



International Journal of Institutional Leadership, Policy and Management
Volume 7, Issue 1, pp. 1-24, 2025.

ISSN: 2735-9220
www.ijilpm.com.ng



MANAGING TEACHERS' EMOTIONAL INTELLIGENCE: IMPLICATIONS FOR QUALITY SERVICE DELIVERY IN PUBLIC SECONDARY SCHOOLS IN NIGERIA

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ABSTRACT

This paper discussed managing teachers' emotional intelligence: Implications for quality service delivery in public secondary schools in Nigeria. Emotional intelligence refers to the ability to perceive, assess, and manage one's own emotions and the emotions of others. As the educational setting in Nigeria continues to face multifaceted challenges—including large class sizes, inadequate resources, and diverse student backgrounds, the need for effective management of teachers' emotional intelligence becomes crucial for enhancing the quality of service delivery in schools. The paper is supported by the Emotional Intelligence Theory, as articulated by Daniel Goleman, which emphasized the critical role of emotional intelligence (EI) in achieving personal and professional effectiveness. The paper elucidated the potential strategies of managing teachers' emotional intelligence: Implications for quality service delivery, which includes; implementing emotional intelligence training programmes for teachers, creating a supportive school environment, encouraging reflective practices among teachers, promoting collaboration and teamwork, providing access to counseling and mental health resources, incorporating emotional intelligence into the curriculum, fostering strong leadership support, utilizing technology for emotional intelligence development, encouraging parental and community involvement and regular assessment and feedback mechanisms. It therefore concluded that managing teachers' emotional intelligence (EI) is vital for enhancing the quality of service delivery in education. The paper therefore suggested that school administrators should develop and provide ongoing training programmes focused on emotional intelligence, equipping teachers with the skills to recognize, understand, and manage their own emotions and those of their students.

Keywords: Managing, Teachers', Emotional Intelligence, Quality Service Delivery, Public Secondary Schools, Nigeria

Reference to this paper should be made as follows:

Anyanwu, R. U., & Nzurike, L. N. (2025). Managing teachers' emotional intelligence: implications for quality service delivery in public secondary schools in Nigeria. *International Journal of Institutional Leadership, Policy and Management*, 7(1), 1-24.

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INTRODUCTION

The role of emotional intelligence (EI) in the educational sector has garnered considerable attention in recent years, particularly in the context of public secondary schools in Nigeria. Emotional intelligence refers to the ability to perceive, assess, and manage one's own emotions and the emotions of others. Emotional intelligence has been linked to various positive outcomes in educational settings, including enhanced student engagement, improved academic performance, and effective classroom management (Mayer & Salovey, 1995 cited in Adamu, 2021). As the educational setting in Nigeria continues to face multifaceted challenges—including large class sizes, inadequate resources, and diverse student backgrounds, the need for effective management of teachers' emotional intelligence becomes crucial for enhancing the quality of service delivery in schools.

Owoeye and Yara (2021) emphasized that teachers with high emotional intelligence are more adept at fostering positive classroom environments, which is essential for student motivation and success. They asserted that emotional intelligence equips educators to handle classroom challenges more effectively, thereby enhancing the overall educational experience for their students. In addition, Akinyemi and Ojo (2020) found a significant correlation between teachers' emotional intelligence and their job satisfaction, suggesting that emotionally intelligent teachers are less likely to experience burnout and more likely to remain committed to their profession.

In Nigeria, the educational environment is often characterized by numerous stressors that can negatively impact teachers' emotional well-being. For instance, large class sizes and a lack of resources often result in overwhelming workloads and a diminished capacity to provide individualized attention to students (Ajayi, 2016). Moreover, many teachers work under difficult conditions, including inadequate salaries, lack of professional development opportunities, and societal pressures that can exacerbate stress levels (Okogbaa, 2019). These factors not only affect teachers' emotional health but also have significant implications for their teaching effectiveness and the overall quality of education delivered to students.

Furthermore, Ugochukwu (2023) stressed that the high levels of teacher attrition, coupled with widespread reports of burnout and dissatisfaction among educators, underscore the critical importance of integrating emotional intelligence training into teacher professional development programs. If left unaddressed, these challenges not only affect teachers' well-being but also compromise the quality of education provided to students, perpetuating a cycle of poor academic performance and disengagement. Ogunyemi (2022) noted that the challenges faced by Nigerian teachers underscore the urgent need for a more focused approach to emotional intelligence management within the educational system. Furthermore, the management of teachers' emotional intelligence is crucial for addressing the broader systemic challenges facing the Nigerian education sector.

The interplay between emotional intelligence and educational outcomes has been increasingly recognized as a vital area for intervention. Adamu (2022) argued that enhancing teachers' emotional intelligence can lead to improved student engagement, better academic performance, and overall positive student-teacher relationships. Equipping teachers with emotional intelligence skills, educational stakeholders can create an environment where both teachers and students thrive, ultimately leading to improved educational quality. The effective management of teachers' emotional intelligence in public secondary schools in Nigeria is integral to enhancing service delivery and educational outcomes.

THEORETICAL FRAMEWORK

The theory that supports this paper is the Emotional Intelligence Theory, as articulated by Daniel Goleman in 1995 cited in Okogbaa (2022). Emotional Intelligence Theory emphasizes the critical role of emotional intelligence (EI) in achieving personal and professional effectiveness. Goleman cited in Okogbaa (2022) identified five key components of emotional intelligence that are essential for individuals, particularly teachers, to navigate the complexities of their roles and enhance their impact in educational settings.

The first component, self-awareness, involves understanding one's own emotions, strengths, weaknesses, and values. This foundational skill is crucial for teachers as it enables them to recognize their emotional responses and how these responses affect their interactions with students. A self-aware teacher can identify when they are feeling frustrated or overwhelmed, allowing them to manage their emotions effectively and maintain a positive learning environment.

The second component, self-regulation, refers to the ability to manage one's emotions and impulses. For teachers, this means maintaining control over their reactions in the classroom, especially during stressful situations. Teachers who can self-regulate are better equipped to create a stable and conducive learning environment, as they can respond calmly and thoughtfully to students' needs and behaviors, fostering a sense of security and predictability in the classroom.

Motivation is the third component of emotional intelligence, highlighting the intrinsic drive to achieve goals for the sake of achievement itself. Emotionally intelligent individuals are often motivated by a deep passion for their work and a commitment to personal and professional growth. In the context of education, teachers with high emotional intelligence are likely to inspire and motivate their students, cultivating an atmosphere of enthusiasm and engagement that enhances academic outcomes. Their intrinsic motivation helps them to set high standards for themselves and their students, encouraging a culture of excellence and resilience.

The fourth component, empathy, is the ability to understand and share the feelings of others. Empathetic teachers can connect with their students on a deeper level, recognizing and responding to their emotional states. This connection leads to improved teacher-student relationships, as students feel seen and understood. In turn, a supportive classroom climate fosters better learning experiences, as students are more likely to participate actively when they feel emotionally supported.

Lastly, social skills refer to the proficiency in managing relationships and building networks. Strong social skills are vital for teachers as they facilitate collaboration with colleagues, effective communication with students and parents, and the ability to navigate the complexities of school dynamics. Teachers who possess high emotional intelligence can create a positive school culture, where teamwork and cooperation flourish, ultimately contributing to a more harmonious and effective educational environment.

The relevance of Emotional Intelligence Theory to the topic "Managing teachers' emotional intelligence: Implications for quality service delivery in public secondary schools in Nigeria" lies in its foundational emphasis on enhancing teachers' self-awareness, self-regulation, motivation, empathy, and social skills, all of which are crucial for creating a positive and effective educational environment. Schools are able to improve teacher-student relationships, enhance classroom management, and promote a supportive school climate, ultimately leading to increased student engagement and academic success when they promote emotional intelligence among teachers,. Furthermore, developing emotional intelligence equips teachers with the tools

necessary to navigate the complexities of the educational landscape, manage stress, and collaborate effectively with colleagues, thereby significantly contributing to the overall quality of service delivery in public secondary schools across Nigeria.

CONCEPT CLARIFICATION

Teacher

The concept of a teacher is essential to understanding the dynamics of education, particularly within the context of Nigeria, where teachers serve as pivotal figures in shaping the future of the nation's youth. Teachers are not merely individuals who disseminate information; they embody a complex role that integrates instruction, mentorship, emotional support, and social responsibility. In a rapidly changing world, the expectations placed on teachers have evolved significantly, making their role even more critical. As facilitators of knowledge and skill development, teachers are instrumental in guiding students through their educational journeys, helping them navigate challenges, and preparing them for future societal roles. Given the diverse cultural, economic, and social backgrounds in Nigeria, teachers also play a vital role in addressing local needs and aspirations, which further underscores the significance of their contributions to educational outcomes and community development (Okogbaa, 2020).

Akpan (2020) observed that a teacher is a qualified individual responsible for imparting knowledge, developing skills, and fostering values in students, thereby enabling them to contribute meaningfully to society. This definition emphasized the multifaceted nature of teaching, highlighting that educators not only impart academic knowledge but also play a crucial role in the moral and ethical development of their students. Furthermore, Obasi (2018) expanded on this idea by defining a teacher as a professional who designs learning experiences that promote critical thinking, creativity, and lifelong learning in students. This perspective reflects the contemporary view of teaching as an interactive process where teachers engage students in active learning, encouraging them to question, explore, and innovate.

Moreover, Nwankwo (2021) articulated a more transformative view by describing a teacher as an agent of change who inspires and empowers students to realize their full potential, contributing to both individual growth and societal advancement. This definition captures the essence of the teacher's role in fostering not only academic excellence but also personal development and civic responsibility among students. In the Nigerian educational context, teachers face unique challenges that significantly influence their effectiveness. Benson et al. (2021) highlighted that factors such as inadequate resources, large class sizes, and insufficient professional development opportunities often hinder teachers' abilities to perform at their best. Moreover, the societal expectations placed on teachers can be overwhelming, as they are often viewed as role models and leaders within their communities.

Ibe (2019) asserted that the perception of teachers as influential figures necessitates that they possess not only content knowledge but also strong emotional intelligence and interpersonal skills to navigate the complexities of student interactions and classroom management. This is particularly important in Nigeria, where the socio-economic diversity of students requires teachers to be adaptable and responsive to varied learning needs and backgrounds.

Furthermore, the concept of teacher professional development is gaining increased attention in Nigeria, as educators are urged to continuously enhance their skills and methodologies. Ibrahim et al. (2023) underscored the significance of ongoing training programs

that equip teachers with modern pedagogical strategies and technological tools to enhance their teaching effectiveness. This need for professional growth is critical in an era marked by rapid technological advancement and the growing emphasis on digital literacy in education. In this regard, teachers are expected to not only adapt to new technologies but also integrate them effectively into their teaching practices to engage digitally native students. Moreover, emotional intelligence has emerged as a crucial competency for teachers, influencing their ability to manage classroom dynamics and foster positive relationships with students.

Nwachukwu (2022) noted that teachers with high emotional intelligence are better equipped to create supportive learning environments, as they can understand and respond to students' emotional and psychological needs. This capability not only enhances teacher-student relationships but also promotes a culture of empathy and respect within the classroom, leading to improved student engagement and academic performance. Thus, the teacher's role remains central to the realization of educational goals and the cultivation of a knowledgeable, skilled, and responsible citizenry in Nigeria.

Emotional Intelligence

Emotional Intelligence (EI) has emerged as a critical framework for understanding the interplay between emotions and human behavior, shaping not only individual success but also organizational dynamics and interpersonal relationships. Emotional intelligence refers to the capacity to recognize, understand, manage, and effectively utilize emotions in oneself and others. This multifaceted construct integrates emotional awareness with social skills, highlighting its significance in personal development, professional effectiveness, and overall well-being. In contemporary society, where emotional competencies are increasingly recognized as vital to navigating complex social environments, the relevance of emotional intelligence cannot be overstated, particularly in contexts such as education, leadership, and mental health.

Salovey and Mayer (1990) cited in Adamu (2022) originally conceptualized the term as the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions. This early definition emphasizes the dual components of emotional awareness and regulation, indicating that emotional intelligence involves both self-management and social understanding. Daniel Goleman (1995) cited in Okogbaa (2022) popularized the concept by describing emotional intelligence as the ability to recognize and understand our own feelings and those of others, to motivate ourselves, and to manage emotions well in ourselves and in our relationships.

Goleman's comprehensive framework includes various competencies such as self-awareness, self-regulation, motivation, empathy, and social skills, which are essential for effective interaction and communication in various contexts. Nwankwo (2022) highlighted the relational aspect of emotional intelligence, describing it as the ability to identify, understand, and manage emotions effectively, fostering meaningful connections and productive interactions in both personal and professional settings. This definition underscores the importance of emotional intelligence not only in individual contexts but also in enhancing collaborative efforts and relationships in community and organizational settings.

In the Nigerian context, emotional intelligence has gained considerable attention as a vital component in enhancing educational outcomes, leadership effectiveness, and workplace dynamics. Ibrahim (2020) noted that teachers with high emotional intelligence levels demonstrate greater resilience and adaptability, which enables them to create more supportive

and effective learning environments. This is particularly important in Nigeria, where educators often face numerous challenges, including overcrowded classrooms, limited resources, and socio-economic pressures. The ability to empathize with students and manage one's own emotions can significantly influence a teacher's effectiveness, fostering a positive classroom atmosphere that promotes student engagement and academic success. Furthermore, Dennis et al. (2021) stressed that emotional intelligence is positively correlated with the academic performance of students, suggesting that educators who cultivate emotional intelligence can enhance not only their teaching practices but also the learning experiences of their students.

In addition, Olawale and Olatunji (2023) noted that, leaders who exhibit high emotional intelligence are more effective in fostering a positive organizational culture and enhancing employee motivation. Their study demonstrated that emotionally intelligent leaders are better equipped to handle conflicts, inspire teams, and facilitate open communication, leading to improved overall performance and job satisfaction within organizations. The increasing recognition of emotional intelligence as a key leadership competency is crucial in today's rapidly changing business environment, where emotional resilience and social awareness are essential for navigating complexities and uncertainties. Moreover, emotional intelligence has significant implications for mental health and well-being. In Nigeria, the prevalence of mental health issues is rising, underscoring the need for greater emotional awareness and coping strategies among individuals. Okeke (2022) noted that individuals with higher levels of emotional intelligence are better equipped to manage stress and anxiety, resulting in improved mental health outcomes. It suggested that promoting emotional intelligence through education and training can play a vital role in addressing mental health challenges and enhancing overall well-being in Nigerian communities.

As the scene of education and business continues to evolve, the integration of emotional intelligence into training and development programs is essential for fostering resilience, empathy, and effective communication skills among individuals, ultimately contributing to personal growth and societal advancement.

Quality Service Delivery

Quality service delivery in the educational context is an increasingly critical concern, reflecting the evolving expectations of stakeholders, including students, parents, educators, and policymakers. As educational systems worldwide face unprecedented challenges, such as technological advancements, changing demographics, and shifting societal needs, the demand for quality in educational services has become paramount. Quality service delivery in education encompasses the ability to provide educational experiences that are effective, equitable, and responsive to the diverse needs of students. This concept extends beyond the mere provision of knowledge; it involves creating an environment that fosters student engagement, supports holistic development, and prepares individuals for the complexities of the modern world.

Quality service delivery in education can be defined in various ways. Sallis (2016) defined quality service delivery as the degree to which education services meet the expectations of stakeholders and the extent to which they achieve desired learning outcomes. This definition emphasizes the importance of aligning educational practices with the expectations of all stakeholders, ensuring that educational institutions are responsive to the needs of their communities. Similarly, Adeyemi (2017) defined quality service delivery as the systematic approach to improving educational processes and outcomes through effective teaching,

comprehensive curriculum, adequate resources, and a supportive learning environment. This definition underscores the multifaceted nature of quality service delivery, highlighting that it involves a holistic approach to education that considers various elements, including curriculum design, teaching methodologies, and resource allocation.

Furthermore, Ibe and Adamu (2022) articulated quality service delivery as the capacity of educational institutions to deliver services that are reliable, accessible, and tailored to the unique cultural and socio-economic needs of students, ensuring that all learners achieve their full potential. This definition reflects the specific challenges and expectations within the Nigerian educational setting, where factors such as socio-economic disparities and cultural diversity significantly influence the delivery of quality education.

The significance of quality service delivery in education cannot be overstated, as it directly impacts student learning outcomes, teacher effectiveness, and institutional credibility. Allen (2019) emphasized that quality service delivery in education is essential for improving student academic performance and overall satisfaction. It emphasized that schools that prioritize quality service delivery through effective teaching practices and resource management are more likely to achieve higher levels of student engagement and success. Moreover, Okeke and Udeh (2021) stressed that teacher training and professional development are crucial components of quality service delivery, as educators equipped with the necessary skills and knowledge are better positioned to meet the diverse needs of their students. It highlighted the importance of ongoing training programs that enable teachers to adopt innovative teaching strategies and integrate technology effectively into their classrooms.

In the Nigerian context, the challenges faced by the educational sector underscore the urgent need for quality service delivery. Issues such as overcrowded classrooms, inadequate infrastructure, and limited access to educational resources pose significant barriers to achieving quality education. Fred (2023) opined that these challenges not only hinder the learning process but also contribute to high dropout rates and low student retention. It advocated for a comprehensive approach to improving quality service delivery, which includes enhancing teacher training, investing in educational infrastructure, and adopting inclusive teaching practices that cater to the diverse needs of students. Furthermore, Ololube (2024) stressed that parental involvement and community engagement are vital components of quality service delivery in education, as they foster a supportive learning environment and encourage student achievement. It suggested that educational institutions should actively engage parents and community members in the educational process to enhance the overall quality of education.

Moreover, the role of technology in enhancing quality service delivery in education has gained prominence, particularly in light of the recent shift towards remote and blended learning due to the COVID-19 pandemic. Clement (2021) highlighted the potential of digital tools to improve teaching effectiveness and facilitate personalized learning experiences for students. It demonstrates that when educators are trained to use technology effectively, they can create engaging learning environments that accommodate various learning styles and preferences. This technological integration is particularly relevant in Nigeria, where access to digital resources is becoming increasingly important for equipping students with the skills necessary for success in the 21st century. Furthermore, ensuring quality service delivery in education is closely linked to the broader socio-economic and political context of Nigeria.

Adesina (2022) emphasized that government policies and funding allocations significantly impact the quality of education, as inadequate investment in educational resources can lead to substandard service delivery. The research calls for a concerted effort from

policymakers to prioritize education funding and implement reforms that support quality service delivery across all levels of the education system.

Potential Strategies of Managing Teachers' Emotional Intelligence: Implications for Quality Service Delivery

Below are ten potential strategies of "Managing Teachers' Emotional Intelligence: Implications for Quality Service Delivery in Public Secondary Schools in Nigeria.

Implementing Emotional Intelligence Training Programmes for Teachers for Quality Service Delivery

Implementing comprehensive training programmes focused on emotional intelligence (EI) plays a pivotal role in enhancing the emotional competencies of teachers. These training programmes should be designed to cultivate key emotional intelligence skills such as self-awareness, self-regulation, empathy, motivation, and social skills, all of which are critical for effective teaching. Smith and Johnson (2020) emphasized that structured training sessions are instrumental in helping educators identify their emotional triggers and responses, which, in turn, fosters a deeper understanding of their emotional environment. This understanding is essential because teachers are often confronted with difficult situations that provoke strong emotional reactions, such as dealing with disruptive students, managing high-stakes assessments, and navigating interpersonal conflicts with both colleagues and parents.

Furthermore, it is well-documented that emotional intelligence plays a significant role in enhancing the social and professional dynamics within schools. Lopez and Harrison (2021) found that teachers who underwent emotional intelligence training experienced improved relationships with both students and their peers, leading to the creation of a more collaborative and supportive educational environment. Teachers equipped with robust emotional intelligence are better prepared to model appropriate emotional responses, thereby fostering an atmosphere in the classroom that emphasizes both emotional well-being and academic success (Robert, 2022). It is crucial that emotional intelligence training continues throughout a teacher's professional development journey. Ongoing training ensures that educators remain well-prepared to manage the emotional complexities of the classroom.

Ukpai (2022) highlighted that the dynamic and often unpredictable nature of educational environments demands that teachers have access to continuous support to refine their emotional intelligence capabilities. In this, teachers are better positioned to meet the diverse needs of students and adapt to ever-changing classroom dynamics. More-so, Wright and Thompson (2019) underscored the importance of integrating emotional intelligence into teacher professional development programmes, noting that this integration enables educators to manage emotional challenges more effectively. They further maintained that teachers who engage in regular EI training can maintain a positive classroom environment, which is conducive to both teaching and learning. This ongoing development is not only vital for individual teachers but is also a key factor in the collective well-being of the entire school community.

The need for emotional intelligence training is not limited to current teachers but should also be embedded within teacher education programmes. Adrien (2023) argued that including EI training in the curricula of teacher preparation programs is essential for equipping future educators with the emotional competencies necessary for today's complex educational

challenges. This proactive approach ensures that new teachers are prepared for the emotional demands of the profession before they enter the classroom, fostering a greater sense of preparedness and confidence. Similarly, Garcia and Flores (2022) advocated for the integration of EI into teacher education as an essential aspect of producing well-rounded educators who can successfully navigate the emotional landscape of teaching. This focus on emotional intelligence also aligns with global trends, where emotional and social competencies are being recognized as critical factors in teacher effectiveness. Training programmes could include various learning formats, such as workshops, mentorship, and peer-led discussions, all of which provide opportunities for teachers to engage in experiential learning and reinforce their emotional intelligence skills.

The role of EI in shaping effective teaching practices is undeniable, as teachers who can regulate their emotions are better equipped to foster positive student outcomes. As a result, integrating emotional intelligence training into both current teacher development and teacher education programmes has the potential to create a lasting impact on the educational landscape, benefiting teachers, students, and the broader school community.

Creating a Supportive School Environment for Quality Service Delivery

The creation of a supportive school environment is an essential factor in fostering teachers' emotional intelligence and improving their overall well-being. A supportive environment serves as a foundation for emotional growth, offering teachers a safe space to express their emotions, seek guidance, and receive the support necessary for personal and professional growth.

Schools that prioritize creating such an environment foster mutual respect and open communication, both of which significantly contribute to teachers' job satisfaction and emotional health. Thompson and Reilly (2022) found that when teachers are part of a supportive school environment characterized by trust and collaboration, they report lower levels of stress and burnout. This sense of belonging in the school community leads to higher morale and satisfaction, which directly impacts the quality of service they can provide in the classroom. Strong leadership is pivotal in cultivating a culture of support within the school. When school leaders demonstrate emotionally intelligent behaviors, such as empathy, transparency, and active listening, they model the behaviors they expect from teachers, thereby setting the tone for a positive and supportive environment.

Yeboah and Osei (2023) highlighted that school leaders who actively encourage teachers to express their concerns and experiences help create a culture of openness and mutual respect. This type of leadership builds trust and allows teachers to feel heard and valued, which in turn contributes to emotional resilience and overall job satisfaction. A positive school climate, where leadership prioritizes emotional health, not only enhances teachers' emotional intelligence but also prepares them to handle the challenges they face in the classroom, thus reducing feelings of burnout and improving their teaching performance. Beyond strong leadership, wellness programs and mental health resources integrated into the school culture are crucial components for supporting teachers emotionally. These programs provide teachers with essential tools and resources to manage stress and build emotional resilience. Johnson and Walker (2021) emphasized that the introduction of mental health resources such as counseling services, stress-relief workshops, and mindfulness programs enhances teachers' ability to cope with the pressures of their roles.

Schools that offer such resources foster an environment where teachers feel more supported, improving their emotional well-being and job satisfaction. Garcia and Kline (2022) stressed that these wellness initiatives are not only instrumental in preventing burnout but also contribute to a healthier, more productive school environment, ultimately benefiting both teachers and students.

Furthermore, fostering a sense of camaraderie through team-building activities and peer support networks further strengthens a supportive school environment. These initiatives provide teachers with opportunities to connect with their peers, share experiences, and offer mutual support. Andrews (2023) demonstrated that collaborative activities, such as group discussions and peer mentoring, significantly improve teachers' emotional intelligence by encouraging empathy and understanding. These initiatives help alleviate feelings of isolation, promote problem-solving, and create an environment where teachers feel empowered to support each other emotionally and professionally. Furthermore, setting up professional learning communities (PLCs) offers teachers an opportunity to continuously reflect on their practice, learn from each other, and grow together. Mendes and Perez (2022) observed that these communities contribute not only to professional development but also to emotional growth, creating a strong sense of community and belonging within the school.

The establishment of a supportive school environment leads to enhanced quality of service delivery. As teachers experience higher levels of emotional support and feel more valued, their overall job satisfaction improves. Alvarado and Rodriguez (2023) stressed that an emotionally supported teacher is more likely to provide high-quality education and develop positive relationships with students. When teachers feel emotionally secure and supported, they are better equipped to manage classroom dynamics, resulting in a more effective and harmonious learning environment. The emotional health of teachers directly influences the learning experience of students, highlighting the interconnectedness of teacher well-being and student achievement.

Encouraging Reflective Practices Among Teachers for Quality Service Delivery

Encouraging reflective practices among teachers is a highly effective strategy for improving emotional intelligence and enhancing the overall quality of service delivery in the classroom. Reflective practices allow teachers to critically examine their emotional responses to various classroom situations, enabling them to identify emotional triggers and develop strategies for managing their emotions effectively. This ongoing self-reflection helps educators become more self-aware, an essential component of emotional intelligence. For instance, studies have shown that reflective practices such as journaling and peer observations provide teachers with structured opportunities to analyze their emotional experiences, leading to more effective classroom management and improved teacher-student relationships.

Evans and Clarke (2023) noted that engaging in reflective practices allows teachers to better understand how their emotions influence their teaching and interactions with students, which ultimately fosters positive classroom dynamics. Fostering self-awareness, reflective practices help teachers adopt a growth mindset, as they are encouraged to evaluate their emotional responses to teaching challenges and consider how they can improve. Through consistent reflection, teachers can identify recurring stressors and emotional triggers, leading them to develop coping strategies that build emotional resilience. One such reflective practice, journaling, allows teachers to articulate their emotions and thoughts in a structured manner,

which can help identify patterns of stress and burnout. Sanchez and Griffin (2021) emphasized that journaling provides teachers with a valuable tool for confronting emotional challenges directly and devising practical solutions to manage stress more effectively. This process not only enhances emotional intelligence but also strengthens teachers' ability to navigate the emotional demands of the teaching profession.

Peer observations serve as a powerful reflective tool, as they provide teachers with the opportunity to view their colleagues' teaching practices and offer constructive feedback. Jacob and Silva (2023) highlighted the benefits of peer observations, noting that they not only foster emotional intelligence but also promote empathy and a deeper understanding of diverse teaching styles. Teachers who participate in peer observations can gain valuable insights into their own practices, improving their emotional responses to classroom situations and fostering a more supportive teaching culture. Such collaborative reflective practices encourage teachers to share experiences and learn from one another, further enhancing their emotional awareness and classroom effectiveness (Johnson, 2018).

Reflective practices contribute to the development of professional learning communities (PLCs), where teachers come together to share insights, discuss challenges, and problem-solve collectively. Collaborative reflection within PLCs promotes mutual support and encourages emotional growth, allowing teachers to learn how to manage their emotions more effectively. Roberts and Park (2024) noted that teachers who engage in these communities develop stronger emotional intelligence, as they gain exposure to different perspectives and strategies for managing classroom dynamics. PLCs also foster a sense of collective responsibility for professional development, creating an environment where teachers feel comfortable sharing emotional challenges and seeking support from their peers.

Encouraging reflective practices not only benefits individual teachers but also contributes to a broader culture of emotional support within the school. As teachers engage in reflection and share their insights with colleagues, they collectively build a supportive school environment that prioritizes emotional well-being. Furthermore, Roberts and Park (2024) emphasized that these practices help improve the emotional health of the entire teaching staff, leading to better service delivery in the classroom. The integration of reflective practices in professional development programs enhances teachers' emotional competencies, making them better equipped to manage the challenges of teaching and fostering a more effective and supportive learning environment for students.

Promoting Collaboration/Teamwork for Quality Service Delivery

Fostering collaboration and teamwork among teachers plays a crucial role in enhancing emotional intelligence and overall teacher effectiveness. Collaborative teaching models, such as co-teaching or team teaching, provide teachers with valuable opportunities to share their expertise, engage in mutual support, and exchange ideas. Research has shown that collaboration enhances emotional intelligence by creating an environment where teachers can openly communicate, solve problems together, and empathize with one another's experiences.

Ayodele (2021) emphasized that collaborative environments help reduce teacher stress and burnout, allowing teachers to share the emotional burdens of teaching and increase resilience in the face of challenges. Moreover, working collaboratively builds a sense of community among educators, which is critical for emotional well-being as it reduces feelings of isolation. Through collaboration, teachers can form meaningful professional relationships that provide them with a

strong network of support. Johnson and Hwang (2022) found that teachers who engage in collaborative practices are better able to cope with challenges, improve their teaching methods, and feel more connected to their school community.

Furthermore, collaboration provides opportunities for teachers to brainstorm solutions to classroom challenges and develop more effective teaching strategies. Teachers who collaborate in a supportive environment can leverage each other's strengths and expertise, resulting in innovative problem-solving and enhanced classroom dynamics. Lema (2023) emphasized the synergy generated in collaborative teaching settings helps teachers develop creative and effective approaches to tackling educational challenges. This collaborative process not only improves the quality of instruction but also strengthens teachers' emotional resilience. More-so, Mwangi and Adesanya (2022) pointed out that teachers who collaborate regularly are more likely to seek out and engage in professional development activities, further enhancing their emotional intelligence and service delivery capabilities. They emphasized that ongoing collaboration encourages continuous learning, which is essential for adapting to the evolving demands of the educational setting.

Professional learning communities (PLCs) have been identified as particularly effective in fostering collaboration and shared accountability among teachers. PLCs create structured opportunities for teachers to reflect on their practices, share insights, and develop their emotional intelligence together. In the study of professional learning communities, Green and Martin (2021) found that PLCs facilitate reflective practices, which enable teachers to develop a deeper understanding of their emotional responses to teaching challenges. These communities not only support individual professional growth but also cultivate a positive school culture. Furthermore, Adeola (2024) highlighted that PLCs create a collaborative atmosphere that improves teachers' emotional competencies and contributes to a more positive school climate, leading to enhanced student outcomes. Teachers who are part of such communities are better equipped to address emotional challenges and engage in continuous professional development, which benefits both their well-being and the quality of service they provide in the classroom.

Providing Access to Counseling/Mental Health Resources for Quality Service Delivery

Providing access to counseling and mental health resources is a critical element for supporting teachers' emotional intelligence and overall well-being. Schools that establish programs offering counseling services for teachers create a space where educators can address their emotional and psychological needs in a structured and supportive way. Access to such resources enables teachers to cope with the inherent stress of the profession, avoid burnout, and develop effective coping strategies that promote mental and emotional resilience. Michaels and Chapman (2022) found that the provision of mental health resources helps teachers navigate stress more effectively, leading to better emotional regulation and improved professional performance. Teachers often face high levels of stress due to the demands of their profession, and emotional and psychological support can significantly mitigate the negative impact of these pressures.

Researcher underscored that mental health support systems are instrumental in creating a more emotionally intelligent workforce. Teachers who have access to these resources are better equipped to manage their emotional responses, which positively impacts their interactions with students and colleagues. Abdulrauf and Salisu (2023) explained that when teachers are supported emotionally, they exhibit higher levels of emotional intelligence, which in turn fosters healthier school dynamics. This highlights the importance of cultivating a school culture where seeking

mental health support is normalized, ultimately fostering an environment of open communication and emotional well-being.

Mental health resources can also directly affect teacher retention, as schools with strong support systems report lower turnover rates and higher job satisfaction. Hayward and Martin (2021) noted that teachers who have access to mental health resources are more likely to remain in their positions for longer, as they feel supported and valued in their work environments. Furthermore, prioritizing mental health resources can transform a school into a nurturing space where teachers feel valued and appreciated, which in turn contributes to a positive school culture. Teachers who feel supported through such initiatives are not only better able to cope with the emotional demands of teaching but are also more likely to foster positive relationships with their students. This, in turn, creates an environment where both teaching and learning are enhanced. Sanders and Moore (2023) highlighted that schools which prioritize mental health initiatives not only improve teacher morale but also increase student engagement and academic achievement. In the same vein, Davis and Walker (2021) demonstrated that investing in mental health resources is essential for developing a supportive educational environment, benefiting both teachers and students alike. This investment in teachers' well-being has far-reaching implications for the overall quality of service delivery within schools, enhancing the educational experience for all stakeholders involved.

Incorporating Emotional Intelligence into the Curriculum for Quality Service Delivery

Incorporating emotional intelligence into the curriculum represents another powerful strategy for improving both teacher and student outcomes. When educators are trained to integrate emotional intelligence concepts into their lesson plans and classroom activities, it allows them to model these skills effectively, creating an emotionally intelligent learning environment that benefits everyone involved. Educators who teach students about emotional intelligence skills, such as empathy, emotional regulation, and effective communication, are not only enhancing the emotional competencies of their students but are also reinforcing their own emotional awareness.

Lundqvist and Nilsson (2023) found that emotional intelligence training for teachers leads to a deeper understanding of their own emotions, as well as better emotional regulation and empathy in the classroom. This approach fosters a culture of understanding and respect, both among students and between teachers and students. Moreover, classrooms that prioritize emotional learning are better equipped to support the emotional needs of students. Ngwenya and Ogunleye (2022) emphasized the integration of emotional intelligence into classroom instruction significantly enhances classroom management, enabling teachers to respond more effectively to the emotional and behavioral needs of their students. This not only leads to improved student engagement but also encourages positive behaviors and emotional growth among students. When teachers model emotional intelligence, they create an atmosphere where emotional well-being is a shared priority, benefiting the entire school community.

Emotional intelligence fosters stronger student-teacher relationships, as teachers who demonstrate empathy and emotional awareness are more likely to connect with their students on a personal level. Martens and Leclair (2021) demonstrated that when teachers apply emotional intelligence skills in their interactions, students feel more understood and valued, which enhances motivation and engagement in the learning process. Integrating emotional intelligence into the curriculum can also result in better overall student outcomes. When emotional intelligence concepts are incorporated into lessons, students develop crucial life skills such as

emotional regulation, empathy, and effective communication, which are vital for their personal and academic success. Caballero and Gomez (2024) revealed that students who are exposed to emotional intelligence education are better equipped to navigate interpersonal challenges, resulting in a more collaborative and positive classroom environment. Additionally, Bamidele (2023) emphasized that students who develop emotional intelligence skills are better able to manage stress and resolve conflicts, both in and outside of the classroom. The benefits of integrating emotional intelligence into the curriculum go beyond academic performance, fostering a more harmonious and effective learning environment. Teachers who emphasize these skills help create a school culture that prioritizes emotional well-being, enhancing the overall educational experience for both educators and students.

Incorporating emotional intelligence into the curriculum, schools create a holistic learning environment that prepares both students and teachers to navigate the complexities of life with emotional competence. This comprehensive approach to education not only improves emotional well-being but also fosters a more engaged and successful school community. The integration of emotional intelligence into classroom practices and school culture enhances the quality of education and service delivery, benefiting everyone involved.

Fostering Strong Leadership Support for Quality Service Delivery

Effective leadership plays a pivotal role in managing teachers' emotional intelligence within schools. School leaders who demonstrate emotionally intelligent behaviors are able to provide the guidance and support necessary for teachers to thrive. Ballantyne and Johnson (2023) emphasized that school leaders who actively demonstrate emotional intelligence through practices such as empathy, active listening, and transparent communication can significantly enhance teachers' emotional health and job satisfaction. When teachers feel understood and supported by their leaders, they are more likely to experience positive emotional outcomes, which ultimately leads to a more engaged and productive workforce. Leaders who prioritize these behaviors help create a safe space for teachers to express themselves, which contributes to a sense of emotional security (Desmond, 2017).

Furthermore, strong leadership support is essential for reducing stress and burnout, two issues that often plague the teaching profession. Ahmed (2022) emphasized that emotionally aware school leaders create a supportive culture within the school, which enhances teachers' resilience and mitigates the risk of burnout. Teachers who feel supported and understood are more likely to maintain high levels of job satisfaction and emotional well-being. Fostering emotional resilience, these leaders ensure that teachers are comfortable sharing their concerns and seeking assistance when necessary, which further strengthens the overall school culture. Garcia and Schmidt (2021) argued that leaders who demonstrate emotional intelligence through approachable and open leadership styles are better able to foster a sense of belonging and inclusion, which positively impacts teacher morale. When teachers know that their voices are heard and valued, they feel more motivated to engage in professional development and to improve their emotional competencies.

Participatory leadership models, where teachers are actively involved in decision-making, also lead to greater job satisfaction and higher levels of commitment to the school's mission. Feldman and Tanaka (2024) found that schools with leaders who encourage participatory decision-making reported higher levels of teacher engagement, job satisfaction, and emotional investment in the school's goals. Teachers feel more connected to the school's mission when they

have a say in shaping policies and practices. This sense of inclusion empowers teachers to take greater ownership of their work and contributes to a positive school culture. Additionally, leadership that provides clear guidance and support helps teachers feel more secure in their roles, allowing them to take risks and innovate within their classrooms.

Wells and Donovan (2022) found that when leaders offer a sense of security and encourage innovation, teachers are more likely to experiment with new teaching practices, which can ultimately improve educational outcomes for students. Moreover, effective school leaders can implement policies and practices that prioritize the emotional well-being of their staff, including wellness programs and professional development opportunities focused on emotional intelligence. McAllister and Salim (2023) argued that schools that invest in emotional intelligence training for leaders and staff experience better teacher retention and a more positive school climate. This investment in emotional intelligence leads to a more emotionally resilient teaching staff, which enhances their capacity to support their students effectively.

Thus, fostering strong leadership that prioritizes emotional intelligence plays an integral role in creating a supportive environment where teachers feel empowered and equipped to provide quality service delivery. Teachers who receive strong leadership support are better positioned to navigate the challenges of their profession, which leads to improved outcomes for both teachers and students.

Utilizing Technology for Emotional Intelligence Development for Quality Service Delivery

Technology has become an increasingly important tool for enhancing emotional intelligence among educators. With the rise of digital platforms and mobile applications, teachers now have access to a wide range of resources that can help them develop their emotional intelligence and improve their emotional well-being. Velazquez and O'Connor (2023) discussed the advantages of online learning platforms that allow teachers to access emotional intelligence training at their own pace, making professional development more accessible and convenient for busy educators. Such flexibility is particularly beneficial for teachers who may find it difficult to participate in traditional in-person training due to time constraints or other professional commitments.

Technology can provide teachers with practical techniques for managing their emotions and reducing stress in their daily lives. For example, smartphone apps focused on mindfulness and meditation can help teachers reduce stress and build emotional resilience, ultimately improving their emotional intelligence. Zhang and Carter (2024) emphasized that these types of tools help teachers manage their emotions more effectively, leading to better outcomes in the classroom. Incorporating stress-reduction practices into their routines, teachers can maintain a healthy emotional balance, which positively influences their teaching effectiveness and interactions with students.

Technology facilitates the creation of virtual communities where teachers can share experiences, exchange ideas, and offer support to one another. Romero and Jensen (2022) emphasized that online platforms enable teachers to connect with peers across different locations, sharing best practices and providing emotional support. These virtual communities serve as an emotional support network, helping teachers build relationships with others who may face similar challenges. Such digital spaces create opportunities for teachers to learn from one another and grow professionally, while also enhancing their emotional intelligence through shared experiences. Bernard (2023) highlighted the role of technology in fostering collaboration

among teachers through online communities that provide feedback, resources, and emotional support.

Another significant benefit of using technology to develop emotional intelligence is its ability to collect data on teachers' emotional competencies and track their progress over time. Digital tools can help teachers assess their emotional intelligence skills, identify areas for improvement, and monitor their emotional growth. Benson and Lee (2023) found that technology-driven assessments enabled teachers to gain insight into their emotional strengths and weaknesses, providing them with valuable feedback to enhance their emotional intelligence. These assessments can serve as a foundation for targeted professional development, ensuring that teachers receive the support they need to improve their emotional competencies. Furthermore, integrating digital resources into teacher training programs significantly enhances teachers' emotional intelligence. Furthermore, Benson and Lee (2023) noted that when schools incorporate technology into their professional development initiatives, they provide teachers with more interactive and engaging learning experiences, which increase the effectiveness of emotional intelligence training.

The combination of technology and traditional training methods creates a comprehensive approach to developing emotional intelligence in teachers, leading to improved emotional regulation, communication, and resilience. Schools that utilize technology to support emotional intelligence development are better positioned to enhance the overall quality of service delivery, as emotionally intelligent teachers are better equipped to navigate the complexities of classroom dynamics and foster positive learning environments for students.

Encouraging Parental/Community Involvement for Quality Service Delivery

Encouraging active parental and community involvement in the educational process has long been recognized as an effective strategy for enhancing teachers' emotional intelligence and service delivery. When schools establish platforms for open communication with both parents and community members, they create a collaborative environment that directly impacts the emotional well-being of teachers and improves the overall quality of education. Fostering these relationships allows for a greater understanding of the social and emotional contexts in which students live, which can significantly enhance a teacher's ability to deliver more tailored and responsive teaching. Muller and Fischer (2023) indicated that when parents are involved in their children's education, teachers gain valuable insights into students' emotional and psychological needs. This deeper understanding enables teachers to adjust their teaching methods, address emotional triggers, and foster more meaningful connections with students. Active parental involvement benefits teachers emotionally, as it provides them with additional support and resources.

Romero and Hall (2021) emphasized that community engagement offers teachers an extended support network, which can reduce feelings of isolation and promote resilience. Schools that encourage parental involvement through regular communication, workshops, and collaborative events create opportunities for teachers to build stronger relationships with both families and the broader community. This support system not only strengthens the teaching environment but also fosters a positive school culture. Williams and Perry (2022) noted that teachers who feel supported by parents and the community tend to exhibit higher levels of job satisfaction, which significantly enhances their emotional intelligence and overall job performance.

The relationship between parental involvement and improved student outcomes is well-documented, and this dynamic contributes to teachers' emotional well-being. When parents are engaged, students are more likely to perform better academically and exhibit positive behavior in school, reducing the emotional strain on teachers (Osuji, 2020). When teachers witness the positive impact of their work on students' lives, their motivation and emotional resilience are strengthened. Brown and Collins (2023) highlighted that schools with strong parental involvement tend to see lower teacher turnover rates and better emotional health among educators. The synergy between school, family, and community helps create a cohesive and supportive learning environment that encourages emotional intelligence development for all stakeholders involved.

Moreover, community programs that support educational initiatives provide teachers with additional resources and strengthen their emotional resilience. Such initiatives can offer teachers valuable professional development opportunities and emotional support that further enhances their teaching practices. Petrov and Miller (2024) observed that these community-based programs create an ecosystem where teachers, students, and families work together, improving both emotional intelligence and academic performance. A robust partnership between the school, parents, and the community fosters a culture of empathy, understanding, and shared responsibility for student success. Encouraging this involvement not only benefits teachers emotionally but also enhances the quality of service delivery in the classroom, ultimately improving student outcomes.

Regular Assessment/Feedback Mechanisms for Quality Service Delivery

The implementation of regular assessment and feedback mechanisms for teachers plays a crucial role in managing and developing emotional intelligence within the educational setting. Effective feedback systems enable teachers to reflect on their emotional competencies and identify areas for growth, leading to improved emotional regulation and overall job satisfaction. Jansen and Harris (2023) suggested that regular evaluations are vital for teachers as they help identify emotional triggers and foster self-awareness. When feedback is provided in a timely, specific, and constructive manner, it encourages a growth mindset among teachers, motivating them to engage in self-reflection and continual improvement.

Feedback, when presented collaboratively, becomes a tool for professional growth rather than a source of stress or negativity. Teachers who are part of a supportive feedback culture are more likely to embrace suggestions and apply them in the classroom. Kim and Lee (2024) noted that peer observations and collaborative evaluations are highly effective in promoting emotional intelligence, as they allow teachers to learn from each other's experiences and offer constructive criticism in a safe and supportive environment. This process not only enhances teaching practices but also fosters emotional awareness, as teachers discuss their challenges and successes in managing classroom dynamics. When teachers participate in such reflective practices, they gain insights into how their emotional intelligence influences their teaching style and their interactions with students. The importance of creating a culture of openness and trust cannot be overstated. Williams and Wang (2022) emphasized that in environments where feedback is viewed positively and used as a developmental tool, teachers feel more motivated and empowered to improve their emotional intelligence.

Constructive feedback, especially when combined with peer support, contributes to teachers' emotional well-being and improves their capacity to manage classroom stressors. In

these environments, teachers feel encouraged to engage in continuous professional development, which enhances both their emotional competencies and teaching effectiveness. Regular assessments, coupled with feedback mechanisms, also create opportunities for teachers to learn how to articulate their emotions and better understand the emotional dynamics of their classrooms. This approach contributes to fostering emotional intelligence as teachers gain a deeper understanding of how their emotions affect their teaching practices. Johnson and Silva (2023) noted that structured feedback systems not only contribute to more effective teaching practices but also provide teachers with valuable insights into how they can better manage their emotions in challenging situations. The emotional benefits of this feedback system contribute to a more positive and supportive school culture, where teachers feel empowered to grow both professionally and emotionally.

Furthermore, regular assessments help schools identify trends and patterns in teacher emotional competencies, which enables them to implement targeted professional development initiatives. For instance, some schools might recognize that a majority of their teachers require additional training in emotional regulation or conflict resolution. Offering tailored workshops and resources, schools can ensure that teachers develop the emotional intelligence skills needed to thrive in the classroom. Bell (2024) emphasized that the integration of continuous feedback and targeted professional development not only enhances teachers' emotional intelligence but also positively influences the quality of service delivery in the classroom. Teachers who are equipped with stronger emotional competencies are better able to manage their emotions, foster positive relationships with students, and improve the overall learning experience for everyone involved.

CONCLUSION

Managing teachers' emotional intelligence (EI) is vital for enhancing the quality of service delivery in education. The potential strategies outlined in this discussion—such implementing emotional intelligence training programmes for teachers, creating a supportive school environment, encouraging reflective practices among teachers, promoting collaboration and teamwork, providing access to counseling and mental health resources, incorporating emotional intelligence into the curriculum, fostering strong leadership support, utilizing technology for emotional intelligence development, encouraging parental and community involvement and regular assessment and feedback mechanisms—underscore the multifaceted approach needed to address the emotional and psychological needs of educators. Prioritizing emotional intelligence, school administrators can create an environment where teachers feel empowered and equipped to handle the demands of their profession. This, in turn, leads to improved teacher performance, greater job satisfaction, and lower turnover rates.

Moreover, when teachers demonstrate high emotional intelligence, they are more capable of fostering positive relationships with students, which is crucial for student engagement, motivation, and overall academic success. Furthermore, as teachers model emotional intelligence in their classrooms, they contribute to the emotional and social development of their students, preparing them for personal and academic challenges. This holistic approach not only enhances individual teacher effectiveness but also enriches the entire school community, promoting a culture of empathy, collaboration, and resilience.

Suggestions

The paper provides the following suggestions:

- School administrators should develop and provide ongoing training programmes focused on emotional intelligence, equipping teachers with the skills to recognize, understand, and manage their own emotions and those of their students.
- School administrators must foster a culture of support and understanding, where teachers feel safe to express their emotions and seek help, thus enhancing their overall well-being and performance.
- School administrators should encouraged teachers to engage in reflective practices, such as journaling or peer discussions, to critically assess their emotional responses and develop strategies for managing their emotions in the classroom.
- School administrators should facilitate collaborative projects and team teaching opportunities that allow teachers to share their experiences, strategies, and emotional challenges, fostering a sense of community and mutual support.
- School administrators must ensure that teachers have access to mental health resources and counseling services, promoting emotional well-being and providing support for those experiencing stress or burnout.
- The Ministry of Education should ensure that educational curricula include components that teach students about emotional intelligence, thereby empowering them to recognize and manage their emotions and develop strong interpersonal skills.
- School leaders should demonstrate a commitment to emotional intelligence by modeling EI practices, providing mentorship, and advocating for initiatives that support teachers' emotional needs.
- School administrators can leverage technology tools, such as apps and online platforms that offer resources and training on emotional intelligence making it easier for teachers to access support and training at their convenience.
- School administrators should actively engage parents and community members in discussions about emotional intelligence, fostering a collaborative effort to create supportive networks for both teachers and students.
- School administrators should establish systems for regularly assessing teachers' emotional intelligence development and providing constructive feedback, ensuring continuous growth and improvement in their emotional competencies.

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