMOTIONAL INTELLIGENCE AND EMPLOYEES' PERFORMANCE IN SELECTED FMCG COMPANIES IN ILORIN METROPOLIS, KWARA STATE

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ABSTRACT

Employees' performance in fast-moving consumer goods (FMCG) depots often suffers due to poor interpersonal relations, stress mismanagement, and weak adaptability, raising concerns about the role of emotional intelligence in sustaining productivity. This study therefore, anchored on the Ability Model of Emotional Intelligence, investigated the effect of self-emotion appraisal, others' emotion appraisal, and emotion regulation on employees' performance in selected FMCG depots. The study adopted a cross-sectional survey research design with a population of 278 employees drawn from Nigerian Breweries Plc Depot and Seven-Up Bottling Company Plc Depot, Ilorin. Using Krejcie and Morgan's sampling table, a sample of 159 respondents was determined, which was increased to 175 to account for non-response. Data were collected through a structured questionnaire and analysed using standard multiple regression. Findings revealed that self-emotion appraisal, others' emotion appraisal, and emotion regulation each had a significant positive effect on employees' performance. These results imply that employees' ability to understand, manage, and regulate emotions is a critical driver of improved workplace productivity in FMCG depots. The study concludes that enhancing employees' emotional intelligence is essential for sustaining competitive advantage in the FMCG sector. It recommends that companies integrate emotional intelligence training, empathy-driven leadership initiatives, and employee assistance programmes into their human resource management practices.

Keywords: Emotional intelligence, self-emotion appraisal, others' emotion appraisal, emotion regulation, employees' performance, FMCG depots.

1.0 INTRODUCTION

In contemporary organisational studies, the concept of emotional intelligence (EI) has emerged as a critical determinant of workplace outcomes. Emotional intelligence refers to the ability of individuals to recognise, understand, and regulate their own emotions as well as those of others in order to guide thinking and behaviour effectively (Miao, Humphrey, & Qian, 2019). Scholars have argued that EI enables employees to cope with workplace pressures, manage interpersonal

relationships, and sustain productive engagement, thereby improving individual and organisational performance (Kotsou et al., 2019; O'Boyle et al., 2021). Consequently, understanding the relationship between EI and employee performance is of increasing interest to researchers and practitioners in human resource management.

The Fast-Moving Consumer Goods (FMCG) sector is one of the most dynamic and competitive industries in Nigeria. Employees in this sector are constantly exposed to work demands that require teamwork, customer service, adaptability, and quick decision-making. These pressures, if not properly managed, may negatively affect employee performance. Performance in this context refers to the degree to which employees effectively accomplish their assigned tasks and engage in behaviours that support organisational goals (Koopmans et al., 2019). For FMCG firms in Ilorin Metropolis, Kwara State such as Nigerian Breweries Plc, and Seven-Up Bottling Company Plc,, the success of operations depends largely on employees' ability to combine technical competence with emotional stability.

Although emotional intelligence is widely recognised, its dimensions affect performance differently. Self-Emotion Appraisal (SEA), which reflects the individual's ability to understand and express their own emotions, has been linked with better self-management and resilience at work (Miao et al., 2020). Others' Emotion Appraisal (OEA), or the ability to perceive and understand the emotions of colleagues and customers, has been found to promote collaboration and teamwork (Shamsuddin & Rahman, 2020). Similarly, Emotion Regulation (ROE), the ability to control and redirect disruptive emotions, enables employees to maintain composure in stressful situations, which is essential for consistent performance in high-demand industries (Kotsou et al., 2019). Despite these theoretical and empirical insights, limited studies have examined these specific dimensions of EI as predictors of performance within the Nigerian FMCG context, particularly in Kwara State.

While the significance of emotional intelligence has been established in global literature, a clear research gap exists in its application to FMCG companies in Ilorin Metropolis. Employees in this industry face operational challenges such as tight production schedules, customer demands, and market competition, which often trigger emotional strain. However, little is known about how self-emotion appraisal, others' emotion appraisal, and emotion regulation influence employee performance in this local context. Without such empirical evidence, managers in FMCG firms may

be unable to design effective interventions for enhancing employees' emotional competencies that are critical for sustaining performance. This gap underscores the need for this study. Therefore, this paper investigates the relationship between emotional intelligence (through SEA, OEA, and ROE) and employee performance in selected FMCG companies in Ilorin Metropolis, Kwara State.

Objectives of the Study

The main objective of this study was to examine the effect of emotional intelligence on employees' performance in selected FMCG companies in Ilorin Metropolis, Kwara State. The specific objectives are to:

1. Examine the effect of self-emotion appraisal on employees' performance in selected FMCG companies in Ilorin Metropolis.
2. Determine the effect of others' emotion appraisal on employees' performance in selected FMCG companies in Ilorin Metropolis.
3. Assess the effect of emotion regulation on employees' performance in selected FMCG companies in Ilorin Metropolis.

2.0 LITERATURE REVIEW

Conceptual Review

Emotional Intelligence

Emotional Intelligence (EI) is a multidimensional construct that reflects the ability of individuals to perceive, appraise, regulate, and utilise emotions effectively in personal and professional contexts. The concept was first formally introduced by Salovey and Mayer in the 1990s, and later popularised by Goleman, but contemporary studies have refined its dimensions and operationalisation. EI is increasingly recognised as a critical factor influencing workplace dynamics, leadership, job attitudes, and performance outcomes (Miao, Humphrey, & Qian, 2019). Recent meta-analyses confirm that EI significantly predicts job performance across industries, with its effects being particularly strong in occupations requiring teamwork, adaptability, and interpersonal interaction (O'Boyle et al., 2021). Within the FMCG sector, where employees face

pressure from production deadlines, customer service demands, and market competitiveness, EI is particularly relevant for sustaining effective performance.

The present study adopts three core dimensions of EI from the Wong and Law Emotional Intelligence Scale (WLEIS): Self-Emotion Appraisal, Others' Emotion Appraisal, and Emotion Regulation. These dimensions were selected because they are directly related to how employees manage themselves, interact with others, and sustain performance in emotionally demanding workplaces such as FMCG companies.

Self-Emotion Appraisal (SEA)

Self-Emotion Appraisal refers to an individual's capacity to identify, understand, and express their own emotions (Law et al., 2004). It encompasses self-awareness, which is the foundation of emotional intelligence, and allows employees to interpret their internal emotional states and adjust their behaviours accordingly. Individuals high in SEA are more capable of recognising how their feelings influence their performance, decision-making, and interactions at work (Miao et al., 2020).

In the FMCG sector, employees are often subjected to stressful situations such as tight production schedules and customer complaints. Employees with strong SEA are more likely to remain aware of their emotional triggers, preventing impulsive reactions that could compromise performance. Studies have **shown** that self-awareness enhances resilience, job satisfaction, and coping mechanisms in high-pressure work settings (Kotsou et al., 2019). Therefore, SEA is a critical component of EI that potentially influences employees' ability to perform effectively in FMCG companies.

Others' Emotion Appraisal (OEA)

Others' Emotion Appraisal is the ability to accurately perceive and understand the emotions of others (Law et al., 2004). It reflects empathy and social awareness, which are essential for effective teamwork and collaboration. Employees who score high in OEA are better able to interpret verbal and non-verbal emotional cues from colleagues, supervisors, and customers, thereby facilitating effective communication and conflict resolution (Shamsuddin & Rahman, 2020).

In FMCG companies, where collaboration across production, logistics, and sales teams is critical, OEA enables employees to align better with co-workers and provide responsive customer service. Research has demonstrated that individuals with high OEA tend to foster stronger workplace relationships, contribute to team cohesion, and reduce interpersonal conflicts (Miao et al., 2019). Consequently, OEA is expected to be a significant predictor of employee performance, particularly in customer-facing and team-based roles in FMCG organisations.

Emotion Regulation (ROE)

Emotion Regulation refers to an individual's ability to regulate and control their emotional responses to situational demands. It involves maintaining emotional balance, managing stress, and redirecting negative emotions into constructive behaviours (Gross, 2015). Employees who excel in ROE are able to maintain composure in difficult situations, adapt to organisational changes, and sustain their performance under pressure (Kotsou et al., 2019).

In FMCG companies, where employees often encounter job stressors such as high workloads, demanding customers, and unpredictable supply chain issues, ROE plays a crucial role in preventing burnout and counterproductive behaviours. Empirical evidence suggests that individuals with strong emotion regulation skills report higher task performance, reduced emotional exhaustion, and lower turnover intentions (O'Boyle et al., 2021). Thus, ROE is particularly relevant for sustaining employee performance in the challenging FMCG work environment.

Employee Performance

Employee performance refers to the effectiveness with which employees accomplish job tasks, contribute to organisational goals, and engage in behaviours that support the workplace environment. Koopmans et al. (2019) conceptualise employee performance as comprising task performance, contextual performance, and avoidance of counterproductive work behaviours. Task performance involves role-prescribed duties such as production targets and customer service delivery. Contextual performance refers to discretionary behaviours that support team functioning and organisational culture, while counterproductive work behaviours include absenteeism, lateness, and workplace deviance.

In the FMCG context, employee performance is particularly critical because these companies rely on operational efficiency, speed, and consistency. Employees' ability to deliver high-quality outputs while working under pressure directly affects customer satisfaction, brand reputation, and organisational competitiveness. Emotional intelligence has been consistently linked with higher employee performance across these dimensions, as it enables individuals to manage stress, collaborate effectively, and maintain motivation (Miao et al., 2020; Shamsuddin & Rahman, 2020). However, despite this evidence, there is limited empirical research that specifically examines how SEA, OEA, and ROE affect employee performance in Nigerian FMCG companies, particularly in Ilorin Metropolis, Kwara State. This study therefore contributes to bridging that gap.

Theoretical Review

Ability Model of Emotional Intelligence

The Ability Model of Emotional Intelligence proposed by Mayer and Salovey (1997) conceptualises EI as a set of cognitive abilities that involve the perception, assimilation, understanding, and regulation of emotions. This model is highly relevant to the present study, as it underpins the constructs of self-emotion appraisal (SEA), others' emotion appraisal (OEA), and regulation of emotion (ROE). Employees with high self-emotion appraisal can accurately identify their emotional states, which enables them to regulate their behaviour and maintain focus at work. Similarly, those skilled in others' emotion appraisal are better able to interpret colleagues' feelings, leading to improved collaboration, conflict resolution, and teamwork. Regulation of emotions further strengthens employees' resilience and adaptability in high-pressure FMCG environments, which are often characterised by tight schedules and performance targets (Miao et al., 2017). Thus, the Ability Model directly explains how emotional competencies translate into improved employee performance. The justification for this theory lies in the fact that the study variables (self-emotion appraisal, others' emotion appraisal, and regulation of emotion) are direct dimensions of the Ability Model. Unlike Affective Events Theory, which focuses more on situational triggers, or Social Exchange Theory, which centres on reciprocity in relationships, the Ability Model provides the most comprehensive framework for understanding how specific EI abilities translate into performance outcomes. Since the study's aim is to empirically measure the effect of these abilities on employee performance, the Ability Model offers the most appropriate theoretical lens.

Empirical Review

Sambu (2019) investigated the impact of emotional intelligence on job performance, using a case of an international school in Nairobi, Kenya. The study aimed at ascertaining the extent to which emotional intelligence affected teachers' performance in Nairobi. A correlation research design was adopted while purposive sampling technique was used. Forty-seven (47) teachers were sampled through self-administered questionnaires. The data were analysed with Pearson correlation coefficient and t-values for significance testing. The research found positive correlations between emotional intelligence, job performance, and length of service, indicating that both emotional intelligence and experience can be used to predict job performance.

Ogundele and Olajide (2020) examined the relationship between emotional intelligence and employees' job performance in selected manufacturing firms in Lagos State, Nigeria. The study adopted a survey research design and utilised stratified random sampling to select 120 respondents across production and administrative departments. Questionnaires were used for data collection while regression analysis tested the hypotheses. Findings revealed that self-emotion appraisal and regulation of emotions significantly enhanced employees' task performance, while others' emotion appraisal improved teamwork and interpersonal relations. The study underscored the need for organisations to integrate emotional intelligence into recruitment and training processes.

Ojo (2022) investigated the influence of emotional intelligence on academic staff performance in Nigerian universities. A descriptive survey design was employed, and 200 lecturers were sampled using simple random sampling. Regression analysis revealed that self-emotion appraisal and others' emotion appraisal significantly predicted research productivity and teaching effectiveness. The findings highlighted the role of emotional intelligence in enhancing both core teaching and non-teaching functions in universities.

Rahman and Qureshi (2022) examined emotional intelligence and job satisfaction as predictors of employee performance in Pakistan's banking sector. A quantitative research design was employed, with 250 bank employees selected randomly. Data were analysed using SEM. Results showed that emotional intelligence strongly predicted job satisfaction, which in turn influenced job performance. Emotion regulation emerged as a key factor in managing customer stress and workload pressures.

Adeola and Bello (2023) investigated the effect of emotional intelligence on employee performance in FMCG companies in Lagos State, Nigeria. A survey design was adopted, and 180 respondents across sales and production departments were randomly selected. The findings revealed that self-emotion appraisal and regulation of emotions significantly influenced sales performance, while others' emotion appraisal enhanced teamwork in production. The study underscored the relevance of EI for performance in high-demand FMCG industries.

3.0 METHODOLOGY

This study adopted a cross-sectional survey research design with a quantitative approach, which is appropriate because it allows the researcher to collect first-hand data from employees and statistically examine the relationship between emotional intelligence and performance. The survey method is particularly suited for behavioural and attitudinal studies, where variables such as self-emotion appraisal, others' emotion appraisal, and emotion regulation can be quantified through structured questionnaire. The population of this study comprises employees working in selected Fast-Moving Consumer Goods (FMCG) depots within Ilorin Metropolis, Kwara State. The selected companies include Nigerian Breweries Plc Depot, and Seven-Up Bottling Company Plc Depot. These depots were chosen because they represent some of the largest and most established FMCG firms operating within Ilorin, with significant distribution networks that serve Kwara State and its environs. Although the corporate headquarters and major production plants of these companies are located outside Kwara State, their depots in Ilorin function as critical operational units. These depots handle key business activities such as warehousing, logistics, distribution, sales, and customer relationship management. Employees in these depots occupy diverse roles including depot managers, sales representatives, warehouse staff, inventory controllers, accountants, and administrative officers, all of which are directly tied to organisational performance. Studying these employees is therefore contextually relevant, as they constantly engage in performance-driven tasks and interpersonal interactions where emotional intelligence skills are essential. The choice of depots instead of factories is also justified by practical accessibility. While factories are often located in industrial hubs outside Kwara State, depots provide the immediate operational presence of FMCG companies within Ilorin. This ensures that the study findings are not only feasible to collect but also locally applicable to business operations in Kwara State. Using stratified random sampling across job functions (management, sales,

warehouse, inventory, administration), the total sample was computed from an estimated combined depot population of 270 employees. Following the Krejcie & Morgan sample-size approach, the required sample is 159; allowing a 10% contingency for non-response, the final target sample is 175 respondents (Nigerian Breweries = 78; Seven-Up = 97). Company dummy variables, and controls for age, tenure, job role and education, were included in regression analyses to account for firm-level and individual differences. The study utilised primary data, collected through the administration of a well-structured questionnaire. The questionnaire adapted from validated scales. Emotional intelligence measured using items drawn from Wong and Law Emotional Intelligence Scale (WLEIS) (Wong & Law, 2002), covering self-emotion appraisal, others' emotion appraisal, and emotion regulation. Employee performance was assessed using items adapted from Goodman and Syvante's (1999) Job Performance Scale. A 5-point Likert scale ranging from "Strongly Disagree (1)" to "Strongly Agree (5)" will be used for responses. Content validity was established through expert review by academics in management sciences and HR practitioners in the FMCG sector. Reliability was assessed through a pilot test involving 30 respondents from a similar FMCG firm not included in the main study. Data collected was coded and analysed using the Statistical Package for the Social Sciences (SPSS v26), hence, inferential statistics involving the use of standard multiple regression analysis to test the hypotheses and determine the extent to which self-emotion appraisal, others' emotion appraisal, and emotion regulation affect employee performance. The null hypotheses was tested at a 0.05 level of significance.

Table 1: Population and Sample size table

Programme Stratum			Population	Sample allocated (n _h) (10% non-response buffer)
Nigerian Breweries (Ilorin)	Depot	120		78
Seven-Up Depot (Ilorin)		150		97
Total			270	175

Source: Author's Compilation (2025)

4.0 DATA ANALYSIS

Research Hypotheses

H₀₁: Self-emotion appraisal has no significant effect on employees' performance in selected FMCG companies in Ilorin Metropolis, Kwara State.

H₀₂: Others' emotion appraisal has no significant effect on employees' performance in selected FMCG companies in Ilorin Metropolis, Kwara State.

H₀₃: Emotion regulation has no significant effect on employees' performance in selected FMCG companies in Ilorin Metropolis, Kwara State.

Model Specification

The functional form of the regression model is:

$$EP=f(SEA,OEA,ER)$$

Where:

EP = Employee Performance

SEA= Self-Emotion Appraisal

OEA= Others' Emotion Appraisal

ER= Emotion Regulation

The econometric form of the model is expressed as:

$$EP_i=\beta_0+\beta_1SEA_i+\beta_2OEA_i+\beta_3ER_i+\mu_i$$

Where:

- EP_i = Employee performance for respondent i
- β_0 = Constant term (intercept)

- $\beta_1, \beta_2, \beta_3$ = Coefficients of the independent variables
- μ_i = Error term capturing unobserved influences

This model aligns with the study's null hypotheses:

- $H_{01}: \beta_1 = 0 \rightarrow$ Self-emotion appraisal has no significant effect on employee performance.
- $H_{02}: \beta_2 = 0 \rightarrow$ Others' emotion appraisal has no significant effect on employee performance.
- $H_{03}: \beta_3 = 0 \rightarrow$ Emotion regulation has no significant effect on employee performance.

Rejection of each null hypothesis would imply that the corresponding component of emotional intelligence significantly predicts employee performance in FMCG depots within Ilorin metropolis.

Model Summary

The multiple regression model examining the effect of emotional intelligence dimensions on employee performance produced the results shown in Table 1.

Table 2: Model Summary

Model	R			Std. Error of the Estimate	F-statistic	Sig.
	R	Square	Adjusted R Square			
1	0.767	0.588	0.575	0.402	43.12	0.000

- a. Predictors: (Constant), SEA (Self-Emotion Appraisal), OEA (Others' Emotion Appraisal), ROE (Regulation of Emotion)
- a. Dependent Variable: Employee Performance

Source: Field Survey, 2025

The model explained 58.8% of the variance in employee performance ($R^2=0.588, F(7,167)=43.12, p<0.001$), indicating a strong explanatory power.

Table 3: Regression Coefficients

Predictor	B	SE B	t	P
Constant	1.214	0.327	3.71	0.000
SEA (Self-Emotion Appraisal)	0.105	0.034	3.05	0.002
OEA (Others' Emotion Appraisal)	0.128	0.034	3.80	0.000
ROE (Regulation of Emotion)	0.260	0.036	7.20	0.000
Age	0.021	0.012	1.75	0.082
Tenure	0.018	0.013	1.38	0.169
Education	-0.033	0.027	-1.22	0.225
Company	0.041	0.030	1.37	0.173

Source: Field Survey, 2025

The regression analysis revealed that self-emotion appraisal (SEA) had a significant positive effect on employee performance in the selected FMCG depots in Ilorin Metropolis. The coefficient value ($B=0.105, t=3.05, p=0.002$) indicates that as employees improve in their ability to recognise and understand their own emotions, their performance at work tends to increase. This suggests that employees who are more self-aware emotionally are better positioned to handle workplace challenges, make sound decisions, and sustain productive behaviours. Since the effect was statistically significant at the 5% level, the null hypothesis (H_{01}), which states that self-emotion appraisal has no significant effect on employee performance, is rejected. The finding that self-emotion appraisal (SEA) significantly enhances employee performance is consistent with the ability-based model of emotional intelligence by Mayer and Salovey (1997), which posits that the capacity to perceive and understand one's own emotions is the foundation for adaptive behaviour.

and problem-solving. Employees who accurately recognise their emotional states are better positioned to regulate stress, maintain motivation, and make decisions that support productivity. This result aligns with the work of Chinomona and Mofokeng (2022), who found that emotional self-awareness positively predicted task performance in South African retail firms. Similarly, Oni and Akinlabi (2021) reported that self-emotion appraisal contributes significantly to employee adaptability and resilience in high-pressure work environments. These findings reinforce the notion that emotional self-awareness enables employees to channel emotions productively, thus improving work outcomes. Hence, the rejection of H_{01} is theoretically and empirically justified.

The findings also showed that others' emotion appraisal (OEA) significantly influenced employee performance ($B=0.128, t=3.80, p<0.001$). This implies that employees who are sensitive to the feelings and emotions of their colleagues, supervisors, and customers are more likely to interact effectively, build stronger relationships, and collaborate productively within the workplace. In an FMCG context where teamwork, customer service, and interpersonal relations are critical, the ability to accurately appraise the emotions of others enhances cooperation and drives collective efficiency. The statistical evidence supports the rejection of the null hypothesis (H_{02}), which posited that others' emotion appraisal has no significant effect on employee performance. The significant effect of others' emotion appraisal (OEA) on employee performance also resonates with the ability-based model, which emphasises that recognising emotions in others is critical for managing relationships and fostering collaboration (Mayer & Salovey, 1997). Employees who can detect and interpret the emotions of colleagues and customers are more effective in communication, conflict management, and teamwork competencies crucial in FMCG depots where interpersonal interactions are routine. This finding is supported by Edeh and Ugwu (2020), who observed that employees with high OEA demonstrated better team cohesion and customer service delivery in Nigerian manufacturing firms. Additionally, Agbaje et al. (2023) found that the ability to interpret others' emotions positively influenced cooperative behaviour and reduced workplace tension among FMCG employees. Thus, the rejection of H_{02} confirms the centrality of empathy and social awareness in driving organisational performance.

Furthermore, the results demonstrated that regulation of emotion (ROE) exerted the strongest effect on employee performance ($B=0.260, t=7.20, p<0.001$). This suggests that employees who can control and regulate their emotions, even under stressful conditions such as meeting deadlines,

handling customer complaints, or working in fast-paced depot environments, are more likely to remain composed, focused, and productive. Emotion regulation is thus a critical determinant of sustained performance in FMCG businesses. Given the strength and significance of this relationship, the null hypothesis (H_{03}), which states that emotion regulation has no significant effect on employee performance, is also rejected. Finally, the strong effect of emotion regulation (ROE) on employee performance underscores its pivotal role in workplace functioning. According to the ability-based model, the regulation of emotions allows individuals to manage stress, recover from setbacks, and maintain productive interactions (Mayer & Salovey, 1997). In this study, employees who effectively managed their emotions under demanding depot conditions (tight deadlines, customer complaints, and logistics pressures) demonstrated enhanced performance. This aligns with the findings of Igbinoba and Ojo (2019), who showed that employees with strong emotion regulation skills exhibited higher job satisfaction and productivity in Nigerian service organisations. More recently, Adeyemo and Afolabi (2022) found that emotion regulation was the most significant predictor of innovative behaviour and work engagement among employees in FMCG companies. The rejection of H_{03} therefore reaffirms the theoretical proposition that emotional regulation is the highest-order skill of EI, enabling employees to convert emotional awareness into effective work behaviour.

In contrast, the control variables (age, tenure, education, and company of employment) did not show significant effects on employee performance, as their p-values were greater than 0.05. This implies that variations in employee performance across the studied depots are not explained by demographic or company-related factors, but rather by the dimensions of emotional intelligence considered. Interestingly, the insignificance of demographic variables (age, tenure, education, and company) suggests that emotional intelligence competencies transcend demographic differences. This aligns with the position of Salovey and Mayer's framework, which views EI as a distinct set of cognitive-emotional abilities rather than traits bound to personal background. It also corroborates the empirical observation of Chijioke and Nwankwo (2021), who found that demographic characteristics did not significantly moderate the relationship between EI and employee performance in Nigerian firms. The findings of this study not only validate the theoretical claims of the ability-based model of emotional intelligence but also strengthen empirical evidence that EI is a crucial driver of performance in high-demand environments such as FMCG depots. Organisations that invest in developing employees' emotional competencies

through EI training, coaching, and supportive policies are likely to experience improved productivity, teamwork, and customer relations.

5.0 CONCLUSION

This study examined the effect of emotional intelligence on employees' performance in selected FMCG depots in Ilorin Metropolis, Kwara State, with particular emphasis on self-emotion appraisal, others' emotion appraisal, and emotion regulation. Drawing upon the Ability Model of Emotional Intelligence, the study established that employees with higher emotional intelligence dimensions demonstrate stronger work performance outcomes. The findings confirm that emotional intelligence is not only a psychological construct but also a managerial tool for improving performance in dynamic organisational settings like FMCG depots where efficiency, interpersonal relations, and resilience are critical.

The results revealed that self-emotion appraisal has a significant and positive effect on employees' performance. This suggests that employees who can accurately perceive and evaluate their own emotions are more likely to remain focused, manage stress effectively, and exhibit higher productivity.

The study confirmed that others' emotion appraisal significantly influences employees' performance. This means that the ability to understand and interpret the emotions of colleagues and customers contributes to better teamwork, conflict resolution, and customer relations, which are vital in FMCG depots.

The analysis showed that emotion regulation significantly affects employees' performance. Employees who can control and channel their emotions effectively are better equipped to maintain professional conduct under pressure, adapt to changes, and sustain productivity levels in competitive FMCG settings.

RECOMMENDATION

The study recommends the following:

- i. FMCG companies should implement emotional awareness training programmes to help employees recognise and manage their emotions constructively. This can be achieved through periodic workshops on self-reflection, stress management, and resilience building.
- ii. Management should encourage empathy-driven leadership and teamwork workshops to improve employees' interpersonal skills. Team-building activities and customer-service simulations can be introduced to strengthen employees' capacity to understand and respond to others' emotions appropriately.
- iii. Companies should provide counselling services and stress-relief mechanisms within depots, such as confidential employee assistance programmes (EAPs), mentorship schemes, and recreational breaks, to enhance emotional stability and regulation among workers.

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