

Impact of Emotional Intelligence on Pastors' Leadership Effectiveness in Churches of Southwest, Nigeria

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Abstract

The intention for this paper was to find out if emotional intelligence is used as a requisite skill for pastoral leadership effectiveness especially within the churches of Southwest Nigeria, where there are some persistent and prevailing conflicts encountered in some churches between pastors and church members. Six research questions were raised to guide the study to which answers are given based on the findings of the study. The study adopted a descriptive research design. Out of a total of 900 Pastors, 120 were selected randomly. The instrument used to collate data was a self-designed questionnaire which benefitted from literature. The reliability of the instrument was done, and a coefficient value of 0.90 was obtained and hence, adjudged the instrument to be reliable. Findings revealed that 72% of the respondents attested that emotional intelligence is used as a requisite skill for pastoral leadership effectiveness within the churches of Southwest Nigeria. Pastors in South-West Nigeria are in a good way acquainted with the concept of emotional intelligence as they know about how it operates with them and demonstrate on a high level the essential competencies of emotional intelligence identified in Pastors of the churches in Southwest, Nigeria which is self –awareness competencies, self-management competencies, social awareness competencies, social skills competencies and relationship management competencies. It was revealed that there is a significant relationship between emotional intelligence and effective pastoral leadership. It was recommended that, for the church leadership to achieve and meet up with the expectation, it is expected that the awareness and exhibition of emotional intelligence are essential in ensuring a conflict-free leadership.

Keywords: Emotional intelligence, Pastors' leadership effectiveness, churches of the southwest, Nigeria.

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INTRODUCTION AND BACKGROUND TO THE STUDY

The emerging awareness and influence of emotional intelligence in corporate leadership give a footing for consideration to underscore the significance of emotions to leadership effectiveness in the local churches. Studies carried out in the secular have revealed a positive relationship between emotional intelligence and leadership [1]. The positive correlation showed highlights of emotional intelligence as a critical element in effective leadership at any level and necessitates the study of the real nexus between emotional intelligence and leadership effectiveness of leaders (Pastors) in Christian organisations (such as the local churches). Consequently, the intention for this paper is to establish if emotional intelligence is used as a requisite skill for pastoral leadership effectiveness especially within the churches of Southwest Nigeria, where there are some persistent and prevailing conflicts encountered in some churches between senior pastors and associate pastors, pastors and deacons, pastors and committee members and pastors and members. This portrays a problem of the lack of social intelligence

skills among pastors. Nihinlola [2] observes that “poor leadership techniques and managerial skills is one reason for many church crises”. Pastors are often ill-equipped with the requisite skills to deal with the common challenges that naturally come with handling people. While many of these pastors have gone through Seminary training, yet there exists a gap in their interpersonal skills which is domiciled in the affective domain. “The affective domain contains learning skills that are predominantly related to emotional (affective) processes. The learning processes in the affective domain include being open to experience, engaging in life, cultivating values, managing oneself, and developing oneself” [3]. Ayandokun [4] stressed that theological education is a specialised training with a focus to prepare people for effectiveness in pastoral ministries. Despite this reality, there are enough conflicts within churches today to question the extent of training in the management of emotions for effective leadership. While pastors have thrived in their spiritual and cognitive competencies in churches, there is very little to say concerning their emotional intelligence and competence (which is in the affective domain).

Goleman's [5] promotion of the finding that "emotional intelligence" is often a better predictor of individual success than "general intellectual ability" as measured by most Intelligent Quotient tests is worthwhile at this juncture. He asserted that "85% of career success (among people starting in the same profession) is not due to IQ (intellect) but to EQ (emotional intelligence, ability to read people, life and situations) ... a lot of Christian growth involves the use of emotional wisdom and discernment" [6].

Nature, Characteristics and Benefits of Emotional Intelligence in Leadership Effectiveness

The nature of emotional intelligence is best described within the purview of some definitions given by scholars. Two of such are apt for this paper. First is Salovey and Mayer [7] who defined emotional intelligence as the subset of social intelligence that involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (p.189). In other words, a leader should possess the ability to perceive, integrate (to facilitate thought) understand, access and reflectively regulate emotions to guide their judgment and actions thereby leading to promotion of emotional and intellectual growth both to the leader and those being led. In emotional intelligence literature, Salovey and Mayer's definition and description of emotional intelligence have been taken to be the ability-based model of emotional intelligence. The significant views of this model are that emotions are a means of information that is useful in interacting in social environments and social relationships. It is also vital to note that all individuals have the same ability to process emotional information and then relate that information to cognitive processes. The model suggests four main types of emotional abilities [8] which are:

- Emotional perception: This refers to an individual's ability to identify his own emotions and to understand the emotions expressed in faces, voices and pictures. This is a necessary skill in emotional intelligence because unless an individual can perceive his emotions, he cannot manage them.
- Emotional Use: This is the ability to use emotions in order to perform other cognitive activities. Someone with high emotional intelligence can use their emotions to think through a situation and solve problems. Varying dispositions could be used to the best of advantage in finishing tasks.
- Emotional Understanding: This is the ability to perceive shades of emotions that exists and how different emotions interact with each other. This ability includes comprehension of how emotions may evolve across a period.
- Emotional Management: This is the ability to self-regulate emotions and to control emotions in others. The person with a high level of this ability can harness positive or negative emotions and

manage them in a way that facilitates the completion of required tasks.

The second definition that is apt for this paper is, Prati *et al.*, [9] which stated that emotional intelligence "reflects the ability to read and understand others in social contexts, to detect the nuances of emotional reactions, and to utilize such knowledge to influence others through emotional regulation and control". As such it presupposes that church pastors and leaders who work with and through people need emotional intelligence which becomes a critically important competency for leadership effectiveness and team performance outcomes. This corroborates Goleman, Boyatzis and McKee's [10] assertion that emotional intelligence is a critical component of leadership effectiveness, particularly as leaders deal with teams. Some scholars have also established that the greater a leader's emotional intelligence, the better a leader is at managing strong relationships using emotions, and the better they would be are to demonstrate effective performance [1, 11-13]. Effective work teams are communicative, cohesive, and innovative and grounded with individual member rapport. Hence, leaders who could fill into the qualities of effective work teams are those who can communicate effectively and emphasize with other people, and this gives them the space to develop cohesive and supportive relationships [14, 15], think innovatively and there will be creativity in a supportive environment for such an activity [16]. The concept of emotional intelligence was popularised by Goleman [5] who presented five characteristics or components of Emotional Intelligence that are important in effective relationship management. Goleman's components have also in literature been seen as "the mixed model of emotional intelligence" [8]. Some scholars gleaned from the original work of Goleman such as Salovey and Mayer [17] and Beard [18] identified the components as follows:

- Self-awareness: This has to do with being able to recognise and understand one's own emotions, moods and drives/motivations and their effect on others. In order to achieve this state, an individual must be able to monitor his or her emotional state and identify his or her own emotions. Hallmarks of emotional maturity in this trait indicate self-confidence, self-deprecatory sense of humour (i.e. can laugh at oneself) and realistic self-assessment, i.e. awareness of one's impression on others (in other words, the individual can read the reactions of others to know how he or she is perceived).
- Self-Regulation: This has to do with the ability to control one's impulses and moods; it requires the propensity to suspend judgment and think before taking actions. In other words, an individual should not be quick to react rashly and not thinking before responding. Hallmarks of emotional maturity in this trait reveal trustworthiness and integrity and

taking personal responsibility for one's own work/actions and openness to change.

- **Motivation:** This is marked by a passion for working for reasons that go beyond money or status. It also includes the tendency to pursue goals with vigour and perseverance. This has also been referred to as self-improvement. Hallmarks of emotional maturity in this trait demonstrate a strong drive to achieve tasks/goals; being optimistic even in the face of adversity/failure and organisational commitment.
- **Empathy:** This is the ability to understand other people's emotions and reactions (i.e. their emotional make-up). Empathy also involves having skill in treating people according to their emotional reactions. The hallmarks of emotional maturity in this trait displays expertise in building and retaining talents; cross-cultural sensitivity and service to clients and customers.
- **Social Skills:** This expresses itself in the ability or skill in handling relationships and building networks and an ability to find common ground and build rapport. Hallmarks of emotional maturity in this trait demonstrate effectiveness in leading change; persuasiveness and expertise in building and leading teams. In a pastoral leadership framework, responsiveness is often thought to include, or lead to, sympathy, which implies concern, or care or a wish to soften negative emotions or experiences in church members or those being led.

The five components serve as competencies for pastors and other church leaders towards effectiveness in their leadership endeavours. Leaders who could demonstrate such competencies have quite a lot of benefits that are both personal and professional. Jones [19] outlined some personal benefits of emotional intelligence which are "greater career success; stronger personal relationships; increased optimism and confidence and better health while the professional benefits are: effective leadership skills, better problem-solving skills, improved communication, less workplace conflict, increased likelihood of promotion". Additionally, Prati *et al.*, [9] stated that "emotionally intelligent leaders serve as a benefit to teams in two ways. Leaders motivate team members to work towards the accomplishment of team goals. They also serve as transformational influence over team members."

Leaders who have high levels of emotional intelligence can understand the physical, mental and social impact that negative emotions have on their bodies, minds, emotions, relationships and ability to pursue and achieve goals. They then can moderate their own emotions so that their emotions support their activities and enhance their quality of life [8]. Individuals with high level of emotional intelligence tend to balance healthy feelings like motivation, friendship, focus, fulfillment, peace of mind, awareness,

balance, self-control, freedom, autonomy, contentment, appreciation, connection, desire (Ibid., p.11) while those with lower level of emotional intelligence tend to feel more loneliness, fear, frustration, guilt, emptiness, bitterness, depression, instability, lethargy, disappointment, obligation, resentment, anger, dependence, victimization and failure. Therefore, for One's general happiness and quality of life, it behoves an individual to learn to develop his emotional intelligence. With some basic understanding, he can alter the way he experiences his emotions and the way he reacts to them in any situation (Ibid., p.12).

Leadership is about influencing people while providing guidance and direction as needed [20-22]. Effective leaders are inclined to be professionals in responding to workload, discipline, handling stress, communicating the goals of the organisations by bringing innovation in a bid to improving the performance of their team members. Emotional intelligence enables leaders to empathically address their followers, thereby building high-quality leader-follower relations and strengthening followers' identification with and trust in the leader [23, 24].

Statement of the Problem

The practice of Leadership in local churches places a high demand on emotional intelligence for pastoral leadership because it calls for effectiveness in working with and through the members of a local church in a participatory way (or teamwork) in getting the significant work of the church done. Means [25] enunciated that, "An enabling philosophy of church leadership always stresses respect for people ... people are not to be treated as objects or herded like cattle". Working with people in this manner is not always easy because the leader requires critical interpersonal skills that are indispensable to effectiveness. Where there have been lack of interpersonal/social skills has led to some persistent and prevalent conflict faced in some churches (who practice multi-staff ministry such as some Baptist churches in Nigeria) between senior pastors and associate pastors, pastors and deacons, pastors and committee members and pastors and members.

Purpose/Objectives of the Study

The purpose of this study is to find out the impact of emotional intelligence on Pastoral leadership effectiveness in local Baptist churches in Southwest, Nigeria. Specifically, the objectives of the study are to:

- Explore Pastors' knowledge on the concept of emotional intelligence
- Examine the level of awareness on emotional intelligence as a requisite skill for leadership effectiveness among church pastors
- Identify the necessary competencies of emotional intelligence in Pastors of the churches in Southwest, Nigeria.

- Find out the extent to which the necessary competencies are exhibited by Pastors in their leadership tasks
- Investigate the nature of work teams in the local churches of Southwest, Nigeria.
- Find out if there is a significant relationship between emotional intelligence and pastoral leadership effectiveness.

Research Questions

- How much knowledge do Pastors have on the concept of emotional intelligence?
- What is the level of awareness of emotional intelligence as a requisite skill for leadership effectiveness among church pastors in Southwest, Nigeria?
- What are the necessary competencies of emotional intelligence in Pastors of the churches in Southwest, Nigeria?
- To what extent are the necessary competencies of emotional intelligence used by Pastors in their leadership in churches of the southwest, Nigeria?
- What are the qualities of work teams in the local churches of Southwest, Nigeria?
- Is there any significant relationship between emotional intelligence and effective pastoral leadership?

METHODOLOGY

The descriptive research design was adopted for this study. The areas of study were Ogbomoso and Osogbo two largest cities (among others) in the

Southwest of Nigeria. Pastors of Baptist Churches in the geographical locations were used. Out of a total of 900 Pastors, 120 were selected randomly. The instrument used to collate data was a self-designed questionnaire which benefitted from literature. Five-point Likert scale levels of agreement and frequency options were provided for respondents to do their rating. The questionnaire had five sections. Section A was on demographic data while sections B-E were on Pastors' knowledge about emotional intelligence; Emotional Intelligence as a requisite skill for leadership effectiveness; emotional intelligence competencies and characteristics of work teams in churches. The instrument was validated by giving it to experts in the field of emotional intelligence and church administration/leadership to verify the contents. To ensure reliability, the questionnaire was trial-tested through a pilot study with 40 Pastors outside the areas of study. The split-half method was applied, and a reliability coefficient value of $r = .90$ was obtained. This adjudged the instrument to be reliable. The researcher through the help of some research assistants distributed the questionnaire. Out of the 120 questionnaire forms distributed, 94 were returned. The data was analysed using simple percentage and Pearson's Bivariate correlation.

RESULTS AND DISCUSSIONS

Demographics of Respondents: The demographics of the respondents interviewed are shown in Figure-1 below.

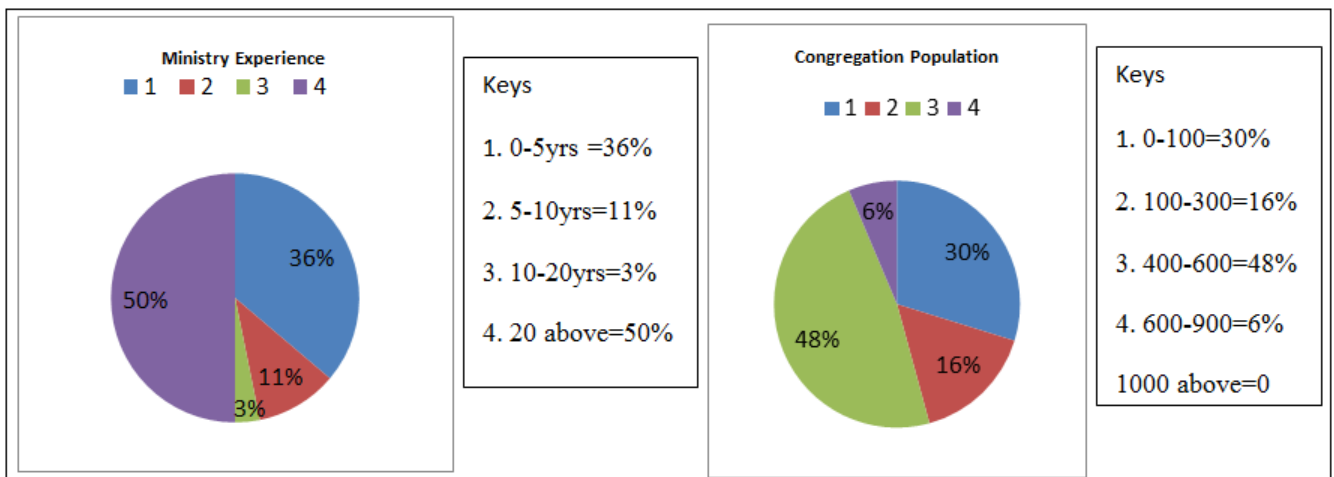


Fig-1: Demographics of Respondents

The result from the demographic details shows that an average (50%) of pastors interviewed have twenty years and above ministerial experience and 48% of the respondent's pastor churches that have a population of 400-600 members. This implies that most

of the respondents have had opportunities to work with different groups over time and can be evaluated to perceive how emotional intelligence had influenced their pastoral leadership skills.

Research Question-1: “How much knowledge do Pastors have on the concept of emotional intelligence?”**Table-1: Knowledge of pastors on the Concept of Emotional Intelligence**

S/N	STATEMENTS	SA		A		D		SD		IDK	
		F	%	F	%	F	%	F	%	F	%
1	Emotional intelligence is about being honest with my emotions.	30	31	61	64	3	3	0	0	0	0
2	Emotional intelligence is about being aware of my feelings, and the feelings of others.	31	32	56	59	5	5	1	1	1	1
3	Emotional intelligence has to do with my ability to discriminate emotions and using the information to guide my thinking and actions	24	25	68	72	2	2	0	0	0	0
4	Emotional intelligence is about being smart with my emotions to promote my emotional and intellectual growth of myself and those that are working with me.	41	43	50	53	0	0	3	3	0	0
5	Emotional intelligence is about altering the way I experience my emotions and the way I react to them in any situation	25	26	59	62	5	5	4	4	1	1

Responses to pastors’ awareness of emotional intelligence indicate that a large population of the respondents (72%) agreed with the statements posed to explore their knowledge of emotional intelligence. This

shows that they are in a good way acquainted with the concept of emotional intelligence as they know about how it operates with them.

Research Question-2: “What is the level of awareness on emotional intelligence as a requisite skill for leadership effectiveness among church pastors in Southwest, Nigeria?”**Table-2: Emotional Intelligence as a Requisite Skill for Leadership Effectiveness**

S/N	STATEMENTS	SA		A		D		SD		IDK	
		F	%	F	%	F	%	F	%	F	%
6	Leaders who have high levels of emotional intelligence are able to understand the physical, mental and social impact that negative emotions have on their:										
	a. bodies	75	79	13	13	3	3	1	1	2	2
	b. minds	81	86	8	8	4	4	0	0	1	1
	c. emotions	69	73	19	20	3	3	2	2	1	1
	d. relationships	78	82	13	13	0	0	1	1	2	2
	e. ability to pursue and achieve goals.	76	80	10	10	3	3	3	3	2	2
7	Emotional intelligent leaders have:										
	a. greater career success;	16	17	76	80	0	0	0	0	1	1
	b. stronger personal relationships;	30	31	59	62	1	1	1	1	3	3
	c. increased optimism and confidence	25	26	67	71	2	2	0	0	0	0
	d. effective leadership skills,	28	29	63	67	1	1	1	1	1	1
	e. better health	14	14	71	75	4	4	2	2	1	1
	f. better problem solving skills,	29	30	62	65	0	0	1	1	1	1
	g. improved communication,	20	21	58	61	9	9	6	6	1	1
	h. less workplace conflict,	46	48	45	47	0	0	2	2	1	1
	i. increased likelihood of promotion.	30	31	59	62	1	1	3	3	1	1
8	Emotionally intelligent leaders motivate team members to work towards the accomplishment of team goals.	39	41	49	52	3	3	2	2	1	1
9	Emotionally intelligent leaders serve as transformational influence over team members	20	21	64	68	5	5	3	3	2	2
10	Emotional intelligence enable leaders to empathically address their followers, thereby building:										
	a. High-quality leader–follower relations	64	68	19	20	3	3	3	3	4	4
	b. Strengthening followers’ identification with the leader and trust in the leader	69	73	24	25	0	0	0	0	1	1

In examining the level of awareness on emotional intelligence as a requisite skill for leadership effectiveness among church pastors, the data received had shown that the respondents strongly agreed that Leaders who have high levels of emotional intelligence are able to understand the physical, mental and social impact that negative emotions have on their bodies (79%), ability to pursue and achieve goals(80%), emotions (73%), relationships (82%), and minds (86%).

A higher percentage of respondents agreed that; greater career success(80%), stronger personal relationships(62%), increased optimism and confidence(71%), increased likelihood of promotion(62%), better health(75%), better problem solving skills(65%), improved communication(61%), effective leadership skills(67%), unless for one point where respondents strongly agreed that they have less workplace conflict with 48% over 47% of respondents

that just agreed. This implies the sense that the conflict is prevented rather than looking for resolution in an emotionally intelligent leader's place of assignment.

Data received have also shown that emotionally intelligent leaders motivate team members to work towards the accomplishment of team goals as a higher percentage of 52% agreed while 41% strongly agreed. 3% disagreed while 2% strongly disagreed with this and 1% remained indecisive. A higher percentage of respondents also agreed that emotionally intelligent leaders serve as transformational influence over team members even as a lesser percentage strongly agreed, 5% disagreed, 3% strongly disagreed and 1% was indecisive. A higher percentage of respondents strongly

agreed that emotional intelligence enable leaders to empathically address their followers, thereby building High-quality leader-follower relations and strengthening followers' identification with the leader and trust in the leader with 68% and 73% while others agreed with 20% and 25% and 3% (disagreed), 3% (strongly disagreed), 1% (indecisive). With this data, it is clear that there is a strong relationship between emotional intelligence and the skill for leadership effectiveness. Comparing the result of the absence of conflict to quality leader-follower relationship as in Question 7h, the result shows that emotional intelligence is a requisite skill for leadership effectiveness.

Research Question-3: "What are the basic competencies of emotional intelligence in Pastors of the churches in Southwest, Nigeria?"

Table-3: Emotional Intelligence Competencies of Pastors used in leadership

S/N	COMPETENCIES	MO		VO		OF		R		NA	
		F	%	F	%	F	%	F	%	F	%
1.	Self –awareness competencies	36	37	53	56	3	3	3	3	1	1
2.	Self-management competencies	35	37	54	56	5	5	1	1	1	1
3.	Social skills competencies	19	21	59	62	15	15	0	0	1	1
4.	Social awareness competencies	22	23	60	64	10	11	1	1	1	1
5.	Relationship management competencies	24	26	55	59	12	13	1	1	1	1

The necessary competencies of emotional intelligence identified in Pastors of the churches in Southwest, Nigeria are self –awareness competencies, self-management competencies, social awareness competencies, social skills competencies and relationship management competencies in which data collected and analyzed revealed that the pastors "very often" demonstrate them on a high level, Self –awareness competencies (56%), Self-management

competencies (56%), Social awareness competencies (64%), Social skills competencies (62%), Relationship management competencies(59%), as only a few numbers of the respondents are the ones who most often demonstrate the emotional intelligence competencies which have a low percentage. It is worthy of note to mark the striking percentage of pastor's demonstration of self-awareness and self-management competencies very often with 56%.

Research Question-4: "To what extent are the basic competencies of emotional intelligence used by Pastors in their leadership in churches of the southwest, Nigeria?"

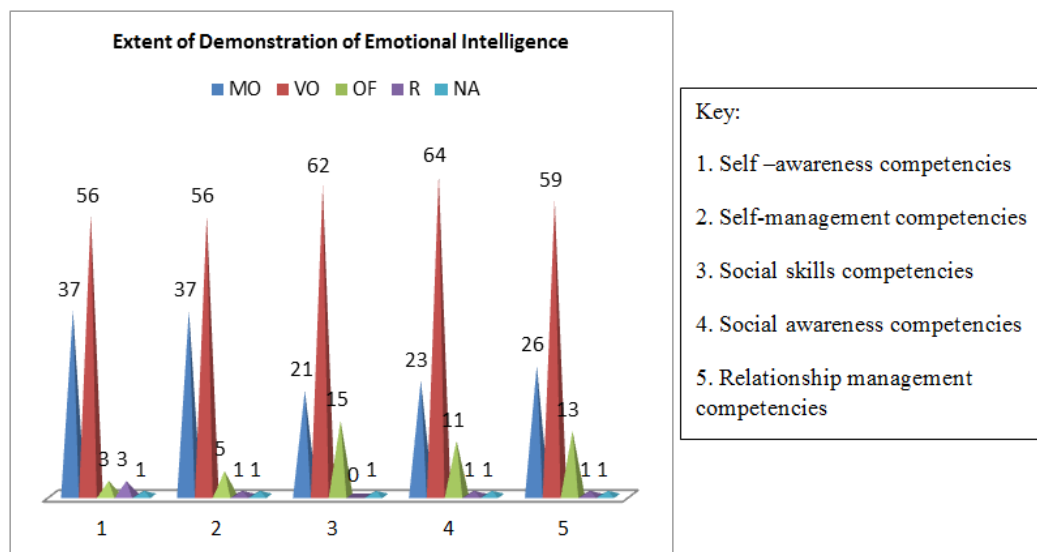


Fig-2: Extent of the use of basic competences of emotional intelligence

Considering the data received, Figure-2 revealed that pastors in the leadership of churches in South-West Nigeria use to a large extent the basic

competences of emotional intelligence as they exhibit at large different competences most often and very often on a large scale.

Research Question-5: “What are the qualities of work teams in the local churches of Southwest, Nigeria?”

Table-4: Characteristics of Work Teams in Churches

S/N	STATEMENTS	SA		A		D		SD		IDK	
		F	%	F	%	F	%	F	%	F	%
38	Church workers in my church communicate effectively with me and others in the church	17	18	70	74	4	4	2	2	1	1
39	Church workers in my church are united among themselves	24	25	62	65	3	3	3	3	2	2
40	Church workers in my church think creatively and discharge their duties with creativity	18	19	71	75	3	3	1	1	1	1
41	Church workers in my church are grounded with individual member rapport	18	19	71	75	1	1	3	3	1	1
42	Church workers in my church are supportive	26	27	62	65	3	3	2	2	1	1

From Table-4 above, 74% of the respondents agreed that church workers in their churches communicate effectively with them and others in the church while 18% strongly agreed, 4% disagreed, 2% strongly disagreed, and 1% remained indecisive. 65% agreed that church workers in their churches are united among themselves while 25% strongly agreed, 3% disagreed, 3% strongly disagreed, and 1% was indecisive. 75% agreed that church workers in their churches think creatively and discharge their duties with creativity while 19% strongly agreed, 3% disagreed, 1% strongly disagreed, and 1% was indecisive. 75% agreed that church workers in their churches are grounded with individual member rapport while 19% strongly agreed, 1% disagreed, 3% strongly

disagreed, and 1% was indecisive. 65% agreed that church workers in their churches are supportive while 27% strongly agreed, 3% disagreed, 2% strongly disagreed, and 1% remained indecisive. This table has been used to investigate the nature of work teams in the local churches of Southwest, Nigeria and the result reveals that the highest expected nature could not be achieved because a low number of respondents strongly agreed while a high percentage in all cases just agreed with how this nature operates in their various churches. The result has also revealed that most of the respondents work in good teams as they agreed in all cases that the good nature or characteristic of teamwork is prevalent in their various churches.

Research Question-6: “Is there any significant relationship between emotional intelligence and effective pastoral leadership?”

Correlations			
		emotional intelligence	effective pastoral leadership
emotional intelligence	Pearson Correlation	1	-.170
	Sig. (2-tailed)		.784
	N	5	5
effective pastoral leadership	Pearson Correlation	-.170	1
	Sig. (2-tailed)	.784	
	N	5	5

Correlation is significant at 0.5 level

The pastor’s effective pastoral leadership has its evidence like how he works in the team about his awareness of the subject matter called emotional intelligence. Therefore, different emotional intelligence competencies would be tested alongside the reality of the pastors working in their teams. The attitude pushed is checked against the response in teamwork. Therefore, the result for each competency would be used for correlation analysis with the response from their team members and other members. The data collected had

revealed that there is a significant relationship between emotional intelligence and effective pastoral leadership.

A self-awareness competence shown by pastors very often translates to their agreement that church workers in their churches communicate effectively with them and others in the church. Maybe they would have strongly agreed if they had most often demonstrated such competences. The same thing applies to other factors such as church workers in their churches being united among themselves as a result of

the minister's very often display of self-management competencies. Church pastors who demonstrate relationship management competencies very often also agreed that they have church workers in their churches that think creatively and discharge their duties with creativity. Also, the very often practice of pastor's social skills competencies leads to such pastors also having church workers in their churches that are grounded with individual member rapport and also, the very often demonstration of the pastors social awareness has been proved by the data collected that it makes the pastor have church workers in their churches who are supportive.

CONCLUSION AND RECOMMENDATIONS

This study has found out the impact of emotional intelligence on Pastoral leadership effectiveness in local Baptist churches in Southwest, Nigeria and the result has revealed that emotional intelligence is used as a requisite skill for pastoral leadership effectiveness especially within the churches of Southwest Nigeria, where there are some persistent and prevailing conflict encountered in some churches. Pastors in South-West Nigeria are in a good way acquainted with the concept of emotional intelligence as they know about how it operates with them and demonstrate on a high level the basic competencies of emotional intelligence identified in Pastors of the churches in Southwest, Nigeria which is self – awareness competencies, self-management competencies, social awareness competencies, social skills competencies and relationship management competencies. These competencies are feasible as they work in good teams with the good nature or characteristic of teamwork. Since there is a significant relationship between emotional intelligence and effective pastoral leadership, there is a by-pass of conflict in emotional intelligence awareness, and exhibition and its ignorance or neglect will possibly result in unending conflict.

The leadership of the church is one that should never be underestimated because it is the hope of many because many believe that the minister should work and walk in close perfection towards that total perfection of God whom they serve. For the church leadership to achieve and meet up with the expectation, it is expected that the awareness and exhibition of emotional intelligence are essential. Therefore, leaders in churches should be more aware of the subject matter, know that it is a requisite skill for excellent leadership both in the church and other spheres make others around to be aware to make appropriate adjustments and ensure a conflict-free leadership with a high level of an exhibition of emotional intelligence. Pastors should not also hesitate to study materials that make them understand their personality and the personality of people they work within the team. By doing all these, there is a great hope that much will be achieved without wasted efforts in any organisation, the church inclusive.

Appendix QUESTIONNAIRE ON IMPACT OF EMOTIONAL INTELLIGENCE ON PASTORS' LEADERSHIP EFFECTIVENESS IN CHURCHES OF SOUTHWEST, NIGERIA

SECTION A: GENERAL INFORMATION

Instruction: Fill the blank spaces and tick in the appropriate column.

Name	and	Location	of	Church
Town	and	State	of	Church Location
Number of Years in Ministry				0-5
5-10				10-20
above				20 and
Population of congregation				0-100
100-300				400-600
				600-900
				1000 and above

SECTION B: PASTORS' KNOWLEDGE ABOUT EMOTIONAL INTELLIGENCE

Instruction: Tick the appropriate column

S/N	STATEMENTS	SA	A	D	SD	IDK
1	Emotional intelligence is about being honest with my emotions.					
2	Emotional intelligence is about being aware of my feelings, and the feelings of others.					
3	Emotional intelligence has to do with my ability to discriminate emotions and using the information to guide my thinking and actions					
4	Emotional intelligence is about being smart with my emotions to promote my emotional and intellectual growth of myself and those that are working with me.					
5	Emotional intelligence is about altering the way I experience my emotions and the way I react to them in any situation					

Key: SA – Strongly Agree; A– Agree; D – Disagree; SD– Strongly Disagree; IDK– I do not know

SECTION C: EMOTIONAL INTELLIGENCE AS A REQUISITE SKILL FOR LEADERSHIP EFFECTIVENESS

S/N	STATEMENTS	SA	A	D	SD	IDK
6	Leaders who have high levels of emotional intelligence can understand the physical, mental and social impact that negative emotions have on their:					
	f. bodies					
	g. minds					

	h. emotions					
	i. relationships					
	j. ability to pursue and achieve goals.					
7	Emotional intelligent leaders have:					
	j. greater career success;					
	k. stronger personal relationships;					
	l. increased optimism and confidence					
	m. effective leadership skills,					
	n. better health					
	o. better problem solving skills,					
	p. improved communication,					
	q. less workplace conflict,					
	r. increased likelihood of promotion.					
8	Emotionally intelligent leaders motivate team members to work towards the accomplishment of team goals.					
9	Emotionally intelligent leaders serve as transformational influence over team members					
10	Emotional intelligence enables leaders to empathically address their followers, thereby building:					
	c. High-quality leader-follower relations					
	d. Strengthening followers' identification with the leader and trust in the leader					

SECTION D: EMOTIONAL INTELLIGENCE COMPETENCIES

Instruction: Tick the appropriate column

S/N	STATEMENTS	MO	VO	OF	R	NA
	Self –awareness competencies					
11	I am aware of my feeling and emotions in situations					
12	I read my emotions and use them as a guide to making decisions					
13	I know my strengths and limits					
14	I have a sound sense of self-worth and capabilities					
15	I learn to “tune-in” to my emotions, and they can give me valid information about my response to stressful situations					
	Self-management competencies					
16	I do keep upsetting emotions and impulses under control.					
17	I do display honesty, integrity, and trustworthiness as I work with my team					
18	I do demonstrate flexibility in adjusting to changing situations or overcoming obstacles					
19	I do have the drive to improve performance to meet internal standards of excellence					
20	I do readily act and seize opportunities where they are available					
	Social awareness competencies					
21	I do sense other people’s feelings and emotions					
22	I do understand their people’s emotions’ perspectives					
23	I do take an active interest in their concerns					
24	I do read the current decision networks					
25	I do recognize and meet followers or church members’ needs.					
	Social skills competencies					
26	I do handle emotions in respect to the relationship with other people;					
27	I do Influence and persuade others in my sphere of influence.					
28	I do build a consensus and support for team goals.					
29	I do motivate and inspire myself and others to achieve the team goals					
30	I can read the complexities of social interactions;					
31	I can interact in social situations well					
	Relationship management competencies					
32	I do use a range of tactics for persuasion as I work with my teams					
33	I develop others by strengthening team members’ abilities through feedback and guidance					
34	Charge catalyst: Initiating, managing and leading in a new direction					
35	I am involved in resolving disagreements among team members					
36	I cultivate and maintain a network of relationships					
37	I can foster cooperation and team building					

Key: Most Often – MO; Very Often – VO; Often – OF; Rarely – R; Not at All - NA

SECTION E: CHARACTERISTICS OF WORK TEAMS IN CHURCHES

Instruction: Tick the appropriate column

S/N	STATEMENTS	SA	A	D	SD	IDK
38	Church workers in my church communicate effectively with me and others in the church					
39	Church workers in my church are united among themselves					
40	Church workers in my church think creatively and discharge their duties with creativity					
41	Church workers in my church are grounded with individual member rapport					
42	Church workers in my church are supportive					

Key: SA – Strongly Agree; A– Agree; D – Disagree; SD–Strongly Disagree; IDK– I do not know

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