



**ASSESSING EMOTIONAL INTELLIGENCE AS A CRITICAL FACTOR IN
ORGANIZATIONAL PERFORMANCE IN THE
ZAMBIAN PARASTATAL SECTOR**

Submitted by

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**Submitted as a requirement for the award of the degree of
Doctor of Philosophy**

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2010

DECLARATION

I Alisala Aison Mulambya declare that

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ACKNOWLEDGEMENTS

All honour and praise is due to the Jehovah, El Shaddai – the Almighty and dependable provider who saw me through all the work even under difficult and trying times.

I wish to acknowledge with thanks the part played by my family – my wife Doris and my children as well as my brothers and sisters for their unfailing encouragement and support. Special tribute goes to my brother Emmanuel who was based in Johannesburg during this study who played a pivotal role in communication, financial transactions and my movements to and from the UKZN in Durban.

I wish to convey my appreciation to my supervisor, Professor Kriben Pillay for his overall supervision and understanding both intellectually and emotionally during the several trips and residential stays in Durban and internet communication from my Kitwe, Zambia base. I am grateful for his mentorship, encouragement, and guidance in bringing this mammoth task to completion.

I wish to extend my sincere thanks to all the staff of the Leadership Centre of the University of Kwa Zulu Natal for their ministering to my needs during my on and off campus contacts. I would also like to express my gratitude to Richard and Bongilile, subject librarians in the management sections of the university library at Westville Campus for their patience in sorting out the reading literature material that I needed for my research work.

I thank all friends, academic and non academic colleagues, students and all people that have made a contribution to shaping me and taken part in one way or the other in making this work complete.

DEDICATION

To

My Wife Doris

Our Children, Fwilacalo, Alisala Junior, Mwanangwa and Chayemba

And to my late Parents

Japhet and Vickness Mulambya

ACRONYMNS

ACCA	Association of Chartered Certified Accountants
CEO	Chief Executive Officer
CBU	Copperbelt University Kitwe
CEC	Copperbelt Energy Corporation
ECI	Emotional Competency inventory
EI	Emotional Intelligence
EIC	Emotional Intelligence Competences
EQ	Emotional Intelligence Questionnaire
EQ	Emotional Quotient
EQ-I	Emotional Quotient Inventory
GPO	General Post Office
HE	Hotel Edinburgh
HR	Human Resource
ITU	International Telecommunications Union
IQ	Intelligence Quotient
KCC	Kitwe City Council
KCE	Kitwe College of Education
LHPC	Lunsemfwa Hydroelectricity Power Company
MCM	Mopani Copper Mines

MD	Managing Director
MMD	Movement for Multiparty Democracy
MSCEIT	Mayer, Salovey, Caruso Emotional Intelligence Test
MSS	Mpelembe Secondary School
MTN	Mobile Telecommunication Network Company
NCC	Ndola City Council
NWASCO	National Water and Sanitation Council
NWSC	Nkana Water and Sewerage Company
PTC	Posts and Telecommunications Corporation
UNIP	United National Independence Party
ZAMTEL	Zambia Telecommunications Company
ZAMPOST	-Zambia Postal Services Corporation
ZCCM	Zambia Consolidated Copper Mines Limited
ZESCO	Zambia Electricity Supply Corporation

DEFINITIONS OF IMPORTANT TERMS

Emotional Intelligence is “an array of non - cognitive skills, capabilities and competences that influence a person’s ability to cope with his environmental demands and pressures”.

Emotional Intelligence Competences are domains or components of emotional intelligence that tend to affect relationships at work places and the acceptance of leadership of those with the responsibility of guiding an enterprise as a going concern

Emotional Quotient—is the measure index of a person’s emotional intelligence

Intelligence Quotient - is the measure index of cognitive intelligence of a person

Leadership is the process in which one individual or a group of persons influences another or group members towards attainment of defined group or organizational performance outcomes.

Organizational Performance is the extent to which effectiveness and efficiency in operations is achieved and is seen in critical areas (that is organizations’ objectives)

ABSTRACT

This study is focused on assessing emotional intelligence as a critical factor for people in organizational leadership and in the workforce to achieve the desired performance levels within an organisation. The study setting is in the Zambian Parastatal sector and more particularly at the Zambia Electricity Supply Corporation (ZESCO) and the Zambia Telecommunications Company Limited (ZAMTEL). These are two large companies whose operations cover the whole nation. Since 1991, when a new government came to power and liberalized the economy, it has been trying ever since to find a solution to poor performance of parastatal enterprises. It has managed to privatize a good number of them, however, there are a few that it considers strategic to the country's economy, which are still operating as state owned companies including ZESCO and ZAMTEL which the government has been looking at critically. The major reason cited by the government and scholars for the short-comings in these organizations has been that of poor leadership in their management. It is against this background, that this study attempts to provide a solution to the problem by identifying emotional intelligence as a critical factor needed by the leadership of the Zambian parastatal companies to improve organizational performance. Apparently, emotional intelligence is a new concept in the country and there is little that has been done in this area of knowledge worth noting. This study intends to provide more information on the subject and how it can be implemented to influence effective organizational leaderships.

A literature review was undertaken on emotional intelligence together with instruments devised to measure it, which have been developed by a number of psychologists. A theoretical framework on the assessing of emotional intelligence has been provided from which the questionnaire was developed to bring out the content, predictive and construct validity. This questionnaire was subjected to internal evaluation by members of the Copperbelt University's Department of Business Administration and it was used in a pilot survey involving the managers at a local company in Kitwe to test for consistency. The questionnaires were administered to all those managers at the two case study companies through random sampling to ensure that every manager had equal chance of being picked as a respondent. It took six months to administer the questionnaires. Thereafter, data was

analysed on how managers assessed themselves and their organizational leadership with regard to emotional intelligence and how it contributed to the performance of their organization. The nature and management of the parastatal sector in Zambia has also been examined.

After a discussion of the findings that emerged from the available literature, a conclusion was drawn that emotional intelligence is a critical factor among the other factors needed to increase organizational performance. Without this, good social relationships and industrial harmony in the work place would be difficult to achieve and maintain. Recommendations have been made for both future research and for the organization's leadership to consider in its work. This study is focused on assessing emotional intelligence as a critical factor for those in organizational leadership and in the workforce to achieve the desired performance in the organization. The study setting is in the Zambian Parastatal sector and more particularly at the Zambia Electricity Supply Corporation (ZESCO) and the Zambia Telecommunications Company Limited (ZAMTEL). These are two large companies whose operations cover the whole nation. Since 1991, when a new government came to power and liberalized the economy, it has been trying ever since to find a solution to the poor performance of parastatal enterprises. It has managed to privatize a good number of them which have gone into private hands. However, there are a few of them that it considers strategic to the country's economy, which are still operating as state owned companies including ZESCO and ZAMTEL. As these are under-performing, the government has been looking for a solution to this problem.

This research will hopefully make a contribution to knowledge that is both situational in that it recommends the application of the concept of emotional intelligence to the parastatal sector and other organizations in Zambia that has not been considered in the past and in the second place it is methodological in that it provides an assessing instrument that can be used to determine emotional intelligence in an organization. This will encourage organizational leadership to institute the necessary interventions to improve the emotional intelligence and social interactions and relations in the organization.

With an abundance of emotional intelligence in the organization, this study brings to light the following:

- Organizations will be able to fulfil their mandates for which they were established through positive performance.
- This positive performance will be achieved through an effective and emotionally intelligent leadership in its management structures that will create an open and conducive work environment.
- There is a need for an organizational leadership that motivates and inspires the subordinates and that brings out the best in their work performance and to expected standards.
- The study has provided suggestions on how emotional intelligence can be developed and enhanced in the organization.
- There is a need to promote the use, understanding and application of emotional intelligence so that it may lead to better performance and better relationships between the organizations' stakeholders.
- There is also a need to increase the level of awareness in Zambia of the crucial role of emotional intelligence as a social lubricant in the promotion of good human and social relations and productivity.

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CHAPTER 1

THE RESEARCH SETTING

1.1 Introduction

This chapter seeks to explain the objectives, ethical concerns, limitations, and the significance of this research to Zambia in particular. Discussion of the research approach and paradigm will also be dealt with.

1.2 Title of the Study

The title of the research is *“Assessing emotional intelligence as a critical factor in organizational performance in the Zambian parastatal sector.”*

The focus of this study is on emotional intelligence in organizational leadership as a critical factor in most enterprises as they strive to achieve economic viability, effectiveness and efficiency. This will be studied in the context of the following organizations – Zambia Electricity Supply Corporation (ZESCO) and the Zambia Telecommunications Company (ZAMTEL).

1.3 Background of the Study

Prior to the action that was taken by the Zambian government to introduce nationalization reforms in the country in 1968 and 1969, major business organizations affected by the action were previously owned and run by expatriates, especially from Europe and the United Kingdom in particular. After nationalisation most firms have performed poorly. This nationalization led to the take-over of organizational leadership by indigenous management. The performance of the majority of these firms has been declining because the local and indigenous managers who had been appointed by political leadership influenced by Dr Kenneth Kaunda, Zambia’s first President, were poorly qualified for these jobs. Some of them regarded the appointment to such management positions as a

reward for their participation in the struggle for the country's independence rather than a challenge to show their business acumen.

The managements of parastatal enterprises were politically patronized and policies were dictated to them by either the President or via Freedom House, the headquarters of the ruling party – the United National Independence Party (UNIP). It was therefore not surprising to find that both human and public relations between management on the one side, and customers and employees on the other, were poor. This situation resulted in the poor performance of the organizations. Another factor that contributed to this situation was the issue of control of who participates in the line of business with the state owned businesses. Where the employees complained against poor working conditions, little or nothing was done to address the situation. In most cases labour disputes and wildcat strikes were a common feature. Political leaders often labeled these industrial actions as politically motivated rather than industrial issues that needed solutions. Likewise, labour leaders were often labeled as dissidents or troublemakers bent on destabilizing peace in the country. This was evident in the action the government took in 1974 when 17 union leaders belonging to the Zambia Congress of Trade Union (ZCTU) including Mr. Fredrick Chiluba, the then Chairman General who eventually succeeded President Kaunda as Republican President, were arrested and charged with treason.

The performance of the parastatal sector did not provide encouraging reading in their annual reports. Many reasons have been advanced to account for this poor record but chief amongst these was poor managerial ethics and practices which had little to do with company development. It was common to see in the management and workforce, personnel recruited from the region of origin of the Chief Executive or his puppets who would attempt to disguise this nepotism. With the country's deteriorating economic situation, resources to support ill managed state companies became a burden to the state. Most multilateral and bilateral institutions, like the World Bank and the International Monetary Fund, advised that the parastatal companies be either commercialized or privatized so that any financial assistance rendered would not go to supporting the Parastatal firms.

Privatisation of the sector was reluctantly begun in 1989 under the leadership of Zambia's first President, Dr Kenneth Kaunda and speeded up by the following political leaderships.

It must be pointed out that these companies were profitable before they were nationalized and were well run. It was because of their profitability that the government nationalised the companies. None of the poorly performing or small companies were included in the nationalization programme. If the equipment and machinery inherited was the same then poor performance should have been due to poor management of human resources. This machinery had a long life span and was used by both old and new management. If the machinery was no longer viable it was replaceable. People can not be treated like machines as they have feelings. Employees who were taken over by the new managements with this change in the environment responded and performed according to the prevailing situation in the workplace. Poor performance would therefore be attributed to the state of relationships with the human resources in the organizations rather than be blamed on the inherited machinery. It is therefore important to consider the fact that personal and social relationships in a workplace contribute to facilitating industrial harmony and employee motivation which are important for increase in performance and productivity.

Emotions in people affect all human relationships in both positive and negative directions (Bharwaney: 200:29). The ability to recognize one's emotions and how they affect others and vice versa can be an important instrument in enhancing performance in an organization. This is the area which the parastatal sector in Zambia has never taken advantage of. There have been managers who may have tried to do this but the system may not have accepted it and more especially with "Divine Rights of Presidents" as coined by one minister which gave Zambia's President authority to appoint and dismiss executives in state organizations publicly and without notice (Tordoff:1980:7 :Simwinga:1980:134)..

1.4 Statement of the Problem

Most business organizations in Zambia are established under the Companies Act and are expected to fulfill a specific purpose and need in the society. Since 1991, it was observed that the private sector occupied a very small percentage of business in Zambia. Since most public sector businesses were not doing well and the Government, as the major shareholder, could no longer find money to invest in these organizations, a policy of privatization was introduced. Many parastatal businesses have been privatized since 1992. The major reason that has been put forward for this is poor leadership in the management of these organizations. It is leadership that seems to be a determining factor in organizational performance. Moreover, it has been a question of attitude and more specifically, emotional intelligence, of both the leaders and the rest of the organizational members, which has affected performance of parastatal firms (Johns: 1980:117).

Arising from the discussion above, this study will attempt to provide answers to the problematic issue of assessing emotional intelligence as a critical factor in organizational performance in parastatal companies in Zambia.

1.5 Main Objective

To explore and assess understanding and application of emotional intelligence in the organizational leadership as a critical factor in organizational performance in the Zambian parastatal sector through case studies involving ZESCO and ZAMTEL.

1.5.1 Subsidiary Objectives

This study, in pursuance of the above purpose and the main objective, will attempt to meet the following objectives:

- 1 To assess the levels of understanding and degree of application of emotional intelligence among a sample drawn from ZESCO and ZAMTEL managers,
- 2 To explain the concept of emotional intelligence, how it can influence leadership and thereby increase the performance of enterprises,

3. To explain how emotional intelligence in an organization can be assessed, and developed,
4. To document the performance of Zambian parastatal firms since 1991, with particular reference to ZESCO and ZAMTEL, and to evaluate the outcome of efforts made to improve performance,
5. To relate the application of emotional intelligence by managers to the performance of the two organisations and
6. In drawing on the foregoing, to devise an instrument to determine emotional intelligence in the organisation.

1.6 Research Orientation

The researcher has a background in management but this is a management research inquiry whose problem statement requires a solution from the area of psychology. The researcher has little background in the area of psychology. The problem being researched is the enhancement of productivity and employee motivation which is in the hands of the organization's leadership and the managers in workplaces have a duty to provide this leadership for any desired performance to meet organizations objectives or goals. The organizational performance is seen in the effective and efficient attainment of such targets as expected by the organization's stakeholders. This is what gives legitimacy to their continued authority as organisation leadership.

The organization's leadership achieves organization effectiveness and efficiency through its subordinates and as such will need good interpersonal social relationships with the employees, peers and other stakeholders. To enable leadership to meet these expectations, there needs to be a high level of emotional intelligence with good development of all leadership competences. This research seeks to assess the degree of understanding and application of emotional intelligence in the parastatal companies in Zambia. Despite the

many challenges especially from social relationships with both inside and outside stakeholders, it is considered that emotional intelligence will provide a solution to achieving increased performance in the two organizations being studied and the rest of the parastatal sector in the country. Emotional intelligence is a critical factor in social relationships in organization as indicated in both management and psychology literature that will be reviewed in this study.

Through the research instrument, a great deal of information has been gained as to what is needed and also what was not captured during the construction of the instrument itself. Other than the conclusion and specific knowledge that this study will provide to the Zambian public and business sector, an assessment instrument for the understanding and application of emotional intelligence will be provided. It will only provide a determination of the degree of emotional intelligence in the organization. This will thereafter call for a professional psychologist to carry out the appropriate psychometric tests to measure the actual emotional intelligence for each member of the leadership or management if the organization so desires. The instrument will indicate possible solutions which will be part of the package for the interpretation of the result.

1.7 Ethical Considerations

This study took into consideration ethical concerns of both the persons and organisations so that their individual and corporate interests are protected to the greatest degree possible. Saunders (2003:129) defines ethics as the appropriateness of the researcher's behaviour in relation to the rights of those who will be part of the research process and will be affected by it. This behaviour includes a code of behaviour which is appropriate to academics and the conduct of research as well as the prevailing social norms. These considerations have been taken into account from conception to the end of the acceptance of the report.

An ethical clearance certificate has been received from the University under whose jurisdiction this study has been undertaken. The matter of confidentiality was addressed in the questionnaire used for the collection of data, which was given to the respondents

and the companies in which research was done. These ethical considerations are extended to all referenced, cited quotations and acknowledgement of those who made a contribution to this study in one way or the other.

1.8 Limitations

There is limited information in this field in Zambia due to the historical nature of company ownership policy of the UNIP government which had been in power since independence in 1964 for 27 years until it lost elections in 1991 to the Movement for Multiparty Democracy (MMD). It was the only legal political party in the country from 1972 to 1991 and made policies without any opposition. Most initiatives were discouraged, even when they meant well for society if politicians did not give prior approval. This attitude has continued even after the change of government in 1991.

Other limitations are as follows:

- i) Little has been written on the relationship between emotional intelligence and organizational performance, effectiveness and efficiency in Zambia,
- ii) In some offices, a few foreign managers have been employed for fixed-term contracts and they may have little understanding of the concept and thus may not give a complete picture of what is going on due to limited time and their terms of contract,
- iii) Financial resources restricted my movements since this study involves two companies that cover the entire nation and
- vi). Political pressure interfered with the release of information by officers responsible to give out this data. Some did not even respond due to fear of reprisals from political leadership.

1.9 Research Approach and Paradigm

This study will be based on a qualitative research approach. This is a process of enquiry for understanding a social or human problem based on complex human development and

relationships. The choice of this approach was dictated by the nature of the problem. In this type of research the aim is to acquire insight into the situation, (Bless & Higson – Smith 1995:42).The problem that has been identified would require a resolution. In this case the research work is about finding the relationship between emotional intelligence and organisational performance in the Zambian parastatal sector.

1.10 Structure of the Study Report.

This study report is divided into nine (9) Chapters which are as follows:

Chapter One is an introductory chapter and gives an overview of this research study giving the purpose, the problem statement, the objectives and the ethical considerations of the study. It also deals with the study significance, limitations and finally the overall structure of the report stipulating the major areas that are covered by each chapter.

Chapter two concentrates on the literature review of work done by various proponents of emotional intelligence. There is discussion of definitions, how it may be developed among employees and how it affects performance in the organization. Benefits and criticism of emotional intelligence have also been included.

Chapter three reflects on the relation between emotions and social relations in general and at work. Emotions are discussed and how they affect leadership effectiveness, decision making, egocentrism and work teams.

Chapter four discusses assessment and measuring instruments of emotional intelligence suggested by various psychologists. There is also a theoretical framework that guided the research study.

Chapter Five outlines the environment under which management and leadership of parastatal enterprises in Zambia operate. Various authors examine the nature of relationships that exist between them and the government and political leadership from both the one party and multiparty perspectives in Zambia. This influence on the

relationship has also affected our two case - study companies and therefore is included in the discussion.

Chapter Six outlines the methodological procedures that this study followed. It discusses the research and the sampling designs and details of the research questionnaire that was used in the collection of data. It includes the discussion on how this data will be analysed and the analysis of questionnaire response.

Chapter Seven presents the research results or findings as they were obtained from the field. They have been summarised in the form of discussions and tables expressed in absolute figures and percentage of the assessment decisions of the respondents.

Chapter Eight provides an integrated discussion on the levels and assessment of emotional intelligence. The discussion will also include emotional intelligence implications for the leadership in the company management and how it affects the parastatal companies in Zambia.

Chapter nine concludes the entire theoretical and research evidence of the study. It states the implications of the findings in relation to the purpose, and objectives of the study. It ends by suggesting recommendations and further areas of research in this field of knowledge.

1.11 Summary

This chapter set out to introduce the study of assessing of emotional intelligence as a critical factor in organisational performance. Our setting of this study is in the Zambian parastatal sector with its historical background and subsequent decline in performance. Out of the parastatal firms, two big, and nationwide parastatal companies have been drawn out as a case study. The background, problem statement and question, objectives, significance and ethical considerations of the study have been highlighted. The limitations as well as the research approach and paradigms of the study have also been considered. The chapter has highlighted expectations and it is therefore set to look at

what other scholars have done on the concept of emotional intelligence and its impact on organisational performance and effectiveness.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter literature review will be drawn to determine where organization leadership and organization performance concepts come from. In the same vein, the emotional intelligence phenomenon has been well - documented in the literature of the psychology discipline. It is from this perspective that issues and concerns will be drawn and various views and debates brought out that have long been going on among various scholars particularly in the field of psychology. The discussion will start with literature review on leadership, a major social concern and the works that have been done. Discussion will therefore be more descriptive in looking at the concept of leadership and how it can help to bring about the required organizational performance.

The discussion of the concept of emotional intelligence and its genesis and growth over time will then follow. The comparison and discussion of the views on how it may be developed if the capacity is low in the organization will also be made. It will also be necessary to look at the literature on organizational performance and how both leadership and emotional intelligence interact to bring about performance. The chapter will end with contrasting views about the benefits and criticism of emotional intelligence.

2.2 Leadership in organizations and Management

Management thought has traditionally placed the managerial function at the top of the organization providing the leadership function of showing the vision and mission. Topping (2002:79) argues that enabling the subordinates to perform their tasks at work and bringing the best out of them is at the centre of managerial leadership. It is the leadership that ensures that all organization's members direct their energies towards the desired goals. Emotional intelligence becomes an essential ingredient in the leadership's capacity to relate well with its subordinates thereby setting a stage for effective operations in the organization.

Throughout the development of management various schools of thought have undertaken research to perfect the art of effective management of business organizations. Core to this research has been efforts to find the best way to manage organizations and to motivate the workforce (DuBrin: 2000:18). The proponents in all the schools and approaches recognize that there will be the management representing the owners and the subordinates who will work for the owners and carryout the instructions according to the terms of employment.

Management practice has passed through various stages of development beginning with the Scientific Management led by Fredrick Taylor, Frank and Lillian Gilbreth and Harrington Emmerson through the classical, the behavioural and management science schools. These have been complimented by the newest stages of management thought through the systems and the contingency approaches (DuBrin: 2000:19). However, the first three schools of thought still continue to have impact on the workplaces in the twenty-first century.

The main concern in this study is how to provide the leadership at work with a tool that will ensure the organization reaps maximum productivity from each employee in the work place. An analysis of all schools that advocate the best way of getting maximum efficiency and contribution to work is given below.

2.2.1 The Scientific Movement

This movement approaches work with focus on the efficiency of the individual worker (Moorhead and Griffin: 2006; 5) and has the following features:

- A standardised method of performing each task;
- Workers were paid a wage equal to the amount of work completed during the day;
- Money was the only motivating factor at work;
- It boosted productivity and made workers efficient; and
- It facilitated job specialization and resulted in mass production

The major criticisms arose out of the consideration of the dehumanizing effect of the workplaces that turned people into machines that had no feelings. It did not matter how people felt as long as the required output was met.

2.2.2 The rest of the Classical school

This rest of the classical management school of thought other than the scientific management of work and the major proponents included Max Weber, Henri Fayol and Lyndall Urwick. DiPadora (1996:61) argues that most literature portrays the way that the Weberian theory focuses primarily on bureaucracy, hierarchy of authority, rules and regulations and to lesser extent on charisma. Weber also discusses the distribution of power by those who have the authority and also the compliance of those who do not have it in the organization. Weber did realize that there would be those in leadership and those who will be followers. He therefore set out conditions for an ideal type of an organization that would maximize its effectiveness. In a similar way, Henri Fayol put across his fourteen administrative principles. He was setting an order of managing an organization which comprised the leaders and the led in the organization in order to achieve maximum returns to the organizations. The classical school of thought does not provide a clear way to capture the quality of delivery of the authority of those in the leadership or the input of the subordinates in the process.

2.2.3 The behavioural School

This school, as DuBrin (2000:19) observes involved most psychologists like Abraham Maslow, Douglas McGregor and Fredrick Herzberg. It gave an approach of understanding the management of people by emphasizing the understanding of the psychological make up of employees. This understanding of people is manifested through leadership, communication, decision making and conflict management. The strength of this approach is that it advocates that managers at work should take into account the human element unlike the scientific movement that does not. The major weakness is that most often managers adopt one behaviour theory of understanding people and ignore other relevant theories.

Elton Mayo, from the human relations movement also added to the behavioural school approach the need to have a consideration of social relations by managers at workplaces. Mayo's approach (Kreitner: 2004:54) to solving the problems of motivating employees and enhancing productivity at work, as learnt from the Hawthorne experiments, also cautioned managers that emotional factors were a more important determinant of productive efficiency than physical and local factors. The employees at work create their own culture of doing things at work which determines even rules of conformity. It is therefore up to management to take cognisance of their personal feelings. The emotional intelligence leadership needs to recognize such emotions in its employees before any kind of industrial conflict sets in,

The rest of the schools and approaches in the development of the management thought that include management science school, the systems and contingency approaches all have a strong need for good leadership (DuBrin:2000:16). The management science thought gives an understanding that management ought to be conducted on scientific basis for resolving problems and making decisions. The Systems approach gives a perspective of tackling problems based on the understanding that an organization is a system of interrelated parts. Problems confronting these parts should not be resolved in isolation but in relation to other components in the system. This can be seen in the case where you employ incompetent employees because of political influence, which will be reflected in the low productivity. The Contingency approach on the other hand emphasizes that there is no one best way to manage people or work. It encourages managers to study individual and situational differences before deciding on the course of action. Whichever stage of management thought one thinks of it is the responsibility of the manager in the end to resolve the issue.

The major part of the development of a sound management theory has concentrated on looking for organization effectiveness and efficiency focusing on structures and rationality that are impersonal. The scientific movement and the classical theory and more especially Max Weber's bureaucratic model of management did not consider people as a major contributor to the good performance of the organization whose well-being needed to be in the centre of production activity. It considered that as long as

workers were remunerated well, efficiency and high productivity would be achieved. Barrett (1998:5) argues that most companies die because their company leaderships concentrate on economics of producing goods and services ignoring the human component of production. These managers forget that the organizations are about the community of people who have emotional, mental and spiritual needs which make them complete and balanced in their lives.

Organizations can be compared to successful athletes who need to prepare themselves adequately by taking care of their bodies, minds and spirit. Likewise, one could claim that the organization is a living entity that needs to take care of all aspects. Traditional management theory has tended to concentrate on suggesting that increased productivity in goods and services is achieved by investing in physical structures. Bennett (1998:11) identifies four aspects of an organization that shows its well - being and this includes the physical well - being, the emotional well - being, mental - well being and its spiritual well - being. I am of the strong opinion that it takes an emotionally intelligent leadership to recognise these components of the organization's life. While traditional management thought has made a good contribution to managing organizations, it has not done that much as far as looking at the emotional and spiritual side of workers in workplaces. Management should understand that their emotional state has an effect on the performance of their workers. Both the managers' and other employees' emotional states in a real sense can be improved to reach a higher spiritual state that provides high level of motivation that in turn leads to the ultimate answers of increase in productivity and creativity in the organization (Bennett 1998:13). The health spiritual state of its employees will bring about both their internal and external connectedness with other members in the organization and other stakeholders. It is therefore important that leadership and other members of the organization work on developing emotional intelligence as part of organizational culture and values.

The management thought has evolved at the same time as the Leadership theory that has moved from the 'great man' theory in which it was thought that leaders are born and not made. In the early 1900s the theory moved from that concept to a more encompassing view of leadership that took into account the interaction between the task, the leader and

the relationship with the followers (Topping:2000:2) This is the ideal thinking where we are now and the leader must be able to discern the situational needs of subordinates. It is against the above background that the position of management assumes the role of the leadership in the organization. A manager who inevitably offers his or her leadership in a workplace to get things done effectively must have the ability to inspire confidence and gain support from subordinates on whose effective performance will depend. DuBlin (2005:223) points out that John Kotter had made a distinction between management and leadership. Management is said to be a process of coping with complexity which advocates that a manager must preserve order which has been decided on beforehand. On the other, side leadership deals with change in a very competitive environment and ensuring that the leader maps out a vision and direction.

In the fast changing world, a company needs to have both an effective leadership and management side by side. DuBrin (2005:223) further advocates that leaders should be managers just as managers must be leaders. The workforce requires their organization leadership that is inspiring and persuasive and one which can help them develop and maintain a peaceful and productive workplace. There is need in an organization to have a managerial leadership that must have qualities that will make it effective. Topping (2002:10) gives the following as cardinal qualities:

- Challenging the processes in the organization;
- Inspiring a shared vision and values;
- Enabling others to act;
- Being an Example that other can emulate; and
- Showing passion and willingness,

These qualities come from the heart that wants to see others under them succeed in the workplace. The leader needs to be aware of his or her emotions and those of other people around them to be pulling in the same direction. The subordinates should be able to read the motives and be influenced to follow accordingly.

2.3 Leadership definition

Leadership has been defined in several ways. Jerald Greenberg and Robert Baron, Rex Campbell, Geoffrey Meredith & others have defined leadership as:

“The process and behaviour in which one individual or group of persons influences another or group members toward the attainment of defined group or organisational goals.” [Greenberg & Baron: 2003:471, Campbell: 1997: Chapter 1: 01, Meredith *et al*: 1982:13]

Campbell (1997: Chapter 4:1) recognizes that there is a variety of personal attributes that successful leaders have and display. It is not possible for any one successful leader to have all the leadership attributes or traits. In his assessment he recognizes a number of personal leadership traits that these successful leaders have and which unsuccessful ones do not have. However there are two important issues that must be considered to be successful. These are:

- Motivation is the most important characteristic that successful leaders always want to achieve. Motivation is in every one of them from the most quiet to the most outspoken leader and will manifest if the situation demands it.
- Communication skills are identified as the second most important factor for an effective leader. There are four purposes for communication, that is, to convey information, to assure understanding, to cause people to act and to persuade people and to change their stance.

To perform a good job as a leader, Campbell puts forward fourteen traits that most successful leaders may possess. In his words he calls them “tools of trade”. It is not possible to use all the traits in every situation the leader finds himself/herself in; but others will be used when need arises. As earlier alluded to, it is not possible to have all of them but a number of them should be well developed.

He further points out the importance of a person in leadership developing as many of these traits as possible to increase the probability of him or her being successful in his or

her leadership role and in other endeavours. Development of these traits plus motivation is leadership (1997: Chapter 4: p 2)

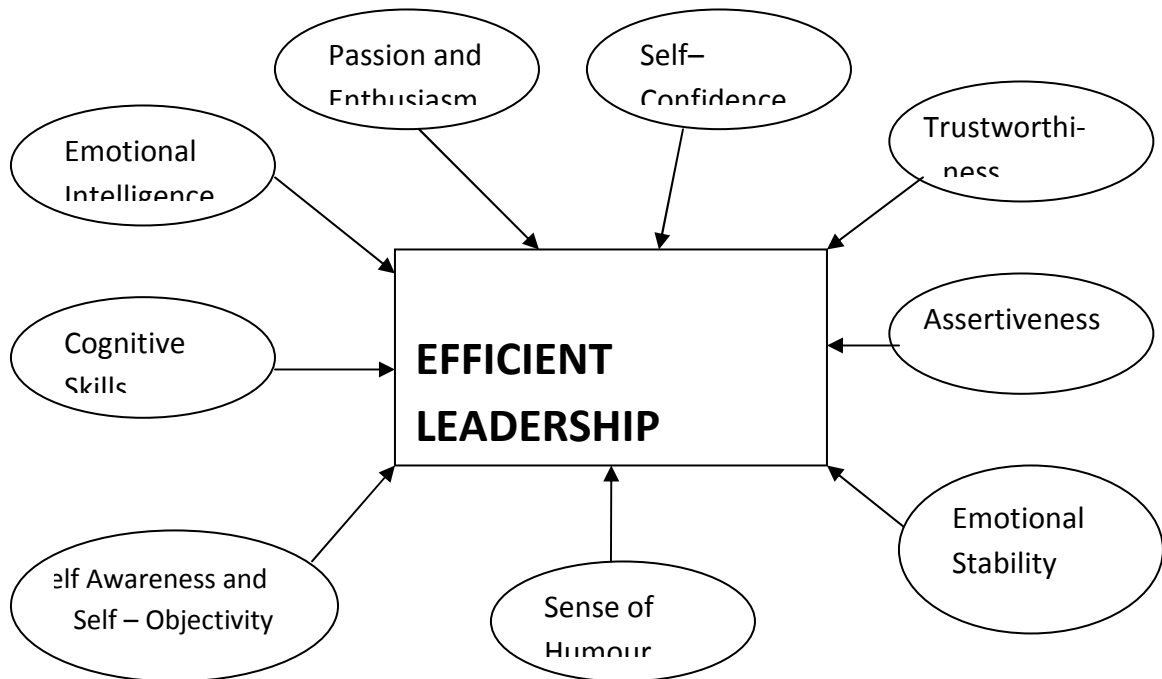
The fourteen traits pointed out can also be referred to as the “14 Ps” of leadership success. Campbell (1997: Chapter 4:2) named these as,

“Personality, persuasive, persistence, patience, perceptive, probity, praise giving, positive orientation, people based, possible, practical, progressive, prepared and power building.”

All these important traits require that a leader be both emotionally and socially intelligent. It is good to perform with any of the above traits but as long as it is done at the right time, to the right persons, in the right manner, and when the situation is right. No wonder Campbell further suggests that a leader should do his work with humor and in a warm environment. The optimistic and cheerful disposition of leaders or managers at work provides a sound impression to those under them that the work environment is good and under control. It gives confidence to both the employees and customers that all is well. Goleman (2002:23) suggests that gifted leadership, which is an important asset to have in the organization and can only happen and make a remarkable contribution when the manager’s inner feelings and intellect meet. The leaders live and execute the organization’s vision guiding, interpreting, motivating, supervising and inspiring the employees under their charge. It is even more crucial that they get feedback through creating dialogue in the organization. Cognitive intelligence is not enough to make successful leaders. That is why another kind of intelligence that cements the relationship between the leaders and the followers – emotional intelligence is necessary.

In a further explanation of the concept of leadership, DuBrin (2004) points out nine important characteristics that are found to contribute to making an efficient leadership that can drive an organization forward. These are diagrammatically presented below.

Fig 2.1 Qualities expected from an efficient Organizational Leadership



Source: Andrew DuBrin (2004:160)

2.4 Leadership and Performance of Enterprises

Robert Kerr *et al* (2006: 268) look at leadership as “a process of social interaction in which the leaders’ ability to influence the behaviour of their followers can strongly influence performance outcomes”. Leadership is about the leader marketing ideas and a vision of the future. It involves a person seeking opportunities, initiating projects, manipulating resources and setting out goals for all members of the group to accomplish. An important aspect of a leader is the ability to achieve results by working with other people and by looking at situations through the eyes of the led. This is a humane approach to leadership because you are concerned with feelings and attitudes of others rather than being motivated just for personal reasons. The most difficult problems you face as a leader in an organization are those that will involve your employees.

This study seeks to explore the critical role of emotional intelligence in organisational leadership that impacts on the performance of the enterprise. It is important to have a leadership that will be able intelligently to understand emotions of its managers and those of its employees and customers. This good understanding of the various parties has a positive effect on inter - relationship which has a bearing on the performance of the enterprise.

Peters (2003:25) in his discussion quotes the work of T. Meyer in his 1996 work in which he identifies five major competencies that an effective organisational leader must possess. One such competency is that a leader requires emotional competence which will enable the person to manage relationships with individuals and work groups. These relationships may involve people of diverse behavior patterns, values, religion and cultural orientation. This competency is so important because there is a link between this and other competences.

The second competency a leader needs to have is the cognitive or the intellectual ability that will enable the leader to so solve complex problems that characterize modern day life. A leader should be able to carry out analysis, synthesis and to perform critical and systematic thinking in the leadership role.

Thirdly, the leader should also have applied competencies in his performance of the leadership duties. This involves applying a range of abilities in using scientific and mathematical concepts and in the use of available technology.

Fourthly, unless the leader is a performer, this leadership will be under threat. There must be performance – related competencies that will enable the leader to be effective in time management and in meeting the demands of the various tasks the person is expected to perform.

Lastly, the leader should have integrative competencies because a leader has various roles to play with various people around him or her. The leader needs to have the ability to balance occupational, family and social demands.

While considering the above competences in understanding issues that surround what enables a leader and manager to be effective and efficient, situational factors should be also taken into account. Kreitner (2004:508) quotes Fred Fiedler's contingency theory of leadership, which in his view is by far the most thoroughly tested theory, and shows that the performance of a leader in influencing subordinates to perform positively is dependent on two factors. These are the degree to which the situation allows the leader control and influence and secondly, the leader's basic motivation, that is, whether the leader's drive to perform the work is influenced by accomplishing that work or is this due to the supportive relationship with others. This theory is firmly rooted in the emotional orientation of both the leader and other people who should render support, and is necessary to increase performance at work. John Maxwell (1999:21) supports this view by stating a wise saying of psychologist William James referring to himself, who said that, "the greatest discovery of his generation was that human beings could alter their lives by altering the attitude of their minds." This adjustment in attitude and/or emotions will help both the leader and the followers to concentrate on the improvement of the enterprise by understanding their emotions and how they affect and motivate others.

We see in organizations managers who are not sensitive to the feelings of other people around them and would want to bulldoze their subordinates. They think that by threatening their subordinates, it will make them achieve desired objectives. They do not understand that negative emotions including chronic anger and anxiety can disrupt work by hijacking attention from the job that workers are undertaking (Goleman 2002:16). If workers are muzzled they start grieving and complaining when their manager is not in sight. These actions by both parties are emotionally unintelligent.

Hill and Jones (2007:32) identify strategic leadership as being a very important component of effective and efficient management. This key strategic role provides and articulates the vision for the company and motivates the rank and file in the organization. They identify six key characteristics of strategic leadership. The following characteristics are suggested by Hill and Jones (p 32),

“ The vision, eloquence and consistency, then commitment, being well informed, willingness to delegate and empower others, astute use of power and emotional intelligence”.

When leadership in the management of an organization possesses these key characteristics, it is most likely to lead to effective and efficient performance of such an organisation. Of all these characteristics, emotional intelligence is the most critical to both influencing productivity and motivating subordinates in the work place as it has a strong influence on the other five characteristics of strategic leadership.

The reviews above all agree that leadership is a necessary prerequisite in achieving appropriate performance in the organization. It is certain that for any performance to be produced as required, it must not only be effective but efficient too. The leadership through its workforce must increase capacity to meet the organisations’ goals while reducing associated costs. There must be good social interaction between those in charge of tasks and the various subordinates who must execute these tasks. This is where the question of influence and tact by leaders and managers comes in.

The foregoing discussion from the various literature sources above, has provided a number of suggestions as to the qualities of leadership that are needed to provide effective organizational leadership. Three suggested concepts stand out, namely, the Meyer leadership competence concept (Peters: 203:25), the Leadership Traits Concept (Campbell: 1997: Chapter 4:2) and the Leadership Characteristics concept by Hill and Jones (2007:32). The latter concept can be integrated with Mayer’s competence concept. The proposal of Rex Campbell of the Leadership Traits concept is also compatible with the emotional competences concept. The remaining competences are all cognitive competences. The approaches put forward can be classified into two categories - the emotional competences and cognitive competences. A leader or manager needs both emotional competences and cognitive competences to be effective in his discharging his or her functions. Cognitive competences, on their own will cause the leader to be less effective in social relations, when there is turmoil or a social crisis (Goleman 1995:36

&40). On the other hand, emotional intelligence recognises the fact that work is normally done in teams and interpersonal skills are important, giving an advantage to those who have developed it in their lives. Therefore, it is emotional intelligence that matters more than cognitive intelligence or IQ in the work situation. Since emotional intelligence is likely to play a more important role in the work situation, it is also likely to contribute more to achieving the organizational objectives (Cherniss 2008:6; Goleman: 2002:17) as people at work develop good feelings and attitudes towards each other and the work. We shall consider the critical role of emotional intelligence in leadership which in turn affects organizational performance. Emotional intelligence is the missing link in the requirements in most of the issues in management thought to ensure motivation of subordinates and productivity in the workplaces.

2.5 How Emotional Intelligence affects leadership

The questions that we need to ask in this study are: What is Emotional Intelligence? How critical is it to effective and efficient organizational performance?

It is important to discuss the definition of the concept at this stage for clear understanding of how it can be made useful in the workplace by those leading and managing the organizations. It is equally important to look at the history of research work on emotional intelligence. Most often people have mistaken it for cognitive intelligence. Although they come from the mind they are different as we shall see later in the study. It is necessary to look briefly at the research done and the origin of the concept of emotional intelligence to appreciate the great contribution it is able to make to the promotion of productivity, social interaction and motivation of subordinates in an organization.

2.5.1 The Genesis of the Research on Emotional Intelligence.

The research on the phenomenon of emotional intelligence has gone on since early 20th Century. Many authors have attempted to list the historical background of research on emotional intelligence, but, Bharwaney (2006:19) has given a comprehensive account on the various works that have been produced from 1920 to about 1998 and this is given in detail in appendix 3. Since 1998, there has been a proliferation of theories, models,

articles and presentations on emotional intelligence by so many psychologists and writers that we can hardly document them. Even the later contributors like Daniel Goleman, the duo of John Mayer and Peter Salovey and many others of their colleagues have produced and written many books, and journal articles which may not be listed because they are too numerous. There are also many institutes and organizations that have been set up specifically to deal with emotional intelligence, like the EI Consortium led by Cary Cherniss. In the list below is a brief background of research work that is significant and worth noting:

- 1920** **Edward L. Thorndike** pioneered the research on intelligence and came up with a concept of ‘social intelligence’. Robert L. Thorndike, his son, also carried on with similar work.
- 1940** **David Wechsler** continued to challenge the traditional definition of intelligence. He pioneered the work of suggesting that there was a whole range of types of intelligence.
- 1948** **L.W. Leeper** In his work he suggested that emotions were involved in the thought process.
- 1980** **Reuven Bar-On** in his research he pursued the question:“Why do some people achieve overall emotional health and well - being whereas others do not?” He was the first to coin the term Emotional Quotient (EQ)
- 1983** **Howard Gardner’s** publication – *Frames of mind* – introduced the concept of multiple intelligences. Initially the types of intelligence he proposed were seven in number but later he added two more.
- 1990** **John Mayer and Peter Salovey** published their first joint research paper in the journal *Imagination, Cognition and Personality*, in which the term “emotional intelligence” was first used. They were later joined by David Caruso.

- 1995** **David Goleman** popularized the concept of emotional intelligence through the publication of his book *Emotional Intelligence: Why it can matter more than IQ*. The book sold more than 5 million copies.
- 1998** **Daniel Goleman** published another book called *Working with emotional intelligence*. In the same year, Goleman in association with Hay McBer, published a ‘360 – degree’ measure of emotional intelligence for people in Business, called the Emotional Competence Inventory (ECI).

Some psychologists that have done research work on emotional intelligence include Wayne Payne (1985), Leuner (1966) and Greenspan (1989). As earlier indicated, from 1998 to date, following the production of the books of Daniel Goleman, the subject of emotional intelligence has witnessed a growth in interest. Programmes seeking to increase emotional intelligence have been implemented in numerous settings. Courses on emotional intelligence have been introduced in universities and colleges in most of the developed world and now into some developing countries.

2.5.2 The Concept of Emotional Intelligence

To understand the concept of emotional intelligence, we must begin by defining the words “emotions” and “intelligence”.

Bharwaney (2006:28) quotes an early definition of Leeper (1948) who defined emotions as “the primary motivating forces: they are processes which arouse, sustain and direct activity”. As primary motivating forces, emotions are physical sensations that drive a person to act. They are forces by which the body and mind communicate. Emotions are constantly changing and moving, that is, E – motion. Part of emotional intelligence is involved in controlling these forces. Emotions are the connection between the body and the mind. Emotions connect our thinking with our health and that is why an emotional outburst can lead to a rise in blood pressure and much sweating. They are automatic responses to internal and external happenings based on past experience.

On the other hand, intelligence is referred to as a set of cognitive abilities and capabilities that a person possesses to make a difference in life.

The concept of emotional intelligence was popularized by Daniel Goleman in his 1995 book entitled “*Emotional Intelligence: Why it can matter more than IQ*”. He describes emotional intelligence as “the collection of psychological attributes that strong leaders possess” [Goleman: 1995:43]. Tischler *et al* [2000:202] point out that emotional intelligence has its roots in studies of social intelligence in the 1920s. They also suggest that this concept was rediscovered by Salovey and Mayer in 1990 (1990:189) who first called it emotional intelligence. However, it was Goleman who popularized the concept and the argument that emotional intelligence was more important than the intelligence quotient (IQ) which was so much talked about.

On the other hand, RJ Smit *et al* (2007:307) define emotional intelligence as the ability to access, manage, and make use of your own feelings in the work-place and at the same time those of other people around you. Tischler (2002:204) acknowledges the contribution made to his thinking by Martinez who defined the concept in his own words as being,

“.....an array of non - cognitive skills, capabilities and competences those influence a person’s ability to cope with his environmental demands and pressures”.

2.5.2.1 Concept of various forms of Intelligence

Traditionally, it was thought that there was only one type of intelligence which was measure by the intelligence quotient –IQ, but as may be seen from the above works on intelligence, by psychologists like E. L Thorndike explored other types of intelligence. This is how emotional intelligence arose out of curiosity and interest in discovering other forms of intelligence. Thorndike pioneered the studies in this regard and came up with the concept of “social intelligence” (Bharwaney: 2006:19; Landy; 2005:414; Locke: 2005: 425). After about 20 years David Wechsler revived the interest in 1940, and suggested that there were various types of intelligence.

The issue of multi-types of intelligence was about to die down when Howard Gardner in his book, *Frames of Mind*, came up with the discussion on this concept (Gardner 1999:41-43, Locke: 2005:426). Gardner proposed that there were seven types of intelligence which included Linguistic, Logical – Mathematical, Musical, Kinesthetic, Spatial, Interpersonal and intrapersonal and he later added two more. However, Gardner's theory of multiple types of intelligence has never been accepted in academic psychology.

Of all forms or types of intelligence, it is only cognitive and emotional types of intelligence that has received wide following and interest. Daniel Goleman's 1995 publication of his book, *Emotional Intelligence: Why it can matter more than IQ* has captivated the interests of psychologists, academia and the business community to the extent of eclipsing any focus on cognitive intelligence.

2.5.2.2. Competences of Emotional Intelligence

There are four main leadership domains or components of emotional Intelligence that were proposed by Goleman (2002:37 & 47) and they are accepted by many scholars and in most of the relevant literature. However, Hill and Jones [2007:34] suggested motivation to be a separate and fifth component of emotional intelligence. This is in agreement with Goleman's (1995:43) initial proposal as one of the five components. But in the book he co – authored with Richard Boyatzis and Annie McKee (2002) on pages 37, 47 and 327 – Appendix B, it is stated that there are four leadership competences of emotional intelligence. These are often referred to as emotional competences and these differentiate superior from average performers. As Goleman *et al* (2002:107) further indicated, leadership drives performance in an organization of any kind and one may think not just of business. The leadership must inspire subordinates to have that passion for performing tasks because they feel it is good and right to do so.

The four generally accepted emotional intelligence competences provided by Goleman in his books on emotional intelligence [1995:43, 2002:47 and 2006:331] are (a) Self – awareness, (b) Self – management (c) Social - awareness and (d) Social skills

(relationship management). These components tend to affect relationships in work places and the acceptance or otherwise of leadership with the responsibility of guiding an enterprise as a going concern. Relationships are about management of the emotions of the people involved. This is the critical factor in good human resource management and its positive contribution to the good performance of an enterprise.

The following competences as defined by Goleman [2002:47] can motivate both managers and employees to enhance the performance of their organization:

- a) Self - awareness – the ability to understand your own moods, emotions and drives in your own life.
- b) Self - regulation or management is the ability to take charge of destructive and negative tendencies in terms of feelings and emotions.
- c) Social awareness is the understanding of the viewpoint of subordinates and taking them into account when making decisions.
- d) Social skills that we need in relating to others in pursuance of a purpose.

Bharwaney (2006:52) suggests that John Mayer, Peter Salovey and David Caruso, who teamed up together and came up with a measure of emotional intelligence, called the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT). She further indicates that these psychologists also defined the concept as “the ability to perceive, appraise, and express emotion accurately and adaptively; the ability to understand emotions and emotional knowledge; the ability to access and/or generate feelings when they facilitate thought; and the ability to manage or regulate emotions in ways that assist thought. Salovey and Mayer 1990:189) in their own words defined emotional intelligence 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 action.

Their definition is also fourfold, like the competences in the definition given by Goleman, which Salovey and Mayer (1997:11) list as: perceiving emotions, using emotions, understanding emotions and managing emotions. These convey the following abilities:

- i. **Perceiving emotions.** - This is the ability identify emotions in faces, pictures, voices, and cultural artifacts, including the ability to identify one's own emotions. Perceiving emotions represents basic aspects of emotional intelligence, as it makes all other processing of information possible.
- ii. **Using emotions** – this is the ability of the emotions to facilitate and guide the thought pattern. Something we respond to emotionally is something that draws our attention; therefore, having a good system of emotional input should help direct thinking towards matters which are most important.
- iii. **Understanding emotions** – the ability to comprehend emotional language and to appreciate complicated relations among emotions. Understanding emotions encompasses abilities to be sensitive to slight change in emotions, and the ability to recognize and describe how emotions evolve over time.
- iv. **Managing emotions** – this is the ability to be open to feelings and to manage them in oneself and others so as to promote personal understanding and growth. One can block out emotional signals that are too painful and overwhelming. Within a person's emotion's comfort zone, it becomes possible to regulate and manage one's and others' emotions.

If closely examined, there are marginal differences in the meaning of the competences of Goleman and others on the one side and the abilities put forward by Mayer and his colleagues on the other. For example, self - awareness and perceiving emotions both convey a similar idea of identifying the emotions while self – regulation and using emotions is all about control of our emotions in a way that is good for the person.

Emotional intelligence is critical to an organization's success as it generates a participative atmosphere and climate amongst all organizational members (Goleman *at el.*: 2002:23). It also contributes to its industrial relations and organizational development. It is therefore important to have a way of measuring it with a view to regulating it. Robert Kreitner (2004:504) commented that if the manager had high emotional quotient scores, it indicated that he or she had a more polished social skills and a greater emotional maturity. In this case, such a manager would be a delight to work for and hence would be able to make a meaningful contribution to the employing

organization. Where it is insufficient, emotional intelligence, unlike the intelligence quotient, can be developed as we shall see later. It is useful in an organisation for both organizational leaders and their subordinates to develop this skill of understanding themselves and other people. Goleman and his associates (2002:17) suggest that when people feel good, they will work at their best. These good feelings act as a lubricant to the mental efficiency, making them better able to understand issues and complex problems.

Gardiner and Stough (2002:71) argue that emotional intelligence is a key ingredient in corporate effectiveness. They suggest that leaders with a high degree of emotional intelligence are considered to be on the happier side of the emotional range and more committed to the ideals of their organizations, are more successful, give better performance in their work and use their emotions positively to improve their decision making. Emotional intelligence helps such managers to instill a spirit of enthusiasm, trust and co-operation in colleagues and subordinates. High emotional intelligence is indeed a critical factor in an organization's success. This success is seen in the organization's effectiveness and efficiency in achieving its objectives and successful operations.

2.6 Organization Performance Assessment and Indicators

Organizational performance is seen and assessed in its effectiveness and efficient accomplishment of organizational objectives or goals. These goals are the indicators that point to what has been planned to be achieved and this was defined some time back. To this effect, the organizational effectiveness shows the extent to which the organization is using the resources at its disposal to meet its objectives and expectations of its stakeholders in the near future and beyond (Kreitner: 2004:298).

2.6.1 Ways of assessing of organizational effectiveness

Kreitner and Kanicki (2008:509) identify four ways to assess organizational effectiveness, namely: Goal accomplishment, resource acquisition, internal processes and strategic constituencies' satisfaction. These interact with each other as they are all important although they vary in terms of priority.

- **Goal accomplishment.** This is the extent to which the organisation achieves its stated goals or objectives. This is by far the most used criterion to measure organizational effectiveness or performance. It compares results obtained with predetermined goals. This way the goal accomplishment gives legitimacy to the continued operation and value of the organization.
- **Resource Acquisition.** This is the extent to which the organization is able to acquire or source its resources. These are factors of production that includes, raw materials, capital, managerial and expert talent, labour acquisition in appropriate quantity, quality and at affordable cost.
- **Internal Processes.** The extent to which the organisation's functions are well conducted with minimal constraints. It also implies the state of "health" of the organization's systems and procedures.
- **Strategic constituencies' satisfaction.** An organization exists in an environment in which it is surrounded by stakeholders and interest groups. It is therefore valued in relation to the extent to which it meets the demands and expectations of these stakeholders at least to a bare minimum.

2.6.2 Areas of Indication of Organizational Performance

Organisational Performance is seen in critical areas (that is in the organization's objectives) where effectiveness and efficiency should be achieved. Kreitner (2001:298) puts forward eight such key areas for organisational effectiveness and efficiency that will be seen from an organisational leadership perspective as being effective and influential. These areas that indicate real organisational performance are:

- Organisational mission and strategy that are written and communicated to all stakeholders;
- Competitive advantage;
- Flexible and adaptive organisation structure;

- Heavy emphasis on innovative research and development;
- Emphasis on increased market share, growth and profit potential;
- Emphasis on long-term development of employees;
- Emphasis on finding solutions to problems; and
- Multilevel strategic thinking management style for all managers, which has long-term implications for development.

These are possible where there is evident emotional intelligence from both the organizational leadership, the rank and file and to some extent the other organization's stakeholders like customers, suppliers and shareholders. Principally it is the management, who provide the leadership to the organization, that have an ethical and moral responsibility to achieve positive results in the above performance areas,

Longhorn [2004:219] says that the study of emotional intelligence can be used in developing business performance in tangible terms. This can be done in a way that will cause business leaders to consider more seriously the impact of the behaviour of their managers. Longhorn [2004:221], further suggests that the performance output that he considered as being important in showing increased performance, should include variables like profit performance data, employee satisfaction, employee turnover, customer satisfaction, and manager's appraisal ratings.

2.7 Relationship of Leadership and Emotional Intelligence to organizational performance.

The concept of leadership is all about influence or changing the behaviour of others to that which aligns with one that leads to the achievement of group or organizational goals as discussed earlier in sections 2.3 and 2.4. This influence on subordinates is through the use of charisma as opposed to the use of force of authority or power (Ackoff: 2005:193). Such Leadership has the ability to articulate the vision and inspire the people it leads to pursue the desired goal. This influence depends on the social and personal relationships between leaders and their subordinates. There must be a clear and appropriate chemistry between the emotions of a leader and of those they lead (Goleman *et al*: 2002:146). Cherniss (1999:2) further suggests that the Centre for Creative Leadership has found out

through research that the primary causes of organizational leadership failure to achieve their goals involves their deficit in emotional competence. Their failure is said to be due to primarily three causes, in handling change, not being able to work well in their teams and poor interpersonal skills. This is where emotional intelligence becomes an asset to those in leadership. The leadership should be able to relate their emotional state to that of their subordinates during the course of their interaction at work. A leader may find it easy to work with and receive compliance from subordinates if knows how and when to use his or her emotions in relation to those of the led. When the relationship between the leadership and the subordinates is in harmony and is motivating as a result of the application of emotional intelligence, the workforce will focus their attention to work.

Judith Ross (2008:2) proposes that high – functioning teams are what makes high performing companies click. Interpersonal understanding is very critical to trust, which, in turn is critical for the flow of ideas and information. The members of the team must be aware of each others skills and personality. It is in this way that leaders must have a supervision in understanding the emotions of every member of their team. In other words, such teams must possess high levels of group emotional intelligence (EQ). Like personal EQ, team EQ should have an awareness of emotions and the ability to manage them in a healthy, productive manner. Building of the EQ of a team also requires the expression of positive emotions, such as gratitude given to team members for going an extra mile or doing well. It is important to recognise individual and group achievement and pointing out the group collective effort and passion for excellence (Ross: 2008:4).

An emotionally intelligent organizational leadership that seeks high performance from subordinates uses highly participative approaches to establishing work environments. Involving subordinates in the changes and decisions will instil much higher levels of commitment than when changes and decisions are imposed from the top (Ware & Grantham: 2008:15).

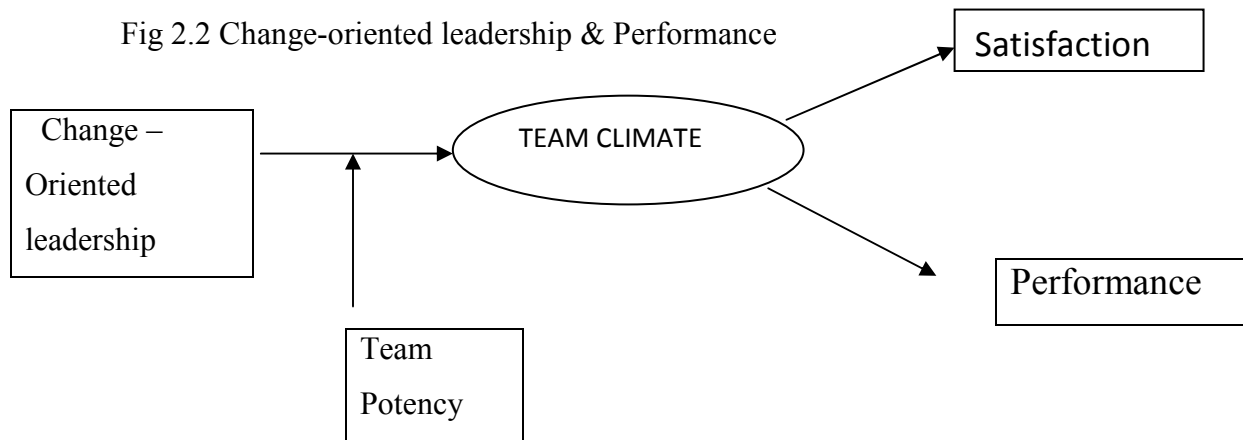
Additionally, Ware and Grantham (2008:15) propose that to ensure high performance, the organization's leadership should shift its focus away from tight control of workers

activities and toward managing results. It is important that managers and their subordinates agree in advance on how performance will be measured and rewarded. Lenore Mewtone (2005:14) quotes Daniel Goleman in his publication, *Outlines and Highlights for: Primal leadership: Realizing the Power of Emotional Intelligence* (2002:32) who said that “the ability to be emotionally compelling and to create resonance with others is key to all leadership competencies”. It is important for leaders at work to require critical steps to integrate resonance which is itself part of emotional intelligence.

Teams form the function basic function unit in organizations and may be called by various terminologies. Gil *et al* (2005:313) argue that organizational outcomes depend on appropriate and proper functioning of these work units and teams. One main variable in effective functioning of teams is leadership although few models take it into account as a determining factor in team outcomes. The relationship between leadership and outcomes is moderated by the team climate. The mediation is reinforced by the group or team potency. Gil *et al* (2005:314) define team climate as shared perception by the members of the group which may be permanent or semi – permanent to which the individuals are assigned.

These individuals identify with the group and interact with each other regularly in order to perform work–related tasks. The change–oriented leadership will lead to team climate and is most likely to result in performance and satisfaction in subordinates. This argument is represented diagrammatically below –Figure 2.2.

Group potency as defined by Alcover and Gil in their 2000 work defines it as “the collective belief in a group that it can be effective (Gil et al: 2005:315). This belief is based on the collective members’ capacity to be effective in the performance of tasks and appears to be both as cause and consequence. It is influenced by the environment with which the group acts. The potency acts as a mental catalytic influence on performance.

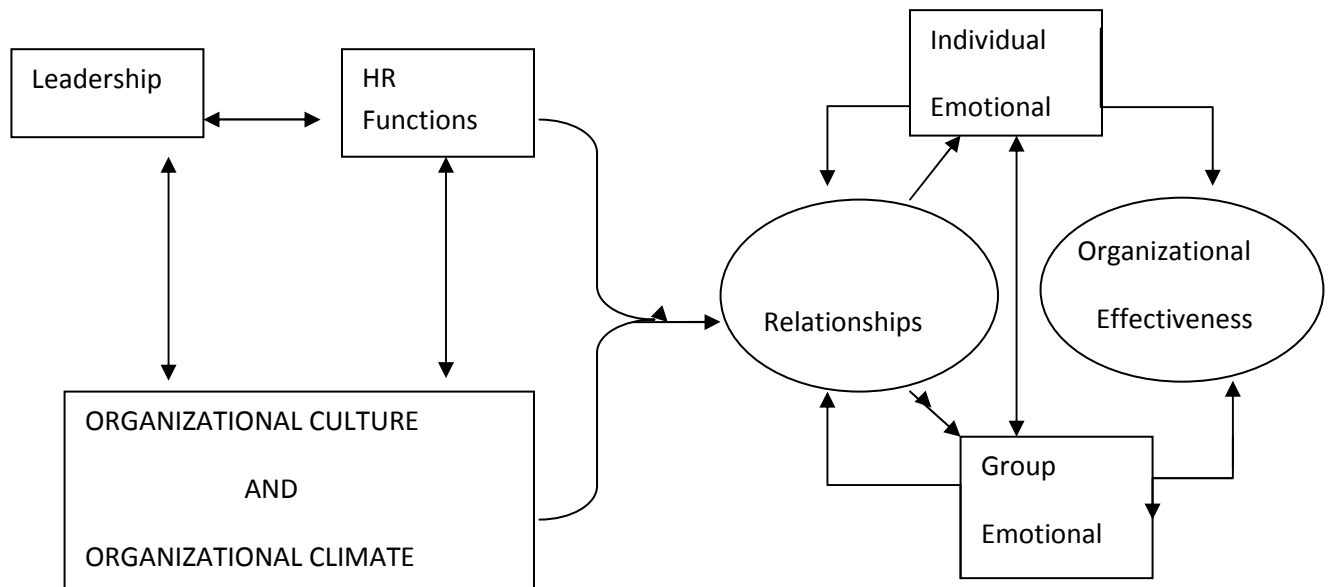


Source: Gil et al: “Change-oriented leadership, satisfaction and performance in work groups”, Journal of Management Psychology, 2005: p 314

In a nutshell, leadership that is emotionally intelligent has a positive impact on the performance of people in the organization just as it is true to get the negative when it is the opposite. Since the leadership carries out policies and operational practices in organizations, it inspires and motivates employees to excel in their commitment to the cause of their employers or vice versa. These affect employees who work as individuals or in teams Goleman *et al* (2002:229) believe that the company leadership maximise the teams’ emotional intelligence which in turn will increase their outcomes at work. He and his associates suggest that that a groups’ emotional intelligence requires the same capabilities that an emotionally intelligent individual expresses: self – awareness, self – management, social awareness and relationship management. The emotional intelligence competencies relate both to the individuals and to the group as a whole. The group or work team also has moods and needs like any individual and will tend to react similarly to any intervening circumstances. It is expected that any positive and negative action from the leadership will tend to have an impact on the performance of the work teams.

To support the relationship of Leadership and emotional intelligence with organizational effectiveness, Cary Cherniss (2001) has provided a model that shows the interaction of the three variables as shown in the exhibit below – figure 2.3

Fig 2.3 Relationship of leadership and Emotional intelligence to Performance



Source: Cary Cherniss (2001) “Emotional Intelligence and Organizational effectiveness”, page 8

The influence of emotional intelligence in the whole process results from the relationships that are made when individuals interact in human resource functions such as recruitment, selection and retention, training and development, teamwork, employee commitment and many others. The type of leadership styles used in the organization determines what types of organizational culture and climate that will exist. It also true to state that the kind of human resource practices and functions have a bearing on the type of leaders the organization will have or recruit and develop to attain its vision and goals. The interaction between the organizational leadership in the course of discharging its human resource functions in an organization leads to the nature of relationships that exist. Just as was observed in the model proposed above by Gil *et al*, the relationships are influenced by the level of emotional intelligence of both individuals and groups. If their emotional intelligence states relates well, it is likely going to give rise satisfaction and required performance alluded to earlier in the model developed by Gil *et al* and referred to organizational effectiveness by Cherniss.

It is therefore a requirement that if any positive performance has to be achieved in a work-place, emotional intelligence must exist starting with the organizational leadership that controls the proceedings in a work environment. Sound relationships in the work-place, which starts with application of emotional intelligence, contribute greatly to high productivity and achievement of organizational objectives.

2.8 Developing Capacity for Emotional Intelligence

It is possible that we can improve our success in life by improving our emotional intelligence. The skills in emotional intelligence taught to employees will go a long way in improving relationships and interaction amongst them and the manner in which they perform their work. This improved employee relationship will be reflected in the way they interact with the organization's customers. With these acquired skills there will be better customer service and satisfaction.

It is important to note that there are three necessary conditions or factors that are needed to develop emotional intelligence and awareness and to effectively obtain desired results. Firstly, participants must be ready to discuss issues of emotional intelligence in an emotionally intelligent manner and must be willing to discuss issues of a personal nature as well as obtaining agreement of confidentiality amongst themselves. Secondly, the people involved must recognise and accept the importance of emotional intelligence in their work and to the organization. Finally, the importance of emotional intelligence must be emphasized over and over again, by both organizational leadership and employees.

Claus Moller (2001:343) perceives that investment in training in emotional intelligence is a better way of using resources than in just training technical skills. In his work he discovered that employee turnover was higher amongst the lowly paid and the highly skilled and educated. Until workers were emotionally uplifted, motivation would be low among people from such groupings. They ought to be trained to appreciate and accommodate the feelings of others for the sake of harmony at work.

People at work can boost their Emotional Quotient by building their emotional abilities where they lack them. Goleman (1995:163) says that " IQ is relatively stable through life

but much of emotional skill is learned. There is a huge market for psychologists as executive coaches; helping people in the workplaces build their emotional competencies.” He further predicts that companies will increasingly opt for EQ training as they realise that it raises job productivity and customer satisfaction.

2.8.1 Guidelines for developing emotional intelligence in organisation.

The Consortium for Research in Emotional Intelligence in organisations, headed by Goleman and Cherniss (www.eiconsortium.org/guidelines_for_best_practices), has developed guidelines for developing emotional intelligence in an organisation. The optimal process involves four basic phases, which include Preparation, Training, Transfer and Evaluation. Those quoted are as followed:

1. Assess the organisation needs;
2. Assess the individual;
3. Deliver assessment with care;
4. Maximise learner choice;
5. Encourage people to participate;
6. Link learning goals to personal values;
7. Adjust expectations;
8. Gauge readiness;
9. Foster a positive relationship between trainer and learners;
10. Make change self – directed;
11. Set clear goals;
12. Break goals into manageable steps;
13. Provide opportunities to practice;
14. Give performance feedbacks;
15. Rely on experiential methods;
16. Build in support;
17. Use live or videotaped models;
18. Enhance insight;

19. Prevent relapse;
20. Encourage use of skills on the job;
21. Develop an organisational culture that supports learning; and
22. Evaluate to check that the effort has long lasting effects.

2.8.2 FURTHER PROPOSALS OF DEVELOPMENT OF DEVELOPMENT OF EMOTIONAL INTELLIGENCE

In addition to the traditional ways that have been suggested for developing emotional intelligence including the suggested guidelines above, there are two ways that have been proposed in which this type of intelligence could be increased. These proposals contribute to the increase in organizational performance and success. Firstly, there is cultural transformation in the organization proposed by Richard Barrett and secondly, Theory U pioneered by Otto Scharmer. These will be discussed briefly for appreciation and may be considered in full later if any organization so desires to familiarise themselves with either of the two.

2.8.2.1 Transformation in Organizational Culture by Richard Barrett

Barrett proposes this transformation in his two books, namely, *Liberating the Corporate Soul—building a Visionary Organization* (1998) and *Building a Value Driven Organization* (2006). Among many suggestions that he makes in his first work, is to look at an organization as a living entity that needs to grow to have sustained success (Barrett: 1998:11). Enlightened leadership does recognise the importance of finding a balance between various interests involving those of the employees, the local community, the society at large and the self - interests of the organization. The leadership will need to develop values and behaviours that goes with corporate leadership transformation. This transformation requires that the people charged with responsibility of managing organizational affairs willingly live by the values that are aimed at developing the organization and the values that will drive the rest of the organization forward. These are

the shared values that will culminate in an organization culture that is progressive and is focused on a -lasting vision and the common good.

Barrett further recognises four areas of the organizational well-being. Like successful athletes who must fine - tune themselves in all aspects and must take care of body, mind and spirit, it is advisable that the organization must develop in all the four areas.

According to Barrett these are:

1. The **physical well-being** of the organization is determined by financial success. This success is seen through profits, cash flow, return on assets employed and shareholders' value. In most cases this is the major indicator of successful performance that is considered 'healthy' for a business organization.
2. The **emotional well-being** of an organization is determined by how well the organization's members feel about themselves and the quality of their relationship. These are seen in indicators such as productivity, efficiency and interpersonal relationships both vertical and horizontal. In an organization that is poor in emotional well-being loyalty is accorded to fellow employees rather than to the employing organization. This state of affairs often leads to poor quality of products and customer service. Other signs of this organization's ill-health include bureaucracy, fear, exploitation, and poor work relations between managers and their subordinates.
3. **Mental well-being** of the organization is related to its openness to both internal and external feedback. A successful organization must be a learning one which embraces all aspects of a learning organization ably discussed by Peter Senge in his book *The Fifth Discipline*. It must encourage learning that contributes to critical systems thinking and it must create knowledge that is shared and used in enhancing quality of products of the organization.
4. **Spiritual well-being** in the organization is determined by internal and external connections with stakeholders. The indicators include cohesion, co-operation, partnering, strategic alliances, community involvement and corporate social

responsibility. While internal connectedness depends on the shared values and vision within the organization, the external relations are with customers, suppliers, and the local community in which the organization is a corporate citizen. The organization must be of service to both external and internal stakeholders.

The elements of organizational health pointed out above lead to personal motivation. Motivation which results from the emotional and spiritual well-being will provide the ultimate answers to increased productivity and creativity among the organization's managers and staff. It is therefore of paramount importance that the leadership consider seriously a mechanism to monitor these human needs for the benefit of the organization and for all stakeholders.

In building a visionary organization Barrett (1998:61) proposes the relationship of human needs and personal motivation should relate to the seven levels of human consciousness. The whole purpose of such a relationship is to develop workers who can reach a state in which their personal motivation will provide a service that is for the common good of all stakeholders not for their self interest. It may be argued that such a model, may propose an ontological perspective for transformation which may lead to change. This relationship is illustrated in Table 2.1, below.

As Barrett (1998:4) put it, thinking in the organization and redesigning of the operations and conditions of work starts with paying particular attention to the human imension. The development of the organization is correlated with the level of development of its workers. As earlier alluded to, the degree of productivity and creativity of the human resources in the organization develops in direct proportion to the development of the organization. Both the organization and the human resource develop from the physical well-being up to the spiritual well-being. This development simultaneously goes hand-in-hand with personal motivation and the levels of human consciousness. This is where the leadership must concentrate their efforts as it is from here that workers begin to move from the position of self-interest to the level of contributing their work efforts to common good. In short, I see the workers beginning to recognise the emotions of others

in the organization being as important as their own personal emotions. The emotional state moves to the level of considering actions that are for the common good.

The Human consciousness is what preoccupies the workers' thinking as a member of the organization. It is unwise for the work organization to encourage workers to be thinking at the lower levels of human consciousness as the workers will focus less on their tasks and co operation with others in the workplace. When workers needs have reached the spiritual level, workers will concentrate on finding who really they are and what they are supposed to be doing and contributing as a member of the organization. It can only lead to workers discovering the meaning in their work. They will then consider what difference they can make at work and what service they can provide that goes beyond the call of duty. The workforce will be guided in their day-to-day work by the desire to contribute to the common good.

Table 2.1 Relationship of Human Needs, Personal Motivation; levels of Human consciousness, Types of Work, Learning, Rewards and Employees' Focus

Human Needs	Personal Motivation	Level of Human Consciousness	Type of Work	Type of Learning	Type of Intelligenc	Type of Reward	Focus
SPIRITUAL	Service	Service	Mission	Personal growth	Emotional	Internal (Intrinsic)	Common Good
	Make a Difference	Make a Difference					
	Meaning	Meaning					
MENTAL	Personal Growth	Transformation	Transformation				
	Achievement		Career	Education			
EMOTIONAL	Self- esteem	Self- esteem	Job	Social Skills	Mental	External (Extrinsic)	Self - Interest
	Relationship	Relationship					
PHYSICAL	Health	Security (financial for employees)		Instinct			
	Safety						

Source: Adapted from Richard Barrett, *Liberating the Corporate Soul*; 1998; page 52

The illustration above provides guidelines to the fulfilling of the motivation of workers at various levels. As can be seen at the lowest level of human need, what the workers need, really is to have good health and to have safety for one to survive and hence what preoccupies the workers minds is the security that financial resources can provide. By instinct we have do something to survive and so emotionally we get affected and need to do something about it. This activity goes on until we reach the higher levels of well-being where they have what they need and the aspect of sharing what they have begins to flow to others –service begins to pre-occupy our human consciousness to make life more meaningful by making a difference in the life of other people. At that stage our focus is on the benefit that others may derive from our contribution to the common good.

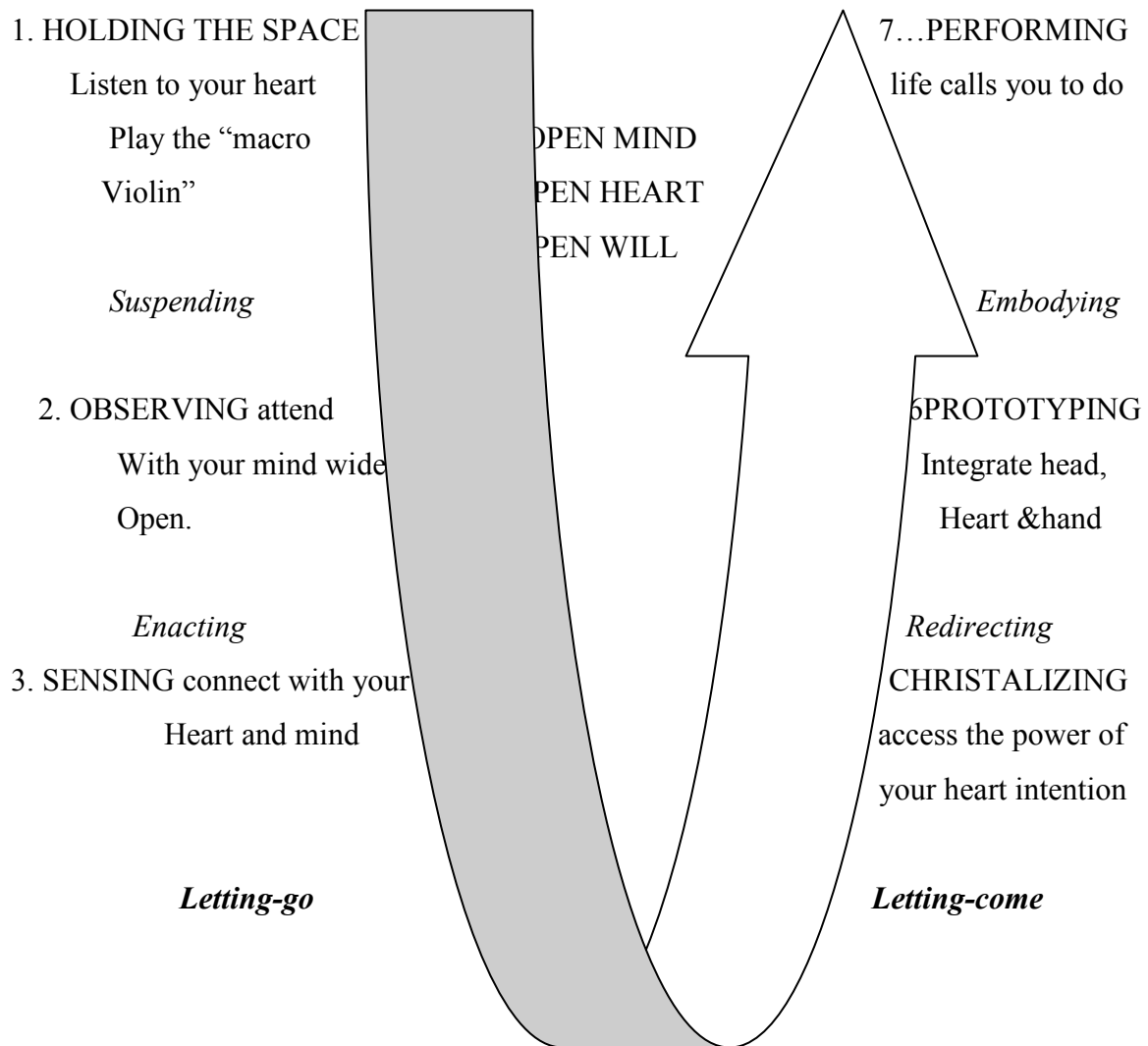
Barrett (1998:51) recognises six issues that successful organizations in the 21st century need to take into account if they are to survive in the competitive environment. The organizations must therefore:

1. Understand how to transform every job into a mission. What is it that a particular job will fulfil in the organization?;
2. Put in place a flexible organizational structure;
3. Value participation and empower people to think through learning and become a learning organization itself so that people can grow in knowledge instead of depending on instinct;
4. Ensure that emotional intelligence becomes as important as cognitive intelligence, that is, people will not be promoted without both;
5. Tailor the managers' and supervisors' main role to be to set up conditions that nurture creativity; and
6. Create a working environment that supports the physical, emotional, mental and spiritual-being of workers.

2.8.2.2 A new way of developing leadership capacities

Scharmer (2007:8) proposes seven Leadership capacities that need to be developed in what he calls a new social technology. He feels this would address the blind spot in leaders' inner capacities that have not adequately been addressed in meeting peak performance targets in organizations for themselves and for their subordinates. It requires what Barrett (1998:11) calls Emotional, Mental and Spiritual well-being in team organizations or systems to move through what Scharmer (2007:9) calls the U process:- a new social technology of presencing that is based on the seven essential leadership capacities that the core group in the organization must cultivate. This process of the new social technology is illustrated in figure 2.1 below.

Figure 2.4 Process of Theory U



4. .PRESENCING: Connect to the deepest source of your will and self.
Questions to be asked: Who is the self? What is my work?

SOURCE: Otto Scharmer (2007) Theory U Executive Summary. p10

The seven leadership capacities are in line with the seven organizational consciousnesses which the leadership must endeavour to move themselves and their subordinates through.

The movement calls on everybody involved in the work to go through the process with their open minds (mental well-being), their open hearts (emotional well-being), and open will (spiritual well-being) from the first step of holding the space – what is it that must be done – to step seven (7) - performing the service – which is the highest ability (Scharmer 2007: 10). The theory encourages self-expression of humanism in the work that is done in the work place. By humanism it is taken to mean the philosophy that ensures that all systems in the workplace should have human feelings and considerations. Unless people at work are able to express their inner beings, I strongly believe that it will be difficult to promote peak performance and creativity.

The theory seeks to develop the emotional and the spiritual being and intelligence of workers to work at their very best. This requires that leadership should identify this inner capacity in them and in their subordinates and develop it to the highest level possible. This development of the inner self will lead to the development of emotional intelligence in the work place. In summary Scharmer points out that the theory U Leadership capacities are the conditions that make the U process work. It is not possible to realize the U process without the seven leadership capacities

2.9 Benefits that accrues from the employment of Emotional Intelligence.

The theory of emotional intelligence implies that there are several benefits to the organization that employ it in the management of that institution. One such benefit is that this will lead to organizational effectiveness. This emotional intelligence should initially be an established ingredient in the organizational leadership which eventually spreads to its rank and file. The emotional health of the leadership will be a strong component of its organizational culture and climate. The following are among notable benefits as suggested by various proponents of emotional intelligence, though the list is not exhaustive.

1. **Enhancement of organisational learning.** Topping (2002:74) is of the view that individuals with high emotional intelligence may be more effective in managing

change than their colleagues with low emotional intelligence. Emotional Intelligence has been seen to enhance organizational learning. Organisational learning is a systematic method of successfully dealing with continuous change and this could bring about competitive advantage to a company employing it.

2. **Improved leadership** is another benefit that a company will get from employment of emotional intelligence. To scientifically link emotional intelligence to leadership, Goleman (1998; 33) cites the work undertaken by Robert Worden where a hundred companies were studied. The data clearly suggest that as the importance of emotional intelligence increases, the higher the person rises on the organization hierarchy.
3. **Individual performance** is affected by emotional intelligence. Workers with high emotional intelligence contribute significantly to the performance of the organisation through effective communications with other workers. Van Rooy and Viswesvaran (2004:88) suggest that highly conscientious employees who lack social and emotional intelligence perform less effectively than those with high emotional intelligence and conscientiousness. This is evident with emotional intelligence in the leadership. If an organization has people in leadership who display emotional intelligence, it is most likely that they will have significant influence in the work place. This influence will affect everything from employee morale to productivity. It must be categorically stated that emotional intelligence starts at the top and flows down to rank and file in the organization.
4. **Change management** is yet another benefit. Change in life is inevitable and is a factor in many organizations. Emotional intelligence evaluation would predict how employees will handle and adapt to change in their environments. Goleman (1998:64) states that people in high positions often view their need to change as a sign of failure or weakness. It is important that leaders put in high positions in organizations should understand that change is and can be positive. Employees need someone they can look to for inspiration. They need a leader who can

motivate and help them understand that moving forward includes change (Topping 2002:75). Motivation and willingness to adapt to change would be something that could be learnt through emotional intelligence evaluations.

5. **Stress management** is being able to react appropriately in work situations involving other people. People need to be able to know how to express their emotions and understand when and why they are subject to particular types of emotion. According to Goleman (1998:88) “the principle of remaining calm despite provocation applies to anyone who routinely faces agitated people on the job”. This skill is helpful for people when they get frustrated or stressed and could help prevent explosions of tempers when a miscommunication occurs. The person would be able to understand - why they are frustrated and know that yelling and arguing will not be beneficial in that type of situation.

6. **Effective decision making** is a requirement of a good and effective leader and manager. It is required of managers to be analytical given the amount of information they have to work with in so much uncertainty. Consider the argument by Cherniss (2001):

“There comes a point when organizational leaders must rely on their intuition or gut feeling. Such feelings will sometimes point in the right direction and sometimes point in a wrong direction. The leaders who are most likely to have feelings that point in the right direction are the ones who have good sense of why they are reacting as they are. They have learned to discriminate between feelings that are irrelevant and misleading and feelings that are on target. In other words, emotional intelligence enables leaders to tune into gut feelings that are most accurate and helpful in making difficult decisions.”

This argument concerning the use of emotional intelligence in decisional making holds true to a large extent. A leader who is well equipped will be in a better

position to understand himself or herself and know where decisions made that are based on gut feelings may lead him or her. Mayer and Salovey (1997:12) in their writings also advocate and agree with the notion that emotional intelligence helps in the thought pattern and process.

7. **Employee commitment and motivation** is another way in which emotional intelligence can contribute to the organization. The task of motivating employees lies in the hands of managers. If we consider the expectancy theory of motivation, a person's motivation depends on how sure that person is that some favourable outcome will result from his or her work. Van Fleet (1991) suggests that leaders can motivate subordinates by influencing expectations. Leaders are only able to determine expectations of employees if these leaders possess a high degree of emotional intelligence.

8. **Negotiations, Grievances and Conflict Resolution** are a common feature in an organization's industrial relations life. These may affect the smooth running of the organization depending on whether or not labour issues are handled with appropriate tactics. Grievances and conflicts are inevitably bound to happen in any organization. Conflict will often arise between management and its employees and may lead to strikes. Strikes lead to poor organizational performance as the period of inactivity is one of little or no productivity in any way and much time is lost. Managers must possess the right negotiation skills to deal with any conflicts that may arise between management and the workers union which represents employees. Lewickiet *al.* (2003:290), while agreeing with this, state that "to the extent that the concept of emotional intelligence captures stable and measurable tendencies involving the perception, comprehension, and regulation of emotions, it may be an important individual difference for the study of negotiation."

A manager with a well-vested degree of emotional intelligence is also able to negotiate better contracts for the organization with suppliers or other business partners as they understand the emotions and reactions of other people in the negotiation exercise.

2.10 Criticisms of the Emotional Intelligence Concept

Just as there are several benefits that the theory of emotional intelligence has brought to the understanding about people, social relations and contribution to organizational performance, there are also criticisms and limitations that have been levelled against the concept.

Some scholars argue that its theoretical soundness has been rendered unintelligible by its constantly changing and broadening definition. Others criticise it on the basis that there is lack of stabilisation of the concepts and measuring instruments.

Eysenck (2000), as quoted in the en.wikipedia.org website argues that Goleman's description of emotional intelligence contains unsubstantiated assumptions about intelligence. His description even runs contrary to what other researchers have come to expect when studying intelligence. The competences that Goleman used to define intelligence are not correlated and the whole theory has no scientific basis. These competences that define emotional intelligence cannot be measured and if they are 'intelligence', they are expected to be scientifically correlated and yet they are not (Explain Emotional intelligence-yahoo. answers. html).

In a similar manner, Locke (2005:425) claims that the concept of emotional intelligence in itself is a misinterpretation of the intelligence concept. Locke further claims that it is not another type of intelligence but a skill which is a normal intelligence in the domain of emotions. He therefore believes that the concept is invalid in the state many researchers have presented it. Many researches, as he saw it, brought up and focused on various types of skills which make it difficult to get the real definition of the concept of emotional intelligence. It is so broad and these components are so varying that it leaves its followers lacking thorough comprehension.

Landy (2005:412) has also discredited emotional intelligence as having no predictive value in that it adds little or nothing to the explanation of common outcomes related to academics or work success. He quotes the founders of the concept, Salovey and Mayer (1999) as having argued that entrepreneurial advocates of emotional intelligence had taken the product to the market before it was ready. The concept needed to undergo more scientific study before it could be claimed to be what it was to both the academic world and to society.

Yet another argument against emotional intelligence is that its unit of measurement using the Intelligence Quotient (EQ) is only measuring conformity and knowledge and not the ability the person possesses. In the same vein, self-reporting measures based on introspection are susceptible to faking (en.wikipedia.org). Also, the assessment of emotional intelligence is complex. The use of simple self-report questionnaires to explore self-awareness has significant limitations (www.team/technology.co.uk/emotional_intelligence.htm). This begins to question the credibility and reliability of the Emotional Quotient as a measurement - meaning it could not accurately be used to assess an individual's performance in an organisation and therefore can not be used in assessing organisation performance.

Conte (2005:437) claims that emotional intelligence measures are too diverse in both content and assessment methodology. There is also some doubt about their effectiveness in measuring constructs. He gives an example that comes from the study of Brackett and Mayer (2003) which showed a 4 percent of variance of the MSCEIT and Bar-On scales. He also goes further to suggest that on a comparative basis of the ability-based emotional intelligent measures and the self-report measures, these will not motivate the scholars and researchers to take any interest in the subject in future due to lack of psychometric support.

Conte (2005:438) further strongly suggests that there are serious concerns that still need to be resolved for all these emotional intelligence measures. The issues that have been

questioned include scoring concerns and concerns that deal with discriminant validity for those emotional intelligent measures that are for self report. These concerns are more serious for the self-report than for the ability-based measures which are more promising. The measures of emotional intelligence are diverse, and researchers have not subjected them to much study as they involve personality and general intelligence measures.

In spite of the above criticisms, the concept is here to stay looking at the amount of interest it has generated academically and commercially. Concerns should work as a wake-up call for further research in this field. Emotional intelligence is a growing phenomenon that has attracted interest from both proponents and critics. Catherine S. Daus and Neal M. Ashkanasy (2005) are among the researchers that do not agree with the criticisms levelled above by Locke, Conte and Landy. Their argument is ably dealt with and presented in their joint publications reported in the *Journal of Organizational Behaviour*, Volume 26, pp 441 – 466 entitled, *The Case for the Ability-based Model of Emotional Intelligence in Organizational Behaviour* (2005) and *The Rumours of the Death of Emotional Intelligence in Organizational Behaviour are vastly exaggerated* (2005),

Based on their research, Ashkanasy and Daus (2005:441) have refuted the detailed weaknesses and loopholes in the emotional intelligence as a concept raised by the three researchers. They argue that emotional intelligence is an exciting and developing area of research in the field of Organisational behaviour and not a moribund one. Daus and Ashkanasy (2005:453) further argue that their refuting of claims attributed to Landy, Conte and Locke on specific cases is based on more recent empirical evidence presented in their second work:

1. Emotional intelligence is dominated by opportunist academics turned consultants who have amassed much fame and fortune based on a concept that rests on scanty and doubtful science.

1. The measurement of emotional intelligence is grounded on unstable, psychometrically flawed instruments, which have not demonstrated appropriate discriminant and predictive validity to justify their use.

- 3 There is weak empirical evidence that emotional intelligence is related to anything of importance to the organizations.”

This article as well as the first one in which the authors are justifying their support for emotional intelligence and refuting claims by the three cited and other psychologists critical of the concept makes interesting reading and they are therefore recommended for further follow up.

As research continues on the theory, a clearer way forward in defining the concept will emerge and a more solid and crystalline definition shall be established. It is agreed that this kind of intelligence involves emotions and the capacity to discern these emotions in oneself and in others. It is a fact that everyone one whether with a high or low intelligence quotient does express emotions which may also be positive or negative. It is obvious that emotions will be seen in many psychological forms as various people show the attributes in various ways. To put it another way as Robbins (2005:46) suggests you can not remove emotions from the workplace as you can not remove emotions from people.

All the three, Locke, Conte and Landy (Locke: 2005:429; Conte: 2005:437; Landy: 2005:422) though critical of the concept, tend to acknowledge the positive side of what the proponents have so far accomplished and have put forward their views as to what needs to be improved upon by researchers and advocates of emotional intelligence in future studies.

The arguments against emotional intelligence which indicate its weaknesses only give a motivation to researchers to continue perfecting information on the concept. I am of the view that that the contributions and benefits that emotional intelligence brings to

organisations and work highlighted in this chapter and other literature outweighs those criticisms. There are other ways in which emotional intelligence is seen and developed in organizations such as Theory U developed by Otto Scharmer and the cultural transformation tools by Richard Barrett. In both, favourable emotional states in the organizational leadership go a long way in improving social relations and cooperation with the workforce – a good requirement for employee motivation and productivity. This provided a major motivation to pursue the study of emotional intelligence as critical factor in solving performance problems and issues in the parastatal sector in Zambia.

2.11 Theoretical Framework

This section forms the theoretical framework of the research and will therefore be the basis upon which the research will be carried out. Sekaran (1992:73) defines the theoretical framework as follows:

“a conceptual model of how one theorises the relationship among several factors that have been identified as important to the problem.”

In this case, we have discussed the concept of organisational performance or effectiveness as the problem in our research. Emotional intelligence has been discussed by many other researchers and authors and how it is related to the research problem at hand. Sekaran (1997:73) comments that theoretical framework shows the interrelationship between the variables that are concerned with the solution and the problem. By developing such a framework it will assist us in showing and examining the given relationship, so that it gives interested parties an understanding of the situation.

It is from this theoretical framework that the research instrument used in the study shall be developed to prove the validity of the theory. A good theoretical framework is very important in the examination of the problem. It will provide us with the variables that interrelate with each other in the study of the research problem. In this study the

organizational performance is the dependent value and emotional intelligence is independent.

2.12 Summary

Many definitions of emotions have been put forward by many psychologists acting on their own or in groups. The notable groupings include the Mayer, Salovey and Caruso, Goleman, Boyatzis and others Reuven Bar-On as well as Malcolm Higgs and Victor Dulewicz of Henley Management College. Though differently defined, they all seem to agree that emotional intelligence involves competences or abilities possessed by an individual to be aware of and to manage their emotions and those of other people with whom they interact. The term is used by Mayer and Salovey, but it was Daniel Goleman who popularised the concept. It is generally agreed that emotional intelligence can matter more than just Intelligence Quotient in someone's increased performance. It goes a long way in improving a person's social relationship with others. Good social relationships are a major contributor to organisational performance. Lastly a theoretical framework has been established in which emotional intelligence is the independent variable that may have an effect on organizational performance - the dependent variable

CHAPTER 3

EMOTIONS AND SOCIAL RELATIONSHIPS AT WORK

3.1 Introduction

Arising from the previous chapter in which discussion was centred on a literature review of works concerning the concept of emotional intelligence, this section will focus on the interaction of emotions and social relationships in workplaces. The fourth competence of social skills as defined by Goleman, Boyatzis and colleagues together with Mayer, Salovey and Caruso's fourth ability of managing emotions point to the fact that an individual's emotions will relate to those of other people. The emotions are responsible for peace and harmony as well as strife and conflict in societies regardless of who the people involved are as they regulate the nature of interpersonal relationship. As observed by Goleman *at el.* (2002:12) emotions can spread like Viruses but with different effects, some being highly contagious while others have no effect at all. Emotions that are positive and bring happiness or joy are well received but unfavourable emotions like hate and sadness are not. A society has many social divides such as age, gender, race, tribe, religion, social class, education, and many others. This chapter will concentrate on emotional interaction at workplaces, i.e., between managements and the workforce, as well as work colleagues, both in management and those at the rank and file levels.

3.2 Nature of Emotions in Workplaces

Karen Stone McCown [Bharwaney: 2006:151] describes emotions as "our responses to the world around us, and are created by the combination of our thoughts, feelings, and actions". What is most important is for each of us to learn that we all have the capacity to produce our own emotions. The way we react to situations is based on past beliefs and what we feel we must do. As we begin to understand our beliefs and experiences, we begin to be accountable to ourselves for our actions and feelings (Cherniss: 2000:6). However, there are times when we get overrun by our own emotions even if we justify

and perceive ourselves to be rational. This may often lead us to be in trouble with those we relate to, especially in workplaces.

3.2.1. Positive and negative emotions

Kreitner and Kanicki (2008:143) recognize that all of us have two categories of emotions that are, positive and negative emotions. Positive emotions are consistent or congruent with our expectations or are the usually expected behaviour by prevailing social ethics. On the other hand, those emotions that run contrary to our expectation or our normal self or which are, on a social basis, inconsistent with prevailing societal norms are negative emotions. This is the classification presented below in the form of a table but the list of the emotions is obviously not exhaustive.

Table 3.1 Positive and negative emotions

Negative Emotions	Positive Emotions
Anger	Happiness
Flight/Anxiety	Joy
Guilt / Shame	Love/Affection
Envy / Jealousy	Pride
Disgust	Relief

**Source: Robert Kreitner and Angelo Kanicki (2008:443)
Organizational behaviour, McGraw-Hill/Irwin**

In addition, to the positive and negative classification of emotions, they fall into six major categories as observed by Greenberg and Baron (2003:115). They are categorized as indicated in table 3.2

Table 3.2 Generic categories of emotions

Anger	Fear	Sadness	Love	Joy	Surprise
Disgust		Disappointment		Cheerfulness	(No-sub category)
Envy	Alarm	Neglect	Affection	Contentment	
Exasperation	Anxiety	Sadness	Longing	Enthrallment	
Irritation			Lust	Optimism	
Rage		Shame		Pride	
Torment		Suffering		Relief	
Hostility(added)		Sympathy		Zest	

Source: Greenberg and Baron (2003:115)

All other elements of emotions will fall in one or the other of the six categories whether they are positive or negative.

Bagshaw [2000] argues that a host of negative feelings and emotions like anger, hostility, fear and apathy commonly seen in organizations, is as a result of a low degree of emotional intelligence among its stakeholders. These will lead to using up energy, frustrations, lower morale, absenteeism, and apathy. These negative emotions are an effective barrier to collaborative effort in a work organization.

Bharwaney [2006:112] recalls a study by Rick Hughes on how people manage their emotions at work and which emotions evolve at workplace situation. In this study Hughes found the following emotions to be the most frequently experienced:-

- Frustration;
- Anxiety;
- Fear;
- Irritation; and
- Depression.

In workplaces, as people relate to each other, there will always be either positive or negative emotions; at times even outbursts. Rick Hughes [Bharwaney: 2006:113] further found the following six work situations that evoke strong emotions:-

- The tension between managing work and home life;
- Work overload – an unrealistic balance between work and tasks and time to complete them;
- Company support – from being well supported to being left out;
- Promotion – from having very positive emotions to being apathetic on such issues like time it takes to perform the job assigned willingly and the extent to which it is accomplished satisfactorily;
- Under skilled – feeling overwhelmed with new skill demands (often people based skill); and
- Delegation – sharing work tasks with others who often have different needs, agendas, priorities and pace of work.

Emotional intelligence at work is reflected in how much people like working with you. The way colleagues and subordinates respond to your instructions and the enthusiasm each one of them shows towards cooperating with you in the work being done. All of this goes to indicate that you are one with them. Emotional intelligence is also reflected, indirectly, in how quickly you can get things done and in how much you enjoy your work.

The opposite of this can be seen in the people with lower emotional intelligence who end up being hard on themselves and on others, where work is completed more slowly and everyone involved feels resentful.

3.3 Emotions in work teams

The emotions become more actively involved as people work in teams and their level of interaction is high. A team can not survive unless it is able to manage its emotions within the group in order to influence positively the expectations of its key stakeholders outside of the team. That may be, for example, the Ministry of Transport and Communication, the Communication Authority, staff and customers in the case of ZAMTEL in Zambia, if a project team to rehabilitate the telephone facilities is going on. The members of the team should at some point begin to understand each other better. This understanding of each other by team members will improve work relations and it will contribute to company productivity.

Many people, whether in jobs requiring high or low technical ability, rely on achieving results with and through other people, and positive emotions in team work is important. In one study, undertaken by Robert Baron (1990), it was found that negative or critical feedback was considered a greater source of conflict and frustration than disputes over power, mistrust or personality struggles.

One of the keys to emotional intelligence for teams involves the ability to differentiate between validation and invalidation. Validation means acknowledging, accepting, understanding and nurturing people and their feelings. It involves accepting someone's individuality with all his or her emotional make up. Invalidation is acting in a way that rejects, ignores, mocks, teases, judges, or diminishes someone or their feelings. It goes beyond the point of disapproval by suggesting that one is abnormal. Invalidation kills confidence, creativity and individuality. It is important for the sake of team spirit and

effort, that invalidation be discouraged. It also heats up emotions in the group and may fuel negative emotions.

It must be accepted that, whether we like it or not, we must understand someone's feelings, because they are still real and affect relationships. Each person's feelings are real to them and rejecting these feelings is rejecting their reality. Invalidation in a team can take various forms at work organisations. Examples include keeping people in the dark about their performance by those in charge, using personal attacks, sarcasm and angry tones. Invalidation in a team can take various forms in work organizations. Examples include keeping people in the dark about their performance by those in charge, using personal attacks sarcasm and shouting at people. The reaction to invalidation in a team may bring about defensiveness, tension, antagonism, people making excuses or avoiding responsibility, people ignoring the leader and people leaving the organisation altogether.

3.4 Emotions and Egocentricism

Whether people are working in a team or are on their own, Les Gablin [2001:18] identifies four facts of life which everyone ought to bear in mind. This is where the concept of invalidation comes into play in emotional conflict with the concerned person being abused. The four facts are:

1. We are all egoists. - Everyone desires to have a high level of self – esteem or even self-actualisation. People desire to be well thought of or to live a life which brings fulfilment. Their emotions drive them ahead even to the extent of being hostile to anybody who is being an obstacle.
2. It is possible that being self-interested can be used for the good of the group if properly handled. Unless a person begins to like himself or herself better, that is when he or she will also consider others. A happy person will be able to extend that happiness to others. They will be less critical of and more tolerant towards

others. To satisfy this ego or individual persona, the person must get respect, approval and a sense of accomplishment from the environment. Inevitably this flows from a positive relationship with others.

3. Every person you meet wants to feel important and to feel that they amount to something. In a group setting, all members are driven by the spirit of belonging and therefore will need recognition that they are important to the group. Invalidation will destroy this feeling. Recognition of the contribution that a member makes will excite emotions that encourage the individual to act as the group demands.
4. There is a craving in everyone for the approval of others, so that they can experience self-approval. Our emotions get positively excited when others approve of us and our contribution.

Egocentrism can however be a problem in social interactions and can lead to a breakdown in team work and in team effort in work-places. Unless we face and resolve this, our workplaces will continue to be psychological battle fields.

3.5 Egocentricism and Motivation Theories

Motivation theories all seem to agree with Newton's laws of motion, especially the first when it comes to self-centeredness of people's emotions. Newton's first law states that a body will continue to remain in the same state of rest or in a continued uniform motion unless an external force acts upon it. He called the continued uniform motion or rest inertia. People will want to remain in the same state or condition that their ego dictates (Kreitner: 2004:535). There is need to introduce a stimulus that will try to alter their current inertia and which will move the person in the desired direction.

Theories of motivation aim at helping people understand that you should be able to move a person's emotions by first satisfying their personal needs and aspirations if they have to

make any meaningful contribution to the organization's performance (DuBrin:2000:295). It is after you have done this that their emotional tensions are relieved, allowing them to do other things. Maslow's hierarchy of needs attests to this notion. Emotionally intelligent leaders will recognise and appreciate this fact. To move people from their emotional stand, you will have to meet these people at their point of need.

The various clusters of motivation theories can help to alter emotions and to move an individual in a desired direction. In the theory of hierarchy of needs, we learn that the basic issues that strongly affect emotions of a person are the need for food, shelter, money, and sex. When these basic needs are satisfied, the emotions return to their ego position and begin to be influenced by a higher set of needs.

When motivation tools are used, they tend to affect the emotions of a person so that their emotive energy is channelled in the desired direction. If we are to affect the emotions to produce better performance, the employers of persons at work must recognise ways of moving these employees from their egocentric positions. Of course, in addition to motivation, the employers should understand the multiplicity of factors involved in performance (Greenberg & Baron: 2003:199). To produce performance a person should have abilities and skills, role perception of tasks and an opportunity to perform, in addition to motivation. The requisite issues mentioned above are often provided by the employer at the time of recruitment, which gives an employee the needed motivation.

In short, organisations should motivate their employees, in order to move them from their self-centred positions to focus on the organisations' objectives.

3.6 Emotions and Leadership

It is a well acknowledged fact that leadership drives performance in the work-place through their interaction with and influence on subordinates in any organization whether it is a profit or non-profit making organization. This is done through emotional contact which should be appealing and inspiring to those working with and for them. Goleman *at*

el. (2002:13 & 16) claims that the leader's skill in using emotions must be measured in terms of the forcefulness with which these emotions reach their targets. If negative emotions like threat, anxiety and constant anger are used, the more likely it is that tasks at hand will be disrupted. Bharwaney (2006:133) worked under a very effective leader and manager in her first job who was a man of high emotional intelligence who used his emotions to his advantage and to the advantage of his subordinates. She found him to be an excellent leader. She suggested the following attributes of an excellent leader who is able to use emotions well. The person:

- Has ability to sit down and listen;
- Treats everyone as if he or she was close to them;
- Is 'real', warm and empathetic;
- Is focused on the job at hand and the business targets;
- Is focused and is generous with praise;
- Is an honest person;
- Brings people together to follow the leader;
- Develops longer-lasting relationships; and
- Achieves things despite obstacles.

For such attributes to flourish the leader must be emotionally stable and intelligent and must make an effort. Gifted leadership does not just come by intellect alone but occurs where both the feelings involved with emotional concern for subordinates and thought are able to work together (Goleman *at el.* 2002:33) Goleman further argues that managers with high emotional intelligence do:

- Suffer less stress;
- Enjoy better health and morale; and
- Have a higher quality of work life.

This is not the case with managers who are low in their emotional intelligence.

3.7 Emotions and Making Decisions at Work

All decisions that people make involve emotions. According to a world famous neuroscientist, Antonio Damasio, one hundred percent of our decisions involve our feelings [Bharwaney: 2006:35]. This will often be seen in the way a person communicates the decision. Emotions can be detected through the tone of the voice and body movements and reactions. Emotions are a natural and normal part of reasoning and decision making. It is a normal thing to recognise the power of emotions in our decisions. The intensity of emotions in decisions can easily be seen in leaders as it goes with their leadership style. Emotions are expected to be more intense in authoritarian leaders than in democratic leaders.

When we make quick decisions other people often say that we made an emotional decision. It must be realised that even slow or procrastinated decisions involve emotions. The delayed decisions may be due to our low emotional intelligence. However, it should be realised that slow decision making can also be made by a person of high emotional intelligence if the conditions at hand indicate that it would be in the best interest of the situation. There are times when decision making is about trusting your feelings and going with them.

3.8 Emotions and Rationality

Emotions play a major role in the way we make decisions as earlier alluded to. Robbins and Judge (2010:120) speak of the traditional view of making decision through rationality which characterised the era of scientific management. When we speak of rationality we mean that behaviour must be supported by facts that follow an expected pattern which has a beginning and an end (Meredith *et al.* : 1982:48). Robbins and Judge (2007:263) further contend that rationality and emotions are often in conflict with one another. He is supported by the work of Max Weber (Greenberg and Baron: 2003:) who articulated characteristics of his bureaucratic theory which included such issues as impersonality, rationality and rules and regulations that must govern conduct of employees at work.

Some people look at emotions as feelings that make a person weak, brittle and irrational. Often rightly or wrongly it has been said that women look weak at work because they are

easily susceptible to emotions (Lusier: 2005:167). This tends to undermine how others look at them by lowering perceptions of their competence. Traditionally, it was thought that a well-run organization did not allow employees to express frustration, fear, anger, love, hate, joy or similar feelings. It was believed that these feelings were against rationality (Robbins and Judge 2010:121) and were considered disruptive of the systems at work.

The results of research challenge this notion. In fact emotions are actually critical to rational thinking and evidence for this has been there for a long time. An example is given of a man called Phineas Gage who in spite of losing his ability to experience emotions due to a terrible accident did many things normally and was able to make irrational choices (Robbins and Judge: 2007:264). Gage's inability to express emotions took away his ability to reason and he made irrational choices about his life. Despite being an intelligent man, he kept on moving from job to job. Emotions are critical to rational thinking. A person must have the ability to experience emotions to be rational.

Emotions are part of human nature which no manager at work can afford to ignore. Robbins (2005:46), as quoted earlier gives the advice that you can not divorce emotions from the workplace because you can not divorce emotions from the people. In this vain, we need to ask ourselves whether emotions affect job performance. Of course they do and to a large extent. They can enhance job performance in two ways. Firstly, emotions can increase arousal levels and act as motivators to higher performance. Secondly, emotional labour recognises that the feelings can be part of a job's requirement especially in leadership and sales.

Classical theory, scientific management and the bureaucratic theories ignored the fact that people at work have feelings and emotions not just rationality. These theorists hoped that this would make work places achieve high productivity and efficiency and in turn workers would be paid money they badly need. People do not just work to get money. Considerations for their feelings and emotions rather than rationality for its own sake were important although ignored. This in the long run affected the operations as people

were dehumanised and alienated. The human side of work should consider the role of emotions. The leadership of organizations should be emotionally intelligent to understand people around them if productivity, efficiency and workers motivation are to be achieved.

3.9 Summary

Jamie Callahan suggests that the ability effectively to manage our emotions is the key to successful management of our lives and business concerns in the current environment and beyond [Callahan: 2008:33]. Poor emotional discharge in a workplace leads to negative consequences and disruption of productivity and work relations. Emotions also help to bring together members of the teams and improve their capacity to achieve more if emotions are carefully used. It is exactly the opposite if not handled well and this may bring about confusion in the team. It must be understood that each one of us is egocentric and unless there is a good emotional environment, each one of the members of a team will go their own way. Callahan further argues that it is very clear that emotions serve as social lubricants in our interactions that continue to exist between individuals. When people's emotions are incompatible, they may never work together in peace. For a leader and manager, it is critical for them to be emotionally intelligent. This is the issue that should be reflected in organisational leadership even as we examine its importance in the Zambian Parastatal sector in chapter five.

CHAPTER 4

ASSESSMENT OF EMOTIONAL INTELLIGENCE

4.1 Introduction

This section builds on what was discussed in the last three chapters in which the literature review examined work done by many scholars and especially psychologists. In chapter three, the discussion centred on the emotions and the social relationships at work and how these emotions can help or destroy team spirit in organizations. In this chapter, the focus will be on the proposal of the author for how the concept of emotional intelligence may be assessed or measured. In the presentation, the general understanding of the measurement and assessment will first be discussed.

While striving to develop the capacity for emotional intelligence, it is also important to come up with a mechanism of measuring emotional intelligence. This measurement should also be related to the contribution of emotional intelligence to the performance of the enterprise. A theoretical framework will be constructed on how it is possible to assess the understanding and use of this concept in the Zambian parastatal sector based on the theory and definitions of emotional intelligence.

4.2 Measurement of Emotional Intelligence

A mechanism will be developed to measure and assess emotional competences as defined by Goleman and motivation as defined by Hill and Jones. This study will also relate the emotional competences to the measure of organizational performance parameters suggested by Kreitner (2001:298). An attempt has been made by Dulewicz and Higgs (1999) to create a quantitative measure of competences that has been found to be both reasonably valid and reliable. However, this argument is yet to be supported by other scholarly work. Bagshaw (2000) has attempted to provide a simple qualitative measure of how an individual can measure his or her own emotional intelligence.

There is a very strong argument advanced by Bagshaw that emotional intelligence can be developed by a person through training (Bagshaw 2000).

Goleman [1995:44], the proponent of the concept, proposed that a competence - based measure is more likely to yield an effective measurement. Further, he asserts that emotional intelligence can be taught and increased in adult life.

Dulewicz and Higgs [1999:243], through the work of other authors like Steiner and Martinez in 1997 and Fisher in 1998 used in their study to point out the difficulties of measuring competences like self-awareness. Dulewicz and Higgs further argue that it is difficult to measure your own emotional intelligence because we do not have a very clear sense of ourselves when we come across and react to other people.

In spite of these difficulties in measuring emotional intelligence validly, the interest in such tests and attempts made are documented and are available in popular journals and on the internet.

The results presented in the study by Dulewicz and Higgs [1999:244] indicate that a measure of emotional intelligence has been developed which is both reasonably valid and reliable. Analysis of data together with the structure of the instrument provides a means of assessing both the overall level of an individual's emotional intelligence and the contribution to this overall measure of seven subscales. This argument is yet to be supported by other authors and researchers on the measurement of emotional intelligence. As of now, it would be safe to assume that qualitative analysis is the most practical way of measuring the concept. Bagshaw [2000], while supporting the qualitative measurement of emotional intelligence, suggests that one can make a quick measure of their own emotional intelligence by answering the qualitative questions that indicate manifestations of certain emotions.

Bagshaw suggested in table 4.1 a test which contains the questions an individual can use to qualitatively assess one's emotional intelligence. Bagshaw concludes that people with high emotional intelligence will answer yes to the questions. The above test can only be a good measure for people who have a high quality of self- awareness of their emotional intelligence.

TABLE 4 .1 QUESTIONS FOR ASSESSMENT OF EMOTIONAL INTELLIGENCE

1. Are you aware of the subtleness of your own feelings?
2. Do you usually know what other people are feeling even if they do not say so?
3. Does your awareness of what others are going through give feelings of compassion for them?
4. Can you carry on doing the things you want to do under distressing circumstances, so that they do not control your life?
5. When you are angry, can you still make your needs still known in a way that resolves rather than exacerbates the situation?
6. Can you hang on long – term goals, and avoid being too impulsive?
7. Do you keep trying to achieve what you want, even when it seems impossible and it is tempting to give up?
8. Can you use your feelings to help you to reach decisions in your life?

SOURCE: BAGSHAW :2002: page 4: “**Emotional Intelligence: Training People to be Affective so they can be effective**, Trans4mation Training Ltd

Arising from the above conclusion by Bagshaw, it could also be inferred that employees at work with low emotional intelligence, i.e. those who answered mostly no, will show in their day-to-day work negative behaviour like hostility, fear, anger, and other allied actions. These will in turn breed laziness, tardiness, malingering, absenteeism, apathy and various uncooperative behaviours. On the other hand, those whose emotional intelligence ranks high would naturally develop a positive stance at work places. This would include being ambitious, self-confident, possessing a winning spirit at any activity, eagerness to take up challenges or getting involved in a new project.

The above test is suited to assessing personal emotional intelligence on an individual level for employees interested in knowing their emotional intelligence. It could also be useful for smaller groups of workers or small companies for the purpose of improving social interaction and a united effort in a work-place. At least it gives indications to those responsible for or in charge of others to know the emotional levels of their subordinates as they assign work and responsibilities. For large groups of employees it may require other tests developed and put forward by various psychologists and these appear in Appendix 4 for comparisons.

4.3 Instruments of Measuring Emotional Intelligence of Individual Subjects

There are quite a number of instruments that psychologists have produced to measure or assess emotional intelligence. These instruments in most cases are applied to find the emotional intelligence of individuals that comprise an organization. As for this study, the main concern is to measure the level of emotional intelligence in an organization and how critical this is to its performance in meeting its business objectives. The instruments to measure that of individual organizational members will also be discussed. It is the individuals' levels of emotional intelligence that add up to produce the organizational level of emotional intelligence. This level of emotional intelligence will ultimately be reflected in the performance and productivity of the organization.

In this discussion five major instruments will be described while others shall only be mentioned.

4.3.1 The Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT)

John Mayer and Peter Salovey who were the originators of the term emotional intelligence teamed up with David Caruso to produce the MSCEIT which is an ability test modelled on an earlier measure called Multifactor Emotional Intelligence Scale (MEIS), which measures the ability to identify, use, understand and manage emotions (Bharwaney 2006:51). The instrument is based on the series of emotion-based problem solving items. By testing a person on each of the four branches of emotional intelligence, it generates scores for each of the branches as well as the total score.

The instrument works on the principle that emotional intelligence requires to be well aligned to social norms. There are eight sub-tests with 141 questions.

4.3.1.1. Benefits and shortcomings of the measure.

Bharwaney (2006:52) identifies a number of benefits and shortcomings with regard to MSCEIT, as follows:

Benefits:

1. It defines a special and unique set of four abilities which include the word 'emotion'. It seems to measure something distinct from the available instruments;
2. It does not need any one to give the feedback on your emotional intelligence. This is a cumbersome and slow process;
3. It is easy to use and can be downloaded from the internet;
4. Results are easy to understand and specific;
5. The scores are not based on self-perception, and hence they are objective;
6. The four branches give you an insight into how you are dealing with how people; think, decide, plan and create and are skill-based;
7. Most development areas can be addressed and improved in the four branches; and
8. It is hard to "fake" as there are answers which are considered "better than others".

Shortcomings

1. The test looks similar to an examination, which can be off-putting to some people;
2. The test takes a long time to complete which can be burdensome (30 to 60 minutes);
3. Extensive data does not yet exist to support its use for selection or to predict successful performance at work;
4. It is similar to Bar-On EQi; and
5. It puts emphasises more on skill building which can take away focus on self-awareness and self-reflection.

4.3.2 Bar -On Emotional Quotient Inventory (EQ-i)

This is considered to be the oldest measure as it dates back to 1985 and measures an individual's emotional quotient (Bharwaney: 2006:48). It is a self-report measure of emotional intelligence that brings out an assessment of emotionally and socially accepted behaviour that provides a clue to a person's emotional and social intelligence. It originally evolved not out of an occupational context but rather a clinical one.

This measure uses a questionnaire containing 133 items that one is asked to perform to obtain what is referred to as a Total Emotion Quotient on a scale - 1 to 5 (i.e. 1= very seldom or not true for me and 5=very often true). The founding concepts involved are:

- Intrapersonal – the ability to be aware of, understand and express your emotions;
- Interpersonal – the ability to be aware of, understand and accept the feeling of others;
- Adaptability – the ability to adapt your feelings, thoughts and to manage change in general;
- Stress management – the ability to manage emotions so that they work for you and not against you; and

- General mood–the ability to motivate oneself.

4.3.2.1. Benefits and Shortcomings

Once again, Geetu Bharwaney provides the following:

Benefits:

1. A solid and extensive research base underpins this instrument with close to two decades of research studies- far more than any other emotional intelligence tool currently available;
2. The underpinning research base has created a set of impressive norms. These help to ensure that the test is valid and reliable;
3. It is the only measure of emotional intelligence that actually measures EQ – which is so often quoted in articles;
4. It is a simple model of emotional intelligence that everyone seems to be able to relate to at all levels and in all contexts of work and personal life;
5. There is a family of products available, including the Youth version (6 to 18 years) and software for scoring questionnaires and printing reports;
6. There are four validity indicators that makes the test hard to “fake”;
7. It is relatively easy to administer, score and interpret. It is a 30 minute assessment instrument that is fully web enabled or available for use in paper and pencil format; and
8. There is now a 360 – degree version of the tool available so that one can have up to 49 people help to rate the results..

Shortcomings

1. The self – estimates that are used in the instrument have very low accuracy.

2. Individuals who administer the questionnaires must be trained and certified by the test publishers or a company licensed by the test publisher, and there are selection criteria for being able to train as a user. This restricts the use of the test.
3. This measure of emotional intelligence covers many aspects already covered by other measures of personality.
4. The 360-degree version of the tool requires very careful set - up and reviews. This can be a time – consuming and complex process.

4.3.3 The Emotional Competence Inventory (ECI)

This measure was developed and led by Goleman and Boyatzis. It was designed to assess emotional competencies and positive social behaviours. The ECI is concerned with four clusters, namely, self-awareness, self-management, social-awareness and relationship management through 110 items covering 20 competencies and is a 360-degree instrument. This measure utilises three levels of ratings that include self, peers and that of the supervisor (Conte: 2005). Both Conte (2005) and Daft (2005) suggest that it overlaps with five personality dimensions. It is suggested by the two that these are, “extroversion, agreeableness, conscientiousness, emotional stability and openness to experience”

4.3.3.1. Benefits and Shortcomings

According to Bharwaney the following are benefits and shortcomings of the instrument:

Benefits:

1. It is based on research of over thirty - five years in large organisations;
2. It can be useful for coaching and development;
3. There is validation data within each report, confirming the level of agreement between people who rated an individual to their familiarity with that individual;
and

4. It can be customised to suit a particular organisation or sector using data collected either from within the organisation or from a similar job sector.

Shortcomings:

1. The data are based on leaders in mainly large companies – this may not necessarily be representative of fields other than in the world of business. Also if the stars of the future have not yet been spotted, then this data, by definition, may be incomplete;
2. Expensive and cumbersome to administer as other people are required;
3. This measure is purely work-based and contains much “corporate – speak” that may not be meaningful to people in a variety of jobs; and
4. There can be a limited tendency for those in authority role to spot the talented stars. This throws the value of a multi-rater test into doubt, especially in organisations where there is a suspected hidden agenda or low trust in work relations.

4.3.4 Other individual person’s measures of emotional intelligence

There are several other measuring instruments of emotional intelligence for individuals. These include the following:

4.3.5 The Emotional Intelligence Questionnaire (EIQ)

EIQ was developed by Malcolm Higgs and Victor Dulewicz(1999:244) of Henley Management College in the United Kingdom. There are sixty-nine items on the questionnaire, which one is asked to score on a five-point scale from “never” to “always.” It takes thirty minutes to complete and measures the following: Self-awareness, emotional resilience, motivation, interpersonal sensitivity, influence, intuitiveness, conscientiousness and integrity.

4.3.6. The Emotional Quotient (EQ) Map

This measure, developed by Esther Orioli, is a measure of emotional intelligence for leadership and business. It is designed for individuals to assess their Emotions Quotient levels and improve their EQ leadership and performance at work.

4.3.7. Balanced Emotional Empathy Scale (BEES)

This scale measures components of emotional empathy. It relates negatively to interpersonal violence and thus may be useful for identifying persons who may have potential to behave in a highly aggressive or in violent ways. The BEES is in a questionnaire format where subjects report the degree of their agreement or disagreement with each of the 30 items using a 9- point agreement-disagreement scale.

4.3.8 Affiliative Tendency Scale

This is a measure of individual differences in affiliation, friendliness, or sociability. This is also in a questionnaire format, developed by Mehrabian (1976). In this measure, subjects report the degree of their agreements and disagreement with each other on 26 items using a 9-point agreement– disagreement scale.

4.3.9 The Seligman Attributional Style Questionnaire (SASQ)

This test measures emotional intelligence or competences through tests of specific abilities in terms of Optimism and Pessimism used by an insurance company. It was developed by Martin Seligman at the University of Pennsylvania.

4.3.10 Alexithymia model

This model was developed by Peter Silfneos in 1973 and was meant to measure the levels of emotional intelligence. The individual's level of Alexithymia (a Greek word meaning

“lack of words for emotions”) can be measured with self-scored questionnaires such as the Observer Alexithymia Scale. (OAS)

4.4 Assessing Emotional Intelligence in an organization.

The measure of Emotional Intelligence has attracted a lot of debate as to whether effective tests do exist. It must however be pointed out that the measurements or assessments of emotional intelligence that many scholars have put forward are not as exact as they may seem. It is argued that it is not feasible to measure emotional intelligence. It appears that its complexity and the wide nature of emotional intelligence make it difficult to have an effective measurement. Attempts are still going on to establish an effective measurement test. Goleman (1995:44) argues that, “unlike the familiar IQ tests there is as yet no single pencil and paper tests that yields an emotional Intelligence absolute score and there may never be one”. As of now I tend to agree with the view that it is difficult to obtain a more precise method that can give a definite score like that of the IQ.

Victor Dulewicz and Malcolm Higgs [1999:243] agree with Martinez and, building on Goleman’s observations, suggest that feedback from bosses and subordinates could be a more appropriate means of assessment of the construct of emotional intelligence than an actual pencil-and-paper test.

It is against the above background that an effort has been made in assessing emotional intelligence as a critical factor in organisational performance in the *Zambian parastatal* sector to use a similar approach and has therefore been adopted in this study. In trying to make this assessment, feedback has been sought from a cross-section of senior managerial staff in the two firms.

The feedback is based on the table below which defines the variables involved. It takes into account the emotional intelligence competences that have an impact on the motivation of the subordinates. Such subordinates in turn will contribute to bringing about change in performance.

4.5 Relationship of Research Variables

A good theoretical framework such as the one put forward in chapter two is very important in the examination of the problem under investigation. It will provide us with the variables that interrelate with each other in the study of the research problem.

What then are these variables that interrelate in the research study?

Variables are anything that can take any value which may differ or vary and examples may include motivation, absenteeism, scores of a game or examination. Neuman (1997:107) considers variables as concepts that vary and may be two or more. They are very common in most research works and especially in causal design.

There are three major types of variables used in most research work on which Sekaran (1997:73180) and Neuman (1997:107) agree. These are:

1. A dependent variable which is often associated with the problem;
2. An independent variable – which influences the dependent variable;
3. The intervening variable – that surfaces as function of the independent variable operating in and around the situation.

However, Sekaran adds a fourth called the moderating variable which is one that has strong contingency on both the independent and the dependent variables.

In this study we shall be concerned with only the dependent and the independent variables as indicated in table 4.2 below.

Table 4.2 shows the relationship between the four competences that are duly explained in column A and the organisation performance indicators in D.

Table 4. 2 ASSESSMENT OF EMOTIONAL INTELLIGENCE ON ORGANISATION PERFORMANGE			
Independent Variable		Relationship	Dependent Variable
Emotional Intelligence		(Impact)	- Enterprise Performance
A	B	C	D
<u>Competences::</u>	<u>Competences operational definition attributes:</u>		<u>Indicators:</u>
<ul style="list-style-type: none"> Self awareness – the ability to understand one’s moods, emotions and drives 	<ol style="list-style-type: none"> Sincerity with oneself Strength & Weakness recognition by Oneself Aware of self abilities& limitations. 		<ul style="list-style-type: none"> Organisational mission and strategy that are written and communicated to all stakeholders Competitive advantage
<ul style="list-style-type: none"> Self regulation or management, is the ability to control or redirect disruptive tendencies or moods 	<ol style="list-style-type: none"> Ability to be effective even under stress Self-control under hostile situation Trustworthy & Honest Consistent behaviour Adaptable Have an achievement drive Resilience/diligence 	MOTIVATION or Generation of a participative atmosphere and climate amongst all organizational members to cause action or meet/ exceed task demands	<ul style="list-style-type: none"> Flexible and adaptive organisation structure Heavy emphasis and innovative research and development Emphasis on increased market share, growth and profit potential
<ul style="list-style-type: none"> Social awareness is understanding the viewpoint of subordinates and taking them into account when making decisions 	<ol style="list-style-type: none"> Empathy (awareness of others emotions, needs & concerns Service Orientation- identification of customers unstated needs & concerns Emotional and political dynamics in groups in the enterprise Cross-cultural sensitivity Valuing diversity 	In addition to the pre-requisites: <ol style="list-style-type: none"> Skills and abilities Role perception of their tasks Opportunities to perform the task 	<ul style="list-style-type: none"> Emphasis on long-term development and satisfaction of employees Emphasis on finding solutions to problems, Customer satisfaction and Multilevel strategic thinking management style for all managers

<ul style="list-style-type: none"> • Social skills that we need in relating with others with a purpose. 	<ol style="list-style-type: none"> 1. Developing others 2. Managing emotions effectively of other people 3. Creating an atmosphere of openness 4. Creating clear lines of communication 5. Managing conflict 6. Inspiring others to work towards the organisation vision 7. Managing change 8. Managing teamwork 		
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Source: Author's Construct

The Competences are further given operational definition in the form of attributes. The competences that have been used are those used by Goleman, Boyatzis and colleagues (2002:47) that seem to have a wider acceptance as seen in the literature (Kreitner & Kanicki: 2008:145; Armstrong: 2003:157). These competences match the abilities put forward by another group of acclaimed psychologists, John Mayer, Peter Salovey and David Caruso, These emotional intelligence abilities are perceiving emotions, using emotions, understanding emotions and lastly managing emotions (Salovey and Mayer: 1997:11). The attributes in B describe each competence accordingly. Both competence and attribute descriptions help each respondent in understanding what is to be assessed

Column A with the corresponding Column B contain the independent variable and will have an effect on the dependent variable in D that has a relationship in C. In this case the independent variable is emotional intelligence which has an impact on enterprise performance. The impact will be seen in the motivation of the employees of the enterprise. Motivation will be supplemented by each individual employee's skills and abilities, role perception of tasks and opportunity to perform task will lead to performance. In column D, Enterprise performance is explained by the indicators listed.

It is considered that if emotional intelligence has a positive impact on performance of the enterprise, more of the indicators will show an increase.

4.6 The multiplicity function of performance

It has been noted by Greenburg and Baron (2003:199) that performance is a function of four variables. These are motivation which is required at the time of performing and is supported by the others, skills and abilities that are embodied in a person, role perception which comes with training and opportunity that is given to the person to perform. The expectancy theory recognises motivation as only one of several factors that are responsible for job performance. Of course, it is a prime mover as it plays a big part in ensuring that work is actually done.

Motivation is the process of arousing intrinsically the energy of a person to willingly do something as a result of the effect of an internal or external stimulus. When people have a belief that effort will be rewarded when performance is made, they will tend to apply themselves to that task. This rewarding action by superiors should touch the emotions of that person and must be seen as being of worth. In short, motivation leads people to wanting to do something willingly. This is where emotional intelligence becomes critical in directing the person's energy to doing what the organisation expects that person to do in the work place – to achieve desired performance and objectives.

In addition to motivation, as alluded to earlier, the following will supplement this desire to willingly meet organizations expectations.

Skills and abilities – It is not a secret that some people are more suited to doing a particular job better than others. By virtue of their unique attributes they are likely to perform in a way that meets the requirements of the job. For example, in a game of basketball, a tall, strong and well co-ordinated person is likely to make a good player unlike a short, weak and uncoordinated person, however motivated he or she may be. In every job requirement and in advertisement, the specifications are made and verified in

job interviews and tests. It is easier to sort out this, at the very beginning of starting work in most organisations.

Role Perception – The theory recognises that job performance will also be influenced by the employee's role perception. What people believe and understand about their role expectation in the job they occupy will help them to do their work well. If there are misunderstandings about what one's job duties are, it is likely to lead to performance of that job suffering. The poor performance on the job will not be as a result of motivation. It is the result of misunderstanding of what they are expected to do on the job. This again can be sorted out by job orientation, training and at the job interview before assigning employees to their jobs

Opportunities to perform – the expectancy theory recognises that an employee should be given an opportunity to perform. This is where leadership of the manager is required. Even very good and well-known performers in their work will not give of their best if not offered an opportunity to perform or when their work is interfered with by their superiors. It is important for a leader to trust and give room to their subordinates to perform in their own way provided the objectives of the work are achieved.

The multiplicity principle of performance can be useful and implemented when the manager concerned is emotionally intelligent. Robert Kerr (2006:268) *et al.* recognise that Leadership is an internalised emotional process which should make the leaders to recognise the followers' emotional states and use those emotions in their subordinates to ensure that the tasks at hand are done well. These four requirements of performance will be influenced by the use of emotional intelligence which will influence performance to bring about the performance indicators.

In this study, the immediate managers will assess the level of the understanding and use of emotional intelligence in both organizations and their organizational leadership which include the Managing Directors and their immediate subordinates, the Executive

Directors. The respondents will also assess their own understanding and that of their peers.

The respondents are expected to assess understanding and effect of emotional intelligence in the organization on a scale of scores 1 to 5. In this scale, 5 indicates strong impact (as being very much) while, 1 will show no impact (as nothing). With some questions respondents will be expected to explain their responses.

4.7 Summary

This chapter was meant to look at efforts that have been made to measure and assess emotional intelligence. Various psychologists have made attempts to come up with instruments to measure emotional intelligence. Some of them developed quantitative measuring instruments while others were qualitative in nature. These instruments that have been suggested include those from prominent groups of Mayer, Salovey and Caruso, another from Goleman, Boyatzis and others and the instrument used by Higgs and Dulewicz. Yet other isolated individual psychologists including Raven Bar-On, Bagshaw, and Esther Orioli to name a few have also been discussed. A number of them have been discussed in this chapter citing benefits and shortcomings of each of the instruments. The researcher has attempted to design a table that shows the relationship between the emotional intelligence competences which have more benefits and appeal to the assessment of emotional intelligence in big organisations. Sub section 4.4 and table 4.2 forms the theoretical framework upon which the research instrument used in this research is based. It explains the theory upon which this work is done. To understand this theory we need to understand the setting in which it will be applied. The next chapter therefore presents the discussion on the environment of the Zambian parastatal sector and the two case study companies ZESCO and ZAMTEL.

CHAPTER 5

THE ZAMBIAN PARASTATAL SECTOR

5.1 Introduction

This chapter sets the stage for application of the theory that has been discussed in the chapters' two to four. The critical role of emotional intelligence in organizational performance shall be studied in the parastatal organization of Zambia. The chapter will look at the Historical perspectives of the entire parastatal enterprises and in particular the two case studies of ZESCO and ZAMTEL with regard to certain issues that hamper productivity and employee motivation. Discussion will also involve the constraints on the performance of the sector. These are likely to pose challenges as far as emotional intelligence is concerned within the sector and the two firms in particular.

5.2 Historical Perspective of the Parastatal Sector

The term “parastatal” as used in the Zambian context applies to organizations such boards, corporations and companies that operate in the state dominated and controlled sector of the economy (Turok: 1981:1). It is also right to call these organizations as state-owned or created. During the first four years of post-independence Zambia, business ownership was both in private and in foreign hands. The government felt that as long as this situation continued, political independence was not enough. Dr Kenneth Kaunda, Zambia’s first President strongly believed in the state taking control of most major means of production and distribution without destroying the spirit of private initiative, so long as this initiative was for the benefit of society as a whole (Kaunda:1974). In 1968 and 1969 economic reforms were implemented which resulted in many business organizations being nationalized by the government that took a major shareholding. This was followed by the Zambianisation of most managerial job positions. In the majority of cases the people appointed to such positions were former freedom fighters, most of whom were poorly educated. These managers surrounded themselves with tribesmen or employees originating from the tribal area of the CEO. The performance of most of these parastatal organizations rapidly declined. By 1988 the government was preparing to privatize most of the parastatal enterprises.

The poor performance of these companies has been attributed so much to government control in terms of investment and personnel that autonomy has been questionable. Both management and the board of directors were and are always appointed by the government or head of state. George Simwinga (1980:133) reports that political interference in leadership and management of the parastatal firms has taken various forms. These have affected the manner in which these firms have been managed emotionally and otherwise.

The political culture of the past has still continued, although now on a lower scale. Since 1991, when the multi-party political system was reintroduced and the economy was liberalized, most of the 224 public companies have since been privatized. The two companies which are the subject of this research are the remnants of the parastatal businesses.

5.3 Structure of the Parastatal Sector

At the height of the commercial parastatal sector in the 1980s, the control of the sector was centralized. The apex was the Zambia Industrial and Mining Corporation (ZIMCO) which controlled subsidiary holding giant companies namely – The Industrial Development Corporation (INDECO) for all manufacturing, transport, communication and Energy businesses. For the mining sector a new parastatal body, the Mining Development Corporation (MINDECO) was formed but later replaced by the Zambia Consolidated Copper Mines (ZCCM) and the financial sector came under the Financial Development Corporation (FINDECO), (Sheridan Johns:1980:109).

5.4 Ownership and Share Capital in Parastatal Companies

When it came to shares, most nationalized companies sold 51% shares to the government. The share capital in most companies ranged from the golden share of 20% to 100% in those companies that had been set up wholly by ZIMCO or any of its subsidiary holding companies. Johns (1980:106) points out that companies which were jointly owned by two countries, especially the Tanzania Zambia Road Services, Zambia held 35% of the

shares while the Tazama Pipeline which is still operating saw Zambia holding, 67% of the shares. The other shares were owned by Tanzania and Italian Contracting Companies.

The impact of the share ownership in the parastatal sector companies had a bearing on the profitability and other areas of performance. Companies in which government had greater shares and hence greater influence were more socially inclined. In such firms performance was generally poor and riddled with mismanagement.

The companies in which government had less shares and influence tended to perform much better than full state enterprises. Companies with private larger share holders tended to follow business ethics and management principles in the way successful companies were supposed to be managed. This can be seen in the performance of Barclays Bank and Standard Chartered Bank and Zambian National Commercial Bank.

The founding of Zambia's third republic, in 1991 with the new government of the Movement for Multiparty Democracy (MMD) Party, liberalized the economy with an invitation to the private sector to participate in the economy. The new government even went further to privatize state owned enterprises. Most of these parastatal companies have since been sold off as reported in the 2010 Zambia Development Agency Privatization Status Report as at 30th November 2010.

There are other Parastatal companies that the government has not sold because they are considered strategic to the Zambian Government, such as ZESCO, ZAMTEL, Zambia National Broadcasting Corporation, Zambia National Building Society and the Zambia State Insurance Corporation. Yet another set of public owned firms cannot be sold to the private sector because they are unprofitable in their current state. These include the Zambia Postal Services Corporation, Mulungushi Textiles, and Mansa Batteries factory.

5.5. Management and organizational leadership in parastatal companies

Leadership is about influence and getting things done through people by those charged with this responsibility. In parastatal organizations, the government appointed managements were expected to provide leadership in organizations in which they had to use their influence to efficiently and effectively achieve organizational goals. According to Needham and Dransfield (1997), a leader is expected to exhibit credibility and possess leadership characteristics such as the following:

- Intelligence – A leader should display above average wisdom and intelligence in order to lead and win others over. This intelligence is both cognitive and emotional;
- Integrity – A leader should be truthful, trustworthy, consistent in words and deed and must be of good character and strong convictions;
- Knowledgeable, skillful and competent – A leader must have the capability, productivity, efficiency and effectiveness in their execution of their assigned jobs. They must lead by example;
- Forward looking/Visionary – A leader must have a sense of direction and a concern for the future;
- Inspiring – A leader needs to have that rare flare of creativity or innovation to identify avenues for opportunities that others may not see or may not have and the courage to pursue and cause a positive influence on others to emulate; and
- Self Assurance – A leader must have a good self-image which gives them the confidence to take others with him or her.

This is what was expected from all those appointed to run state enterprises. Unfortunately most organization leaderships were no way near to the above ideals. It was said that most parastatal firm managers were no better than the people they led. They commanded salaries and benefits and not the firms they led. This in itself became a constraint to the performance of the business concerns. George Simwinga (1980) carried out an investigation into corporate autonomy and control of state enterprises and found

out that there was so much government control in the form of investment, personnel and even strategic direction.

5.6 Constraints on the performance of the parastatal companies

The following have been cited as major constraints that have affected the performance of the parastatal firms. Most of them have performed below par and some to the point of liquidation.

5.6.1 Derived Control

The parastatal chiefs were appointed by the state and that meant that their allegiance was to the state itself. Their control and leadership was derived, to a large extent, from the appointing authorities. In serving the appointing authorities they were forced to implement decisions that did not advance the commercial objectives of the business but rather political ends. This included both managements and boards of directors even though the articles of association vested this power in the boards themselves.

Concerns for their job security naturally drove the appointed persons to comply as the appointing authority had power to hire and fire at will.

Political control in the parastatal organizations has been very substantial and has been sustained (Simwinga: 1980:133) by:-

- 1) Ensuring a majority of the directors on the boards were party loyalists;
- 2) Placing civil servants on boards;
- 3) A system of block voting by government appointees; and
- 4) Appointing of Ministers or Permanent Secretaries as board Chairpersons.

5.6.2 The Political Imperative

There were two main objectives for the setting up of the parastatal sector by the political leadership (John: 1980:107). Firstly, state ownership was to ensure that the corporate sector of the economy was in the national hands rather than being controlled by either foreign investors or the minorities that enjoyed business dominance upon independence. Secondly, to use investment in state firms to accelerate development in situations in which the private sector was reluctant to take risks.

This went on well from 1966 to 1972 as the national mines generated profits which went to support both the first and second National Development Plans. However, from 1973-1975 when oil prices sky-rocketed and copper prices went down, political objectives were not sustainable (Turok: 1981). This was further aggravated by state involvement in the freedom wars against hostile colonial neighbours or against the apartheid regime.

For the manager in a parastatal firm, whatever business acumen he possessed, whatever commercial judgment he made to improve business performance became subservient to political needs of the state. The state played the tune and parastatal managers danced to that tune.

5.6.3 Imposed Strategic Direction

It was hoped that parastatal managers would spend most of their time in setting the strategic direction of their organizations by relating challenges posed by the external environment to the internal capabilities and resources. Even though the managers knew what could have been strategically beneficial to their organizations, they could only implement this in part because of the competing needs and demand of the Party and the government.

This situation was worsened by frequent transfers from one parastatal to another that characterized the appointments of the parastatal chiefs. This implied that before the chief executive could properly settle in his job and ensure the implementation of his desired dream about the organization, he would switch places and start all over again in another organization, often in a different type of business. A characteristic too of chief executives was that these were mostly male appointees.

It should be realized that government control over the investment in the state enterprises extended beyond the legitimate confines of issuing policy. It went further to the determining of the strategy by which the policy was implemented. George Simwinga (1980:134) suggests that between 1972, 59 percent of all the projects carried out by the Rural Development Corporation were government mandated projects as compared with 47 percent for the INDECO group of companies and 14% for ZCCM Ltd. The 14 percent of Government mandated projects for ZCCM constitutes a small proportion of total projects, but this 14 percent was significant as it indicated government's intention to take part in copper mining, the main source for national income and dominated by foreign investment and interests.

One vivid example of government interference in the strategic direction of a state firm involved ZESCO as indicated in the newspaper citation below. In this Presidential announcement, no discussion had been held or taken place between the management and the government on this task.

On 30th October, 2004 at a political rally in Chavuma, President Levy Mwanawasa directed Energy Minister, Mr. George Mpombo, to electrify Chavuma District within six months. When ZESCO started the project, it did not have enough money to run the project smoothly. Workers went for several months without receiving wages at the project. All ZESCO could afford was to provide food to these workers on site so as not to disrupt work and to meet the President's target (*Post Newspaper*: 18/4/05).

5.6.4 The regulated environment

Government involvement in the financial activities of the state enterprises was also evident in the pricing of goods and services. It is expected that price of goods in state enterprises should be affordable to low income earners to purchase the essential commodities. The profit motive should not override the interests of the citizens.

There was a question of formal and informal control concerning personnel activities which continues to date. There is the issue of directives not to lay off workers from state enterprises, even when the factory production was unsustainable or had ceased. Workers from such enterprises continued to get salaries from other parastatal companies. Government also has control, as earlier indicated, over transfer of management in and out of individual public enterprises. It was also common to see political cadres being appointed to management positions even when they didn't have the required experience (Dresang & Young: 1980:93; Simwinga: 1980:134).

5.6.5 Management's personal aspirations

There were managers whose companies benefited from funding by government whose business could otherwise be self-sustaining. These managers made personal economic gains when the collective national economy was fast sinking into general poverty. The corrupt crop of parastatal leaders took advantage of state ownership to strip assets and amass wealth (Namuchana, *Zambia Daily Mail*:11/11/2009) .

These became powerful technocrats who wielded the power of entrenching a state capitalism in which large monopolistic institutions would be insensitive to public needs and efficiency. These included companies like ZESCO and ZAMTEL which are still state monopolies although the latter is facing competition. These parastatal managers had individual goals that were at variance with the commercial goals of the organizations they were appointed to serve. In a sense they supplemented government's effort in ensuring the parastatal sector did not perform (Krishna: 2006:64).

5.6.6 Rapid Zambianisation

The Zambianisation programme was rushed into without proper analysis as to which positions needed to be filled and at what time. The training schedule and mode of those who were to take over needed to be worked out. Unfortunately, personnel were appointed to the posts for which they were not qualified and this happened in most of the state enterprises because of political expediency. The appointments were in most cases not based on merit but on political allegiance and nepotism. Where people appointed had the right qualifications, they lacked the necessary experience in the industry. This situation

led to a lot of mistakes by those in management and brought about low morale among subordinate employees. This state of affairs led to poor productivity in organizations (Zambia Daily Mail: 04/05/2011).

5.6.7 Money diversion

The government saw in state enterprises sources of its income and often requested for it as and when they needed funds. This was irrespective of whether the money was for reinvestment, workers benefits or even creditors' funds. On many occasions these firms were ordered to make donations to the party and its government for so many programmes including unproductive Party programmes as reported in the Zambia Daily Mail of 26th February 2009.

5.6.8 Over-employment

Due to political pressures and influence, many parastatal firms have found themselves making decisions based on political or populist reasons. The politicians often make a company increase its staffing levels to reduce unemployment. These state enterprises operate without regard to human resource planning if it exists all.

The classic example is the Zambia Consolidated Copper Mines (ZCCM) which maintained a very strong manpower services unit unlike other parastatal organizations. ZCCM was said to be overstaffed in 1993. The Ministry of Mines in 2003 reported the following:

“ZCCM is overstaffed and the labour problems are more complex than may have already been appreciated. Large-scale redundancies are expensive, socially unacceptable and politically risky. Comparing copper production figures of 1973 and 1993 annual reports shows that the 1974 productivity per employee was nearly twice as high as 1993 productivity. Total employment in 1974 was 56,128 while production was 709,480 tonnes of finished copper. In 1993 total employment was 61,433 while total production of finished copper was 432,206 tonnes”.(2003 Annual Report for the Ministry of Mines)

This scenario was repeated in most of the parastatal firms. The increase in the number of employees did not correspond to the increase in quality and quantity of service or product provision from which the company's income came.

5.6.9 Mismanagement of company resources

Even where a company had substantial retained earnings, managements exhibited financial indiscipline. It has been observed by many, including the political leadership, that parastatal managers have often spent huge sums of money on top management's luxury vehicles, loans, and trips locally and abroad and on various kinds of allowances. At Zambia Airways, this abuse was most pronounced as it was common to see flights with half of the passengers being members of staff. It was a common experience for clients to be denied a seat at the convenience of a member of staff. Although it was one of the conditions of service at no cost for Zambia Airways employees, that someone had to pay for the costs of the flights.

5.7 The Case setting of ZESCO and ZAMTEL

This research on emotional intelligence in the Zambian parastatal sector will be confined to two huge commercialized parastatal organizations, namely, the Zambian Electricity Supply Corporation (ZESCO) and the Zambian Telecommunications Company Limited (ZAMTEL). These are national public utilities that cover the entire country and are considered as national assets.

The first of these is the Zambia Electricity Supply Corporation (ZESCO) which is the largest firm generating and distributing electricity in the country. The other electricity companies in Zambia are the Copperbelt Energy Corporation and the Lunsemfwa Hydroelectric Power Company in the Central Province. The second parastatal company is the Zambia Telecommunication Company (ZAMTEL), which used to be the telecommunication division of the former General Postal Office (GPO). Although it is in

competition with vibrant mobile phone companies, namely: MTN and Zain Zambia (formerly Celtel), it owns most of the infrastructure and the satellite gateway used by other communication providers in the internet and mobile phone business at Mwembeshi, near Lusaka. These institutions are discussed below.

5.7.1 Zambia Electricity Supply Corporation (ZESCO)

The Zambia Electricity Supply Corporation (ZESCO) is a parastatal firm that operates under the Companies Act and was established in 1970 by the amalgamation of the Central African Power Company (CAPCO) and electrical departments of big local authorities in Zambia. Its relationship with the government was defined in the performance contract signed between the two parties in 1996. This contract was to run for three years in which commercialisation issues and other operational benchmarks for ZESCO were outlined (ZESCO Newsletter: December 1996:2).

The company is governed by a Board of Directors appointed by the government with wide consultations with and participation of the private sector. The day-to-day management of the corporation is done through the executive board headed by the Managing Director.

There are various directorates headed by executive directors. These include the following:

1. Generation and Transmission;
2. Distribution and Supply;
3. Engineering Development/ Rehabilitation Projects;
4. Customer Services;
5. Finance;
6. Human Resources; and
7. Company Secretarial;

ZESCO covers the entire country in its operations and is therefore divided into geographical areas of the country called Divisions. These are the Northern Division – which covers Northern, Luapula, North-Western and part of Central Provinces of Zambia, the Copperbelt Division, the Lusaka Division, and the Southern Division. Each of the Divisions is further divided into regions headed by regional managers reporting to Divisional Managers. Each divided division has functional managers who do not only report to Divisional Managers but also to the functional Directors at corporate head office through a matrix organisation structure.

ZESCO has a strong business development policy which primarily aims at fulfilling the government's desire to connect most of the rural and peri-urban areas of the country to the national electricity grid (ZESCO Annual Report:1998/1999:10).

5.7.1.1 Chief Executives' Leadership Styles

ZESCO has had two Managing Directors since 1992 until recently, i.e. since the beginning of Zambia's third republic. Chief Executives in the Zambian parastatal organisations are appointed by the political leadership, although they should be appointed by the board of directors under normal business practices (Simwinga: 1980:132).

The first of the two Managing Directors was Robinson Mwansa, who was appointed in 1992 which coincided with the start of the third republic and a new President Fredrick Chiluba (1991/1992 zesco ANNUAL Report:1). Mwansa served as Managing Director for 10 years. He was an experienced Zambian Electrical Engineer who had worked in South Africa and at Kariba North Bank as General Manager. He was a charismatic leader and manager who motivated staff by improving remuneration and undertaking policies to retain its qualified staff. Some of his attributes are described below.

- (a) According to senior managers, interviewed and reported in the company newsletter of March 2002, who had worked with him, Mwansa's management style was said to be characterised by free and transparent dialoguing with subordinates.

- (b) He employed Management by Wondering about (MBWA) principles by calling in at problematic operation points without prior notification and often visited lower level workers at work. This act kept every employee at work stations busy and alert; and
- (c) He pursued an aggressive revenue collection system that was called “Bill Buster” - which was a competition based customer settlement scheme that not only boosted the corporation’s revenue collection but also gave ZESCO a favourable public image (ZESCO Newsletter of September 2001).

In 2002, the second Managing Director, Rhodnie Sisala, was appointed by the new government of Zambia’s third President who had just taken over following his election to the office. Sisala was an Electrical Engineer as well, from Copperbelt Energy Corporation (CEC) and formerly of Power Division of the Zambia Consolidated Copper Mines (ZCCM) Limited where he worked as General Manager. He used a democratic leadership style with a high level of delegation (ZESCO Newsletters: December 2006:2; June: 2007:2 ;).

Sisala’s management emphasis was on cost-consciousness as seen from the current policies. He had ensured control on overhead expenses by limiting personnel remunerations but strengthening the maintenance and rehabilitation of infrastructure. He is also credited with the implementation of a strong human resource development programme that has seen a lot of training of staff (ZESCO News: September 2008:20-28). Last year, 2009, the hard working Managing Director Sisala, as a number of the employees suggested, was removed from office as he was considered not to be a loyalist to the new political leadership that took over after the death of Zambia’s third President. One of the directors was appointed to act in the interim but was not confirmed in appointment. In 2010, a substantive Managing Director was appointed by the name of Earnest Mupwaya (ZESCO Newsletter of September 2010 issue). His performance and leadership capacity has not been assessed so far as he is yet to prove his worth.

5.7.2 The Zambia Telecommunications Company (ZAMTEL)

ZAMTEL is a major telecommunication service provider in Zambia and is wholly owned by the government. It has been a parastatal firm for many years. Initially, it existed as

part of the General Post Office until 1974, when the organisation was commercialised and renamed as the Posts and Telecommunications Corporation (PTC). In 1996, PTC was split to create two parastatal firms, namely, Zambia Postal Services Corporation (ZPSC), dealing in postal services and the Zambia Telecommunications Company, specialising in telecommunication services.

ZAMTEL has three main strategic business units (www.zamtel.zm/products.php) which include:

1. Cell Z – a mobile GSM telephone system;
2. Zamtel Online – an internet service provider (ISP); and
3. Convention Telephone Services (Land Line phones) .

Each of the above units is managed by a General Manager, who reports to the Managing Director. The Managing Director is assisted by functional executive Directors. The board of directors is appointed by government. It is therefore evident that decision-making by both management and board of directors should always be in agreement with the government.

There has been much public criticism on the way Managing Directors are appointed and relieved of their duties. As earlier alluded to in the work of Simwinga (1980:134), most of the appointments have a presidential patronage. It is against this background that management decisions are influenced by politicians.

5.7.2.1 Managing Directors in the Zambia Telecommunications Company

During the period 1991 and 2010 there has been eight (8) managing directors of which two have worked in an acting capacity. These were as follows:

1988 – 1991. Mr Swatulani Munthali- a Telecommunications Engineer was a political appointee but with a life-time experience in telecommunication, rising through ranks to the position of Director – telecommunications prior to his appointment as the MD at the time when the company was called Post and Telecommunications Company when the

new MMD government came to power and fortunately his contract was not renewed (ZAMTEL Annual Report:1990/1991:5).

1991-1993- Mr Philemon Ngoma a Graduate of Public administration and staunch MMD party cadre - a visibly political appointment was reappointed from retirement after having worked as Chief Executive Officer for 13 years with the General Post Office and oversaw its change of name to Post and Telecommunications Corporation. His contract was not renewed on account of age (ZAMTEL Annual Report: 1992/1993:7).

1994-1997- Mr Gerald Mutti - a Telecommunications Engineer was appointed and recalled from International Telecommunication Union (ITU) and based in Maputo, Mozambique. He also had risen through ranks to Director of telecommunications before leaving for the ITU job. He saw through change of ZAMTEL and its unbundling from the Zambia Postal Services Corporation (ZAMPOST) from PTC. His contract was not renewed on account of him not being found favourable by the MMD party (ZAMTEL Annual Report:1994/1995:6).

1997– 2001 -Mr Adhesh Kumar- an Electronic Engineer who previously worked as Director of planning and Development, an Indian national who initially took over in an acting capacity as MD. Being obedient and easily manipulated by the political leadership, he was able to work in the MD capacity until the end of his contract on 31st December 2001(ZAMTEL Annual Reports: 1996/1997:4 & 2001/2002:9).

2002 – 2004 – Dubby Douglas Mutesha an Electrical Engineer who worked for the company for 12 years and rose to the position of Chief Engineer – Transmission, was appointed to succeed as MD by the political leadership. It is believed that he was the nephew to the late president who had been elected and sworn in as Zambia's third President. Unfortunately, he was not liked by employees in the company and was removed because of severe labour unrest. This was after an administrative committee set up to probe the labour unrest in the company recommended Mr Mutesha be relieved of his duties in the interests of the company (ZAMTEL Annual Reports 2003/2004:10 & 2004/2005:9).

2004 Mr Woods Simbeye – a Telecommunications Engineer acted for less than a year and many ZAMTEL employees regarded him as among the best MDs to have managed the firm as all employee emoluments for both serving and retired were cleared and company performance improved. Unfortunately, he did not regard political leadership influence as being more important than employee welfare and company performance. He was not confirmed in this job and was reverted back to the post of Technical Director (ZAMTEL Annual Report:2004/2005:9 & 2005/2006:9).

2005 - 2008 – Mr Simon Tembo - Being an electrical engineer by profession he rose to the position of Director - Southern Region before his appointment. His main project was the introduction of an optic fibre cable from Lusaka to all provincial centres and the whole of the Copperbelt Province. The Board could not renew his contract for another term because of influence from the politicians (ZAMTEL Annual Report 2005/2006:9).

2008 to 2010 - Mr Mukela Muyunda who had joined the company as a Director of Finance was appointed as acting MD when the Board could not renew the contract of Mr Tembo for another term. Mr Muyunda saw off the transfer of the company to the equity partners who acquired 75 percent shareholding of all the three components as demanded by government, namely the GSM mobile phone called CELL Z, the Internet –Zamtel online, or the traditional landline business which most likely will still remain its core business. The Managing Directorship was later on handed over to the appointee of the new company that had larger shareholding in Zamtel (ZAMTEL Annual Report: 2008/2009:6 and Zambia Daily Mail 24th February 2010).

Most of the decisions made in the interest of the company are thwarted by the government. There are certain investment decisions made to develop the company, like the laying of the optic fibre from Lusaka to provincial head quarters and along the line of rail from Livingstone to Chililabombwe on the border with Democratic Republic of Congo, but government influence is so strong that some projects are not carried out. In fact, the Managing Director who championed the optical fibre project has had his contract terminated on that account (ZAMTEL Annual Report:2005/2006:4).

ZAMTEL management is crises-driven with so much government influence. This has led to an autocratic kind of organizational leadership style so as to push through with government directives. The company, like many other parastatal firms, has a tall and highly bureaucratic structure which makes it difficult to bring about any creative or innovative ideas.

There is a low level of supervision of employees and as such most employees have very low morale as the parastatal mentality lingers on in them. The employees believe that whether they work or not they are entitled to a pay at the end of the month. On account of poor supervision in the firm, activities such as performance appraisals have been overlooked. Hard-working employees have lost their morale and are frustrated because they are not rewarded for their hard work (Krishna: 2006:63).

This has gone further to affect customer satisfaction. Customers, though they receive the service, it is below the quality expected from the company despite customers' willingness to pay more for the better services. It is strongly felt that ZAMTEL could do better if there was less political interference.

Currently ZAMTEL is hot on the agenda of government which has engaged consultants to value its assets in order to off-load some of these to private ownership. This act has been prompted by its poor performance and management. ZAMTEL is highly unprofitable and if all loans were paid the company would collapse. The quality of service can be enhanced if there was an improvement in the attitude of both management staff and the rank and file. Even the mobile phone business unit is well behind the privately owned competitors like Zain Zambia and MTN as far as market share is concerned. Chambwa reports in the Zambia daily mail of 14th November 2009 that ZAMEL had a paltry 4 percent of the mobile phone market share though it had an extensive infrastructure throughout the country.

In spite of the gloomy picture that has been discussed so far, there have been some improvements in terms of human resource and technology, among others. Transformations in the human resources at ZAMTEL have been taking place by altering the way they

conduct themselves in the organisation. The employees are beginning to have the right attitude towards work. Management contends that the transformation in the work culture will encourage the development of entrepreneurial, innovative, professional team spirit nurtured by an environment in which the work spirit can flourish. This advancement has however been slowed down by the government's intentions to privatise part of it. With the sad experience gained from other parastatal firms that had been privatised, a lot of employees are going through traumatic times (Kwaleyela - Zambia Daily Mail:08/09/2009)

On the technological improvements, there has been a visible change over the past few years. ZAMTEL has an extensive and highly computerised marketing information system. As earlier alluded to, the company is installing an optical fibre network in the country as a measure to improve service delivery, and reduce on copper cable thefts and vandalism. These technological improvements have brought about efficiency and organisational service delivery for the firm and its clients (Editorial Comment - Zambia Daily Mail:30/07/2009).

It is evident now that the poor performance of ZAMTEL is mainly caused by the rigid leadership systems employed and government interference and directives to the company. If one compares it to its competitors either in the mobile phones industry or in internet service providers market, they all have personnel of similar competence and skill. The success of its competitors is attributed to proper or right leadership systems to attitude's the companies have put in place. MTN and Zain Zambia mobile companies recruited a lot of their employees from ZAMTEL at commencement of their businesses in Zambia and for a long time rented ZAMTEL facilities. Its competitors not only have lighter management structures but they also have a good attitude towards work, employees and clients. (Editorial Comment - Zambia Daily Mail:31/07/2009).

5.7 Summary

This chapter looked at the setting of our study by examining the situation in the Zambian parastatal sector and more specifically in the two companies – the Zambia Electricity Supply Corporation (ZESCO) and the Zambia Telecommunication Company (ZAMTEL).

It was seen in both companies that both the Boards of Directors and Managing Directors and to some extent other senior employees are appointed by political leadership as the government is a major shareholder in all parastatal companies. To this effect any policy matters regarding the running of the companies must be in agreement with State House (the State President). The business acumen of these managers is secondary. Some managers have done well but have eventually been removed from office on account of not toeing the government line. This state control will inevitably be reflected in our research response rate, as most managers want to keep their jobs by not getting involved in disclosing classified information. Those who decide to be brave enough will give views that may expose the problems or even give information that is in line with company policy.

CHAPTER 6

RESEARCH METHODOLOGY

6.1. Introduction

This section seeks to explain to readers and interested researchers how this study was carried out from conception up to the conclusion. It gives the methodology used by the researcher starting with research design and ending with the limitations encountered in the process. In between the sampling design, data collection and analysis, study significance and scope have been covered. The work in the section includes the actual figures of the respondents who filled in and returned the questionnaires and those who did not.

It must be observed that while the response did not cover the whole population, it is reasonable enough to determine the behaviour pattern in the parastatal companies on the contribution of emotional intelligence to performance. Sufficient data was collected to enable comment to be made on the importance of emotional intelligence in such economies.

6.2 Nature of Management Research

This research study is from the field of management. Naidoo (2006:149) in his discussion on management research brings out three distinct issues on management research that are worth noting. These involve what management research is, what it should include and why it is distinct as a focus of research. On the question of its definition, Howard and Peters are quoted in their 2002 publication as having defined it as “the application of information that has been gathered and analysed to the resolution of a given problem or question and should contribute directly or indirectly, to the decision-making process in the organization. This definition emphasizes the need for research to have both breadth and depth, so that all possible variables are captured to meet the requirements of the client organization.

It is also necessary that management research should be able to:

1. Point to a problem at hand that does not seem to have one answer but will help to narrow it to a few;
2. Draw on the extensive knowledge developed in available literature by many experts in various related disciplines;
3. Experts and clients without any connected interest should be able to judge its suitability;
4. It must be seriously analysed and should be internally and systematically consistent; and
5. Any result and information generated should be communicated to those who need a solution.

In further discussion Naidoo (2006:155), quotes Easterby Smith *et al.* where they say that there are three main issues that make management research to be of special interest.

Firstly, there has been a tremendous development in management as a stand-alone discipline. However, in its practice it will continue to use knowledge from other disciplines and will need to consult experts in other fields to ensure that their work is creditable.

Secondly, managers by their nature are busy and influential people who will not want disturbance from researchers in their places of work. They will however allow the research to go ahead if they can see benefits to the organization. The other issue that is likely to arise is on what information will be released. This calls for the assurance of confidentiality. There is also the issue of the availability of time for these managers to devote to the research exercise as against the time needed to do the work for which they are employed, judged and paid for.

Thirdly, management requires thought and action and will only apply themselves to research and issues which will lead to tangible results. This research must also be within their capacity to undertake and it should not tax them unduly when they do participate

These were some of the issues that were part and parcel of the research study on the assessment of emotional intelligence in the two companies. Some were excited by their participation as it met their interests and needs while others found no benefit at the first time of asking. As for the later group of participants, the researcher had to babysit them to complete the questionnaire.

6.3 Research design

Bless and Higson– Smith (1995:63) points out that research design has two meanings. Firstly, it may be defined as the planning of any scientific research from the first to the last step, i.e. it is a programme to guide the researcher in collecting, analysing and interpreting observed facts. The second definition of research design relates directly to testing of hypothesis. This second definition indicates a procedure by which the co – variance of stable time - order can be proved. The first step in constructing a good research design requires the researcher to answer several fundamental questions about research that relate to the focus, the unit of analysis and the time dimension of the problem at hand.

Cooper and Schindler (2008:138), on the hand, provide four definitions of research including the two given above by Bless and Higson– Smith. The additional two definitions include one that defines research design as that which aids the researcher in the allocation of limited resources by posing crucial choices in methodology. The second additional definition looks at research design as expressing both the structure of the research problem – the framework, organization, or configuration of the relationships among variables of a study and a plan of investigation used to obtain empirical evidence on those relationships. In short, Cooper and Schindler (2008: 139) points out that the essentials of a research design should include:

- An activity and time – based plan;
- A plan always based on the research question;
- A guide for selecting sources and types of information;
- A framework for specifying the relationships among the study variables; and
- A procedural outline for every research activity.

Further Cooper and Schindler gives a classification of research design using eight descriptors that are in the exhibit below:

Table 6.1 Classification of research Design

Categories	Options
The degree to which the research question has been crystallized	<ul style="list-style-type: none"> • Exploratory Study • Formal Standard
The method of data collection	<ul style="list-style-type: none"> • Monitoring • Communication Study
The power of the researcher to produce effects in the variables under study	<ul style="list-style-type: none"> • Experimental • Ex post facto
The purpose of the study	<ul style="list-style-type: none"> • Descriptive • Causal
The time dimension	<ul style="list-style-type: none"> • Cross – sectional • Longitudinal
The topical scope –breath and depth of the study	<ul style="list-style-type: none"> • Case • Statistical study
The research environment	<ul style="list-style-type: none"> • Field setting • Laboratory research • Simulation
The participants’ perception of the research activity	<ul style="list-style-type: none"> • Action routine • Modified routine

Source: Coopers and Schindler: Descriptors of Research Design, Page 139

This study is venturing into a relatively new subject in the country and therefore will take an exploratory research design. The methodology that was employed for this study was the survey and observation. Neuman (1997:31) explains that if the issue or phenomenon is new or researchers had written very little on it and a researcher would want to look it further, then it exploratory. In this case, the goal of the research is to formulate new precise questions for further research in future. There may be other variables that may be

responsible for organisational effectiveness and efficiency in the Zambian context. The use of this methodology facilitates better understanding of the problem by the researchers and therefore provides better ways of coming up with a watertight resolution.

The research design for this study that the researcher has undertaken is now described further in the passages that follow from sections 6.4 to 6.7.

6.4 Objectives of the study

6.4.1 Main Objective

To explore and assess understanding and application of emotional intelligence in the organizational leadership as a critical factor in organizational performance in the Zambian parastatal sector through case studies involving ZESCO and ZAMTEL.

6.4.1.1 Subsidiary Objectives

This study, in pursuance of the above purpose and the main objective, will attempt to meet the following objectives:

1. To assess the levels of understanding and degree of application of emotional intelligence among a sample drawn from ZESCO and ZAMTEL managers,
2. To explain the concept of emotional intelligence, how it can influence leadership and thereby increase the performance of enterprises,
3. To explain how emotional intelligence in an organization can be assessed, and developed,
4. To document the performance of Zambian parastatal firms since 1991, with particular reference to ZESCO and ZAMTEL, and to evaluate the outcome of efforts made to improve performance,
5. To relate the application of emotional intelligence by managers to the performance of the two organisations and
6. In drawing on the foregoing, to devise an instrument to determine emotional intelligence in the organisation.

6.5 Sampling Design

A **sampling design** is the way the sampling procedure is done to produce a more representative sample from which a result can be obtained that can be generalized to the population. The sampling design involved three components, namely the population of managers in the two firms, secondly, the sample size and lastly the sampling methods used which best suited the organizations in which the theory was being examined.

6.5.1 Sampled Population

The sampled population involved 57 managers from ZAMTEL and 82 from ZESCO Limited, giving a total population of 139. Most of those that were in the population were concentrated in four towns along the rail line – in Lusaka, Ndola, Kitwe and Kabwe. Most managers dealing with rural area administration were based in the four towns. It must be pointed out that Managing directors and other top executive directors were not part of the population. These directors are the group of top management that formed the organizational leadership in both companies. This group controls the culture and the company climate and as such it was supposed to be assessed by the senior managers who were in the sample as respondents. Not only were the directors busy and difficult to find, but it was also considered an advantage to remove them from interference with the research. Their exclusion from the exercise gave respondents independence and freedom to respond to the research instrument.

6.5.2 Sample Size

According to Sekaran (1992:253) in his table for determining the sample size from each given population, indicates 103 as an appropriate sample for a population of 140. Since the population in this study is 139, the recommended sample should be 100. It is further recommended that sample sizes between 30 and 500 are considered appropriate for most research. The sample size in this study may be appropriate even when we consider ZESCO and ZAMTEL as sub groups.

This study was concerned with 100 managers at top to middle management in the two institutions who were picked by random sampling, giving each manager an equal chance

to be selected. Each of the 57 managers at ZAMTEL was allotted a number in the order they appeared on the register. Likewise, a similar process was done at ZESCO for the 82 managers.

6.5.3 Sampling Method

This involved 50 managers being randomly selected from each organization. Numbers were assigned to each manager appearing on the list that was provided by each of two companies. The numbers were written on papers which were folded and put in a container from which 50 numbered papers were drawn. Five different persons were requested to draw 10 names at intervals between shaking from a rotary container. A questionnaire was used to assess emotional intelligence. These two organizations are very big but the populations used included both senior and middle management employees.

6.6 Data Collection

Collection of data was initially done in two ways, namely secondary and primary data. Emotional Intelligence, being a psychological phenomenon, an interview was used to make follow-ups on inconclusive issues. Where it was difficult to obtain responses through questionnaires, the interview method was used. Most of the information needed was captured on the standard questionnaire which is appendix 1 to this work.

6.6.1 Secondary Data.

This was obtained from writings in special collections from University of Zambia., the Copperbelt University and the University of Kwazulu Natal, the ZESCO and ZAMTEL planning departments, journals, periodicals, and to a much lesser extent from newspapers' business columns.

6.6.2. Primary Data

- i) A questionnaire involving respondents in leadership of the two organizations was given out for six months although some took longer than that to respond..

- ii) Interviews were carried out with stakeholders and with some managers/directors within the two firms who were not part of the sample.
- iii) Observations were also used to collect data as leadership is a behavioural phenomenon. This was particularly evident in the way the questionnaire was handled and behaviour towards it.

The purposes of using the above instruments vary but their use supplemented each other so that quality data could be obtained. The questionnaire's overall purpose was to get quick and easily obtained information from people without imposing the researcher's personality on them. Whereas in the interview the researcher attempts to obtain a fuller understanding of the respondents' experience and can probe the real issues behind what they had written in the questionnaire. On the other hand, observation works best as a complementary method and its main purpose is to accurately gather information by examining processes and programmes as they are running. Coldwell and Herbst (2004:48) point out advantages and challenges each of these methods have.

Table 6.2 Advantages and Challenges of data collection methods used in Study

Method	Advantages	Challenges
S o Q uestionnaires u r c e : C o l	<ul style="list-style-type: none"> ➤ Can be completely anonymous ➤ Inexpensive to administer ➤ Easy to compare and analyse ➤ Can be administered to many people. ➤ Can get a lot of data. ➤ Many sample questionnaires already exist. 	<ul style="list-style-type: none"> ➤ Might not get careful feedback ➤ Wording can bias clients' responses ➤ Are impersonal ➤ In a survey, may need a sample expert. ➤ Does not get a full story
d w I nterviews e l l D	<ul style="list-style-type: none"> ➤ Gets full range and depth of information ➤ Develops relationship with client 	<ul style="list-style-type: none"> ➤ Can be flexible with client ➤ Can take much time. ➤ Can be hard to analyse and compare. ➤ Can be costly ➤ Interviewer can bias client's
O bservations d H e r b	<ul style="list-style-type: none"> ➤ View operations as they are actually occurring ➤ Can adapt to events as they occur 	<ul style="list-style-type: none"> ➤ Can be difficult to categorise observations. ➤ Can influence the behaviours of programme participants. ➤ Can be expensive.

Source: Coldwell, D and Herbst, H, Business Research 2004 p48

These are the three methods of data collection used in the study. However, the questionnaire was the most used for the collection and documentation of the information in this report. Interviews and observation supplemented the findings of the questionnaire where the researcher was not sure or did not understand the situation in the company. There will be further description of the questionnaire as the main research instrument.

6.6.2.1 Research instrument.

The major research instrument in this study was a standard questionnaire which was used to obtain data that was needed. Coldwell and Herbst (2004:53) pointed out language used in questions ought to be in simple and clear. The type of language used in the questionnaire should match the level of education and cultural background of the respondents. This was done in spite of the fact that respondents were senior managers and over 80 percent of them have a minimum of a first degree and others a professional qualification of ACCA. The effective questionnaires as Neuman (1997:142) suggests, must provide acceptable content validity, which must focus on key areas, wording of the questions, length of the questions, the sequence of questions and the layout of the questionnaire.

6.6.2.2 Structure of the Questionnaire.

The layout of the questionnaire was in five sections which consisted of closed questions except for the last section which was open. It was meant to allow respondents to have a free discussion on the leadership and operations of their companies, i.e. ZESCO and ZAMTEL. The sections were categorized as A, B, C, D and E. The questions that have been used are mainly based on the leadership competence model from the work of Daniel Goleman (Goleman *et al.*: 2002:147). Sections C and D are based on this model while others bring out related information.

Section A contains questions of introductory nature and deal with the definition and the understanding of emotional intelligence. Being a new phenomenon for most managers, they needed to understand at least a working definition of emotional intelligence, so that

they could separate it from common sense usage that we use in day-to-day speech.. A table was drawn up, showing the relationship between emotional intelligence which in this case is the independent variable in columns A and B and enterprise performance – the dependent variable. The impact shows the relationship in the interaction of the independent and the dependent variables. The independent variable is represented by the competences in column A and the operational definitions of those competences in column B. The impact which is motivation must be complimented by three other variables that produce performance, that is, skills and abilities, role perception and availability of opportunities to perform. It was after going through this table that respondents were requested to respond as questions in this section were related to it.

The questions under this section were of two types, that is, closed and open. Both types were meant to find out whether the provided information in the table could be seen in their company leadership. The open questions have their own good reasons for being included as the researcher was requesting the respondents for their opinion or comment on potentially sensitive subject matter. It could also be the case that they have more information outside the researcher's domain (Coldwell and Herbst: 2004:51).

Section B dealt generally with conceptual understanding of emotional intelligence. All the questions were closed and respondents were to give their assessment decision on a 5 point rating scale developed by White and Ruh as pointed out by Sekaran (1992:180). This was done to reduce taxing the respondents as the subject they were responding to was technical and new to most of them as earlier discussed.

Section C dealt with questions relating to the understanding of competences of emotional intelligence. These questions were personal and related to the individual respondents as they understood the questions within their own lives. All the questions in this section were assessing personal competences and were closed except for one follow-up question. The rating scale still remained the same with 5 being the highest rate of too much while 1 was the lowest being nothing. These questions weighed twice as much in the evaluation as those in sections A and B.

Section D was the most important, as it was the core of the research study. The questions here are weighted twice as much as those in section C. This section is the fulcrum of the study of the assessment of emotional intelligence. The questions deal with respondents' assessment of the organizational leadership in their companies. The decision scale used is still the 5 to 1, i.e. from very much to nothing. Question 8 rates the various attributes of managers' that contribute to organizational performance.

Section E is the last part of the questionnaire with questions that are open to allow the respondents to comment on various aspects of their respective companies. The respondents were requested to rate their companies against other companies in the parastatal sector in Zambia.

6.7 Preliminary test of the questionnaire and reliability of the questions used.

After the questionnaire was drafted it was important to pre-test it with a small number of respondents. This was to ensure that:

1. There was consistency in the way questions were framed and how they lined up with purpose of the research;
2. The questions were refined in the manner that would meet the research objectives; and
3. The limitations of the questionnaire were sorted out at the beginning.

In the case of this questionnaire, it was pre-tested by administering it to a number of academic staff in the department of business administration in the School of business at the Copperbelt University in Kitwe, Zambia. Some advice was given to the researcher on the representativeness and suitability of questions used. They also commented on the structure of the questionnaire to ensure content validity. I was advised that some questions were either too long or too vague. Some questions were split into two to bring about the data I needed. Advice came from the flow of the questions or the sequencing of questions. There were many questions and some of them were offensive or intruded into the privacy of people and so I was advised to refrain from using these.

6.8 Pilot survey at a Local Company

This is a method of testing of a questionnaire prior to using it to collect data. This helps in exposing the questionnaire to a small group of respondents of similar category to the ones that will actually be tested. This indicated which areas of the questionnaire needed refining so that it will be easier for the researcher to assess and record required data. It will also help in assessing the validity

Saunders *et al.* (2004:309) suggest a number of issues that the researcher should learn from this pilot survey. These suggested lessons quoted should include (Saunders: 2004:309):

- How long the questionnaire took to complete;
- The clarity of the instructions;
- Which , if any, questions were unclear and ambiguous;
- Which, if any, questions respondents felt uneasy about answering;
- Whether in their opinion, there were any major topic omissions;
- Whether the layout was clear and attractive; and
- Any other comments from respondents.

In this study, a pilot test was carried out at a local company in Kitwe, Zambia as mentioned above in which the questionnaire was administered to 10 of their managers. All the 10 respondents returned completed questionnaires. All the problems of the questionnaire were identified and corrected. Some problems arose out of misunderstanding of questions while others arose out of unclear questions. Of course the questionnaire took longer than it did to administer in the preliminary trial since these were not academicians like those at the university. Some personal questions made some pilot respondents uncomfortable. Some of these questions were explained to the respondents and later concerns were addressed in the final version of the questionnaire.

6.9 Data Analysis,

Data analysis involved reviewing data that had been collected using the three identified data collection instruments. The information that was collected from both primary and secondary data was examined within the natural environment. The data was analysed both qualitatively and quantitatively to provide pointers and frequency. The standard measures of emotional intelligence and indicators of effective organizational performance shall be compared from the findings.

Sekaran (1992:180) and Cooper and Schindler (2008:321) provides a number of scales of measurement and for this study the participation in decision – making scale developed by White, J.K and Ruh, R.A, was used with the Hybrid expectation scale using a 5 point scale similar to the Likert scale. A series (or category) of responses were offered, out of which a respondent was requested to pick one which was most relevant to each question asked. These responses ranged from very much on one end to nothing on the other since a decision was needed to assess the amount of emotional intelligence in their organization. ‘Very much’ was assigned five (5) points and ‘nothing’ one (1) on a five point scale. The language of items used is in conformity with the English language used in Zambia and it was not found offensive by any respondent. It is believed that such usage may be found to be unsuitable in certain other communities.

The percentage used was to show the level of differences in terms of frequencies to the total sample size. Analysis using percentages makes understanding of discrimination of differences of frequencies much easier for ordinary and busy managers/leaders. According to Coldwell and Herbst (2004:100) the use of percentages serves two purposes in the analysis, that is, in simplification of the process by restricting numbers to the range of 0 to 100 and translating data into a standard form for easy comparison.

Questionnaires were given out to the sample of respondents by the assistant managers in the training department of each of the organizations involved. The researcher made several visits to all the identified operational centres to collect the completed questionnaires and worked with the respondents who had difficulties with the questionnaires. Questionnaires were approved by the Managing Directors and the senior

managers responsible for training supervised the process internally. All questionnaires that were initially distributed were stamped with a company seal and bore the senior manager's signature. The initial distribution was made on 11th June 2008 and the last questionnaire was collected on the 10th February 2009.

The following is the analysis of the questionnaires that were received from the respondents and this is shown in the table below:

6.10 Questionnaire Response Analysis

As indicated earlier, most managers are clustered around four towns. There are other managers in other places within Zambia. Either these managers are responsible for operations or they are in charge of substations. As for ZESCO there are a few senior managers found at strategic installations like the Victoria Falls, Kariba North Bank and the Kafue Gorge generating power stations, but these were not picked in the probability sampling. However the senior technical and administrative managers in Lusaka, Ndola and Kitwe do a lot of traveling. This extensive traveling is also common at ZAMTEL, whose main other operation centres are at provincial headquarters. This extensive traveling and constant meetings accounted for a poor response by managers at both companies. The other reason for the poor response was from those who had just retired, or who were about to retire, from service with the two firms.

Table 6.3 Response analysis of the questionnaire

QUESTIONNAIRES STATUS	ZAMTEL COMPANY	PERCENT OF TOTAL	ZESCO	PERCENT OF TOTAL
1.Questionnaires given out	50	100	50	100
2Questionnaires. Returned fully completed	29	58	26	52
3. Questionnaires not returned OR not answered	19	38	20	40
4. Questionnaires out- rightly returned and not accepted	1	2	2	4
5. Questionnaires Returned but partially completed	1	2	2	4

Table 6. 4 Returns by Stations

DISTRICTS	ZAMTEL			ZESCO		
	Given Out	Returne d	%Respon se	Given Out	Returne d	% Response
Kitwe/Copperbelt	7	7	100	11	11	100
Ndola	26	16	61.5	6	2	33.3
Kabwe	1	1	100	0	0	0
Lusaka	16	6	37.5	33	15	42.9
TOTAL	50	30	60	50	28	56

More questionnaires were collected in Kitwe and Ndola than Lusaka because it was easier for the researcher to meet respondents personally even after working hours as they were near his operation base.

6.11 Outcome of the Study

This study was based on what Phillips and Pugh (1998:50) refer to as problem-solving research. A research in this context is expected to enter a real-world situation aiming to both improve the theory and to acquire knowledge, (Checkland and Holwell: 1998:12). It is expected that direct productivity, goal accomplishments, service and product delivery rate come out in the study. It must be said that the outcome of this study is not expected to be an absolute one. Social phenomena are not homogeneous through time, but are recreated in a continuous social process as argued by Checkland & Holwell (1998:12). It is also possible that a better and more improved outcome will be achieved by similar enquiry in the future and this is just the start.

6.12 Survey Instrument to determine emotional Intelligence in an organization

One of the outcomes of the study that needs further methodological discussion is the survey instrument that determines perception of emotional intelligence in an organization. This came out as a recommendation and is discussed in detail in Chapter 9. It is discussed here in order to give an explanation about how the researcher arrived at the instrument. This is one of the contributions of the study to the body of knowledge. It is being emphasised that this instrument is likely to undergo further refinement to ensure that an organization can determine precisely the level of emotional intelligence in both the organization's leadership and the various groups that compose it. This instrument supplements other psychological measuring instruments used for personal assessments developed by psychologists as discussed in section 4.3 of Chapter 4. These instruments measure each person's emotional intelligence. The instrument that has been proposed in this study goes further in contributing to the assessment of group emotional intelligence in an organization through the perception and knowledge of its members. A high level of corporate emotional intelligence contributes to good social relationships, thereby increasing organizational effectiveness and performance in meeting organizational goals and vice versa. This is the principle upon which statements used in the proposed instruments are based.

The instrument of this study focuses on leadership competencies suggested by Daniel Goleman (2002:37 & 47), which include self-awareness, self-regulation, social-awareness and social skills. Most of the statements used are around the competencies which contribute greatly to enhancing social relationships in work-places. Improved social relationships contribute to organizational effectiveness and performance. Likewise, the instrument centres on how various members of the organization understand or perceive the use and application of these competencies in their work-place, and how they motivate others to work towards the predetermined goals.

6.12.1 Construction of the instrument

This instrument forms Appendix 5 of this study. The instrument is made up of three parts, which include the questionnaire that is made up of 40 statements randomly arranged. Statements are randomly arranged to ensure that each one of them may be given an independent judgment by respondents. No statement should influence respondents to give answers on other statements in a group in a similar pattern. Respondents are requested to tick one number from a choice of five on a rating scale of 1 to 5 according to their judgement. The second part consist of an assessment card in which these responses are analysed by grouping the statements into 8 groups of the attributes of competencies that measure the level of emotional intelligence, on an average scale of 1 to 5 as indicated in part 1. The third part is the organizational scoring chart that gives a summary of the scores of all respondents who took part in the assessment. This summary uses the same rating scale to determine the level of emotional intelligence as perceived by organization's members participating in the survey.

6.12.2 Application of the instrument in a survey in organizations

This instrument was used in two surveys. The initial survey was carried out as a pilot test on the effectiveness of the instrument in assessing emotional intelligence. In the second survey, the instrument was used to assess emotional intelligence in several organizations

and providing solutions where results showed it to be low. These are adequately discussed in Chapter 9 and the organizational score charts that form part of Appendices 6 and 7 of this study.

The pilot survey involved two organizations. The first was the Copperbelt University, which is a public university in Zambia falling directly under government support. The second was the Copperbelt Energy Corporation Limited, a private company servicing the mines on the Copperbelt region of Zambia. At the university 21 participated and 13 participated at Copperbelt Energy, where the highest ranking officers participated in the exercise.

The second survey was administered later to examine the emotional intelligence status of several organizations and to suggest the interventions that could be taken by these institutions to address the negative situation. This survey involved organizations in various sectors. These included Mopani Copper Mines Limited (a private company); Mpelembe Secondary School (An upscale private school); Hotel Edinburgh (a private four star Hotel), Nkana Water and Sewerage Company Limited (a parastatal company), Kitwe College of Education (a government establishment), Ndola City Council and Kitwe City Council (both local government institution). Further information is found in Chapter 9 and Appendix 7. In all these organizations, 12 copies of the instrument were provided to be administered to top management officers. Due to variations in the number of officers in management, the highest number of completed questionnaires was 11 and the lowest was 8 from the seven organizations.

6.13 Summary

This chapter dealt with the exploratory methodology that was used to carry out the research on emotional intelligence and how it affects organisational performance in the Zambian parastatal companies. The chapter explained the population and the sampling methods used. It is a well-known fact that the larger the sample the closer one is to the actual answers to the problem. In spite of the sample being only 50 from each company, it was difficult to secure a return of every questionnaire. However the probability sampling done ensures that valid data

was obtained. It is now time to turn to the Zambian parastatal sector, and in particular to the two companies, namely, ZESCO and ZAMTEL, in the next chapter.

CHAPTER 7

RESEARCH FINDINGS

7.1 Introduction

In the research study undertaken, the main research instrument used was composed of the bio-data of respondents and five sections of different data sought. An analysis of respondents' bio-data will be presented before the rest of the sections. The response rate was 60 percent at ZAMTEL and 56 percent at ZESCO. Initially, at both firms 50 questionnaires each were administered. The period of administration and collection of the instrument took more than the anticipated six months due to busy schedules, comprehension of concepts, bad attitude and frequent misplacement of questionnaires by managers in the sample at both companies. 30 questionnaires were received from ZAMTEL while 28 were returned by ZESCO respondents.

Section A was meant to deal with the assessment of attributes of the four components of emotional intelligence. In this case, an analysis was done using a table containing variables and how they interact with each other. The independent variable is emotional intelligence through its competences, which are operationally defined by the attributes. The dependent variable is organizational performance which is also defined by indicators as listed. In between is the relationship of two variables, i.e. the impact the emotional intelligence has on organizational performance. This relation in the construct is that of motivation.

In the next section, B, the data being sought was on the conception of emotional intelligence by the respondents. The essence was to gauge the level of understanding of the concept by the managers in the two institutions. The conceptual knowledge being sought was based on a five point rating scale ranging from 1 being nothing was known by the respondent to 5 which was a great deal of knowledge. The same rating was used in other sections except in section E.

Section C was concerned with the analysis of the four competences of emotional intelligence of the respondents themselves in the two firms.

In section D, the study was solely devoted to examining and analysing the levels of emotional intelligence of their organization’s leadership as given by the managers in their company. This is a very important section of the study as it contributes to resolving the core issue of this study.

The last section E, concentrated on the respondents’ knowledge and understanding of the companies they work for. The section also explained the individual organizations’ peculiarities and challenges.

7.2 Analysis of Respondents bio-data.

The bio-data was obtained from all the questionnaires that were received and classified separately for each company. Managing Directors and Directors were not included in the study. Assistant Directors were included both in the population and in the samples. This study does not include their names here although lists of the population and those samples are available. The summary of the analysis is presented in appendix 2, however, a few are discussed below.

Table 7.1 Highest qualification attained by Respondents

<u>Highest Qualification attained</u>	ZESCO		ZAMTEL	
	Frequency - out of 28	% of Total	Frequency- out of 30	% of the Total
(a) Diploma	01	04	09	30
(b) Bachelor’s Degree	12	43	11	37
(c) Master’s	12	43	06	20
(d) Professional Qualification(ACCA	03	10	04	13

The respondents at ZESCO held relatively higher qualifications as 24 out of 28 had a minimum of a University degree while the other three had a professional qualification in accounting namely, the Association of Certified Chartered Accountants (ACCA). Only one respondent held a diploma. When expressed in percentages, the figure gives ZESCO 94 percent of well and highly qualified personnel. On the other hand, ZAMTEL's respondents had 17 out of 30 of them holding the minimum of a degree while the other 4 were holding an ACCA qualification. In percentage count, ZAMTEL showed that 70 percent of their sampled managers were university graduates. 30 percent of ZAMTEL managers held a diploma as their highest qualification and the majority of these are in the technical field of telecommunication engineering. The bio data with respect to highest qualification held by managers sampled favoured ZESCO.

Table 7.2 Company experience of Respondents

<u>No. of years worked in the Company by the Respondents</u>	ZESCO		ZAMTEL	
	Frequency - out of 28	% of Total	Frequency- out of 30	% of the Total
(a) less than 5 years	01	04	01	03
(b) 5 - 10	06	21	08	27
(c) 11 - 15	13	47	03	10
(d) 16 - 20	08	28	05	17
(e) 21 and above	00	00	13	43

At ZAMTEL the findings indicated that most of its managers in the sample had worked for many more years in the company than their ZESCO counterparts. 13 of the respondents had worked for ZAMTEL for more than 20 years. This number corresponds with the figure for those respondents who had worked in one company only. 21 of the 28 respondents at ZESCO have worked for 11 to 20 years. This is enough experience for well-qualified personnel to remain in one company. In both companies only 1 respondent in each of them has worked for less than 5 years. These could be direct entries from other

working environments into management positions. The number of years these respondents show indicates the amount of experiences they have in the company.

Table 7.3 Age ranges of Respondents

<u>Age of Respondents</u>	ZESCO		ZAMTEL	
	Frequency - out of 28	% of Total	Frequency- out of 30	% of the Total
(a) Less than 30 years	00	00	00	00
(b) 30 – 35	02	07	05	17
(c) 36 – 40	06	21	09	30
(d) 41 – 45	11	39	06	20
(e) 46 - 55	09	33	10	33

In the two companies, there was no respondent who was less than 30 years old. Generally both companies had mature managers among those sampled. Comparatively, between the ranges of 30 to 35 years, the number was low at ZESCO which had 2 while ZAMTEL had 5. Ages of the majority of the managers fell within the range of 41 to 55. In this age band ZESCO accounted for 20 out of 28, which is 72 percent while ZAMTEL had 16 out of its 30 respondents, i.e. 53 percent. ZESCO had generally more matured managers than at ZAMTEL indicating that they should have a more serious approach to relationships and problem solving. ZESCO had a relatively younger cadre of managers.

Table 7.4 Hierarchical positioning

<u>Levels of Superiors</u>	ZESCO		ZAMTEL	
	Frequency - out of 28	% of Total	Frequency- out of 30	% of the Total
(a) 1.	01	04	04	13
(b) 2.	15	53	08	27
(c) 3.	05	18	13	43
(d) 4.	05	18	02	07
(e) 5.	02	07	03	10

The levels of superiors indicate the level of the position of the respondent from the highest in the company's organizational leadership. Findings from the bio data in this respect showed that ZESCO respondents are closer to top management than their colleagues at ZAMTEL. The higher one is on the company hierarchy the more responsible and influential one is in the company. Both companies are highly bureaucratic and pyramidal. Whereas at ZESCO 16 of the 28 respondents are 2 levels or less down in their departments led by executive directors, ZAMTEL shows 12 out of 30 respondents in a structure set up similarly to that obtaining at ZESCO. There are 7 respondents who are 4 to 5 layers down the management ladder at ZESCO while at ZAMTEL there are only 5 out of 30 who are low level managers.

Table 7.5 Subordinates supervised

<u>Number of supervised Subordinates</u>	ZESCO		ZAMTEL	
	Frequency - out of 28	% of Total	Frequency- out of 30	% of the Total
(a) 0 – 5	09	33	07	23
(b) 6 - 10	08	29	08	27
(c) 11 - 20	07	25	05	17
(d) 21 and above	04	13	10	33

Subordinates supervised show the level of the respondents' leadership influence. The respondents at both companies tend to have on average 10 subordinates but those at ZESCO have less than at ZAMTEL. Whereas at ZESCO, 17 of the 28 respondents supervise 10 or less subordinates, at ZAMTEL only 15 or 50 percent do the same. It is also evident that 10 managers about 33 percent at ZAMTEL supervise a larger number of 21 and more compared to their colleagues at ZESCO.

7.3 Impact of emotional intelligence on performance.

As stated earlier, emotional intelligence is the independent variable while organisational performance is the dependent variable. The study seeks to assess the impact of emotional intelligence on performance of people in the organisation. Organization is about people and how these relate to each other on an emotional level in the work environment is of critical importance to its overall performance.

The respondents were presented with a theoretical construct of the four widely accepted competences that have a motivational impact on organizational performance seen as the listed indicators on the dependant variable side. This construct was earlier presented in chapter three of this study in which assessment and measurement of Emotional intelligence were discussed.

The respondents' assessment of emotional intelligence as a critical factor in organizational performance from the two parastatal enterprises was indicated by the 5 point rating scale earlier alluded to. The frequency distribution is indicated in the tables below in absolute figures and in percentages to compare the firms.

7.3.1. Do managers/leaders show the attributes of emotional intelligence competences in your company?

Table 7.6	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	1	4	1	3	2	3
Fair 3	15	53	16	53	31	53
Much 4	9	33	11	38	20	35
Very Much 5	3	10	1	3	4	7
TOTAL	28	100	30	100	58	100

The distribution in the table above indicates that the attributes of emotional intelligence are clearly above ‘fair’ in the leadership of the two organizations. The ‘much’ and ‘fair’ total scores for both organizations is 88 percent. ZAMTEL on the same evaluation seems to be higher with 89 percent to that of ZESCO’s 86. ZESCO records a better score of 96 percent. 10 percent of the managers at ZESCO feel that there is much more emotional intelligence in its management as compared to ZAMTEL’s 3 percent

It is indicative enough to suggest that there is sufficient presence of emotional intelligence in the parastatal sector as seen from the responses above although an increase may be necessary. The low score of 5 shows that both organisations’ management have a lot do in this area. The low percentages of 4 and 3 respectively in the two companies are insignificant and they affect the result.

7.3.2 How much do these attributes of emotional intelligence competences affect the organisational performance indicators?

Table 7.7	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	6	22	3	10	9	16
Fair 3	4	14	5	17	9	16
Much 4	8	28	10	33	18	30
Very Much 5	10	36	12	40	22	38
TOTAL	28	100	30	100	58	100

The overall result gives an indication that emotional intelligence plays a significant part in organizational performance as a large number of respondents agree. The above average rating indicates that 68 % of the two organizations agree that emotional intelligence has a high influence on organizational performance. It agrees with the view expressed above on the presence of emotional intelligence but goes on to suggest that it has an affect on the performance of the company

At ZESCO while 36% and 28 percent of respondents respectively agree with the assertion that emotional intelligence does affect organizational performance, 22 %of other respondents believe that there is very little effect. At ZAMTEL those in agreement, that it does affect performance represent about 73% and when those who felt it was average are included, the percentage rises to 90.

7.3.3 Rating of attributes of Emotional Intelligence competences as a positive contribution to organizational performance.

The overall assessment of the positive contribution of the respondents from the two companies agrees, with a significant affirmation of 79 percent. Only 7 percent indicated that it was not the case. The difference of the respondents which is 14 per cent is those who were of the opinion that contribution of emotional intelligence to performance was average.

Table 7.8	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	0	0	1	2
Very little 2	0	0	3	10	3	5
Fair 3	4	14	4	13	8	14
Much 4	9	32	10	33	19	33
Very Much 5	14	50	13	44	27	46
TOTAL	28	100	30	100	58	100

By comparison, there was not much difference from the overall indications as both had the largest number of respondents on this issue indicating ‘very much’ as a contribution with 50 and 44 percent respectively. At ZESCO, 82 percent of respondents agreed that Emotional intelligence through the attribute of its competences had a positive contribution to make to the organization as compared to ZAMTEL’s 77 percent. In this case there seemed to be a more positive outlook to the importance of emotional intelligence in organizational leadership at ZESCO. Generally ZESCO’s performance is far better than that of ZAMTEL. ZAMTEL has had a larger number of Managing Directors than at ZESCO since 1991. This could account for this lower level rating from its managers.

7.3.4 Emotional intelligence attributes that motivate subordinates most from the respondents’ organisation’s leadership.

The attributes of emotional intelligence in all the four (4) main competences have significant influence in motivating subordinates in work-place. A manager must provide leadership in the work-place if the work has to be done effectively. As a leader, a manager must be able to show emotional attributes that will influence his subordinates. In this regard respondents, who had at least two (2) to three (3) superiors above them displayed a variety of these attributes that were in the operational definition of each

competence of emotional intelligence. Some attributes observed by respondents in their superiors were more frequent than others.

Attributes that ranked highly and more frequently in most respondents contributions from both companies included trustworthiness and honesty, empathy, developing others, and inspiring others towards the goals. These attributes involved interpersonal skills and therefore affected subordinates emotions as individuals. Leaders need to be trustworthy and honest with themselves and with others to cause any influence. When a leader is trustworthy, it is easier for him or her to be empathetic, able to develop others and to carry them emotionally to achieve both personal and organizational goals.

Those that come in second place included managing teamwork, creating a clear line of communication, creating an atmosphere of openness, promotion of an achievement drive, and sincerity with oneself, a capacity to manage change, service orientation and managing the emotions of others. These are mostly concerned with how to deal with work situations knowing very well that others are also involved. A leader has to be considerate in the way he or she goes on with day-to-day work. His or her work is not done until subordinates do their work satisfactorily.

The remaining group of attributes are equally important but by frequency can be ranked third as they deal with the general conduct and reaction to work situations. These include people feeling valued and rewarded, self-control under hostile situation, managing conflict and emotions of others, cross-cultural sensitivity and being able to value diversity. Others included leaders' capacity to be adaptable and recognition of his strength and weaknesses in oneself. The main point is that a manager must read the situation carefully and act accordingly in a responsible manner.

7.3.4.1 Ways to give a degree of influence to Emotional Intelligence attributes that affect organizational performance.

The respondents were requested to suggest ways in which we would find the degree of influence of the attributes of emotional intelligence that affect performance as seen in the indicators listed. This influence was seen through the following:

1. Increase in market share, growth, profit potential and achievement of targets;
2. Increase or decrease in number of customer complaints;
3. Increase in customer satisfaction;
4. Observing behaviour of staff in relation to mentor and peers;
5. Use of a suggestion box;
6. Emphasis on finding solutions to problems;
7. Open and frank discussion with subordinates and employees;
8. Survey research, observation and interview with employees;
9. Employees attitude towards work and management decisions and polices;
10. Use of the performance management and appraisal system;
11. Low productivity in spite of capital infection;
12. Effectiveness of communication between workers and managements;
13. Employee morale and turnover; and
14. Capacity to manage industrial conflict.

The serial numbers in the above show that number 1 was ranked highest as it had the highest frequency while 14 had lowest frequency as most respondents did not think that it affects performance much in their company.

7.3.5 More pronounced performance indicators affected by Emotional Intelligence.

The respondents, when requested to give a list of indicators affected by emotional intelligence indicated that a number of them were involved. Obviously positive application of emotional intelligence is seen through the above indicators that contribute

to positive performance. Five (5) of these indicators were prominent and constituted the first cluster.

The first obvious one was customer satisfaction as the employees themselves are happy with the work environment. They are also enthusiastic, brighter and innovative when the emotional atmosphere is positive and fulfilling. The second is the emphasis on long-term development and satisfaction of employees. In fact this indicator goes hand-in-hand with the first. It confers security and confidence in employees. Thirdly, it increases in the organization the need to emphasise finding solutions to problems. This affects the future of the organization and eventually that of the employees and their needs. Fourthly, there is availability of resources in an organisation. As employees are surrounded by a positive atmosphere more resources will arise due to high productivity. Fifthly, in the organization, there will be an emphasis on increased market share and growth. It will also lead to an increase in market potential as many employees begin to think out of the box as they take the lead in market development.

Respondents also gave out other results for the use of emotional intelligence in the firm. The other effects include the following:

- There will be multi-level strategic thinking by all levels of employees in the organization;
- There will be the ability to be effective under duress and stress;
- The organization leadership will be able to relate well to subordinates and other stakeholders;
- There will also be a climate of transparency and openness as there will be no need for hide and seek with decisions. In addition there will be a clear line of communication in place; and
- It gives rise to strategic management and flexible and an adaptive organization structure;

7.3.6 Other Important variables that affect performance.

There are also other emotional intelligence attributes that are needed for an effective organisation's leadership that respondents believe could be considered as being important. Amongst those that are most important are competitive compensation and rewards that take account of the actual take-home pay, integrity of the corporate leadership, organisation culture, corporate governance and a conducive management style.

The rest of the proposed variables that influence performance in the organisation are the national and economic global trends, ability to adapt to change in whichever form, training and development of employees, employment of skilled and well-qualified employees and capacity to manage a multicultural or diverse body of employees. It must, however, be pointed out that leadership that is emotionally intelligent is able to handle all the above intervening variables. Most of these variables arise out of social needs and hence, the capacity to understand other people's concerns is paramount.

Most respondents believe that emotionally intelligent management will be able to deal with all stakeholders with astuteness that the job demands. Such a management will tactfully deal with each stakeholder differently especially with government and political leadership, employees, shareholders, the general public and many pressure groups. As for the employees, most of whom are docile and do not openly show their emotional state, these can be a dangerous source of instability in an organization. It is therefore important for management regardless of their professional backgrounds to have knowledge of human and organizational behaviour.

7.4 Understanding of the concept of Emotional Intelligence in the companies.

In this regard the main concern is to find out respondents' application of their conceptual knowledge of emotional intelligence within their company. Arising from the last section which dealt with the theoretical knowledge of emotional intelligence, respondents were

requested to relate this to their work situations within their company. The emotional intelligence conceptual understanding is related to managements as they interact with their workforce.

This section also relates to the levels of emotional intelligence, organizational performance and employee relationships. Organization is about people. Its harmony and productivity depends on this chemistry. From this analysis on the two companies, it is reasonable enough to give an external validity to the results of the entire parastatal sector in Zambia.

7.4.1 Degree of understanding of the concept of emotions at work

The question was asked how much each person understands their moods and emotions. The table below shows the distribution.

Table 7.9	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing	1	0	0	0	0	0
Very little	2	0	0	1	3	2
Fair	3	10	36	9	30	33
Much	4	12	43	15	50	46
Very Much	5	6	21	5	17	19
TOTAL	28	100	30	100	58	100

It was found out that 98 percent of respondents were on average and above in assessing their understanding of their moods and emotions as they carried out their work. In fact those that are fully aware were in a range of 19 to 46 percent. Only 2 percent of responses indicated that they did not understand their emotions. It is only human to be aware of one's emotions. At ZESCO a larger number were conscious of their emotions. Emotions level awareness at ZAMTEL was average with a difference of 3 percent which is marginal.

7.4.2 Good understanding of their own Emotional Intelligence and of others in maintaining good relationships.

Table 7.10	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	0	0	0	2
Very little 2	0	0	0	0	0	0
Fair 3	1	4	1	3	2	3
Much 4	9	31	11	37	20	35
Very Much 5	17	61	18	60	35	60
TOTAL	28	100	30	100	58	100

It was not enough for respondents to be aware of their moods and emotions and of those of other employees but how this contributed to an increase in good relationships was an important realization. From the assessment the overwhelming response was, that most respondents agreed that emotions affected their relationships with other employees. 90 percent of respondents in both institutions stated that a good understanding of emotions on both sides lead to good relationships. Only 20 percent thought that there was no effect. Emotional intelligence is therefore a critical factor as emotional states affect relationships which have an effect on performance in almost everybody.

7.4.3. Overriding of other employees, feelings de-motivates and reduces work output.

Many respondents, about 84 percent, acknowledged that overriding the feelings and emotions of other employees de-motivates them and actually reduced their work output.

Table 7.11	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	0	0	1	2
Very little 2	0	0	1	3	1	2
Fair 3	6	21	1	3	7	12
Much 4	7	25	11	37	18	31
Very Much 5	14	50	17	57	31	53
TOTAL	28	100	30	100	58	100

Taken on average, 96 percent did recognise the fact that ignoring the emotional feelings of other employees reduced their output as they became de-motivated. Minority percentages were below average in stating that this did not affect some employees. It is possible that some people are self-motivated and therefore did not recognize their moods and emotional state depended on external pressure to be productive.

7.4.4 Emotional Intelligence in Managers at Work Increased Employees' Interest and Enthusiasm.

Table 7.12	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	0	0	1	2
Very little 2	3	10	0	0	3	5
Fair 3	2	7	2	7	4	7
Much 4	8	28	12	40	20	34
Very Much 5	14	50	16	53	30	52
TOTAL	28	100	30	100	58	100

Managers can make a positive or a negative difference at work. In this study and in the results above, this claim is substantiated in that 86 percent of respondents agree with it. Half of them suggest emphatically that emotional intelligence in managers in a work

place has a bearing on the level of employees' interest and enthusiasm. The higher it is, the more likely that a work-place will be a great place for employees. They tend to be loyal and more productive. This assertion is higher at ZAMTEL on average as it has experienced a higher turnover of Managing Directors over the same period than at ZESCO which had seen only 2 MDs go as compared to 8 at ZAMTEL. ZAMTEL employees have experienced times of sadness and joy depending on the Managing Director in charge.

7.4.5 Level of Emotional Intelligence in the leadership of the respondents' company

The rating of emotional intelligence in the work situation was high in the previous four questions. Strangely when it came to level of emotional intelligence in the leadership of the respondents' companies it follows the normal distribution curve for the two companies with higher scores around the centre. The lowest frequencies are at both ends of the distribution. The mid distribution is 48 percent while on the ends are 4 percent and 5 percent at the extreme ends.

Table 7.13	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	2	7	3	5
Very little 2	7	25	4	13	11	19
Fair 3	11	39	17	57	28	48
Much 4	8	28	6	20	14	24
Very Much 5	1	4	1	3	2	4
TOTAL	28	100.00	30	100.00	58	100.00

On the company to company analysis, ZESCO scores are skewed to the left denoting that there is a higher level of emotional intelligence. ZAMTEL maintains a higher average of emotional intelligence in its management ranks. In both companies, it may be necessary

to upgrade the level of emotional intelligence in management so that there is a correlation with earlier respondents' suggestions that if emotional intelligence was high, employee interest and enthusiasm and organisation performance tended to be high.

This is a fair representation of average emotional intelligence in the parastatal sector in Zambia. Most of the better-performing parastatal firms are in general on the average performance level in the economy. It is therefore not farfetched to suggest that emotional intelligence in organizational leadership in a company is directly related to the level of its general performance in many areas (Gardiner and Stough: 2002:71).

7.4.6 Contributions of Emotional Intelligence to the motivation of subordinates at work.

Table 7.14	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	1	3	2	4
Very little 2	3	10	7	23	10	17
Fair 3	10	36	7	23	17	29
Much 4	9	32	11	37	20	34
Very Much 5	5	18	4	14	9	16
TOTAL	28	100	30	100	58	100

This question is similar to an earlier one on emotional intelligence's contribution to employee interest and enthusiasm. The increase in interest and enthusiasm at work by employees was directly related to the level of emotional intelligence in its management. In the above case, the respondents followed a normal distribution though slightly shifting to the left, indicating a similar relationship. The result at ZESCO of 'fair' to 'very much' is 87 percent as compared to ZAMTEL's 73 percent.

The total of 'fair' to 'very much' in the two companies is encouraging and stands at 79 percent. ZAMTEL has a slightly lower rate than that at ZESCO when compared to the total.

As earlier alluded to, this can be accounted for due to the many (eight) Managing Directors at ZAMTEL that have come and gone through the years compared to the ZESCO's two Managing Directors in 18 years.

This is also indicative of other parastatal where political interference has been rife resulting in a high turnover of chief executives. Employees have developed a culture that is led by the chief executive office that has been around for sometime. Emotional intelligence likewise takes time to be picked up which is a big problem at ZAMTEL, unfortunately.

7.5 Assessing of Emotional Intelligence competence by competence.

In this part of the data analysis, the respondents provided data regarding the four competences widely recognised for measuring emotional intelligence in large organizations and credited to Daniel Goleman and others. The analysis will deal with each competence in turn.

The respondents were involved in the understanding of the phenomenon of their emotional intelligence and that of their work mates and customers. They were to answer questions related to their personal experience of emotional intelligence in the four competencies. Competencies, include self-awareness, self-regulation or management, social awareness and social skills as these relate to the day-to-day work. Their analyses were based on the five points scale used earlier.

7.5.1 Self-Awareness of one's emotions

Respondents in this case were required to find out how each one of them was aware of their emotional intelligence. The following is the data that was received and the analysis was based these findings.

7. 5.1.1 Are you aware of your moods and emotions?

Respondents were required to evaluate their own moods and emotions. The essence of this data was to find out if they understood their own psychological make up. These responses are shown in the distribution table.

Table 7.15	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	0	0	0	0	0	0
Fair 3	0	0	2	7	2	3
Much 4	10	36	12	40	22	38
Very Much 5	18	64	16	53	34	59
TOTAL	28	100	30	100	58	100

The distribution above shows an overwhelming above-average score of 97 percent from respondents indicating that they were, in their opinion, very much aware of their emotions. Only three percent rated themselves as average or fair in understanding their emotional state when carrying out their daily work. It is human to be aware of one's emotions and how one reacts emotionally to situations as they unfold. At ZESCO, it was 100 percent of respondents who very much understood their moods and emotions (or so they claimed). At ZAMTEL only 7 percent of respondents said they understood their emotions fairly well

7.5.1.2 Extent to which respondents' emotions and moods affected their work performance.

Table 7.15b	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	12	43	7	24	19	32
Fair 3	9	32	10	33	19	32
Much 4	5	18	10	33	15	27
Very Much 5	2	7	2	7	4	7
TOTAL	28	100	30	100	58	100

The respondents' recognition of their moods and emotions in the work-place are not good enough as an indication on its own because emotions do not work in isolation from other factors.. Whatever they do, their actions affect those around them in one way or the other. The mandate of every person employed at the work place is to add value to that firm. This in turn increases performance and profitability in a business organization. It is also not good enough to recognise our emotions but what we do about them is important. Emotions can enhance or retard our work performance.

The statistical table above shows a normal distribution curve which indicates a fair affect with of course extreme cases. Most of the scores are concentrated around the centre. At ZESCO, respondents show a shift to the right which shows a little effect on their performance at 43 percent below average. 25 percent feel that emotions and moods affect their work. At ZAMTEL 40 percent of respondents agreed that emotions and moods do affect their work performance while 26 percent indicated that it affected the performance very little. On average both companies are on par with 32 and 33 percent respectively.

7.5.1.3 Recognition of one's' moods and emotions before other people notice the behaviour.

Many respondents, about 98 percent acknowledged that they did recognise these emotions in their lives before others did. 57 respondents claim that they did recognise their emotional balance and moods and hence were aware. There is also a small percentage of 2 percent that did not recognise their moods and emotions. It took other people to point out their emotional state. There are times when people will remind others that they look unhappy without the individuals concerned being aware of this.

Table 7.16	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	1	4	0	0	1	2
Fair 3	5	18	6	20	11	19
Much 4	13	46	11	37	24	41
Very Much 5	9	32	13	43	22	38
TOTAL	28	100	30	100	58	100

7.5.1.4 Making known ones needs under anger in ways that resolves rather exacerbates the Situation.

It is normal and human to be angry sometimes in the work situation. The managers were asked if, when they were angry with someone, they were able to make their needs known to the offender without aggravating the situation and in such a way as to facilitate amicable resolution of the problem. 86 percent responded that they were able to do that without any problem. 7 percent of the respondents were not able to resolve issues under such angry situations. The majority however, indicated that even when they are angry, they were able to let others know their needs and intentions. It was part and parcel of their job.

Table 7.17	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	2	7	1	3	3	5
Fair 3	6	21	6	20	12	21
Much 4	13	47	18	60	31	53
Very Much 5	5	18	5	17	10	17
TOTAL	2	7	0	0	2	4
	28	100	30	100	58	100

7.5.1.5 Change in their emotional state has effect on productivity in work situations

There is a correlation between the emotional state of a person and their productivity at work. When they are happy and excited, they will make a good contribution.

Table 7.18	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	3	10	7	23	10	17
Very little 2	7	25	5	17	12	21
Fair 3	8	28	5	17	13	22
Much 4	6	21	10	33	16	28
Very Much 5	4	13	3	10	7	12
TOTAL	28	100	30	100	58	100

In this question the responses were generally spread over all the categories. 38 percent of respondents said that there was little or no effect on their productivity. 40 percent of them agreed with the statement that there is much effect on their productivity in the work situation. 22 percent claim that it may or may not affect their productivity; it depends on the issue at hand.

7.5.2. Self-Regulation/management of emotions

Emotions lead a person to channel energy in a certain direction. The direction in which energy is channelled can be constructive or destructive, positive or negative. Unless the emotions are controlled, actions may be misdirected. Conditions in the immediate environment may cause our actions to be misdirected. The self-regulation is the tendency by a person to manage one's emotions and to control negative or destructive tendencies or at least to manage them. In this section, respondents were requested to provide information as to how they managed their emotions and share their experience on how they got along with the behaviour of other workers to ensure that performance is enhanced or goals are attained. People communicate with each other and get inspired to work.

7.5.2.1 Respondents' extent to which they try to achieve their goals under impossible conditions or are tempted to give up.

The distribution of scores shows an overwhelming result of 90 percent who indicated that they try their best to achieve their goals even if the situation seems impossible and they are tempted to give up altogether. 50% of the respondents say that they summon all their energy to soldier on to achieve their goals even when their emotions may suggest giving up. Only a very small percentage feel like giving up.

Table 7.19	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	0	0	0	0	0	0
Fair 3	2	7	3	10	5	9
Much 4	9	33	14	47	23	40
Very Much 5	16	57	13	43	29	50
TOTAL	28	100	30	100	58	100

At ZESCO, the figures stand at 80 percent for those who manage their feelings in such a way as to enable them to go ahead, with 57 percent of them indicating their strongest resolve not to give up. Comparatively at ZAMTEL with all the problems they have been going through including a high turnover of MDs, the figures stand at 90 percent but with lower percentage of those on the higher side at ZESCO. Although ZESCO has less competition in their area of product offering, it has a higher percentage of problems solved than at ZAMTEL. However, ZAMTEL has a higher percentage of managers who are able to withstand the pressure if difficult situations presented themselves.

7.5.2.2 Respondents' use of their emotions/feelings in reaching decisions in their lives.

Table 7.20	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	2	7	4	13	6	10
Fair 3	9	32	11	37	20	35
Much 4	10	36	8	27	18	31
Very Much 5	6	21	7	23	13	22
Did not respond	1	4	0	0	1	2
TOTAL	28	100	30	100	58	100

This item requests respondents who are managers to provide clues as to how they manage their emotions in reaching decisions in their lives. How do emotions help in thought formation?

The table 7.20 indicates an average to above average response of 88 percent. The concentration of respondents is on the average of 35 percent. 10 percent thought that there was little use of emotions in reaching their decisions which is strange. It is usual

that emotions are a force that makes humans act or devise a means of reaching a goal and therefore it is not strange to encounter the above distribution. Both organizations show a similar pattern but ZESCO is slightly higher than ZAMTEL.

7.5.2.3 Extent to which respondents control themselves (react) when attacked physically and emotionally.

Table 7.21	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	2	7	1	3	3	5
Fair 3	4	14	6	20	10	17
Much 4	9	32	12	40	21	36
Very Much 5	12	43	10	34	22	38
Did not Respond	1	4	0	0	1	2
TOTAL	28	100	30	100	58	100

It is considered normal for people to react to any physical and emotional attack. The way people react to such provocative attacks depends on the ability of that person to control their emotions. Lack of control of emotions can have serious repercussions or consequences. The principle of passive resistance is based on the ability to control ones' emotions.

The survey showed that most respondents were able to control their emotions even under attack. 74 percent in both companies indicated that they were able to control their emotional reactions to a marked extent. The number is slightly higher at ZESCO although the difference is only 3 percent. On average ZAMTEL has a higher percentage of managers who are able to withstand emotional pressure.

7.5.2.4 Respondents’ capacity to take advantage to win attackers over to their way of thinking.

Table 7.22	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	2	7	1	3	3	5
Very little 2	3	11	7	24	10	17
Fair 3	12	43	14	47	26	45
Much 4	6	21	6	20	12	21
Very Much 5	5	18	1	3	6	10
Did not Respond	0	0	1	3	1	2
TOTAL	28	100	30	100	58	100

An emotional or even a physical attack can be an opportunity to win the attacker over to your way of thinking. This skill is a very big advantage to managers in the work situation. It helps in making a team strong if the leader is able to win the confidence of all members. It would increase commitment to the cause by every team member.

In the survey, the response was on the levels of ‘fair’ or average with 45 percent of respondents. Turning the way of thinking of an attacker requires a high level of emotional intelligence. 23 percent of respondents either said very little or nothing at all is done to take advantage compared to slightly higher figure of 31 percent of those who take up this advantage in both companies.

7.5.2.5 Extent to which respondents manage their effort to be productive in their work.

In work situations there are inevitably instances when work is difficult or conditions under which one working are discouraging. In such a case, how do respondents maintain their usual productive effort?

Table 7.23	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT. DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	1	3	1	3	2	4
Fair 3	3	11	2	7	5	9
Much 4	8	29	11	37	19	32
Very Much 5	16	57	16	53	32	55
TOTAL	28	100	30	100	58	100

The statistics of respondents at both the companies indicate that ‘very much’ effort is put in. The total percentage of those who put in a lot of effort is 55 percent and about 33 percent put in ‘much’ effort. The percentage of those who put a little effort is only 2 percent. The rest are those who put in a fair effort. Comparatively there is very little difference in the answers of respondents of both companies.

7.5.3 Social Awareness of others’ emotions.

In social awareness, respondents were being requested to give their views on how emotional intelligence makes them realize that there are other people besides themselves. Their emotions have an affect on other people who also had their own emotions and feelings. Correspondingly any two persons at a work place are each one of them unique and different. In spite of these differences common ground must be found to attain both organization and personal goals.

7.5.3.1 Extent of realization by respondents of their feelings effect on other people around them.

The table shows a very fortunate attitude of the respondents. 83 percent of respondents agree that our emotions and feelings have a great effect on other people around us. Our

behaviour or way of conduct in the work place can either increase or reduce performance of those who work with us.

Table 7.24	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	3	10	0	0	3	5
Very little 2	1	4	0	0	1	2
Fair 3	0	0	6	20	6	10
Much 4	12	43	13	43	25	43
Very Much 5	12	43	11	37	23	40
TOTAL	28	100	30	100	58	100

At ZESCO the response was 86 percent in acknowledging that our actions can motivate or de-motivate others while at ZAMTEL the response in affirmation is 80 percent. It is only at ZESCO were one respondent indicated that there was ‘little effort’ made.

7.5.3.2 Frequency of challenge by other people on respondent’s attitude to their issues at work?

As earlier discussed, people are different in their looks and emotional make up. Even their outlook on issues at work will be different. The more frequent these challenges from other people are, the more differences there will be between them. It is also a question of how respondents rise to the occasions as they present themselves.

Table 7.25	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	7	25	4	13	11	19
Very little 2	10	36	16	53	26	45
Fair 3	7	25	6	20	13	23
Much 4	4	14	2	7	6	10
Very Much 5	0	0	2	7	2	3
TOTAL	28	100	30	100	58	100

The distribution of responses has shifted to the right. On average 23 percent of respondents at both firms, said that the frequency of challenges were fair. Only 13 percent of respondents indicated that it was a great challenge on their part to work with other people. The intensity of challenges was greater at ZAMTEL where the score was at 7 percent. At ZESCO, there was no respondent that recorded very serious challenge. 64 percent of respondents at both companies recorded that there was either ‘very little’ or ‘no’ challenges by other people on them. At ZAMTEL 66 percent of respondents indicated that there was little or no such challenge while at ZESCO it was 61 percent. This was indicative enough to suggest that there was a high degree of emotional intelligence working in the organization.

7.5.3.3 Amount of praises that has been offered by workmates on your response to a physical or verbal attack against you.

Table 7.26	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	1	4	1	3	2	3
Fair 3	8	28	8	27	16	28
Much 4	13	47	15	50	28	48
Very Much 5	6	21	5	17	11	19
TOTAL	28	100	30	100	58	100

It seems that there will always be attacks on managers. It is a question of how one responds to such attacks. In this case the respondents were being asked about praises received from workmates on how they responded to such attacks. 67 percent of respondents from both firms indicated that they received ‘much’ response with a slightly greater percent coming from ZESCO with 68 percent of respondents from the company

while ZAMTEL was 67 percent. The awareness for both companies was similar and so it was also for those below average who indicated that there was little praise.

7.5.3.4 Freedom of workmates to respond to respondents outbursts of annoyance at work.

Table 7.27	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	2	7	1	3	3	5
Very little 2	2	7	0	0	2	3
Fair 3	8	28	12	40	20	35
Much 4	15	54	9	30	24	41
Very Much 5	1	4	8	27	9	16
TOTAL	28	100	30	100	58	100

Sound relationships at work are proven when the heat is on and this question indicates the degree of emotional tolerance. If emotional tolerance is on the high side in an organization, this indicates a higher level of emotional intelligence. If the workmates have the freedom to respond they may go on to show that the relationships between the respondents and workmates are sound on an emotional level. It is most likely that their work relationships are not widely different.

The response rate is encouraging in that the respondents indicated that there was freedom for workmates to respond to their negative behaviour. It is remarkably high at ZAMTEL where only 3 percent of respondents feel there is no freedom. The highest percentage comes from ZAMTEL where problems and social pressure is very high. The tolerance level is higher in this company as opposed to ZESCO where managers' response is only 4 percent on the extremely positive end.

7.5.3.5 Respondents’ “emotional awareness of workmates” attitudes and interests’ contribution to company productivity.

Table 7.28	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	0	0	1	2
Very little 2	0	0	1	3	1	2
Fair 3	4	14	4	13	8	13
Much 4	15	54	16	54	31	54
Very Much 5	8	28	9	30	17	29
TOTAL	28	100	30	100	58	100

Respondents’ emotional awareness and consideration of work mates’ attitudes and interests connotes knowledge of the strengths and weaknesses of those workmates. Thus knowledge will work to give an understanding of what work should be allotted to whom. All individuals have limitations especially when it comes to attitudes and interests of what they can or can not do. It also ensures tolerance and empathy in the way the respondents’ emotional level should be adjusted. These workmates whose attitudes and interests are contrary to the interests of the company can be helped or redirected so that they can have a beneficial impact.

7.5.3.6 How much consideration the respondents take into account of subordinates’ views when making a decision that concerns them.

Table 7.29	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	0	0	0	0	0	0
Fair 3	15	54	12	40	27	46
Much 4	2	7	3	10	5	9
Very Much 5	11	39	15	50	26	45
TOTAL	28	100	30	100	58	100

Decisions that concern you are better received when your views are taken into account. In this way the superior can command respect and loyalty from subordinates. It is important for superiors to ensure that they take into account subordinates' views when making decisions that concern them and more especially if they will be involved in the implementation. If this is ignored, there may be discord and undermining of the respondents by their subordinates.

In the assessment above, the respondents do agree with the above view in their submissions other than the middle-range result of 9 percent for the two firms, which is a peculiar response considering that both the fair and very much scores are high. Collectively the respondents give a 100 percent agreement that there is a high degree of consideration of subordinates' views when making decisions that concern them by management. At ZESCO, 39 percent of respondents agree with the score of 'very much' that this should be the case while 50 percent of those at ZAMTEL also agree with the view.

7.5.4 Social Skills

Social skills are capacities that people develop in order to relate to others with a purpose. These are skills that help one person with certain behaviour to relate to another person. Certain behaviour tendencies tend to scare or put people off while others make people comfortable to be in their presence or to conduct business with another person. An individual will like a person because he or she can see something admirable in him or her.

7.5.4.1 Extent of freedom respondents have to be open with either supervisor or subordinate.

A normal situation at a place of work is to be open with people you work with. An employee must be able to relate favourably to the supervisor just as much he or she is supposed to with the subordinates. A respondent in this case is supposed to be

emotionally reassured with both his supervisor and his subordinates. They must not be seeing each other as trouble makers or bent on upsetting each other over the simplest issues. They must emotionally relate to each other in an easy and open way.

Table 7.30	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	1	4	0	0	1	2
Fair 3	2	7	3	10	5	9
Much 4	8	28	9	30	17	29
Very Much 5	17	61	18	60	35	60
TOTAL	28	100	30	100	58	100

In the survey, 60 percent of respondent indicated that they related to both supervisor and subordinates ‘very much’. Above 98 percent of respondents indicated that they had a ‘fair’ to very good openness in both upper and lower relationships. There was the only one reserved response which came from ZESCO where one responded that there was little or limited freedom or openness with either supervisors or subordinates.

7.5.4.2 Freedom to engage in free debate with colleagues at work

People are able to have a free debate or discussion on a number of subjects with each other. If there is a good relationship no one is afraid of hurting the feelings of anyone.

In our rating in the table the average score is like the previous where the highest rating of ‘very much’ freedom to engage in a free debate is 59 percent. At ZESCO it is 57 percent. Even the next highest rating is average at 34 percent and again higher with ZAMTEL at 37 percent. This is one of the responses where no respondent gave any negative rating. All responses were average and above.

Table 7.31	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	0	0	0	0	0	0
Fair 3	3	10	1	3	4	7
Much 4	9	33	11	37	20	34
Very Much 5	16	57	18	60	34	59
TOTAL	28	100	30	100	58	100

7.5.4.3.1 Extent to which respondents attitude and feelings affect the job performance of their superiors

Table 7.32	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	4	13	2	7	6	10
Very little 2	3	11	6	20	9	16
Fair 3	3	11	9	30	12	21
Much 4	15	54	10	33	25	43
Very Much 5	3	11	3	10	6	10
TOTAL	28	100	30	100	58	100

The survey indicates that 26 percent of respondents have little contact with their supervisors so that their attitudes and feelings can't affect their jobs performance.

The respondents are probably at the ratings of 'very little' or 'nothing' when it comes to being on the same wave-length with their supervisors. On the other hand, 74 percent of respondents who scored 'fair' to 'very much' indicate that their attitudes and feelings affected their supervisors. This further indicated that there was need to improve social awareness between superiors and subordinates.

7.5.4.3.2 Extent to which respondents attitudes and feelings affect the job performance of their subordinates.

While it is difficult to change the response of the supervisor, it is easier for the manager to change his attitudes and feelings that affect the subordinates’ job performance at work. The respondents needed to be submissive to improve the job performance of the supervisor for peace to reign. In this instance, it was the respondents who were calling the tune to which the subordinates must dance. The nature of the dance would therefore depend on the one calling the tune. In other words, the performance of subordinates depended on the attitude and the feelings of the respondents who were the managers. If we conclude that it affected the subordinates’ job performance, then it means social skills were either non-existent or in-effective.

Table 7.33	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	2	7	2	7	4	7
Very little 2	1	4	5	17	6	10
Fair 3	3	10	4	13	7	12
Much 4	14	50	15	50	29	50
Very Much 5	8	28	4	13	12	21
TOTAL	28	100	30	100	58	100

The survey shows that extent to which respondents’ attitudes and feelings affected the job performance was ‘very much’. The scores from ‘much to very much’, give an overall rating in both organizations of 71 percent but much higher at ZESCO with 78 percent as compared to 63 percent at ZAMTEL. The subordinates were less influenced by the attitudes and feelings of respondent managers at ZAMTEL. When managerial influence is high, it is most likely that performance will be enhanced. This once again shows the difference in performance between ZAMTEL and ZESCO. The latter performance is generally better than the former.

7.5.4.4 How easy is it for respondents to influence their colleagues to increase their work output?

This influence depends on respondents' social skills to ensure that they convince their colleagues to increase their work output. The higher the social skills the respondent had the more influence can be exerted and the greater the success rate in convincing their colleagues to increase work output. Higher organizational performance is dependent on the capacity by employees to increase their work output.

The distribution is skewed to the positive side with the scores 'fair' to 'very much' when it comes to the ease of influencing. 98 percent was recorded for both companies. It is easier for ZESCO managers to influence their colleagues to increase their work output as a higher percentage of respondents indicated that it was much easier with 78 percent compared to ZAMTEL's 64 percent.

Table 7.34	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	2	7	3	10	5	9
Fair 3	1	4	6	20	7	12
Much 4	16	57	14	47	30	52
Very Much 5	8	28	7	23	15	25
Did not Respond	1	4	0	0	1	2
TOTAL	28	100	30	100	58	100

7.6 Levels of Managers' Emotional Intelligence

Discussion has so far concentrated on the knowledge of emotional intelligence in respondents and in others around them. Organizations are run by managers who ultimately are responsible for introducing and developing both the organization's corporate culture and the all-important emotional intelligence. Managers of all levels can only give out to others what they themselves have. If the managers have a high level of emotional intelligence the higher will be the priority in its development in the company.

Discussion in this section will reflect on the respondents' assessment of their managers' levels of emotional intelligence in both ZESCO and ZAMTEL.

7.6.1 Respondents' knowledge of colleagues' emotional state in their company.

To help or to work with someone well, it is important to know that person's personality and character. It is therefore important to know the emotional intelligence of workmates in the workplace just as it is important to be aware of your own. Respondents were also requested to provide such knowledge on their colleagues in their company. The survey provided the following data.

Table 7.35	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	3	10	5	17	8	14
Fair 3	13	47	12	40	25	43
Much 4	11	39	10	33	21	36
Very Much 5	1	4	3	10	4	7
TOTAL	28	100	30	100	58	100

The survey provides a combined sum of 79 percent of respondents who have some knowledge about their colleagues' emotional intelligence. When we add the 7

respondents who claimed to clearly know the EI of colleagues ‘very much’, it comes to 84 percent. Respondents at ZESCO seem to be at a comparatively higher rating than at ZAMTEL at 90 percent. Only 10 percent of the same company knows very little about their colleague emotional level. At ZAMTEL the respondents who know the colleagues’ emotional intelligence from ‘fair’ to ‘very much’ stand at 83 percent while 17 percent know ‘very little’. The opinions from the respondents show that the two institutions are highly knowledgeable about emotional intelligence.

7.6.2 Extent to which respondents’ colleagues’ emotional state affect organizational performance.

It is important to link the emotional state of colleagues to the performance of the organization. This is what adds value to the companies. The respondents in both companies show that Emotional Intelligence has a very high impact on organizational performance. The total effect seen in the scores of ‘much’ to ‘very much’ rating is 78 percent. This impact of emotional state is significant at ZAMTEL for the ratings of ‘fair’ to ‘very much’ is 93 percent as compared to ZESCO with 89 percent.

ASSESSMENT DECISION	ZESCO		ZAMTEL		BOTH COMPANIES	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	0	0	1	3	1	2
Fair 3	6	21	8	27	14	24
Much 4	14	50	14	47	28	48
Very Much 5	8	28	7	23	15	26
TOTAL	28	100	30	100	58	100

The high ranges of the opinions of respondents of ‘fair’ to ‘very much’ in both companies go to show how much they feel about the contribution of emotional intelligence to organizational performance. It can therefore be deduced that that emotional intelligence is indeed a critical factor in organizational performance. Any

political interference of any kind and more particularly at Chief Executive Level can extensively undermine performance if such personnel are appointed purely by patronage rather than on merit with high emotional intelligence of the candidate.

7.6.3 Amount of emotional intelligence required by the people in management in the respondents' company.

This is a critical issue which the respondents were required to assess as it had a bearing on the performance of the company. By now most of the managers answering the questionnaire had a clear understanding of emotional intelligence and what it may contribute to the company performance.

Table 7.37	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	0	0	1	1
Very little 2	1	4	0	0	1	2
Fair 3	3	10	4	13	7	12
Much 4	9	32	11	37	20	35
Very Much 5	14	50	15	50	29	50
TOTAL	28	100	30	100	58	100

The survey shows that 50 percent of the respondents indicated that people in management in their respective companies needed a higher capacity of emotional intelligence 'very much'. Reading between the lines, it must be quite low amongst managers. The next rating of 'much' showed that a further 37 percent at ZAMTEL and 33 percent at ZESCO of respondents agreed that managers in their respective companies needed development of emotional intelligence in their company. The respondents scoring 'fair' to 'very much', suggesting that further development of emotional intelligence was needed in their managers at their workplace were 93 percent at ZESCO and 100 percent at ZAMTEL. However, this could be possible if senior managers especially Managing Directors were appointed on merit and job specification and not on political patronage.

7.6.4. The level of emotional intelligence of your immediate superior rated by a subordinate.

The distribution of responses were summarised in the table below as follows;

Table 7.38	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	2	7	1	3	3	5
Fair 3	6	21	12	40	18	31
Much 4	12	44	13	43	25	43
Very Much 5	6	21	4	14	10	17
Did not Respond	2	7	0	0	2	4
TOTAL	28	100	30	100	58	100

This is a critical question to the study. It also depends on whether the respondents doing the ratings by another person who is a workmate of the superior is bold and objective enough. The rating will therefore be taken with that assumption.

The ratings of respondents' supervisors give a level of emotional intelligence of ZESCO managers an 85 percent and that of ZAMTEL a 93 percent on the 'fair' to 'very much' rating scale. ZAMTEL rate is higher for most managers as most of them have worked in one company for a longer period than managers at ZESCO who in most cases, from the data given, have worked in more than one company prior to joining ZESCO. ZESCO respondents are relatively young as well as having worked for the company for a shorter period. ZAMTEL managers seem to have problems at the level of Chief Executive at which the turnover is quite high.

7.6.5 Need to develop a higher degree of emotional intelligence by immediate superior to increase productivity of their subordinates.

It is expected that the rating here should correspond with the previous questions. It should be able to show consistency with the desire to increase output. The survey supports the idea for both companies need to initiate programmes that will promote development of emotional intelligence for senior managers so that in turn they can develop it in their subordinates.

Table 7.39	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	3	11	1	3	4	7
Very little 2	3	11	6	20	9	16
Fair 3	4	14	4	14	8	13
Much 4	5	18	7	23	12	21
Very Much 5	11	39	11	37	22	38
Did not Respond	2	7	1	3	3	5
TOTAL	28	100	30	100	58	100

Respondents show a similar percentage of 13 for the ‘fair’ rating on the need to develop emotional intelligence in their firm for both companies. Total average for the two companies for ‘much’ and ‘very much’ ratings for needed development of emotional intelligence stood at 59 percent while each of the two companies shows 57 percent for ZESCO an 60 percent for ZAMTEL. It is at ZAMTEL which shows a higher figure for the needed increase in emotional intelligence in which respondents show a 20 percent of response of ‘very little’ for needed development of emotional intelligence. Some respondents did not bother to commit themselves to suggesting anything, so did not offer any response.

7.6.6.1 Extent of immediate superior’s general reaction to crises in the company.

This referred to responses to issues that threaten respondents’ positions due to some work crisis. There are many ways in which people react, others wait while others panic. The survey results below show a fair reaction or a tendency to act a little bit more than usual.

Table 7.40	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	4	14	3	10	7	12
Fair 3	10	36	9	30	19	33
Much 4	9	32	13	43	22	38
Very Much 5	3	11	5	17	8	14
Did not Respond	2	7	0	0	2	3
TOTAL	28	100	30	100	58	100

Respondents whose reaction was that the rating of ‘fair’ to ‘much’ seemed to be more popular as the total average for the two companies was 71 percent. Individual company results showed 73 percent for ZAMTEL and 69 percent for ZESCO. At ZESCO, 13 percent of respondents indicated that there is generally very little general reaction to crises in the company, that is, there is normally no panic to such happenings, typical of state owned monopolies and due to the fact that the Zambian public is used to persistent electricity outages. At ZAMTEL, however, a mere 10 percent said there was little panic. ZAMTEL though a state utility company, has very strong private competitors and cannot afford to show a slow reaction to crises unlike ZESCO who will take their time.

7.6.6.2 Extent of managers’ general reaction to crises in the company.

The results above of the general reaction to crises by all managers in the respective companies are a replica of the above to some extent. At ZESCO, it was observed that the rating of ‘fair’ to ‘much’ was 69 percent for individual immediate supervisors and for the general reaction for all managers in the company is 86 percent. This gives a difference of

17 percent indicating that collectively they are more reactive. At ZAMTEL, individual immediate supervisors' reaction on similar rating was 73 percent as compared to the corporate reaction rating of 74 percent. The difference at ZAMTEL of 1 percent is marginal.

Table 7.41	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	2	7	4	13	6	10
Fair 3	15	54	11	37	26	45
Much 4	9	32	11	37	20	35
Very Much 5	0	0	3	10	3	5
Did not respond	2	7	0	0	2	3
TOTAL	28	100	30	100	58	100

There is generally a higher sensitivity to crises at ZAMTEL as can be seen from the distribution. 10 percent of respondent suggest that there is 'very much' concern, not only because of serious competitors but also because of the nature of the products it provides, i.e. information flow, air and security contacts for state, commercial and private clientele. Communication is cardinal to national security and therefore when crisis arises there is bound to be panic in the country. At ZAMTEL, the rating from 'fair' to 'very much' accounts for 84 percent. The overall similar rating at ZESCO is 86 percent but the reaction is around the 'fair' rating.

7.6.5 The impact of managers' leadership style in employee participation in the affairs of the company.

Leadership is a process that involves influence and is manifested through a kind of interpersonal style that the person uses when relating with another person or group of people. The democratic or participative styles allow others to take part in the affairs of

the work environment. According to responses received 79 percent of respondents agree that leadership styles had ‘fair’ to ‘very much’ impact on employee participation. On a company basis, the ZESCO respondents gave a 79 percent on the same rating while those at ZAMTEL gave 80 percent.

Table 7.42	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	1	3	2	3
Very little 2	4	14	5	17	9	16
Fair 3	7	25	3	10	10	17
Much 4	9	32	18	60	27	46
Very Much 5	6	21	3	10	9	16
Did not Respond	1	4	0	0	1	2
TOTAL	28	100	30	100	58	100

In these companies, leadership has an impact on employee participation in the affairs of the company including organizational performance. Leadership is a behaviour that has influence over other people, i.e. there is an emotional contact between the leader and the led. It follows then, that understanding each others’ emotional intelligence can help to influence organizational performance at work. In this case, emotional intelligence is a critical factor in the use of a leadership style.

7.6.8. Level of contribution of some attributes of Emotional Intelligence

This part of the research instrument looked at issues or aspects of emotional intelligence and their level of contribution to organizational performance in the respective companies under study. Eight of them were identified and respondents were asked to assess them on the level of impact on organisational performance in ZESCO and ZAMTEL.

7.6.8.1 The rate of contribution of managers' emotional self awareness to organizational performance

It is expected that managers who are emotionally aware of themselves are men and women who know what to do, how to act and help out even when the situation does not directly allow them to. They are able to adjust to the situation and to respond to it appropriately.

The table above shows the distribution of responses given in respect to the contribution of managers' emotional awareness to organizational performance in the two companies. The total figure in both companies is 82 percent positive or affirmative response, i.e. fair to very much indication. 16 percent of respondents believe that very little or nothing at all is contributed by this attribute. At ZAMTEL, 20 percent of respondents hold that view while 10 percent at ZESCO agree but very little.

Table 7.43	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	3	10	5	17	8	14
Fair 3	17	61	9	30	26	44
Much 4	7	25	11	37	18	31
Very Much 5	0	0	4	13	4	7
Did not Respond	1	4	0	0	1	2
TOTAL	28	100	30	100	58	100

On company to company analysis, it can be inferred that ZESCO respondents are more positive in affirming that emotional awareness greatly contributes to organisational performance with a positive fair to much rating of 86 percent. About 82 percent of ZAMTEL respondents also agree with their colleagues at ZESCO but 4 percent of these believe that it contributes even more.

7.6.8.2. The rate of contribution of managers' self-actualization to organizational performance.

A manager who is self-actualised is one who has accomplished much in life. He or she is a person who has passed through a stage of self-esteem and hence he or she has confidence in his abilities. Such a manager will actually look at helping others develop. Self-actualising means more than just getting the highest job or education.

Respondents were requested to see whether this self-actualisation in managers would inspire others to perform at a higher level since the managers have accomplished much in life. The reality of the survey indicates that it does, especially by respondents from ZAMTEL who gave 90 percent acknowledgement of 'fair' to 'very much'. 84 percent of the ZESCO managers who answered the question agreed that self-actualisation in managers contributed to organizational performance.

Table 7.44	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	4	13	2	7	6	10
Fair 3	13	47	12	40	25	43
Much 4	9	32	9	30	18	31
Very Much 5	1	4	6	20	7	12
Did not Respond	1	4	0	0	1	2
TOTAL	28	100	30	100	58	100

The average score for those who thought that it did not was only 10 percent for both companies while at ZESCO, 13 percent indicated that very little contribution came from self-actualisation. At ZAMTEL only 7 percent said so.

7.6.8.3. Extent of contribution of managers' interpersonal social relationships to organizational performance.

The general outlook of the distribution was between 'fair' to 'very much' contribution which account for 86 percent for the two organisations. The respondents for ZESCO were 82 percent in agreement while their counterparts at ZAMTEL were 90 percent in agreement. Interpersonal social relationship need to be supplemented by other competences.

Table 7.45	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	0	0	0	0
Very little 2	2	7	2	7	4	7
Fair 3	15	54	15	50	30	52
Much 4	8	28	12	40	20	35
Very Much 5	1	4	1	3	2	3
Did not Respond	2	7	0	0	2	3
TOTAL	28	100	30	100	58	100

7.6.8.4. The rate of contribution of managers’ optimism to organizational performance.

Table 7.46	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	1	4	1	3	2	4
Very little 2	3	11	4	14	7	12
Fair 3	11	39	11	37	22	38
Much 4	11	39	13	43	24	41
Very Much 5	2	7	1	3	3	5
TOTAL	28	100	30	100	58	100

A manager with high optimism is one that looks at the brighter side of issues and hence is more likely to inspire subordinates to greater performance. He or she is more emotionally and socially self-aware. It is likely that he or she can improve and increase his or her social relationships with others, an act that encourages performance of an organization.

The majority of the respondents, about 84 percent of them in both companies agree that optimism of managers in their organizations contributed to the level of performance. At ZESCO, 85 percent of the managers and 83 percent of their counterparts at ZAMTEL are in agreement with this opinion. 12 percent of the respondents in both companies believe managers’ optimism contributes ‘very little’ to the performance of their organizations.

7.6.8. 5. The rate of contribution of managers’ self-motivation to organizational performance

Table 7.47	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	2	7	2	3
Very little 2	2	7	4	13	6	10
Fair 3	10	36	13	43	23	40
Much 4	12	43	7	24	19	33
Very Much 5	4	14	4	13	8	14
TOTAL	28	100	30	100	58	100

Managers’ self-motivation is a key factor that enables the subordinates to connect spoken word with actual performance. Motivation is about arousing your own and other peoples’ emotional reactions to the prevailing job demands.

Generally, most respondent managers recognised the importance of manager’s self-motivation in boosting the emotional morale of subordinates.

At ZESCO, on the rating from ‘fair’ to ‘very much’, 89 percent of respondents agree while at ZAMTEL, 79 percent of their counterparts agree. 10 percent of the respondents recorded a negative response from both firms. ZAMTEL has a 13 percent score of the negative response which indicated that self-motivation did very little to influence organization performance in the opinion of this minority.

7.6.8. 6. The rate of contribution of managers’ stress -tolerance to organizational performance

A manager’s stress-tolerance points to the extent of that manager’s personal emotional strength. All people relate on an emotional level and this can bring about stress if not well managed.

It is therefore important for any strong manager to have a higher emotional stress tolerance level to ensure that organizational performance reaches a high desired level. ZESCO

respondents rate this capacity more highly than those at ZAMTEL. From ‘fair’ to ‘very much’, 93 percent of ZESCO managers rate this phenomenon’s contribution to organizational performance as compared to the 77 percent of the ZAMTEL managers. At ZESCO work can-not be postponed or delayed and hence it involves a lot of tolerance though not as bad as the security concerns at ZAMTEL which demand even greater tolerance. Electricity if not handled carefully can cause a lot of damage to property and life but seriously worked on can bring good results.

Table 7.48	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	1	3	1	2
Very little 2	2	7	6	20	8	14
Fair 3	15	54	11	37	26	44
Much 4	4	14	10	33	14	24
Very Much 5	7	25	2	7	9	16
TOTAL	28	100	30	100	58	100

23 percent of ZAMTEL managers also indicated that managers' stress-tolerance contributes ‘very little’ or ‘none’ to organizational performance. In the communication industry, especially on the land lines, there are usually many faults and this requires consistent maintenance. These faults are taken to be a normal occurrence and hence do not cause panic and stress in management and staff at the telephone company.

7.6.8.7. The rate of contribution of managers’ problem – solving capacity to organizational performance.

The results in this case are overwhelmingly in favour of the problem-solving capacity in both companies. Respondents indicate that to a very great extent this attribute contributes to organizational performance. Of course, these organizations are riddled with problems which need to be solved for the companies to meet expectations of their clients. In this part of the survey, ZESCO managers record 96 percent in agreement that the problem-solving capacity

of managers at the firm contributes ‘very much’ to the organization’s performance. Whenever a problem occurs at ZESCO, it is usual to see even the top management officers attending to such problems with their junior colleagues.

Table 7.49	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing	1	0	1	3	1	2
Very little	2	0	5	17	5	9
Fair	3	11	8	27	19	32
Much	4	11	13	43	24	41
Very Much	5	5	3	10	8	14
Did not Respond		1		0		1
TOTAL		28		100		100

At ZAMTEL, the percentage agreement of managers on the contribution of managers’ problem-solving capacity to performance was 80. However, 20 percent of respondents at the same company indicated that this capacity is ‘very little’ or non-existent. There was no manager at ZESCO who doubted this contribution. There seems to be a lower level of appreciation of problem-solving and a higher degree of laxity at ZAMTEL.

7.6.8.8. The rate of contribution of managers’ self-confidence to organizational performance.

Managers who are self-confident are usually those who are aware of the emotional state of others around them. They relate well to their workmates. In the survey as presented in the table, this shows that in the two companies, managers’ self-confidence contributes greatly to the organizational performance.

Table 7.50	ZESCO		ZAMTEL		BOTH COMPANIES	
ASSESSMENT DECISION	Frequency	Percent	Frequency	Percent	Frequency	Percent
Nothing 1	0	0	2	7	2	4
Very little 2	0	0	3	10	3	5
Fair 3	5	18	12	40	17	29
Much 4	12	43	10	33	22	38
Very Much 5	10	35	3	10	13	22
Did not Respond	1	4	0	0	1	2
TOTAL	28	100	30	100	58	100

This contribution is more pronounced at ZESCO than at ZAMTEL. All managers who responded to the question of about 96 percent at ZESCO strongly agreed that the managers' self-confidence has seriously contributed to the performance in the company. At ZAMTEL, 83 percent of the managers acknowledge the contribution of this self-confidence while 17 percent of them suggest that it contributes 'very little' or 'nothing' at all to organizational performance. On the total average percentage of the two companies, 11 percent of managers believe that it contributes 'very little' while 87 percent of managers are in agreement that it contributes significantly. It is indicative from the statistics that managers' self-confidence is directly related to the performance in the company.

7.7 Developments and Challenges at ZESCO and ZAMTEL

This section of the study was seeking to find out the setting of each of the two case study companies ZESCO and ZAMTEL from the respondents' experience. There were six areas in which an account of respondents experiences were requested. For clarity's sake we shall discuss each company in turn after which a joint experience and representativeness of the parastatal sector will be dealt with. ZESCO will be discussed first.

7.7.1 Zambia Electricity Supply Corporation (ZESCO)

ZESCO as a company has had two Managing Directors since 1991 but recently the third one was appointed.

7.7.1.1 The company as a special parastatal in Zambia.

There were various answers' given since questions in this section were open. According to respondents their view as a special company fell into three categories according to similarity of their responses. The first of these contends that ZESCO is an engine of development, a semi-monopoly and the largest power utility. It is true that, other than ZESCO, the only noticeable players in electrical energy are the Copperbelt Power Company (CEC) based on the Copperbelt and this supplies energy to the Copper mines and the Lunsemfwa Hydroelectric Power Company (LHPC) based in the Central Province. Although CEC purchases electric power from ZESCO, it is also the supplier of electrical energy which is the engine of development in the country. It is a key company in Zambia and has an influence in the economic well-being of the country. LHPC generates electricity but the quantity is small and formerly it used to supply power to the Kabwe Mine but now sells it to ZESCO.

The second is in terms of its human resources. It is strongly felt that ZESCO has amongst the most highly trained cadre of employees. The characteristics of managers involved in this indicate that over 70 percent of staff in management has at least a degree or professional qualification in the areas of their expertise. The management should therefore be able to run the company profitably.

The company management calls for real discipline of its employees to remain focused and motivated. But as I said earlier on, its performance is related to the development of the national economy.

Thirdly, the company is truly national as it is present in all the 72 districts and all the provinces of Zambia.

7.7.1.2 Constraints the Company Faces

There were a lot of constraints that were presented by the respondents which confront ZESCO. For clarity sake, they will be presented in list form.

- The company lacks adequate capital for operations in key business units. This is often linked to poor tariffs which cannot cover maintenance and operational costs. The issue is the low generation of revenue due to aged infrastructure and equipment;
- The tariffs for its products and cash flow in the company are low and poor. There is a rising debt arising from domestic consumers and government departments and there is no political will to pay;
- There is a lot of vandalism of ZESCO installations which have to be replaced regularly;
- There is a lot of theft of electrical power through illegal connections;
- There is diminishing production capacity in spite of increasing demand. This is compounded by lack of a self-renewal strategies and a top heavy management with too many executive Directors and various categories of managers. It also lacks a strategic human resource management that could be creative and innovative. Due to this top- heavy management, decision-making is slow and is compounded by a bloated workforce in the company;
- There is poor service provision to clients. In most cases clients are always put under pressure to make them settle their bills. This in turn has created a poor

perception by clients that parastatal companies which are publicly owned must be paid last as they are owned by the people. There is so much insecurity by management officers coming from politicians and hence they are afraid to make business decisions. There is a lot of interference from political leaders and central government most of which has some ulterior and selfish motives since they are responsible for appointing management and the Board of Directors. The government which is the shareholder does not help to invest in more resources for infrastructure development; and

- There is also a serious impact of the HIV/AIDS pandemic which has reduced employee productivity.

7.7.1.3 What makes ZESCO Different from other parastatal firms in Zambia?

One significant difference which many alluded to was that it was truly a national asset and a highly technical company. It also has a full activity cost chain as it produces, transmits and distributes electricity to all customers except for the mines on the Copperbelt. It has a large asset base that is why it is able to occupy the whole activity cost chain. The company has the ability to move forward despite the numerous constraints it faces.

The company is able to remunerate its employees competitively and has been able to sustain the package unlike other parastatal companies. There has been industrial harmony over a long time which is exemplary in the parastatal sector. This situation has led to the attraction and maintenance of a significant number of highly skilled personnel. Unlike many organizations, it has been manned from the highest to lowest office by Zambians. The company tries to manage its responsibility through performance management strategy.

The company tried to come up with a business concept and customer service. Some respondents from the company feel that the service quality rendered by the company to

its customers is not of high class. It has however been able to generate bankable project proposals with loans from international financial institutions for a number of its projects to improve service delivery. In this way it has been able to commercialise its operations. ZESCO, unlike many parastatal companies is self-funding and does not rely on government for funding. It also has been able to raise money for government through various taxes like value added tax, rural electrification tax etc.

7.7.1.4 State of Industrial relations in the Company

As alluded to earlier, the state of industrial relations in ZESCO is calm and manageable through the spirit of dialogue. The industrial relations have been stable and peaceful for some time. Most respondents believe that since the company has not experienced a high turnover of Managing Directors, it has improved through the open door policy. Mr Robinson Mwansa and Mr Rodnie Sisala have been the company's Chief executives since 1991. The communication between management and employees has been good.

The only problem some respondents have put forward has been the allowing of the formation of two unions within the same company. This has created a spirit of mistrust. It has also weakened the bargaining power of the employees. Unfortunately, there is a large group of professional employees who are non - unionized and therefore are at the mercy of management.

7.7.1.5 Use of the Strike Weapon

The managers claim that this weapon has been used very rarely and some say it has been used only twice in 7 years. This is mostly due to the fact that ZESCO is an essential service provider and that the strike is viewed as the last resort in conflict resolution. Issues are often quickly and amicably resolved in this strategic industry. The resolutions have often been made through compromise or in an attempt to achieve a win-win situation.

This situation has arisen because the two unions have divided the workforce. It is easy to play one group off against the other.

7.7.1.6 Major Milestones in the last 15 years

This will also be done in list form for clarity sake and will not be in a chronological order as most of them overlap with each other.

1. The first of these was the replacement of expatriate staff with Zambians.
2. The rehabilitation of major stations and replacement of equipment on the 330kv Livingstone to Katima-mulilo line that is now linked to Namibia.
3. The completion of electrification of projects in Kaoma, Mkushi farming blocks, Kansanshi and Lumwana Mines and many other rural areas.
4. Adjudged to be the best, and most efficient company by 1996 (during Robinson Mwansa's Managing Directorship), and ZESCO was the first parastatal to introduce true customer service to Zambia.
5. The company implemented prepaid metering in Lusaka and production of these prepaid meters in Ndola.

7.7.2. Zambia Telecommunications Company (ZAMTEL)

This is the second case which involves the Zambia Telecommunications Company, ZAMTEL. At the time of writing of this report the government was frantically working to have the company partially privatised. Meanwhile, this has attracted a lot of debate in the nation and many citizens cannot understand why the current President is so serious

about it. In early 2009, private citizens took the minister under which this company falls to court about it. The respondent managers were requested to respond to similar requests as those given to their ZESCO counterparts. Its head office is in Ndola on the Copperbelt.

7.7.2.1. The company as a special parastatal in Zambia.

The respondents varied in their submissions but their responses can be summarised as follows:. Managers generally agreed that ZAMTEL like ZESCO covered the entire country in its services. It is a multi-telecommunication services provider in form of landlines, mobile telephone and internet services. Another service which makes it unique is control of the international satellite gateway receiver at Mwembeshi near Lusaka. These are key service provisions it gives, it holds the monopoly over the land phone technology. Besides, ZAMTEL has fairly good infrastructure which has been acquired and installed in the recent past.

The company is unique in the monopoly it holds in the area of communications in the country. Though the customer base is not as large as was anticipated, it has huge potential to increase its customer base and to be more competitive with other rivals around. It also has an unexploited capacity in being cost- effective in its operations as it operated and communicates both nationally and internationally.

Some respondents from the company believe that ZAMTEL is the leader in social and economic development of the country. It has competitive advantage over its rivals as it has readily available infrastructure. It also embraces customer satisfaction and service as a priority.

ZAMTEL unlike ZESCO is supported by government subsidy and assistance of a varying nature. This is a reason why some critical respondents suggested that the company is not as competitive as it used to be.

7.7.2.2 Company Constraints

The constraints the company faces are as follows:-

- It has a low level of financing for its various projects and capital purchases of new equipment and technology.
- It is losing qualified manpower to competitors and through death due to HIV/AIDS scourge.
- Failure to upgrade technology as it evolved on the market.
- Growing competition in the market due to liberalization of the internet and mobile technology.
- Most recently, uncertainty as to the future of the company has rendered planning a waste of time.
- There is inadequate management which has very poor vision coupled with a high level of bureaucracy that delays reaction to emerging issues.
- Low development progress due to government intervention especially with tender procedures.
- Like in many parastatal organizations management is too heavy and a lot of duplication of responsibility occurs in senior management.

- Lack of Emotional Intelligence to inspire the subordinates to increase productivity.

- Employee remuneration packages are too low and uncompetitive with trends in the industry and other work environments.

- The workforce is too bloated that income is swallowed up in emoluments. Poor financial allocation has contributed to reduced skill development and low staff motivation. This has led to high employee turnover.

- There is a problem of marketing and increasing the company's customer base. This is exacerbated by the poor collection of debt and poor spending priorities.
- The greatest constraint, like in many parastatal firms is the political and government interference which is mostly unjustified. These include interference with tender procedures, appointments and removal of chief executive officers. It is a common feature by politicians through government to draw resources which are spent on mostly political activities.
- Managers, in many areas of management, are technically minded and lack business acumen and skills

7.7.3 Why ZAMTEL is different from other parastatal firms

- Many respondents suggest that ZAMTEL is key to development in all other economic sectors in information communication technology (ICT) and has grown and competed effectively in a highly competitive environment with the private sector rival companies. It runs the only international gateway at Mwembeshi.
- It is one of the few parastatal firms with Headquarters outside Lusaka, that is, in Ndola.
- It is the most incessantly interfered with state firm by political and government leadership. The organization is run from the political offices in Lusaka rather than by its management.
- It has a monopoly in the landline telephone and technology industries and comes from that monopoly environment. This is the attitude and culture which most employees still hold and need to change.

- It offers affordable telecommunication services to the public and business community – internet, mobile phone and landlines under one roof.

7.7.3.1 State of Industrial Relations

- It has cordial and peaceful industrial relations and respondents indicated that in the last 10 years, the conflict resolution process has always been effective through dialogue.
- Harmony and unity between employees and management prevails.
- The employees in the company are anxious and unsettled because of its performance and constant restructuring discussion by the government.
- Industrial relations have been strained when it comes to workers compensation. When it comes to financial demands, the relationship has been volatile and unpredictable in spite of poor revenue.
- Due to a blotted workforce, retrenchment has been a keen concern but an inevitable event and especially now as part of it is being sold off..

7.7.3.2 Use of a Strike Weapon

It is on records that this weapon has been used 3 times in 12 years. Although not much use has been made of the weapon, procedures of conflict resolution were not normally followed. There are constant threats of strikes but these are resolved amicably in time. One strike was used to remove the unwanted Managing Director and press for wage increase and other demands.

7.7.3.3 Milestone of ZAMTEL in 15 Years

The following are the constraints at ZAMTEL as given by the respondents:-

1. The separation of ZAMTEL and Zambia Postal Services Corporation in the former Posts and Telecommunication Corporation.
2. Recruitment and development of highly qualified and degree-holding Zambian employees and extending training facilities at Zamtel College.
3. Introduction of new mobile telephone and internet services even in the rural areas.
4. Digitalization of the network and the installation of the optic fibre network.
5. New entrants in the ZAMTEL monopoly market due to the government's liberalizations of the economy which has increased staff competition.
6. It has introduced new computerized telecommunications, billing, finance, purchasing and debt management systems.
7. The introduced systems have involved Chinese investors in supply, installation and maintenance or repair of equipment.

7.8 Summary

The Chapter dealt with the findings of the study of emotional intelligence as a critical factor that has a bearing on the performance of the two companies. We expect that with the high level of emotional intelligence in the organization's leadership, this will lead to high performance. The research findings are grouped into five sections and most respondents answered adequately. The research findings demonstrate understanding of the concept of emotional intelligence and how it applies and existed in the respondents' companies. These findings will, in the next chapter, be compared to the literature review and the theoretical framework discussed in the earlier chapters of this study in the next chapter. The next chapter will give an integrated discussion on assessment of emotional intelligence as a critical factor in organisational performance.

CHAPTER 8

DISCUSSION OF RESEARCH FINDINGS IN THE ORGANIZATIONS

8.1 Introduction

This section of the study will deal with the discussion that relates the Literature review and the theory to the findings from the companies. The discussion that follows covers issues that commonly arise in other Parastatal companies in the Zambia. The corporate habits and culture is replicated in other public-sector owned companies. The political leadership that has so much interfering influence keeps on circulating in government portfolios and it tends to carry habits over from one company under their supervision to another. The parastatal managers used to be circulated from company to company when all such companies were under one holding company – the Zambia Industrial and Mining Corporation (ZIMCO). They carried the particular work culture over to whichever ministry they were transferred to. However, this movement of managers stopped in the early 1990s when the holding company system was dissolved to pave the way for privatisation of some of the state-owned companies. The two companies- ZESCO and ZAMTEL will form a representative sample of the parastatal companies that still operate in the Zambian economy. There have been calls to privatize or to commercialise the two giant corporations on account of the fact that a number of counterpart and competitor companies in the private sector are doing much better due to emotional attachments and commitment by the owners and managers. It must however, not be forgotten that this study is about the assessing and contribution of emotional intelligence in leadership, and to some extent to the rank and file in the organization, and to organizational performance in the Zambia parastatal sector.

8.2 The objectives of the study and research findings

It may be recalled that in chapter one, a number of objectives of the study were set and outlined. It is against this background that we start the discussion of the research findings and theoretical framework by looking at the objectives, each one in turn.

Firstly, it was one of the objectives of this study to explain the concept of emotional intelligence and how it can influence the company leadership, thereby influencing the organization's performance. The discussion on the concept of and its influence on the organisation by various groups of industrial psychologists has been presented. This discussion referred to Goleman, McKee and Boyatzis on the one hand and Meyer, Salovey and Caruso on the other. Other proponents among many include Raven Bar-On and Higgs and Dulewicz of Henley College in London. Respondents who are senior employees and managers in the two firms were requested to give their views on their understanding of emotional intelligence in the leadership of the organisation and its effect on its performance.

Secondly, an explanation was sought on how emotional intelligence could be assessed or measured and to what extent it can be enhanced as well as the potential impact that this enhancement has on the performance. In the discussion of the various emotional intelligence proponents, various instruments of measurement were described. Most of the measuring instruments are for individual employees in the organization and those purport to measure the emotional quotient (EQ).

The measuring instrument given by Daniel Goleman and others has received wider acclaim. It has a broader appeal to large organizations and it is for this reason that this study has considered the four competences for use in assessing emotional intelligence in an organisation. These competences include self-awareness, self-regulation or management, social awareness and social skills. Development of emotional intelligence in individuals has also been considered in the discussion of the works done by various scholars of emotional intelligence and also in responses given by research respondents.

Both the respondents and the literature appeared to show that enhanced development of emotional intelligence has led to the improvement in organizational performance.

Thirdly, the study was to document the performance of the Zambian parastatal enterprises since 1991 with special focus on ZESCO and ZAMTEL. The study was also to evaluate the outcomes of the efforts made to improve performance. Some Zambian scholars have documented and commented on such efforts. The respondents gave detailed views on the same and described the constraints that have inhibited personal ambitions of organizational leadership. Certain Chief Executive Officers exceptionally gifted with interpersonal relationship skills have been thrown out of office by the political leadership. Contributions from respondents and managers reveal great frustrations encountered by such Chief Executive Officers who have applied emotional intelligence competences at the highest level for the betterment of their organizations but have not toed the political line. Unfortunately, such revelations could not be committed to writing by respondents for fear of victimisation by the political patrons.

Fourthly, an attempt has been made to zero in on the assessment of the understanding and application of emotional intelligence among managers at ZESCO and ZAMTEL using the sampled respondents who themselves are managers at the two firms. As pointed out in the literature review, to receive full cooperation in emotional intelligence surveys, confidentiality, trust and assurance had to be promised to the respondents that information received would not be given out. The respondents responded to this promise and their contribution exceeded the researcher's expectations by providing factual information. This contribution will help in providing the Zambian parastatal organizations leaderships with watertight solutions to problems they face with their workforce.

The last two objectives build on the fact that this study will show the impact of the understanding and use of emotional intelligence among managers that will be reflected in the performance of the two companies. This of course, requires that managements will follow the spirit and not just the letters of the recommendations. The organizations will

need to devise, implement and evaluate programmes put in place to enhance emotional intelligence among their managers in each organisation.

8.3. Analysis of the study respondents.

There has been a serious on-going debate on whether or not a manager and a leader are one and the same thing. However, Henry Mintzeberg in his managerial roles model points out that one of the roles that a manager does in his or her day-to-day work is to exercise leadership[Mintzeberg :1980]. In this analysis leadership as a concept cannot be separated from that of a manager. Leadership, as discussed in chapter two is defined as a process and behaviour of an individual or group of persons influencing other individual or group members towards attainment of a defined goal. Russell Ackoff [2005:195] agrees with this sentiment as he argues that a leader is the one who guides others in reaching the desired ends by using ways they themselves select or approve of. They do not use force as managers would but they use their ability to influence by articulating an inspiring vision which followers will be able to buy into of their own accord. If managers used this principle of leadership in their workplace, they would be able to influence their peers and subordinates in organisational performance.

This role is even greater, the higher the manager's position is in the organization hierarchy. In this study, 70 percent of the respondents were managers with 1-2 layers of superiors and more than 67 percent of them had more than 6 subordinates under them. This is indicative enough that these companies had managers with great influence on the rest of the workforce. ZAMTEL in particular, had 77 percent of the managers with more than 6 subordinates. In this case, if managers had a higher emotional intelligence, it would have a higher multiplier effect on the workforce.

Education and training of a manager helps them to think outside of the box. Managers with good education possess the key to analysing situations clearly and speedily. Hill and Jones (2001:32) point out six characteristics of a strategic and effective manager. A manager should be visionary, eloquent, and consistent. He or she must also possess

characteristics of commitment, being well-informed, willingness to delegate and empower others, astute use of power and possessing a higher emotional intelligence. In the sampled managers in the two companies, ZESCO seems to have employed higher educated managers with bachelor's degree, up to the master's degree level, which gives a percentage of 86 as compared to 57percent at ZAMTEL. There are more diploma holders at ZAMTEL at 30 percent compared to only 4 percent at ZESCO. It would be expected that managers at ZESCO are likely to be more confident in their work and therefore would be in a better position to influence their subordinates as leaders in their work sections. In any case, at least 50 percent of managers at both companies would be self-motivated and hence pass on their motivation to others around them.

8.4. Assessment decision criterion of emotional intelligence by respondents

The research question in this study seeks to assess the understanding and application of emotional intelligence in the organizations as they perceived it. This of course may be influenced by subjectivity and past experience. Higgs and Dulewicz (1999:243) argued that feedback from bosses, peers and subordinates could be a more appropriate means of assessing constructs of emotional intelligence. The researcher used the respondents to assess the extent and levels of understanding and application of emotional intelligence through the items provided by choosing one that suits their judgement. The scale used is a 5 point rating as was earlier explained in the methodology chapter. Respondents were aware of emotional intelligence, from day-to-day interactions and are in a better position to assess the levels or degree of such behaviour in their lives and that of other colleagues and superiors around them. This is how the rating was explained:'

Scores

1. **Nothing** - In this case, the respondents decided that the issue raised in the item requested was non- existent;
1. **Very little** - Yes, it was present but to a very a small extent;

2. **Fair (average)** - it was there but could be seen to be only half way towards the full score;
3. **Much** - the respondent decided that the issue was quite substantial and evident; and
4. **Very much** - It was overwhelmingly present.

The percentage in the evaluation indicates how many respondents out of the total number of sampled managers decided the rate at which behaviour of the requested item was displayed by the persons concerned.

8.5 Managers/respondents' conceptual understanding of emotional intelligence

The respondents in both companies recognise that their organizational leaders showed the attributes of emotional intelligent if the ratings explained in 8.4 above are anything to go by. Except for one person at ZAMTEL, who indicated otherwise, all respondents affirmed that they understood the concept and the majority understood it well enough. It also shows that they were able to identify the attributes that are seen in their company leadership. The definition of emotional intelligence and the operational definitions of the competences helped them to recognise the phenomenon. Both organisations show similar frequencies in the level of understanding in the identification of these important attributes. Emotional intelligence is not a difficult phenomenon to comprehend by highly educated and experienced managers.

The extent to which these attributes of the competences of emotional intelligence affect organisational effectiveness and performance was strongly supported by respondents with a two –third majority. Respondents from both companies are in support of the view that emotional intelligence does contribute to performance in organizations. This view agrees with the assertion of Van Rooy and Viswesvaran (2004) who argued that highly conscientious workers who lack emotional intelligence will tend to perform poorly at

their work. It is otherwise for those who are conscientiousness and have high emotional intelligence. Such employees with both attributes are more focused and use their energy and relationships wisely and economically thereby increasing their effective contribution to the performance of their organisation. When such a climate exists in the organization, it leads to high productivity and organizational effectiveness. Most respondents in both organizations saw the critical importance of emotional intelligence as it influences and shows in the performance indicators.

The above positive performance can only come from emotionally intelligent leadership that promotes a positive corporate culture and climate in the company. Bharwaney (2006:112) explains that this removes negative tendencies such as frustration, anxiety, fear, irritation and depression. Instead emotional intelligence work will be reflected in how much the respondents like working with their bosses and in the way colleagues and subordinates respond to their instructions. It is also seen in the enthusiasm each one of the subordinates displays in undertaking the work that is done with and for their bosses.

The majority of the respondents in both companies concur with the notion that emotional intelligence contributes to positive organisational performance. Respondents show a similar frequency of 23 each out of 28 from ZESCO and 30 from ZAMTEL of those who agree.

There are special emotional intelligence attributes that help to motivate subordinates by the organisational leadership. Campbell (1997: Chapter 2:2) has a list of 14 traits that leaders need to develop and show if they are to be effective. The attributes of emotional intelligence tend to fall into three categories as decided on by the respondents that motivate subordinates. The first category was classified as one with high impact and the second had moderate impact while the last had low impact on the motivation of employees. All the respondents are subordinates to the top organisational leadership in their respective companies. The highly-rated attributes include trustworthiness and honesty, empathy, developing and inspiring others.

Organizations need leaders who can inspire and change the behaviour of others by their own behaviour. The above highly-rated attributes do touch subordinates emotionally as they are interpersonal in nature. The second group of attributes which include managing teamwork, creating clear lines of communication, sincerity with oneself, managing change, service orientation and managing the emotions of others similarly involve relationship with subordinates. The difference between the two sets is very small as they all support emotional attachment of both the leadership and subordinates.

There is a high degree of influence of emotional intelligence attributes that affect organisational performance. The amount of influence is seen in the motivation of the workforce that increases social relationships with stake holders of the company especially customers and suppliers of inputs and services. This influence will be seen first and foremost in the increase or decrease in the market share, market growth potential, profit potential, achievement of targets, number of customer complaints and customer satisfaction, interpersonal relationship of members of staff, problem solving, capacity to manage industrial conflict, embracing of change and employee morale and staff turnover to mention a few. The positive increase in the above effects is what every company and organization looks forward to.

8.5.1 Critical emotional intelligence attributes that influence performance

It was revealed from the findings that when emotional intelligence is applied in the management of the company there are indicators that easily stand out. Accordingly, the respondents provided these indicators into two classes. There are those that are very prominent in most responses and those that are less prominent.

The first class comprises those that give prominent consideration to:-

- Customer satisfaction;
- An emphasis on long-term development and satisfaction of employees;
- An emphasis on finding solutions to problems;
- Availability of resources in an organization; and

- An emphasis on increased market share and growth

The second class comprises those that give less prominent consideration to the fact that:-

- There will be multi-level strategic thinking by all levels of employees in the organization;
- There will be ability to be effective under duress and stress;
- The organisation leadership will be able to relate to subordinates and other stakeholders well;
- There will also be a climate of transparency and openness as there will be no need to play at hide and seek. there will also be a clear line of communication in place; and
- It gives rise to strategic management and flexible and adaptive organizational structure.

Emotional intelligence tends to improve the social relationship of their day-to-day interactions. The customer satisfaction is one such indicator that will be seen in the company. This will be derived from emotionally intelligent employees who will in turn reflect this in the way they interact with the company's customers. This is in agreement with Callahan's (2008: 33) argument that the employees' ability to effectively manage their emotions is key to the successful management of the business concerns in our day-to-day work in our organizations. The emotions will serve as social lubricants in the interactions between managers and subordinates and in turn between the sales people in the company and customers.

The other indicator will be seen in the long-term satisfaction and commitment of employees to their company. The good relationship that builds a strong bonded team is the result of people in the company who are emotionally responsible. This emotional consideration by workmates goes a long way in cementing their relationship and creating a working environment conducive for all. A good working environment will also be seen in the emphasis on finding solutions to problems. It becomes every ones' concern to solve problems that arise in the organization. These problems include those that are

personal and work-related that are faced in the organization. Since all work related problems are for everybody in the company to resolve there is likely to be availability of resources in the organization. This positive atmosphere in the company works to the advantage of positive organizational performance and productivity. Finally, there will be an emphasis in the organization on increased market share and growth in all areas needed by the company.

This study shows many benefits that arise from the application of emotional intelligence in organisations. Reviewing the literature as was done in the earlier chapters and in the researcher's view, an organization with high levels of emotional intelligence is likely to lead to multi-level strategic thinking by all employees and managers at every level of the company. Since emotional intelligence points to improvements in the quality of work life (QWL), the concern is high in the employees at every level. This will help to maintain this quality of work life and organizational culture. The employees' productivity will not be affected by stress and will continue to be effective even under duress.

All the above conditions that have been discussed will be made possible as the emotionally intelligent leadership will be able to relate well to its rank and file. The leadership and the workforce will create a climate of openness and transparency. There will be no need to hide anything as there will be clear lines of communication in the company. Ultimately, there will be strategic management and a flexible and adaptable organizational structure.

8.5.2. Other variables that affect organizational performance

An organization's leadership should also be able to understand and put in place other variables that are needed to get the required performance. Chief among these are competitive compensation and reward systems that consider take-home pay, integrity of corporate leadership, appropriate organisational culture, corporate governance and positive management styles. All these are easier and possible to have if the company leadership is endowed with a high degree of emotional intelligence.

It must also be recognised that there are variables that will influence performance in the company that originate from both inside and outside. The externally influenced variables

that will affect performance will include both national and global economic trends, the labour market and availability of skills training facilities. These will be difficult to manipulate by whichever leadership that may be in place. However, an emotionally intelligent leadership has the ability to adapt to change in its environment, to train and develop its current employees, and it will have the capacity to manage a multi-cultural or diverse group of employees.

Equally important is that respondents indicated that emotionally intelligent leadership will easily relate to its stakeholders with the intelligence and tact the job demands as Callahan (2006), pointed out. Each stakeholder has a different demand from the company and will therefore call for a specific understanding and response. An emotionally intelligent leadership will understand the needs of each of the stakeholders and will react appropriately. These stakeholders as is the case with the parastatal companies in Zambia will inevitably include the political leadership as Simwinga (1980:133) and John (1980:106) point out the ever demanding employees, private shareholders who will need returns on their investment, the government on tax and job creation and the general public that demands corporate social responsibility. All these have emotional attachments to their respective demands and organizational leadership must understand them and meet their needs.

8.5.3 Critical role of leadership in organizational performance

The discussion so far has been on the contribution of emotional intelligence in organisational performance. Critical to this performance is the role that leadership occupies in the process. Leadership is about directing effort and therefore leaders are people who influence their followers or subordinates in a desired direction. In the review of literature, a number of authors, Greenberg and Baron (1995:498; Meredith *et al* (1982:13; Campbell: 1997:1), all point to the definition of leadership as the behaviour of a person or a group that influences the behaviour of another person or group of persons to

Table 8.1 Leadership models of attributes ascribed to successful leaders

<u>Respondents</u>	<u>Meyer (Peters 2003)</u>	<u>Campbell</u>	<u>Hill & Jones (2001)</u>
EI attributes of successful leaders	Leadership Competences	Leadership Traits	leadership Characteristics
<p>1.Higher Attributes</p> <ul style="list-style-type: none"> • Trustworthy and honest • Empathy • Developing others • Inspiring others towards the goals <p>2. Moderate Attributes</p> <ul style="list-style-type: none"> • Managing teamwork • Clear lines of communication • Atmosphere of openness • Achievement Drive • Sincerity with oneself • Managing change • Service orientation • Managing emotions of others <p>3.Low rated Attributes</p> <ul style="list-style-type: none"> • Valued and rewarded • Self - control • Managing conflict and emotions of others • Cross-cultural sensitivity • Value of diversity • Capacity to be adaptive • Recognition of own Strength & Weaknesses 	<p>Emotional Competences</p> <p>Intellectual Competences</p> <p>Applied Competences</p> <p>Performance related Competences</p> <p>Integrative Competences</p>	<p>Personality</p> <p>Persuasive</p> <p>Persistence</p> <p>Patience</p> <p>Perceptive</p> <p>Probity</p> <p>Praise giving</p> <p>Positive orientation</p> <p>People based</p> <p>Possible Practical</p> <p>Progressive</p> <p>Preparedness</p> <p>Power building</p>	<p>Vision, Eloquence. And Consistence</p> <p>Commitment</p> <p>Being well- informed</p> <p>Willingness to delegate</p> <p>Empowering others</p> <p>Astute use of power</p> <p>Emotional Intelligence</p>

Source: Summary from the Study by the author

act in a given direction. So for an organisation to have positive performance, leadership will be absolutely necessary. A similar view is held by Kerr *et al* (2006) that a leader's ability to influence followers has a bearing on the performance outcomes.

Arising from the discussion on the critical role of leadership in organisational performance, various contributions have been cited including the contributions of from respondents in this study. The presentations are summarised in table 8.1 below of the requirements of an effective and successful leader.

These abilities of successful leaders are many and in number and they will manifest themselves in any leadership situation that may be required. As Campbell (1997) suggested, these will come out when a leader is challenged by the environmental demand. Some of these characteristics or attributes will be more developed than others. The main point is that the more of these that are well developed in a person, the more likely it is that he or she will be effective and successful in their leadership role. In this discussion, it is not being proposed that any one of the four propositions is better than the others but the discussion is simply to make a comparative examination. It is evident that all the four, have some emotional attachment in the performance of a leadership role. It is one argument that is beyond this study to discuss in details but, is important to note that in leadership, emotions are deeply involved in a leader's success. That is why emotional intelligence may matter more than cognitive intelligence for the leader's success in his or her role (Goleman: 1998). The fourteen traits put forward by Campbell do not differ significantly from the attributes of emotional intelligence competences that have been listed in the table above. The characteristics other than emotional intelligence suggested by Hill and Jones for a successful strategic leader are almost the same as the emotional intelligence attributes though expressed differently.

Table 8.1 helps to explain that leadership is about influence that must drive followers emotionally and eventually physically to meet work expectations. When followers see their leaders' behaviour, they get emotionally moved to act in the guided behaviour to meet the job demands. The positive results will come out if and when the leader is able to

understand his or her own emotions and those of the followers. If the chemistry of both the leaders' and the followers' emotions is good then good work results will be achieved. It is therefore important for the leader to be emotionally intelligent. The leader calls the tune in the work place but it is the subordinates who must dance accordingly. If the music is within their capacity to respond then the dance will follow suit. If the dance will bring discomfort or cause pain, followers will resist. It is therefore incumbent upon leaders to have appropriate emotions for each action and situation. It is like asking people to smile when they have lost a very close relative through death. Happiness and sadness are very difficult to mix and therefore each action must be done at a different time for people to give their best and to produce an appropriate response.

8.5.3 Respondents' understanding of emotional intelligence concept

It was clearly demonstrated in the distribution of the responses that the attributes that define the competences of emotional intelligence, had a significant influence on the motivation of subordinates in work-places. A manager does his or her work through his subordinates by providing leadership in the work-place if there is to be any effective performance. His or her emotional make up has to be in rhythm with his or her subordinates. It is for this reason that the manager should have a high capacity for emotional intelligence. It is from this capacity that he or she may develop the emotional intelligence of the subordinates.

On examination of statistics in the respondents' bio-data, most directors including the Managing Director in the two institutions have more than two managers directly reporting to them. A number of other managers report to them through their direct subordinates. At ZESCO, Senior Managers report to Directors of functional departments while at ZAMTEL, Assistant Directors report to the various function Directors. The respondents sampled were either Assistant Directors or Senior Managers and their immediate subordinate managers. These are the managers whose understanding of emotional intelligence concept was being sought.

On average, 98 percent of respondents claimed to have an understanding of emotional intelligence concept, after having gone through the preliminary sections of the research instrument. Since explanation had begun from simple terms and operational definitions of the concept it was lot easier to grasp. It can confidently be said that the respondents did understand what the concept meant. Even their educational professional qualifications discussed earlier on in the bio-data can attest to this. 38 of the 58 respondents acknowledged having a much better understanding of the concept of emotions at work. There was only one person who understood very little of the emotions at work.

When it came to the understanding of their emotional intelligence and that of other people they interacted with at work in maintaining good relationships, the result was positively overwhelming. The respondents agreed that emotions affect relationship with other employees in workplaces. It is important that a good understanding of emotions exists on both sides of people involved in the interaction because this can lead to good relationships and cooperation at work. Emotional intelligence is therefore a critical factor at work as the emotional state affects a relationship which in turn has an effect on the performance of everyone in the team. You can compare emotional intelligence as a critical factor in performance at work to knowledge or skill of a baker in the preparation of a wedding cake. It is not just any person and any ingredients that are needed to prepare a good cake but the skill of a person preparing it. A person needs to have these competences built into them to be a good leader and manager at work who will bring the best out of the subordinates under them.

Every person by nature is egocentric as was pointed out in chapter 3. Overriding of other employees' feelings especially subordinates de-motivates them and reduces work output. In this study 84 percent of respondents acknowledged that this behaviour at work reduces their work output. Only 2 respondents indicated that it did not affect them if their superiors overrides their feelings, they would still continue to operate at the same level.

Emotional intelligence in managers at work tends to increase subordinates' interest and enthusiasm. It is natural that if a person participates in decision making or problem-

solving or is consulted by the manager for their opinion on what is going on in the at their place, they will be motivated and will co-operate with their superior. This will in turn generate interest and enthusiasm in the subordinate as they will be able to appreciate the role of their supervisor in their work life. Managers can make a difference in places of work positively or negatively. To this effect 50 of the 58 respondents agreed with this fact. The higher, the level of emotional intelligence, a manager has, the more likely that a work-place will be a great place in which to work. This assertion is highly supported at ZAMTEL and is probably due to the fact that they have felt the impact of a high turnover of MDs – 8 as compared to 2 at ZESCO at the time the research ended.

The levels of emotional intelligence ratings in the discussion so far have been favourable. On the critical question of the level of emotional intelligence of each of the companies, this was found to be average. The frequency was distributed and concentrated in the centre, but leaning towards a lower level. A combined frequency distribution showed a fair figure of 28 out of 58. 14 respondents accorded this a lower rate and 16 higher. Strangely, and as expected, at ZAMTEL, over half of the respondents gave a fair score and 6 respondents rated its leadership lower while 7 were on a higher side. At ZESCO, the 'fair' score was just under half of the respondents, while those who rated this 'very little' were 8. The respondents while they understood the concept and its effect on the organisational performance, did not rate the level of emotional intelligence in the company leadership as 'high'. The level of emotional intelligence in the leadership of the two companies could be said to be average.

The result from the two companies is a fair representation of emotional intelligence in organizational leaderships in the parastatal companies in Zambia. Most of the good performing parastatal companies and organisations are in general on the average performance in the economy. They survive by being monopolies or under government protection and by hiking of the tariffs on their products and services. This business performance of the various companies in the sector is directly related to the level of emotional intelligence of the organisational leadership that leads them in many performance areas.

The contribution of emotional intelligence to the motivation of subordinates at work is undoubtedly, crucial. The distribution of responses is similar to the response on the level of emotional intelligence in their company leadership. The frequency distribution was concentrated in the centre. Both requests were connected to the respondents' companies. Just as the distribution showed a better result for ZESCO than ZAMTEL in the previous request, the contribution of emotional intelligence to the motivation of subordinates at their work places followed a similar pattern. This can be accounted for by the many (8) MDs that have led ZAMTEL and who also tend to choose with whom they will work in the executive board of management. Since ZESCO has had two MDs, the leadership has been more consistent in the last 18 years.

There is a culture of political interference in the leadership of parastatal organisations by Ministers and ruling party leadership. There is a very high turnover of Chief Executives Officers (CEO) in the Zambian parastatal sector. Each CEO has his or her own style of leadership that will enable him or her to satisfy his or her own patrons in the political leadership. Employees have had to develop a culture that is introduced by each new CEO and this takes time to permeate the organisation. Sometimes this learning is required as soon as a new appointee takes office and even before the current incumbent can finish the current programme. Emotional intelligence, likewise takes time to be picked up or learnt which, is a major problem at ZAMTEL.

8.6 Respondents self-assessment of emotional intelligence competences

This assessment was given by the respondents' assessing themselves based the four competences, namely self-awareness, self-regulation, social awareness, and social skills. These are widely recognised as useful in the assessment of emotional intelligence in a large organisation and this is credited to Daniel Goleman and his associates. These of course, are contrasted to the four emotional abilities proposed by John Mayer, Peter Salovey and David Caruso as discussed in chapters 2 and 4. Each competence will be discussed in turn.

8.6.1 Self-awareness of one's emotions.

Self-awareness is the capacity that a person has to know all about oneself emotionally and physically. These are attributes that a person has and knows about him or herself as a person. In this case, the concern is on emotions, moods and feelings that make up the psychology of a person. When respondents were requested to evaluate themselves as to whether, they were aware of their emotions and moods respondents overwhelmingly agreed that this was so (56 out of 58). Only 2 respondents understood theirs 'fairly' of these were from ZAMTEL. At this point of making their responses, respondents understood the concept but we can only assume that they are aware. However, it should be pointed out the difficulty of measuring your own emotional intelligence because we do not have a clear sense of ourselves when we meet and react to other people (Dulewicz and Higgs: 1999).

The emotions and moods of employees at workplaces have a strong bearing on their performance. A host of negative feelings and emotions like anger, hostility, fear, and apathy as observed by Bagshaw (2000) is as a result of low emotional intelligence. These negative emotions reduce co-operation and increase poor social relations in the work teams. There are few jobs in ZESCO and ZAMTEL that do not involve teamwork and so work is bound to be affected. The findings show that at ZESCO, 43 percent believe that the effect is 'very little'. At ZAMTEL where teamwork is on the higher side there was a 40 percent rating of 'much' to 'very much' while at ZESCO with the same higher rating only 25 percent of respondents agree. This reflects the attitude of most parastatal employees, that it does not matter provided you are at work and after all other employees will lift your spirit up.

Most respondents acknowledge that they are able to recognise these emotions in their daily lives before others did. 46 out of 58 respondents agreed that to a large extent, they were able to recognise their emotional behaviour with another 11 of them indicating that they are 'fair' at doing this. One manager indicated that he does so to a 'very little' extent. This showed that the managers were aware of their own moods and emotions

before others picked these up. They were equally aware that even under an emotional state of anger, they were able to make their needs known. This was done without aggravating the situation. Unless the person is aware of his or her emotional state, it is difficult to put across views and also ensure that you do so in such away as not to aggravate the situation. It is normal for people to get agreement in the work situation. Emotions are our responses to the world around us and these are created by the combination of our thoughts noted and external circumstances (Bharwaney:2006). In the case of the two companies, 86 percent of respondents indicated that in spite of anger they had no problem. 41 percent of the 58 respondents showed that they would 'very much' be in a position to make their needs and intentions known without causing further problems.

Ideally, the change in the emotional state should not affect productivity in the work situation if people are working independently. As earlier suggested, there is a correlation between the emotional state of a person at work and his or her productivity. When people are happy and excited with their work environment, the more likely they are to be productive. The findings show an average response in that 22 of the respondents indicated that there was little or no effect at all while 23 indicated that they were 'very much' affected. Just a quarter suggested that they were 'very much' affected. This of course, depends on the situation and the people that are involved. If the institution has a good work culture, change of the emotional state will not affect productivity much. This is the case with ZESCO respondents whose distribution is evenly spread and follows a normal distribution curve.

8.6.2 Self-regulation/management of emotions

The self-regulation is the tendency by a person to manage one's emotions and to control negative or destructive tendencies. According to the work of John Mayer *et al* (1990) managing one's emotions includes the capacity of a person to block out emotional signals that are too painful and overwhelming. Emotions regulate the person's capacity to channel his or her energy in a certain direction. In the study it was found important to assess the respondents' capacity to regulate their emotions.

The respondents overwhelmingly indicated that they try to achieve their goals even under impossible conditions and are tempted to give up altogether. When the situation is normal and supportive, naturally people will be able to give in good performance. Conversely, when the situation is hostile and adverse, it taxes our emotional strengths and our reactions may be negative. 50 percent of the respondents gave the highest rate of 'very much' while 40 percent gave the second rate of 'much'. 53 of the 58 managers indicated that they 'very much' want to achieve what they want even under difficult conditions.

All decisions we make as people involve emotions. We are able to tell the seriousness of the information a person is giving through the way they are communicating. Emotions are a natural and a normal part of reasoning and decisions making. The intensity of emotions in decisions can easily be seen in leaders as it goes with their leadership styles. We all know that emotions are expected to be more intense in authoritarians than in a free style leader. In the case of the study, it has been assessed that 16 of 28 managers at ZESCO and 15 out of 30 managers at ZAMTEL use their emotions and feelings in reaching decisions in their lives. The highest concentration of respondents was on the 'fair' rating where 32 percent at ZESCO and 37 percent from ZAMTEL are located. The reaction of respondents showed a similar pattern in both organisations on the lower ratings though it is slightly higher at ZESCO.

It is common in workplaces to be attacked physically and emotionally by colleagues and subordinates especially if you in a manager at a workplace. The manner in which one controls him or herself when attacked is related to their emotional strength and intelligence. Lack of control of emotions can have very serious repercussions in life. The key to winning people over to your way of thinking is strengthened by the capacity to control and to release your emotional energy appropriately. In this study, most respondents indicated that they were able to control themselves. Those who indicated the ratings of 'much' and 'very much' accounted for 74 percent while 17 percent are able to control themselves 'fairly' under such attacks.

Being attacked emotionally or physically can provide an opportunity to win the attacker over to your way of thinking. Managers' of emotional intelligence can take this opportunity to strengthen the team with members of diverse emotional capacities. If a leader wins the confidence of all members, it will increase the commitment to the cause of the team by all its members. 26 of the 58 managers involved indicated that they had a 'fair' ability of likely to win the people who attack them over to their way of thinking. 38 percent of ZESCO respondents indicated that they had a higher capacity which enabled them to win the attacker over to their side following an emotional attack on them. ZAMTEL respondents could correspondingly only account for 23 percent.

There are often difficult times or times when work conditions become intolerable and when a person may get discouraged or even frustrated. It is at this time that a manager must rise to the occasion. In each of the two organisations, over half of the respondents indicated that they do 'very much' put in an effort to remain productive. Those respondents who put in less than the above group but 'much' effort are a third of the total sampled managers. In spite of all the problems that are going on in their company, most managers put in their very best effort. ZAMTEL is one such company that is acquainted with such problems even though its managers put in a lot of effort.

8.6.3 Social – awareness of other peoples' emotions.

The foregoing discussion concerning respondents' personal assessment was centred on internal emotions. It is appropriate to discuss emotion issues that involve other outside emotions. In social awareness, the respondents should realise that there are other people outside them who also have emotions and who think and react differently. Their emotions do affect other people who have their own emotions and feelings. It is therefore important that they should be aware of what is going on outside of their thinking and their emotional domain. It is therefore important to find common ground for all to work together in harmony and support each other at work.

The respondents' realisation that their feelings affected other people around them was overwhelmingly supported. This was in line with Jamie Callahan's (2006:33) proposition that emotions are our social lubricants upon which our social relationships depend. 24 of the 28 respondents at ZESCO and 24 out of 30 at ZAMTEL assessed themselves and indicated that they 'very much' realised that their feelings and emotions had an effect on other people around them. In other words, they would either lead or mislead their subordinates encourage or frustrate them. The managers were and are supposed to be role-models for their subordinates. About 83 percent of the respondents agreed that emotions and feelings had an effect on other people around them. The managers' behaviour or conduct at work can contribute either to reducing or increasing performance.

Sometimes people around us like peers and subordinates in particular, will challenge us on our attitude to issues at work. These poses a great challenge and requires a high level of emotional intelligence to realise that others look at issues differently from us. It is for this reason that managers have to appreciate that we need to be considerate emotionally. Other people have a different outlook to issues at work just we have ours. It is also a question of how each person rises to the occasions. In the response to such a request at ZESCO, 17 respondents indicated that there is 'very little' if any clash of opinion and ZAMTEL there were 20 of them with a similar response.

Just as much as a manager will be challenged on issues at work; there will also be praise that will be given by workmates on the way one reacts to all kinds of attacks. The praise that workmates will give on our good reaction reflect on our emotional intelligence. The act of remaining calm in the face of adversity or provocation applies to anyone and will always be there at work (Goleman: 1998). With a high level of emotional intelligence, a manager will react in such a way that peace and progress is achieved in a work-place 39 of the 58 respondents do receive favourable praises from workmates in the reactions to both physical and verbal attacks against them. Additionally, 16 of the respondents received a fair praise for such reactions. The frequency distribution of respondents in

both companies indicated that there was awareness by those in management of the need to remain calm in the face of diversity.

Good social relationships at work are proven when the heat is on and where there are managers who are higher in emotional intelligence. If emotional tolerance is high in the organisation, there will be a correspondingly high level of emotional intelligence. In the case of the responses from ZAMTEL and ZESCO managers, the freedom to respond to outburst had a 'fair' or 'very little' rating. It was slightly higher at ZESCO as most workmates were enlightened as indicated in appendix 2. If workmates or subordinates have the freedom to respond this goes to show that there is a sound relationship with the respondents and that they were of higher in emotional intelligence.

The respondents' awareness of workmates attitudes and interests does contribute to company productivity. Respondents are leaders of work teams in their respective disciplines and departments in their companies and as such they ought to be knowledgeable of the attitudes and interests of workmates. This knowledge should work to provide an understanding of what work should be allocated to whom. This understanding ensures tolerance and empathy in the way respondents will handle issues with the concerned workmate. Those workmates whose attitudes and interests are contrary to the interests of the company can be assisted to adjust or can be redirected to duties where their contributions can yield maximum positive impact in the organisation. 48 of the 58 respondents responded that they were 'very much' aware of and considerate to their work mates' attitudes and interests and that this contributed to the company's productivity. 8 respondents indicated that their awareness and consideration was 'fair' but 2 were of the view that there was 'very little or nothing' at all.

The most taxing request to the respondents in social awareness was in the involvement of subordinates in decision making on issues concerning them. Decisions concerning the individual are better received by that individual when their views are taken into account. It is important for managers or leaders to take into account the views of subordinates when making decisions on issues that involve them and especially if they will be

involved in the implementation. If not, there is likely to be resistance or resentment from subordinates. The findings from respondents received an overwhelming acknowledgement from both companies that they 'very much' take into account the views of subordinates and that they consult with them. There is a degree of consultation with subordinates on their views when making decisions on issues that concern them by managements. Half of the respondents agree with the rate of 'very' much to this request.

8.6.4 Social- skills in dealing with others.

These are capacities that managers possess in order to relate to others in the workplace to accomplish the organisations goals. It requires certain behaviour that will enable one person, in this case a leader, to have a hand on and to relate to behaviour of other people. (Amos *et al*:2004:221) Social skills will determine the comfort of people in the company. An individual will like being in the company if they can work comfortably with another person because they see something beneficial in this or that they are being handled well emotionally.

The respondents seem to be free from major restraint with their subordinates and superiors, differently, depending on their emotional intelligence capacity for each of the two parties to relate well. A workplace is said to be progressive or conducive for goal attainment if workmates are free with each other and more specifically between the supervisor and the subordinate. The respondents in this case are supposed to be in an emotionally reassured state with their supervisor and subordinates. They must not be in the habit of upsetting or being afraid of each other at any difference of opinion. They must be open and free with each other. It was deduced from the submissions that in both ZESCO and ZAMTEL, there was a high response from respondents in agreement that colleagues are free with each other, in the categories of 'much' and 'very much'. At ZAMTEL respondents recorded a score of 60 percent. While 35 respondents acknowledged that they were 'very much' free in the way they related with either their superior or the subordinates, 17 of them indicated 'much' in both companies with the exception of 1 person in both cases as shown in table 7.30

A similar situation is reflected in the freedom to engage in free debates with colleagues at work. The scores range between 'fair' to 'very much' indicates freeness in discussions that go on in both companies. This is indicative of good social interaction as workmates, when you are all free to debate or discuss issues on any subject. This situation also shows that respondents are able to restrain themselves from use of abusive language and emotions during debates. 54 out of the 58 respondents in both companies agreed that they were 'very much' free to debate with colleagues. Only four of their colleagues indicated 'fair' and all coming from ZESCO. ZAMTEL respondents seemed to be freer as their frequency was higher.

The extent, to which respondents' attitudes and feelings affected the job performance of the superiors and subordinates, was similar in both cases. The highest scores were in the 'much' rating. In the case of relationship with their superiors there was less contact in that their attitudes and feelings affected their job performance. It is normal for superiors to give orders and instructions and rarely will subordinate managers argue with their superiors. If they did then their relationship and job performance would suffer. At ZESCO, superiors do more of office work and most respondent managers have a hands-on approach to the job they are mostly to be found where physical work is. That is why 15 of the 28 managers indicated that their attitudes and feelings do not affect job performance of their superiors. Correspondingly 10 respondents indicated similarly at ZAMTEL. In both companies it was necessary to improve or manage their social skills competence.

It should be borne in mind that while it is difficult to change the emotional state of one's supervisor, it is much easier for a manager to change his or her attitudes and feelings that affect the subordinate's job performance at work. As is common culture in most work places, respondents needed to be submissive to their superiors to improve job performance and to ensure that peace reigns in the work-place. The job performance of subordinates was influenced and affected by the attitudes and feelings of respondents who were their superiors. In the distribution, most respondents indicated that their

attitudes and feelings affect the subordinates' job performance by 78 percent at ZESCO and 63 percent at ZAMTEL. If the effect was positive then it would mean that the respondent managers had social skills and if not then it follows that they lacked social skills. The respondents were requested to respond to a direct personal question on how easy it was for them to influence their colleagues to increase their work output. This influence depended on the capacity of their social skills to ensure that they convinced their workmates to increase their work output. The higher the social skills, the respondent had, the more influence and success in convincing their colleagues to increase work output. High organizational performance is dependent on the capacity of employees to increase their work output. It is critical that managers at work develop social skills which in turn will increase influence on the subordinates. The findings in this case shows that in both companies, the distribution is skewed to the positive side indicating that it was easier for the respondents to influence their workmates. It also shows that at ZESCO, managers find it easier to influence their colleagues which included subordinates in ensuring an increase in work output with an indication of 78 percent of them saying so as compared to their counterpart at ZAMTEL whose indication is 64 percent.

8.7 Assessment of each company managers' levels of emotional intelligence.

The concern in our assessment of emotional intelligence is in the organizational leadership and how it affects the performance or effectiveness in the company. The success of an organization in its effectiveness or performance starts with quality leadership in its management. This is in line with our earlier discussion on the work of Kerr *et al* (2006) that leadership ability to influence behaviour of its followers can influence to a very large extent the performance outcomes. In our study we are concerned with the executive management boards of ZESCO and ZAMTEL which provide leadership in the management of these national assets. The executive boards are composed of the Managing Directors and Executive Directors of various functions in the organization. These are in turn assisted by Senior Managers as they are called in ZESCO and Assistant Directors in ZAMTEL and various subordinate managers.

The organizational leadership is ultimately responsible for coming up with and putting in place, an appropriate corporate culture and the all-important emotional intelligence. The managers at all levels in the organization can only give out to others what they themselves possess. If a manager has a high level of emotional intelligence, the higher will be his or her priority in the practical development of the concept in the company. Such a manager can invest company's resources into the training in emotional intelligence which is a better way of using resources than just in technical skills (Moller: 2001). This investment will yield higher turnover for both lowly paid as well as for the highly skilled and educated employees. This is also reinforced by Goleman (1995) who claims that it can be developed by building their emotional competences.

8.7.1 Knowledge of Managers' emotional intelligence in the company

It is a well-considered view that to help or work with a person, it is important to know that person's personality and character well. Managers should know the emotional intelligence of workmates at the workplace just as it is important to be aware of your own. It was to this effect that the respondents were requested to provide such knowledge of emotional intelligence of their fellow managers in the company. Most respondents indicated that they knew colleagues' emotional intelligence fairly well with 25 of them from ZESCO and similarly 25 at ZAMTEL. Only 8 respondents knew 'very little' about this phenomenon in the organization's leadership. It is evident that the managers of the two firms are quite knowledgeable about emotional intelligence of each other.

8.7.2 Emotional State on Organisational Performance

This emotional state of the respondents' colleagues must correlate with the performance of the organisation. This is what adds value to the organization. When the emotional state of managers in the organisation is conducive, it improves the performance of workers in the organisation. If it is not, it will not and it will therefore need corrective measures to

be taken to address the situation. A look at the findings shows that respondents in both organizations show that emotional intelligence has a very high impact on the performance in the organization as the two higher scores of 'much' and 'very much' account for 78 percent. This impact of emotional state is significant at ZAMTEL for the ratings 'fair' to 'very much' at 93 percent as compared to ZESCO with 89 percent. So any change of the Managing Director, there is change in the emotional state in the organization and there is change in the organizational culture tailored to the demands of the new Chief Executive. Any political interference of any kind and more so at CEO level will extensively undermine performance if such personnel are appointed purely on patronage rather than on merit, based on emotional intelligence and past record of achievement of the candidate.

8.7.3 Amount of emotional intelligence required by organization leadership

This is a critical assessment of organization leadership of each company and should relate to its peculiarities. There is a direct link between the assessment of emotional intelligence and performance in organization. This assessment came at the end of rigorous work on emotional intelligence in the questionnaire. The respondents were fully aware by this time of the relationship between the emotional intelligence concept and its contribution to organizational performance and effectiveness. The 'much' and 'very much' being the highest rates in the assessment showed a total sum of 23 of the 28 respondents or in percentages of 82 in agreement at ZESCO and likewise 26 out of 30 at ZAMTEL which is 87 percent. A high level of emotional intelligence is required in both companies' leadership for appreciable organizational performance to be realised. Only a small number of them indicated that this requirement need was either 'fair' or 'very little'. The indication given by respondents showed that further development of emotional intelligence was needed in their management leadership at their work place. This was however, going to be possible if senior managers especially the Managing Directors were appointed on merit and job specification and not on political patronage as has been the case in the past..

8.7.4 Emotional Intelligence of immediate Superiors

Each respondent understood his or her immediate superior better, as they interacted on a daily basis. They understand the emotional strengths and weaknesses of the people they report to. These are often close and open to each other and are in a position to advise but the majority are not. In this case being considered, the frequency ranged from ‘very little’ to ‘very much’. There are 3 respondents on ‘very little’. On the assessment of their supervisors’ emotional intelligence level, the highest rating in both companies was that the level was ‘much’ with 12 out of 28 at ZESCO and 13 out of 30 at ZAMTEL. ZAMTEL shows a record of 12 respondents whose immediate bosses’ emotional intelligence level was rated as ‘fair’. This is a critical assessment in the study and needed the boldness and objectivity of each respondent. It is assumed that since confidentiality was assured to all respondents, it is true.

The rating of emotional intelligence of superiors by their immediate subordinates should show consistence with desired increase in organizational productivity. The survey results support the idea for both companies to initiate programmes that will promote development of emotional intelligence for senior managers so that in turn they can develop it in their subordinates. 11 respondents from each company indicated that there was a ‘very much’ need to develop a higher degree of emotional intelligence by immediate supervisors in to increase the productivity of their subordinates. The next rating gave 5 out of 28 for ZESCO and 7 out of 30 for ZAMTEL as an indication of how much this was needed. 3 respondents did not respond while 4 indicated ‘nothing’ meaning no need for this development.

8.7.5 Extent of reaction to crises in the company

One benefit of emotional intelligence to the organization is stress management during times of crises in the company. Goleman (1998) advises that remaining calm during a crisis and provocation apply to everyone who faces such situations in a company and they should therefore be able to face it boldly. This is helpful also to anyone who gets

frustrated or stressed as it prevents flaring up of tempers. Crises are very common in parastatal companies in Zambia as most of them originate from political leadership who in most cases do not understand business operations. One such incident is one quoted from the *Post Newspapers* in Zambia, in which the late President Mwanawasa instructed ZESCO management at a political rally to electrify Chavuma District, a remote small town in the North western province in Zambia within 6 months. ZESCO had not planned for this project or even been consulted on the same before making a pronouncement. The company was compelled to undertake the project to meet the presidential directive. In this case, workers on site were not paid for months except for the provision of food to meet the deadline. There was a great deal of emotional turbulence and many crises had to be faced during the project.

A request was given out for the respondents' evaluation of their reaction to situations that subjected them to threats to their positions. There are many ways in which people react, some wait while others panic. This is where people with high emotional intelligence stay cool, calm and collected. The findings show a 'fair' and 'much' reaction. The reaction is more evident with ZAMTEL respondents than with counterparts at ZESCO according to the frequency distribution. There is generally, no panic to crisis happening at ZESCO, a typical behaviour of state owned monopolies and due to the fact that the Zambian public has gotten used to persistent electricity outages. ZAMTEL, though a state utility company, has very strong private competitors and cannot afford to show a slow reaction to a crisis unlike ZESCO who will take time to react. Generally, ZAMTEL company leadership is higher in sensitivity to a crisis. The respondents suggested that there is 'very much' concern for crisis not only because of serious competitors but also the nature of the products it provides. Communication is cardinal to the national security and therefore when crisis arises, there is bound to be panic in the country.

8.7.6 Impact of managers' leadership style on employee participation.

Leadership is about influence. It is necessary to gauge the impact of managers' leadership styles on employee participation in the affairs of the company. This issue should be taken together with the previously discussed view that sound social relations are dependent on

the leaders' level of emotional intelligence. The democratic or participative styles allow others to take part in the affairs of the company. Most of the respondents agree that the leadership styles employed by organizational leadership in their respective companies do affect the extent to which employees participate in the affairs of the work environment. The impact of leadership styles is felt more at ZAMTEL than at ZESCO as indicated by the respondents' frequency distribution. This is true as can be seen at ZESCO where since 1992 there has been two (2) Managing Directors wielding their leadership styles as compares to eight (8) styles of each MD at ZAMTEL during the same period covered by the research study.

8.7.7 Contribution of the leadership's emotional intelligence attributes to organisational performance

Respondents were requested to relate to 8 aspects or attributes of emotional intelligence of the organizational leadership and their level of contribution to the organization in their respective companies. Eight of them were identified and respondents were requested to rate them on the level of impact on organizational performance.

8.7.7.1 Managers' Emotional Awareness

The essence of the request was the expectation that managers who were emotionally aware of their moods and feelings were men and women who knew what to do, act and help out even when the situation did not allow them to do this. They were able to adjust to the situation prevailing and respond appropriately. The respondents in both companies affirmed this with an 82 percent positive response. It was their view that managers' emotional awareness in each company contributed greatly to organizational performance as they responded appropriately to situations as they arose. On company-to-company comparison, it was inferred that respondents from ZESCO were more positive in affirming that emotional awareness in their organizational leadership to organizational performance than those at ZAMTEL.

8.7.7.2 Managers' self-actualisation

A leader or manager who is self-actualised is one who has accomplished much in his or her life and is more likely to be more contented with him or herself. Such a manager will look forward to helping others develop as he has all he or she needs. Self-actualising means more than just getting the highest job or education one can get. Respondents were to assess whether this self-actualisation in managers was able to inspire others under them to perform to a higher level since the managers have accomplished much in their life. The findings show that the majority of the respondents gave an overwhelming acknowledgement that such characteristic in the organization's leadership helps and inspire the subordinates. This indication was highly acknowledged by respondents at ZAMTEL with 90 percent of them in agreement while at ZESCO 84 percent concurred with the view.

8.7.7.3 Managers' interpersonal social relationship

People by their nature are social beings and will not live what we call a quality life in isolation. It is more fulfilling if life is shared with others. Even at work, as the experience of the Hawthorne experiments we read about in classical management theory will confirm, people feel lonely when they work alone. We all want to work in the company of other people who are close and open to us. They lift our spirits high when they are low and we also do the same for others. Callahan (2003.33) suggests that poor emotional discharge in a workplace leads to negative consequences and reduces productivity. So it is essential that company leadership should strive to create a good corporate culture that promotes good interpersonal relationships at work. In this study, most respondents did agree with the above assertion on the impact this has on performance in that the ratings of 'fair' to 'very much' it accounts for 86 percent of respondents for both organizations. Those at ZESCO were 82 percent in agreement while at ZAMTEL the respondents that agreed with the assertion were 90 percent.

8.7.7.4 Managers' optimism

Company leadership should be in a position to inspire and give confidence to its subordinate managers. These who are high in optimism are those who look on the bright side of issues and hence are more likely to be inspirational to their subordinates in their performance at work. It is also likely that an optimistic manager can improve and increase his or her social relationship with others. This act goes a long way in encouraging performance in an organization. The majority of the respondents in both companies agree with that optimism in organizational leadership does contribute to a high level of performance. The frequency of those who were in agreement gave an average of 84 percent with ZESCO respondents having 85 percent of those in agreement while at ZAMTEL those who concurred were 83 percent,

8.7.7.5 Managers' self-motivation

Self-motivation from the organisation leadership involves intrinsic drive and commitment of managers to goal attainment in an organization in a practical and visible way. Managers' self-motivation is a key factor that enables the subordinates to connect the spoken word to with actual performance. Not only do the subordinates get instructions from their manager, but they can see the passion and practical demonstration in their team leader. Motivation arouses the manager's and other peoples' emotional reaction to the prevailing job demands. The leaders are not moved by something from outside but this is internal to themselves. The respondents in the survey recognised the importance of the manager's self-motivation in providing the energy that boosts the emotional morale of subordinates to accomplish tasks at the workplace. The response of 'fair' to 'very much' to self motivation contributing to performance accounts for 93 percent of respondents in support at ZESCO and 80 percent at ZAMTEL. At ZAMTEL 6 respondents felt that self-motivation does 'very little' or does 'nothing' to make any contribution to the organization's performance.

8.7.7.6 Managers' stress management

The extent to which a manager's stress-tolerance points to that manager's emotional strength should be assessed. All people relate to each other on an emotional level and if there is a difference, it may be bring about stress if not well managed. In working places all workers or people found in that place are unique. They all think differently, do things differently, talk differently and their emotional make up differs from person to person. It is important for managers to be emotionally tolerant towards those he or she has to work with or do business with especially in this time of globalisation and workforce diversity. When the leadership is high in emotional intelligence, it may be easier to get a solution for such a situation as it is likely to help in stress management. It is for this reason that any strong manager ought to have a high emotional stress-tolerance level to ensure that the organizational performance reaches a desired high level.

The ZESCO respondents' assessment of their organization's leadership rated it more highly on stress tolerance and its contribution to its performance than their counterparts at ZAMTEL. On the rates of 'fair' to 'very much' 93 percent of the sampled ZESCO managers indicated that their manager's-tolerance levels contributes to the company's performance. At ZAMTEL about 77 percent of its respondents also acknowledged the same contribution to their company's performance. This result of ZESCO managers' high stress tolerance level goes with nature of the business the company is in and duties managers have face and especially when there is a break down at the generator or substation. ZESCO's work can at times be likened to a medical theatre operation in which you can not take a break or postpone anything once you start the process. It involves a lot of stress and during work social relations get strained and emotions run high and more especially when the work-problem is difficult to resolve. To work well managers need to have strong emotional stress-tolerance. Electricity if not handled professionally and carefully can cause major damage to property and to life but with serious dedication it can bring good results and developments.

8.7.7.7 Managers' problem-solving capacity

Problem-solving and decision making are among the most important duties of a manager or leader that he or she has to undertake in the group under his or her jurisdiction. Cherniss (2001) encourages organizational leaders to undertake these responsibilities if they want to be good and effective leaders. They must rely on their personal intuition even with so much data and evidence around them. With sufficient emotional intelligence, it makes problem solving much easier as the leader will be able to consult and receive suggestions from peers and subordinates. This is critical if the problem involves industrial and employee relations in which conflict is always inherent.

The findings from the respondents' responses overwhelmingly suggest in favour of rating the problem-solving capacity as 'highly necessary' in its contribution to organizational performance. This is so in spite of the problems that are in abundance in these companies which need to be solved for these organizations to meet the expectations of stakeholders. The respondents from ZESCO recorded a 96 percent agreement that the problem-solving capacity of managers at the firm contributes 'very much' to performance of the organisation. In ZESCO, it is common to see that both top management, including the Managing Director and subordinates attending to serious problems together at the site. Only 80 percent of their counterparts at ZAMTEL indicate that the problem-solving capacity does contribute. It is indicative that at ZAMTEL there is lower capacity for problem solving among managers.

8.7.7.8 Managers' self-confidence

The organization's leadership that is self-confident is usually one in which its managers are aware of their emotional state and those of their peers and subordinates around them. It is often seen that they relate with their workmates and customers well. Table 7.50 shows the assessment attitude of respondents in the two companies that managers' self-confidence contributes greatly to performance in the organizations. This contribution is more pronounced at ZESCO than at ZAMTEL. At ZESCO, all respondents except one

who did not respond suggested that the managers' self-confidence in their company leadership has seriously contributed to the improved performance in the company. Of their counterparts at ZAMTEL only 25 concurred and the remaining 5 indicated that it contributes 'very little' or 'nothing' at all. Self-confidence in a person is directly related to the level of emotional intelligence in a person. It is this argument that Goleman (1998) has put across that emotional intelligence may matter more than cognitive intelligence (IQ) at the workplace when it comes to work performance. It is common in workplaces to see highly intelligent people in an organization failing to communicate solutions and not relating to others at work.

8.8 Nature of each company's environment through open questions as recorded from respondents' submissions.

The respondents are managers and part of the organisation leadership in the two companies. They have an individual opinion of what the organisation they work for is all about. They provided many responses worth noting which are discussed together.

8.8.1 The company as a special parastatal company

There are various independent views held by respondents regarding their company's special place in the Zambian Parastatal sector. The ZESCO respondents unanimously agreed that their company was the largest in its field of operations, almost a monopoly and a key industry in the Zambian economy. It needed special attention and protection as a national asset. The other participants in the industry are Copperbelt Energy Corporation and the Lunsemfwa Hydroelectric Power Company and all of these are regulated by Energy Regulation Board (ERB). The ZAMTEL on the other hand is as big as ZESCO and it is also present in most districts in the country. Unlike ZESCO it requires support from the government in the form of an annual subsidy and other types of help. It has three types of business undertakings in its current form that includes the landlines, the mobile GSM service called Cell Z and the Internet service called Zamtel Online. It is also involved in the security of the nation through control of the communication networks. It

has strong competition from two other competitors – Zain Zambia (formerly Celtel) and MTN–Zambia. Unfortunately, ZAMTEL carries with it a legacy of political interference which reduces its competitiveness.

8.8.2 The Company Constraints

Similarities between companies

- Both companies lack adequate capital for reinvestment but both pay their staff well. Company leadership complain that this inadequacy of resources is chiefly due to poor tariffs. ZESCO is regulated by the Energy Regulation Board while ZAMTEL is regulated by the Communication Authority.
- There is so much vandalism of both ZESCO and ZAMTEL installations which have to be replaced regularly.
- There is so much political interference that the public believes that parastatal companies are run like government departments.
- There is a serious impact of HIV/AIDS on skilled human resources.
- Both have a serious problem of debt collection from both domestic and government departments and sometimes serious collection techniques are heavily politicised.
- Arising from the above there is poor service provision to the customers. In ZESCO this reaches such an extent that customers have had some of their electronic items destroyed because of constant unscheduled electricity outages. As for ZAMTEL, most customers have opted for services from Zain Zambia or MTN Zambia.
- Both companies have top-heavy management structures and hence tend to have a lot of duplication of responsibility in senior management.

Differences

- At ZESCO most of the equipment is very old and they have lagged behind in their development in line with the growing population and industrial growth that creates demand for electricity.
- ZAMTEL has problems to competing with the private competitors and more especially with government departments as the biggest debtors. It also lacks enough capital as earlier mentioned and therefore has to get subsidies from government thereby attracting more interference.
- The workforce is so bloated that its income is swallowed up by emoluments. This is worsened by poor financial allocation of resources to needy areas. So much so that it has contributed to the reduction of skills development and this results in low staff motivation.

8.8.4 What makes each Company different from other parastatal firms in Zambia?

Both ZAMTEL and ZESCO are considered as national assets and are both highly technical companies that have a large asset base that is spread over the whole country. Whereas ZESCO is able to remunerate its employees well and within its resources, ZAMTEL has not been able to award salary increments for some time and has had protracted labour disputes with its employees. There has been industrial harmony at ZESCO and most respondents indicated that the company pays its employees competitively. It is for this reason that it has managed to retain most of its highly skilled workforce.

ZAMTEL is a big parastatal company whose head office is outside Lusaka, the capital city of Zambia and it is situated in Ndola, on the Copperbelt Province. That accounts for a lot of the suspicion it attracts from the political leadership. ZAMTEL is the most interfered with state firm with interference coming from both the political and governmental leadership. If it was left to operate on its own and on business lines it would have done very well.

It was reported on 9th June 2010 by the *Times of Zambia* newspapers, the Zamnet Website and the *Post* Newspapers that ZAMTEL's 75 percent share holding had been sold to a Libyan equity partner and that the deal was worth 275 million US Dollars. It is also reported that on the 7th June 2010, the President, Mr Rupiah Banda and his Minister of Transport and communication had addressed Management and employees of the company at the ZAMTEL Staff College on the sale. The Minister of Transport and Communication, Miss Dora Siliya, had commissioned RP Capital to value the ZAMTEL assets. This commissioning and valuation of Zamtel assets was contested in the High Court of Zambia by concerned citizens. Zamtel was subsequently, sold to LAP Green Networks of Libya. RP Capital the company that did the evaluation was paid 12.8 million US dollars. The report of RP Capital has never been made public and citizens want it to be disclosed. It was said then that the arrangement was done in good faith and in the best interests of the nation. Those who opposed the sale included the leaders of the two largest opposition political parties, the Patriotic Front and United Party for National Development and some senior members of the ruling party. They argued that the value of the company had been grossly undervalued. One of the strongest criticisms came from former state Vice President and businessman Enock Kavindele, who said that ZAMTEL had been cheaply sold to serve the interests of a few individuals. In his own words, he said, "Those involved in the sale of ZAMTEL will pay back. It has been sold for a song" (*Post* 9/6/2010 page 1).

8.8.5 State of Industrial Relations

The management-labour union relations in the two organisations are full of mistrust especially from the workers point of view. In ZESCO there are two unions representing workers in the same organisation and doing similar jobs. Management plays one union off against the other. This has put workers at a disadvantage and in a weak position in collective bargaining. The information flow from management to the workers so far has been good. At ZAMTEL, there is one union representing all unionised workers, i.e. low level workers in the company. Generally, the industrial relations have been calm except for a few industrial conflicts that happen from time to time. These have mostly been

involved with collective bargaining issues especially on the compensation. There has been more serious strain in relations at ZAMTEL concerning compensation, where employees have not received an increment for some time.

ZAMTEL employees have been in the state of anxiety and state of uncertainty due to the impending partial privatisation of the company which involves a lot of redundancies. It hoped that as soon as all formalities of the 75 percent privatisation are completed and everybody gets down to business, workers in the company will settle down. The leadership that will be put in place will need to be accommodating to management employees at all levels that have gone through so much emotional trauma and uncertainty.

When it comes to industrial conflict and strike action, this has been used sparingly. At ZESCO the strike action has been used twice in 7 years while at ZAMTEL it has been used three times in 12 years. These industrial strikes have been spontaneous wildcat strikes in which normal procedure of resolving industrial conflicts were not followed. As earlier alluded to, lack of emotional intelligence provoked such strikes especially at ZAMTEL where one Managing Director was rejected by the workforce for lack of emotional intelligence in dealing with employees including his direct subordinates in the management board. Unfortunately, strikes at ZESCO have not been effective due to their being two unions in the same company.

8.8.5 Major Milestones in the last 15 years

Respondents gave details of what they considered to be major developments in their company. In both companies, one major development was the replacement of expatriate employees with Zambians especially in the technical fields. The other major development in the two companies was the rehabilitation of infrastructure and the introduction of technology. Both companies could have done much better in investment into latest technology in their various fields. The two companies come from the protectionist era and are seeing competitors entering their fields especially in telecommunications.

8.9 The General Leadership environment of the Zambian Parastatal Sector.

As noted in chapter 5 the environment under which management and leadership in parastatal enterprises were appointed has not been clear and defined. It was modelled on state capitalism that is directed by the political elite using the socialist philosophical thought. The political elite and government leadership claimed that they were controlling the wealth of the people of Zambia. The impression created in the minds of parastatal managers, right from the inception of the parastatal sector was that managers were only benefiting from the commonwealth of the people of Zambia. This thinking has continued up to date although it has assumed a different and subtle form. Unfortunately, the members of the boards who are supposed to keep the interests of the people of Zambia are mostly ordinary people considered to be from the working class. In any case, most board members are party cadres from the ruling party although in most technical companies the directors' seats on the board are allotted according to professional, business and trade associations relevant to the needs of the company. All candidates nominated by these associations are scrutinised and then approved and appointed by the Minister of the respective supervising ministry.

The Parastatal companies since 1968 have invariably been organised and supervised under the functional ministries which monitor their operations and, of course, the appointment of boards and the approval of major policies and decisions. The government has always been the major shareholder with the minimum of 51 percent shareholding in these companies. Currently the major companies under the parastatal sector, though the list is not exhaustive, include the following in their respective functional ministry groupings.

:

1. **Energy**
 - Energy Regulation Board
 - ZESCO Limited
 - Indeni Oil Refinery
 - TAZAMA Pipeline Limited

2. Labour and Social Security

- National Pensions Scheme Authority (NAPSA)
- Workers Compensations Control Board
- Occupational Health and Safety Control Board

3. Local Government and Housing

- National Housing Authority
- Local Authority Superannuation Fund
- National Water and Sanitation Council
- Nkana Water and Sewerage Company
- Lusaka Water and Sewerage Company
- Mulonga Water and Sewerage Company
- Kafubu Water and Sewerage Company
- Southern Water and Sewerage Company
- North Western Water and Sewerage Company

4. Finance and National Planning

- Bank of Zambia
- Zambia Revenue Authority
- Findeco Properties Limited
- ZambiaNationalBuilding Society
- Zambia National Commercial Bank
- Development Bank of Zambia
- National Savings and Credit Bank
- Zambia State Insurance Corporation
- Zambia National Insurance Brokers
- Zambia Public Procurement Authority

5. Transport and Communication

- Tanzania Zambia Railways (TAZARA)
- Railway Systems of Zambia
- Road Transport and Safety Agency
- National Airports Corporation
- Zambia Telecommunications Company
- Zambia Postal Services Corporation

6. Information and Broadcasting

- Zambia National Broadcasting Corporation
- Times of Zambia Limited
- Zambia Daily Mail Limited

7. Mines and Mineral Resources

- Zambia Consolidated Copper Mines Investment Holdings
- Ndola Lime
- Maamba Collieries

8. Agriculture

- Nitrogen Chemicals of Zambia
- Food Reserve Agency
- Zambia Seed Company

Source: Ministry of Finance Report on State owned Companies 2009

The leadership in the organisations above are expected to produce good performance in their respective companies. The internal and external situations and incidences that have been discussed that affect the operations at ZESCO and ZAMTEL also affect these organisations. When employing members into organisation leadership, appointing authorities do not look at the question of taking into account emotional intelligence and past performance of candidates. One does not expect that such leadership will be able to improve social relationship or motivate subordinates to look at the companies they work

for as their own. The major interest for such leadership is to please their patrons. So one expects threats and throwing of their weights around on any of the subordinates who either has an independent opinion or who disobey their instructions. Emotional intelligence is something such leaders do not consider as important if at all they know something about it. They believe that as managers their job is to demand compliance and that work be done irrespective of the situation at hand. This is where development of emotional intelligence in the organisation is really necessary. The poor human and social relations skills possessed by those in authority have contributed to poor organisation performance. Other parastatal organizations that could have performed fairly well are under performing due to leaders that are low in their emotional intelligence.

The appointment of Chief Executive Officers in the parastatal sector is based on loyalty rather than on skill and ability to run these institutions. In the case where organization leaders are selected on wrong criteria, the company will be prone to corruption, and company employees are likely to be selected for political reasons rather than on business lines. Parastatal companies are viewed as strategic agents of government influence and political expediency. Sometimes, these leaders are forced to make bad decisions due to political interests that will benefit political leadership. Often, the government influences the company, to put off improvements due to political sensitivity, even in cases of companies that are run well. Political leadership may for instance, request state owned enterprises to sponsor sports activities, sponsor social works such as building or at least contribute to hospitals, maintaining roads, repairing street lights and indeed many other projects all of which are far from the core business of the companies. In this discussion, it is difficult to see how an emotionally intelligent manager can survive in such an environment. The politicians would want somebody who can be manipulated to their selfish ends and those are the people who are often appointed. On the positive side, we do need such emotionally intelligent managers in the leadership who are likely to find a better way of dealing with the political leadership and can handle them without much difficult and courtesy while achieving organisational goals.

8.10 Emotional intelligence challenges facing the Zambian parastatal firms.

Having discussed the research setting of the state-owned business sector and its inability to perform as expected, there are emotional intelligence challenges that are worth noting. These are confirmed with the findings from the survey carried out using the instrument to determine the level of emotional intelligence in several organizations in chapter 9 sections 9.5.2.4 and 9.6. These challenges include:

1. There is a serious need for the political leadership both at Ministerial and Permanent Secretary Levels and above to be grounded in emotional intelligence as they relate to the Parastatal organizational leadership and the public. This will help the political leadership to do what they do best – to govern and the Managements to concentrate their acumen on the business development of their companies;
2. There seems to be low level of emotional intelligence in the parastatal firms. There is a need to assess this at a corporate level so that necessary measures could be put in place to effect improvements in management. I agree with Claus Moller (2001:343) who proposes that if companies have to develop they must invest more in training of its human resource in areas such as emotional intelligence instead of reducing the finances to this enterprise when the going gets tough;
3. There is a need to appoint managers who also possess qualities of a leader so that they are able to inspire and influence their subordinates to bring the best out of themselves (DuBrin::2009; 335);
4. There is need to stop appointing senior management officer on political ground and on patronage as is the case presently and the same is true for the Board of Directors. Boards that direct the affairs of companies must appoint senior managers who have both cognitive and emotional intelligence skills (Lussier; 2005; 51).
5. There is need for management and rank and file to have shared values and a common vision as advised by Richard Barrett (1998 &2006). Currently, company premises are battle fields between the two sides. Emotional intelligence could help in ensuring good industrial relations. Both sides are partners in the development of their company.

6. The appointment of the members of the Board of Directors who are party cadres is a mockery of corporate governance principles. It is suggested that these individuals could come from professional bodies whose mandate is relevant to the operations of the particular company. Such directors are likely to bring professionalism to the running of companies as their conduct will be monitored by these professional organizations and not from the desire to please the politicians or senior civil servants in supervising ministries or the State House; and
7. The concept of emotional intelligence be taught as part of the curriculum in the training institutions and in Leadership and Management Executive programmes that could be taught generally or in the form of in-plant company seminars.

8.11 Summary

In this, chapter, much discussion had centred on the research findings and how these relate with works of other available research within the theoretical framework. The discussion was based the theoretical framework that relies on the feedback of the managers of both companies from where they were drawn as a sample. The discussion centred on the organisation leadership of ZESCO and ZAMTEL and how critical emotional intelligence is in their quest to produce performance desired by the people of Zambia and other stakeholders. Initially, we looked at the concept of both leadership and emotional intelligence in the organisation. Leadership is needed for an organisation to achieve its objectives while emotional intelligence is critical to achieving these objectives. The subsequent discussion involved assessment of emotional intelligence among respondents and its level of development in the organisation leadership in the two companies. The chapter looked at the structure and environment of the parastatal companies in Zambia and the nature of the leadership. The feedback on the performance of each organisation in the sector in the study has been dealt with in detail. Even as we go to the next and concluding chapter, it must be borne in mind that emotional intelligence is very critical to effective performance in all organisations. It is a social fibre and lubricant to performance as it holds people at workplace and everywhere together in their day to day interaction.

CHAPTER 9

THE CRITICAL FACTOR - CONCLUSION

9.1 Introduction

In this concluding chapter an attempt will be made to answer the research question, to propose solutions to the issues raised in chapter one, and it will indicate how objectives of the study have been addressed. One important recommendation is for the general use of the devised assessment instrument for determining emotional intelligence in the organization in Zambia and possibly elsewhere. The conclusion will consider some research issues that will need further study as they have not adequately been covered or been part of this research.

9.2 Experience of Emotional Intelligence in organizations during research study

The field research offered me an opportunity not only to find out about employees perception of emotional intelligence in the two organizations but provided me with a personal experience of the concept at work. It also posed a challenge to my own emotional intelligence as I met various managers and employees in their various emotional states, each of which demanded an appropriate response.

One day, as I entered a ZESCO office I met a management officer in the Human Resource department. Seeing me she said, "Sorry! Nobody has so far returned any questionnaire, we have a problem here you know. This company is over researched and I do not know whether anything will come out. People are so difficult here." I stood in the door way frozen and gazing at her not knowing what to do or say. She neither welcomed me into her office nor offered me a seat. She was aware of my coming. I had given her a call and she had agreed to attend to me if I came at that appointed time. She knew of my coming to Lusaka from Kitwe, a round-trip driving distance of over 750 kilometres, and a four hour drive one-way on a rather dangerous highway. Nevertheless, I remained calm

and greeted her and told her that I would collect questionnaires that had been returned if any. I also told her that I was available and willing to discuss matters with any respondent who had difficulties in completing the instrument. I said this with a smile and thanked her for her understanding. She then directed me to the assistant who I found in a state of shock in her office being lambasted by a senior manager from the audit department. The manager was shouting at her for continuous requests for a completed questionnaire for this study. He was not prepared to complete the questionnaire because it was requesting information which he regarded as personal and private concerning the emotions and emotional intelligence of managers. I heard him say, "It does not make sense for you to be harassing me on issues of other people's personal behaviour. Don't you know that talking about emotions and intelligence of people is invading personal privacy? Don't ask me again. Give this questionnaire to the owner". He threw it on her desk and left. He nearly pushed me out of the way but I moved out. I found it difficult to talk to this manager as he was visibly upset. I could only be of help to the victim who had been abused by a person who should have known the protocol well as an auditor. I felt pity for the officer who was only performing her duty as directed by her supervisor. The questionnaire had an authorising signature and the official date stamp of the Senior Manager of Human Resource Development to whom he should have complained instead of the junior officer. I gave encouragement to the affected officer and praised her for her calm reaction and composure during the ordeal and promised her that I would take up the matter with her supervisor which I did. Her supervisor promised to make a follow up with the concerned manager. Emotional Intelligence in this scenario was at the crossroads in this company or probably it was part of the organisational culture whose values and mission had been thrown out of the window.

Yet another experience was at Kitwe, ZAMTEL regional office where I had made an appointment to see a manager in the Commercial section of the company on a Monday morning. When I entered his office with his permission at 09.00 hours, he neither gave me a seat nor greeted me. He straight away started complaining bitterly that he was a busy person and that the questionnaire was long. He had been in possession of the questionnaire for over three months. He however requested me to come on Friday that

week as he was travelling to the company head office in Ndola for a meeting on Tuesday afternoon and needed to prepare himself before that time. I was disappointed with the manager's behaviour but I realised that I needed his help, so I agreed to see him on Friday that very week. I left to see another respondent at ZESCO Copperbelt regional office. The officer was a regional audit manager, who was very excited to see me as the researcher and author of the questionnaire. When he had made me comfortably seated in his office he handed me a duly completed questionnaire. After a lengthy discussion, he requested for more information on the subject and was interested in the final product of my research. I left his office with different perception from that of his counterpart in the Lusaka office. It also changed my opinion about the emotional state, culture and values of the organization.

The following morning on Tuesday, I received a telephone call from the Kitwe ZAMTEL manager that I had dealt with the previous day, requesting to see me that morning at 08.30 at his office. When I entered his office he stood up to greet me and offered me a seat. He narrated to me that he had gone through the questionnaire at home the previous night. When he went through section A, it was so exciting to read the content that he did not stop until the questionnaire was complete. He confessed that the information contained therein was lacking in his company. His company needed so much of emotional intelligence. With it ZAMTEL would be a great company to work for and employees and customers would appreciate its contribution to the nation. He requested literature on the subject of emotional intelligence and asked that I should keep him posted with developments on the same. He was sorry for asking me to see him on a Friday and for having delayed in the submission of a completed questionnaire for over three months. He also wished that management at ZAMTEL could institute programmes on emotional intelligence in the company. I got the questionnaire, thanked him for his cooperation and left. The change left me with the impression that people were scared of issues which were new and with which they were not familiar.

These were two of the many experiences I gained from the two companies during the research study. It was clear that knowledge of the importance of emotional intelligence in

Zambian organizations was not appreciated, if indeed managers and others were even aware of it. Whether one likes it or not, emotional intelligence is a great asset in human relations and more especially in the job situation in the parastatal companies where politics and wrong attitudes towards work and workforce diversity cause emotional tensions. When people are equipped with emotional intelligence, they begin to understand and perceive the best way to deal with opponents, difficult people, and political belligerents. I believe, from my experience, that even the most disorganised person does not like confusion. It requires an emotionally intelligent manager to help that disorganized person see the need to behave decently and in an organized manner such as the experience I came across at ZESCO in Lusaka. Emotionally intelligent leadership could be an asset to organizations and more so in the state companies in Zambia.

It is my view that the assessment instrument to determine emotional intelligence in these organizations will help in improving their performance and effectiveness in the various projects that they undertake.

The study of emotional intelligence and the way it is perceived and applied in the two organizations provides a good litmus test in how people relate to each other as workmates in organizations. Most often people have regarded emotional intelligence as common sense which people use when they interact with one another. As the saying goes “common sense is not common after all”. Emotional intelligence is learnt and developed and it is not everybody who can use it effectively. The study provided an insight into what people perceive emotional intelligence to be although many regard it as a private preserve that has little to do with other people. If it affects the conduct of people at work and affects productivity then it does, very much concern other people. The emotions of people, particularly those of managers who provide leadership at work, influence the nature of relationships in the work teams and they are likely to be damaging and injurious if they are negative. It is therefore important for organizational leadership at ZESCO and ZAMTEL and any other company to take serious steps to improve the application of emotional intelligence in the work-place to achieve optimal performance at work.

9.3 The research purpose

In chapter one it was stated that the purpose of the study was, “to explore and assess perception of emotional intelligence as a critical factor in organizational performance.” This performance was to be seen in how the management that was responsible for providing leadership, was carrying out its business mandate, as expected of it by the stakeholders of the organization. The phrase “to explore” was used in the sense that, emotional intelligence was a new concept in the Zambian work environment and it had not been a factor that scholars and consultants had devoted time in considering its contribution to improving the work relations. Ignorance of this concept cannot be allowed to continue in an age of globalization. However, it is not just a concept to be read of in books, this concept is a living phenomenon in organizational life. This study was undertaken to assess the conceptual understanding of emotional intelligence and how it was being applied knowingly or unknowingly in these organizations by +-managers that were sampled from ZESCO and ZAMTEL.

The research question likewise enquired into just how critical emotional intelligence was when it came to organizational performance in the state owned companies. This question arose from the research problem that had been identified in the discussion of the background of the issue of performance of these companies in chapter one. The question became critical because shareholders had inherited a high performing business sector and had subsequently invested in a lot of financial resources in this sector. The government had also ensured that the latest state-of-the-art equipment and machinery was bought although most of it ended up as white elephants such as the case with Zambia Ceramics limited. ZESCO and ZAMTEL had been highly regarded as among the most profitable institutions among state owned companies. It was for this reason that ZAMTEL was separated from the Zambia Postal Services Corporation from the defunct Postal and Telecommunication Corporation (PTC). Zambia Postal Services Corporation (ZAMPOST) was considered as the weaker partner in Posts and Telecommunications Corporation (PTC) and that it was draining resources from the other (ZAMTEL), although the former is still a going concern to date.

The study has revealed what the key link is that is missing that is making these organizations under-perform. The key element that management theory had been missing is the human component of mental, emotional, and spiritual well-being in the organizational leadership and workforce. The emotional well-being of the leadership in both ZESCO and ZAMTEL is critical to its success. Barrett (1998:5) is an ardent subscriber to this view. He argues that managers concentrate their efforts on the economics of producing goods and services while forgetting that organizations are made up of, and are about people. The way leadership sets up its organizational culture and promotes shared values matters a great deal as everyone in the organization looks to the common good and looks forward to exploring a bright future for the company. As many scholars have said every success in the organization starts with its leadership and hence the leadership must show a higher level of emotional intelligence (Goleman 2002:107; Topping 2002:79; Barrett 1998:2; Grint: 2007: 234).

9.4 Fulfillment of research objectives

In this research there was a main objective and subsidiary objectives that supported the main one. All of them appear to have been met and each one will be discussed in turn and with reference to the previous chapters of the report.

9.4.1 Main Objective

This was: “To explore and assess understanding and application of emotional intelligence in the organizational leadership as a critical factor in organizational performance in the Zambian Parastatal sector through the case studies of ZESCO and ZAMTEL”.

The research instrument was arranged in such a way that the understanding started from the introduction of the concept, and ended with identifying the attributes in their work life and in peers in the workplace. This was followed by finding out if the various attributes were found in their company leadership. It should be borne in mind that the individual managers’ emotional intelligence was not being measured but its presence and the level

of understanding and application of this with-in the organization. When the level of emotional intelligence is known, then in consultation with the concerned organization further interventions can be instituted including psychometric tests to determine each manager's EQ.

The assessment carried out by the research instrument through the responses given by the respondents indicates that the levels are low in the various assessment areas based. On the whole, ZESCO fared better on scores indicating the need for interventions to be made than ZAMTEL. However, at ZAMTEL, there seems to be a genuine problem of leadership at the level of Managing Director. The Managing Director (MD) is responsible for setting the tone of the corporate culture and shared values that all employees in the organization are to follow. Since 1992, there have been 8 MDs that have headed ZAMTEL while ZESCO within the same period has had only two Managing Directors. This state of affairs could be compared to two well-known neighbouring football clubs in Manchester, England. While Manchester United has had one manager/coach since 1986, its neighbouring club at City has had six in the same period. It explains why United as a club has consistently performed better in all competitions than City in spite of commanding a lot of resources invested in the club. Similarly, this can be compared to the performance of the two business organizations in Zambia. Every MD who came to ZAMTEL had his own agenda and introduced his own style of management – his own culture and values. These frequent changes, could not be grasped by employees and as such they had nothing to hold on to other than the company regulations, most of which kept on changing with each MD. This contributed to poor performance that the President of Zambia talked about at a press conference on the need to privatise ZAMTEL.

Although ZESCO could have done better, the company showed consistency in both financial performance and service provision to its customers. The consistent organizational leadership helped both the management and employees to develop core shared values and understanding within the organization. The emotional needs of the people should nurture and improve social relationships at work when people have been together for a longer time. In ZAMTEL the political leadership did not show emotional

political maturity as they caused organizational leadership turnover. The first MD served for 10 years while his successor served for 8 years. The respondents acknowledged these facts in their response in the open answer section of the questionnaire as discussed in chapter 8. Enough evidence on the understanding and application was given from which it was able to ascertain that emotional intelligence existed in the two organizations,

9.4.1.1 Subsidiary objective one

This was “to assess the level of understanding and application of emotional intelligence among the sampled managers at ZESCO and ZAMTEL.”

This was assessed through section C of the questionnaire that had four sections covering the four leadership competences of emotional intelligence (Goleman: 2002:47 & 327). In Chapter 8, it was indicated that that majority of managers recognise that their organizational leaders showed the attributes of emotional intelligence in their work in the company. They understand and are able to see the application of the concept during the process of their work and the level of perception was similar in the two organizations. The research also showed that the attributes of the emotional intelligence competences affected organizational effectiveness and that on performance was strongly supported by respondents.

The research also reveals the performance indicators that stand out when emotional intelligence is vigorously employed in the organization. These manifested themselves in two groups. There are indicators that are very prominent while others are less prominent but critical to the performance and well-being of the organization. Furthermore, 98 percent of respondents claimed to have knowledge through understanding as revealed by the statistics, after having gone through the preliminary sections of the questionnaire. It is evident that this concept has left a long-lasting memory in their minds.

9.4.1.2 Subsidiary objective two

This objective aims “To explain the concept of emotional intelligence, how it can influence the organizational leadership and thereby increase the performance in the organization”.

This objective was extensively discussed in chapter 2 and 3 on conceptual understanding for both emotional intelligence and the emotions with contributions from various writers that were reviewed and discussed. Emotional intelligence was further covered in chapter 8 in which the analysed findings in chapter 7 were discussed in details. The work of Goleman and others, on the one hand and the other writers on emotional intelligence on the other, presented varying view- points on how it affects leadership and performance outcomes. The latest view points of both Richard Barrett and Otto Scharmer reach the same goal of increasing performance in organizations. Barrett’s work on increasing performance through the visionary and the value- driven leadership does point to another aspect of emotional intelligence development in organizational leadership. The work of Scharmer of Theory U also helps us to understand the leader’s inner space or field from which he or she is operating to ensure that quality attention and intension is brought to the workplace(Scharmer :2007:4). Both Barrett and Scharmer look at increasing capacity to bring improvement in performance through innovation and creativity. This encourages everybody to be of service and to recreate a desired future through recognition of the common humanity. Allowing workers to explore their full potential is the key to success in the organization.

A large number of respondents about 23 of 28 respondents at ZESCO and 26 out of 30 at ZAMTEL gave a feedback that organization’s leadership in both companies needs to increase their levels of emotional intelligence if there was to be any increase in performance in the organizations. It was the view of most managers who responded that there was need to have interventions to develop emotional intelligence in the organization. The managers’ leadership styles were felt more in ZAMTEL due to policy inconsistencies as a result of the many changes of Managing Directors within short times. The employees at in ZAMTEL refused to work with one Managing Director and

demanded his removal as they could not accept what they perceived as poor leadership and disregard for workers interests.

Several emotional attributes were seen to be important in the quest to improve performance and motivation of employees. Most respondents (about 82 percent in both companies) agreed that there was positive contribution of managers' self-awareness of their behaviour at work and that this had an effect on the performance of subordinates. A similar indication was observed in other attributes of managers including managers' optimism, self-actualization, and self-confidence at work. Such managers were happier and freer to associate with and work with subordinates. This objective was extensively dealt with and gives out a true picture of what emotional intelligence can do for leadership that is emotionally enlightened and how much it boosts the morale and productivity in the work-place. The benefits that accrue to organizations that employ it as well as the criticisms that have been levelled against emotional intelligence was discussed.

9.4.1.3 Subsidiary objective three

This objective states, "to explain how emotional intelligence in an organization may be assessed and developed".

This objective was discussed in chapter 4 where the advantages and disadvantages of various measurements and measuring instruments were also discussed. The development of emotional intelligence in the organization is covered in Chapter 2. How variables relate to each other in the assessment of emotional intelligence in an organization was discussed. Emotional intelligence is the independent variable while performance is the dependent variable and the relationship is seen through the motivation aroused in workers. It is from this relationship that the instrument was constructed to assess perception of emotional intelligence in both organizations in which the research was conducted. The assessment of emotional intelligence in organizations was further discussed in chapters 7 and 8 in which findings and discussion of various aspects which

respondents reflect in their understanding of the application of emotional intelligence in their respective organizations was undertaken.

In the previous objective, it was established through the feedback from respondent managers that, from their perception, the use and application of emotional intelligence in their organizations was low. This indicated that their leadership had a low level of emotional intelligence. It was due to this that performance in their companies was not encouraging. It is for this reason that there is a need to develop programmes to increase the level of emotional intelligence among managers. One such programme is that which follows guidelines suggested by the Consortium for Emotional Intelligence developed by Cary Cherniss and Daniel Goleman. Alternatively, the models developed by Richard Barrett or Theory U developed by Otto Scharmer could be adopted.

9.4.1.4 Subsidiary objective four

This is stated as,” to document the performance of the Zambian Parastatal sector since 1991, with particular reference to ZESCO and ZAMTEL”.

This objective was covered in chapter 5 and discussed in the findings in chapters 7 and 8 in the open responses by respondent concerning their views on various aspects of their organizations. The coverage includes the genesis of the sector, its benefits to the nation and the pitfalls in these companies. The two case studies were discussed in details including the organizational leaderships from 1992. ZAMTEL was, in early June 2010, partially privatized by selling 75 percent of the government shares to a Libyan telecommunication company. ZESCO, on the other hand, has been commercialized since it is able to be run profitably. However, there are a lot of challenges in ensuring that the leadership put in place in these parastatal companies are both leaders and managers as DuBrin (2009:335) puts it. Both cognitive intelligence and emotional intelligence are required to solve the numerous issues confronting the sector.

9.4.1.5 Subsidiary objective five

The objective was stated as follows, “to relate the application of emotional intelligence to the performance of the organisation.”

This objective was covered in many parts of Chapter 7 and also discussed in chapter 8. Financial reports are easy to obtain from the website for ZESCO although they are a couple of years out of date. However, it is difficult to obtain financial reports for ZAMTEL from their website. It has been difficult to get any information from ZAMTEL ever since the State President announced at the press conference about government intention to find an equity partner for the company as its performance had gone beyond an unacceptable level. When I was winding up my research at the company, I was informed by the Training and Development Manager that government had instructed the company not to issue any information especially to students and journalists until further notice. As earlier pointed out, on 9th June, 2010, it was announced by the Zambian Finance Minister that 75 percent of the shares in ZAMTEL had been sold at 275 million US dollars.

The general indicators of performance put forward by Kreitner (2001:298) were far from being satisfactory at ZAMTEL as mentioned by the President of Zambia. The criteria that Kreitner and Kanicki (2008:509) put forward to assess organizational effectiveness include goal accomplishment, resource acquisition, internal processes, and strategic constituencies' satisfaction. These are not favourably assessed for ZAMTEL. On all four issues, ZESCO had outperformed ZAMTEL such as accomplishment of some of their goals like power plants rehabilitation; they have been able to secure loans from multi-lateral financial institutions for its projects without difficulty and their internal processes are much better and well developed. Customer service is good and customers are able to understand their predicaments if they do occur, with some reservations of course. The government often receives its taxes collected on its behalf and so are the dividends from ZESCO. This is not the case with ZAMTEL and instead they received a subsidy which

the government could no longer give out, hence the need for selling 75 percent of the shares.

In chapter 8, it was discussed that, although the level of emotional intelligence in the organizations was low, that of ZESCO leadership is much higher, and with consistent leadership for a longer time, it shows that there is potential for the organization to increase its level of performance to a higher level. The two Managing Directors have had sufficient time to serve on their contracts and were comfortable to work in the company of subordinates. The ZESCO scenario still needs a little injection of emotional intelligence but with their colleagues at ZAMTEL, the need is on a larger scale. These companies may use any of the three suggested ways of developing it that we mentioned in chapter 2 like the guidelines from the consortium for emotional intelligence, the Theory U or better still the Barrett prescription which might be easier for most organizations to follow and adopt.

9.4.1.6 Subsidiary objective six

This objective is more of an instruction. “Drawing on the foregoing discussion, devise an instrument to determine emotional intelligence in the organization”

This objective is discussed as one of the recommendations later in this chapter. The instrument was been prepared and a pilot test was done on two companies in Zambia and the test was found to be satisfactory so far. The instrument is also based on the feedback model involving the managers of the same company being assessed. The assessment instrument for determining emotional intelligence in the organization is to be found in appendix 5.

9.5 Conclusion and Recommendations

Having discussed how the objectives were achieved, it remains to offer some recommendations to remedy the situation in these state-owned companies and in other

similar companies. Some recommendations may be useful even to the privately-owned business organizations that would like to improve their performance.

This study brings two contributions to the body of knowledge, one being situational and the second is methodological. Firstly, the study makes a situational contribution to the parastatal companies in Zambia as a way of resolving a performance problem and motivation of the workforce by focusing on the human side of the work. Other than the economic or physical well-being of the organization, there must also be an emotional well-being, mental well-being and at the highest level, a spiritual well-being of the human faculty. The second contribution is methodological in that an instrument has been provided which can be used for prognosis purposes. It will help to determine the existing level of emotional intelligence in organizations. Depending on the level that has been determined, it will allow managements to call for interventions that are appropriate to the emotional intelligence situation which may include psychometric tests for individual members and/or solicitation for development of the levels.

9.5.1 Conclusion

It is a known fact that management theory has pinpointed that organizational effectiveness or positive performance can only be achieved through economic and bureaucratic rationality (Greenberg & Baron: 1995:23; Griffin & Moorhead: 2006:5). To this end the theory has reached the crossroads as this has not been the case. The Weberian and classical management theory hoped that by rational arrangements it would be possible to achieve efficiency at work (Di Padova: 1996:61; DuBrin: 2000:18). The manner in which work was organised was of utmost importance. The how, what and who should work at the workplace following laid down rules and regulations would produce the required productivity and employee motivation. However, the proponents- Fredrick Taylor, Henri Fayol, Max Weber and others, have not been successful in achieving these results on a sustainable basis (Greenberg & Baron 1995:24). ZAMTEL has tried most these methods including the scientific principles of time and motion studies advocated by

Fredrick Taylor and others but this has not worked satisfactorily as documented by Greenberg and Baron (1995:17 - 24).

Many Zambian state companies, including the Zambia Consolidated Copper Mines (ZCCM) limited, maintained a department of Work Study but productivity has not been as good as expected. It is therefore important for these companies to return to the basics. They must recognize that organizations are about people and to that effect there must be a consideration of the human element in the management of the organizations (Topping: 2000:79). They must deal with people who make up the organization, as each one of them is unique, and belong to various organizations that contribute to their behaviour. DuBrin (2005:222) argues that unless people believe that their interests are taken care of, co operation may be difficult to elicit from them. Emotional intelligence is a critical factor that would continue to act as a social lubricant as Jamie Callahan (2002: 33) put it, which can improve social relations at work and improve productivity. All human beings are moved by emotions which may be positive or negative but when well nurtured these emotions may be directed to produce actions that are in line with the objectives of the organization (Goleman *et al* :2002:17).

The need to have leadership in the organization that is well and emotionally intelligent is a very big asset (Goleman *et al*: 2002:23 & 33) We need a leadership in the management of state-owned companies and organizations that is well developed in emotional intelligence and of course, we expect that they will also be sound intellectually. To ensure that such an environment is maintained, it is advisable to have a cadre of managers who are also leaders as advised by DuBrin (2009:224). In this way they will inspire their subordinates in both word and in their behaviour.

9.5.2 Recommendations

The following are recommendations to maintain vibrant and effective organizations in the Zambian parastatal sector:

9.5.2.1 Leadership candidature in parastatal companies

Throughout this study, there has been recognition that for any work and progress to be meaningful, a good and well-schooled leadership is needed. Scharmer (2007:1) argues that successful organizational leadership depends on the quality attention and intension that a leader brings to the situation. It is indicative that it is not everybody employed in a leadership position in the company that can inculcate the required attitudes in the workplace. It is also evident that if you bring two people to manage the same work situation, the results that they will produce will be entirely different. In the parastatal sector in Zambia, there is a need to look at qualifications beyond the degrees people possess. There are some criteria that are overlooked for certain leadership positions that bring people together to work in a team. It is important to consider the following qualities among others for candidates for senior management positions:

- Leadership vision and acumen;
- Emotional intelligence;
- People-centred and sensitivity;
- Spiritual refinement;
- Self-Actualisation; and
- Social intelligence

9.5.2.2 Business and political relations in the management

Emotional intelligence is absolutely necessary in the management of the parastatal sector companies for both the managements and the political leadership that claim to take interest in the people of Zambia when they intervene in management decisions. This will help to give a clear understanding of the relationships by both the business and the political leadership. It will also help both sides to develop business values and provide service and products of higher quality, as they manage these institutions for the common good of the Zambian people whom they all claim to serve. The greatest problem that most managers encounter in state companies is balancing business needs with political

patronage. It is normal for the political leadership to appoint Chief Executive Officers and to some extent the senior managers on political affiliations. It is recommended that if businesses were to be run in a profitable way, managers must be allowed to make business decisions that meet customer needs and make a profit or meet organizations' objectives. Often the politicians want allegiance even if it means making wrong decisions. The solution lies in appointing neutral or non-politically aligned directors on these boards, if companies cannot be privatised. Chief Executive Officers and senior managers are appointed by boards and approve all major business decisions and shifts in policy. African politics are different from those of the West, where board members are non-partisan as far as directorships are concerned and are ruled by corporate governance regulations. State-owned companies should have board members approved by a standing committee of the National Assembly after being nominated by the Minister as required by current laws in Zambia. This arrangement is currently used to approve nominated candidates by the President for constitutional offices and Judges of the High and Supreme Courts of Zambia.

9.5.2.3 Development of emotional intelligence in organizations

It is recommended that most of the companies take seriously the need for the development of emotional intelligence programmes in their companies. It may be part of the Human resource department or co-ordinated by a person in the Chief Executive Officer's office. The programmes will be respected if they are given as a priority in the policy framework of the company and should be high on the agenda of the Chief Executive Officer not only of ZAMTEL and ZESCO but of all companies that need to increase their performance.

The promotion of emotional intelligence will receive a great deal of support if it was spearheaded or strongly supported by professional institutions such as the Zambia Institute of Human Resource Management, Zambia Institute of Marketing, Institute of Directors of Zambia and the Law Association of Zambia. Other institutions that could contribute to this awakening and promotion of emotional intelligence includes labour-

related organizations such as the Zambia Federation of Employers, The Zambia Congress of Trade Unions, Zambia Chamber of Commerce and Industry and the Zambia Chamber of Mines and all the affiliates to these bodies. The requirements of organizational leadership that were given above can be part of the programme. The programme may include such issues that are covered in Theory U (Scharmer: 2007) and the value system proposed by Richard Barrett (1998; 2006).

These professional organizations must embrace the concept of emotional intelligence as an important value that must be developed and in use in its systems. It is not possible for business organizations to follow the concept when the advocates do not practice it. This advocacy on emotional intelligence could be spearheaded by research undertaken within these professional bodies and business organizations.

9.5.2.4 Instrument for determining of emotional intelligence in organizations

The instrument being recommended is a management tool for ensuring that the organization is managed effectively and efficiently to achieve its intended objectives. Its main objective is to gauge the perception of its employees of emotional intelligence in terms of understanding and how it is applied by the leadership of the organization being assessed. It goes further to assess the contribution of some of the interventions in knowing and improving upon the use of emotional intelligence. As a management tool it may require an emotional intelligence tool to measure the actual EQ of the persons of the group being assessed. The use of the assessment of perception of the emotional intelligence will help to give a quick indication of how an organization can solve its human relationship problems that are affecting its positive performance. It will reveal the inadequacies in management that could be attended to easily and for further clarity a psychometric instrument may be used. The use of the EQ instrument will ascertain as what further development in emotional intelligence is needed where it is found to be low and the actual developmental needs programme that is required. The instrument for assessment of perception of emotional intelligence may be used in all kinds of formal organizations.

The Instrument statements are pointers to the competences that determine emotional intelligence in the organization. The rating shows the extent to which the attribute is perceived by the members of the organization's leadership. Although these attributes have a foreign connotation to the Zambian culture, they are generic and commonly used within the society. The Zambian Society is cosmopolitan and has seriously been influenced and affected by globalization. Zambia as a nation has played a significant role in international politics and cooperation from the time of independence in 1964 to date. A lot of Zambians have travelled widely, had their training, and worked abroad. This has instilled an international culture directly and indirectly in many Zambians through contacts with relatives, visitors or workers from other countries. All these influences have been complimented by cable television, internet and radio networks as well as by international literature. With this background the issues raised in the instrument are not as foreign as they might at first be expected to be.

The instrument is composed of three parts – the questionnaire, the respondent's evaluation and the organization's evaluation sheet. Firstly, the questionnaire requires respondents to tick an appropriate choice of their observed behaviour. There are 40 statements in the questionnaire that have been provided and are randomly arranged from which respondents will have to choose. For each of the statements, the respondents are requested to tick one of the five choices in the column as follows:-

1. - Very little
2. - Little
3. - Average
4. - High
5. - Very high

This is all that respondents will have to do without any external influence from anybody. The time required to complete the instrument is forty-five minutes but may go up to an hour.

Secondly, the person carrying out the assessment exercise will have to enter the scores in each respondent's evaluation form labelled B of the instrument as shown in Appendix 5. The statements are grouped into eight (8) sections. Each section assesses a variable related to their perception of emotional intelligence in the organization. Five (5) statements grouped in one section request the rating of attributes of the variable being assessed in the organization. Obtain the summation of the scores of the five (5) statements divided by five (5) to get the section total. This will give one of the rates of 1 to 5 above. The variables or sections are listed as follows:

Section A – Presence of emotional intelligence signals as perceived in the organization;

B – Self-awareness of own emotions among manages;

C – Self-management of their emotions among the managers;

D – Social-awareness of other peoples' emotions among managers;

E – Social skills among managers in dealing in dealing with other people with different emotions;

F – Managers emotions in the motivation of subordinates;

G – Contribution of emotional intelligence to organization's performance; and

H – Contribution to performance of interventions that increase emotional Intelligence at work.

Under each of these sections is a table with the five numbers of the statements and a box under each in which the respondent's score is inserted and at the end totalled and divided as above. The specimen table is shown below.

Statement	3	14	22	29	36	R=Total scores/5)
Score						

Thirdly, the organization’s evaluation form has to be considered on which the summation of the eight (8) sectional totals for each respondent in the assessment exercise is recorded. To obtain the organization’s rating the respondent’s summed totals are added and divided by the number of all those who took part in the assessment exercise.

This form will provide the overall perception of emotional intelligence as participants understand it and see the application of the concept in the organization.

The instrument and all accessory documents are in appendix 5 of this report for further reference.

9.6. Pilot Test of the instrument for determining EI in organizations.

As was earlier indicated in chapter 6, Saunders *et al* (2004:309) suggest that a pilot test or survey seeks to find out whether there are flaws in the instrument being administered. The pilot test should indicate the suitability of the questions or statements that need to be tackled as regards issues like clarity and fairness of the questions and instructions. It also shows the suitability of the layout of the instrument and incorporates other comments that may come from respondents.

The instrument was subjected to a test administered to the senior management staff at the Copperbelt University (CBU) and the Copperbelt Energy Corporation (CEC).The two institutions are both based in Kitwe, Zambia. At the Copperbelt University, 21 respondents out of 22 returned completed copies of the instrument. The respondents

included the Deputy Vice-chancellor and the next 21 senior officers of the University. The list included both administrative and academic staff.

At the Copperbelt Energy Corporation, a similar criterion was used for the senior managers where 13 respondents returned completed copies. Two other eligible respondents were away outside the country on company business. The pilot assessment was therefore done by 34 respondents from both organizations. While the university is a public institution, the CEC is a private company involved in the distribution of electrical power to copper mines in the Copperbelt Province.

A number of issues were raised through the pilot test but some of them were not significant. However, issues that were of great concern and that were considered included the following:

1. Spelling and grammar mistakes were corrected
2. Some questions were considered to be too similar by some respondents but this was clarified.
3. A few respondents argued that 40 statements to consider were rather too much but the majority of respondents felt that the number was acceptable.
4. Bio-data information requested defeated the purpose of confidentiality especially job position. The researcher was in agreement with respondents concerned.

The majority of the respondents from CBU were above the age of 50 and had work experience of over 20 years and above. The youngest was 39 years old while the oldest was 63. The most experienced respondent had worked and taught at the university for 36 years. At CEC there was a similar trend as most employees were above 45 year old and the oldest was at the retirement age of 55 years. 11 of the 13 respondents had work experience of over 20 years and above.

The aggregate organization's scores for each section assessment are indicated below for each institution:

The Copperbelt University

The overall organizational results concerning managers showed:

- (a) Presence of emotional signals in the Organization is = 3- Average
- (b) Self-Awareness of own emotions by managers =3- Average
- (c) Self-Management of own emotions by managers is =3- Average
- (d) Social-Awareness of other employee/people's emotions among managers is =3- Average
- (e) Social skills in dealing with other employees or People with different emotion is=3- Average
- (f) Managers' emotions in the Motivation of subordinates is =3- Average
- (g) Contribution of emotional intelligence to organization performance is = 4 - High
- (h) Contribution of interventions that increase Emotional intelligence at work is = 4 - High

OVERALL ASSESSMENT = **3 - Average**

The emotional intelligence in the organization is Average

The Copperbelt Energy Corporation Limited

The overall organizational results concerning managers showed:

- (a) Presence of emotional signals in the organization is = 4 - High
- (b) Self-Awareness of own emotions by managers is = 3 - Average

- (c) Self- Management of own emotions by managers is = 4 – High
- (d) Social-Awareness of other employees or people’s emotions among managers is = 4 - High
- (e) Social skills in dealing with other Employees/People with different emotions is = 4 - High
- (f) Managers’ emotions in the motivation of subordinates is = 4 - High
- (g) Contribution of emotional intelligence to organization performance is = 4 - High
- (h) Contribution of interventions that increase emotional intelligence at work is = 4 - High

OVERALL ASSESSMENT = **4 - High**

The emotional intelligence in the organization is high.

The survey was administered at the two institutions which had different management climate. The results show the emotional state of the managements involved at the time. The Copperbelt University, like many public universities operate on a committee system which involves the emotions of many leaders in the organization. The various managers and heads of department are responsible for carrying out agreed-upon resolutions of committees. On the other hand, Copperbelt Energy (CEC), a private company, depends on the acumen of its managers to get the desired results. As an electricity company it also has work teams that do field work headed by team leaders. These leaders report to higher-level company leadership who are responsible for policy and business direction.

At the time of the pilot test, CBU was undergoing structural changes which affected managers who took part in this assessment and top management were heavily involved in the change drive. Some of them viewed the changes with suspicion while others saw nothing wrong with them. Their emotional state may be reflected in their submissions. At CEC, there was a relative calmness. The company was more people-focused in spite of it

being a technical company. This accounts for its high rating in the perception of emotional intelligence by managers involved in the pilot test.

The schedules for the above results are in Appendix 6

9.7 Further research on other organizations on the determination of emotional intelligence with the Instrument

In an independent administration of the instrument produced to determine the level of emotional intelligence in an organization which is appendix 5 of this report, seven (7) organizations had assessments carried out on their organizational leadership on a self-evaluation basis to test the theory of this thesis. The assessment involved the top-most members in each of the organization targeted in and around Kitwe in Zambia. The various organization in which this assessment was conducted included, Mopani Copper Mines Limited (MCM), Mpelembe Secondary School (MSS), Hotel Edinburgh Limited (HE), Ndola City Council (NCC), Kitwe City Council (KCC), Nkana Water and Sewerage Company Limited (NWSC) and Kitwe College of Education (KCE).

Twelve questionnaires of the instrument were given out to all managements of these organizations to administer to the top managers in their establishment. Some of these organizations' managements were large while others were small. The completed copies ranged from eight (8) to eleven (11) depending on the size of the management in place. The organizations, including those assessed in the pilot survey were as follows:

(a) Mopani Copper Mines Limited (MCM)

This is a former unit of the Zambia Consolidated Copper Mines (ZCCM) Limited that was privatized at the same period as the Copperbelt Energy Corporation and manages two mines in Kitwe and Mufulira on the Copperbelt Province of Zambia. 11 top managers participated in the assessment. The assessment showed that the level of emotional intelligence was 'high'.

Table 9.1 Determination of overall emotional intelligence in various organizations
Rating Scale: 1 - Very little; 2 - Little; 3 - Average; 4 - High; 5 – Very High

Area of Analysis	MCM	HE	KCE	NCC	MSS	KCC	NWSC
A. Presence of emotional signals in the organization is	4	4	4	3	4	4	3
B. Social-Awareness of other people's emotions by managers	3	3	3	3	3	4	3
C. Self- Management of own emotions by managers	3	4	3	3	3	3	3
D. Social-Awareness of other people's emotions among managers	4	3	3	3	3	3	3
E. Social skills in dealing with other people with different emotions	4	4	4	3	3	3	3
F. Managers' emotions in the motivation of subordinates	4	4	4	3	4	3	3
G. Contribution of emotional intelligence to organizational performance	4	4	4	4	4	4	4
H. Contribution of interventions that increase emotional intelligence at work	4	3	4	3	4	3	3
Overall Organization's Assessment	4	4	4	3	4	3	3

Source: Author's survey on managements of various organizations – June 2011

(b) Mpelembe Secondary School (MSS).

This school was formerly owned and managed by the ZCCM as a source of human resource to be trained in various mining disciplines and educational provision for high performing children of its employees. The management of the school was transferred to

the Catholic Church. It is a high cost and fee paying institution. It caters for children from mostly elite with exceptionally good results from lower level education. The government does not interfere in its management. The teachers and other senior administrative staff are employed on merit by the school Board of Trustees. The senior management members of staff involved was 8 whose assessment indicated the level of emotional intelligence to be 'high'.

(c) Ndola City Council (NCC)

This is a local government and civic organization that is managed by a team of professional personnel headed by a Town Clerk. It is based in Ndola, the provincial capital of the Copperbelt Province where the Provincial Minister is based. The policy management is vested in the politically elected part-time councillors. Currently, as is the case with most towns on the Copperbelt, a commanding majority of councillors belong to the opposition parties. 9 senior officers of the council management took part in the assessment. The overall assessment indicated that level was 'average'.

(d) Kitwe City Council (KCC)

This organization is like its counterpart at Ndola with similar administrative structures and philosophy. The city is however blessed with a higher level of economic activity. 8 senior management officers took part in the assessment. The assessment indicated that the level of emotional intelligence was 'average'.

(e) Nkana Water and Sewerage Company Limited (NWSC).

This company was created from the service provisions of water and sewerage initially provided by the two independent councils of Kitwe and Kalulushi and the services provided by ZCCM in its township housing its employees in the two towns. The company is managed by professionally trained personnel of whom some are remnants of the council system. The management is supervised by the board of eminent persons and representatives of the two councils being major shareholders. Its service operations are regulated by the National Water and Sanitation Council (NWASCO) based in Lusaka. 9

senior management officers took part in the exercise. The assessment showed that the level of emotional intelligence in the organizational leadership was ‘average’.

(f) Hotel Edinburgh limited (HE).

This privately owned five-star hotel stands out prominently in the centre of the Kitwe central business district. It was a member of the defunct parastatal hotel holding company called National Hotels Development Corporation. It went with the privatization process that started early in the 1990’s. 9 managers of this large hotel took part in the assessment and according to their perception they rated the level of emotional intelligence among managers as being ‘high’.

(g) Kitwe College of Education (KCE)

This organization is a completely government owned and is involved in the training of pre-school and basic education teachers. It has been in existence since 1957. It is managed by professional in education and other allied skills. The institution is supervised by an education board appointed by the minister of education. 11 senior management officers participated in the exercise that indicated that the level was ‘average’.

In all the assessment carried out in these organizations, there was none that showed the level of emotional intelligence to be ‘very high’ or; ‘little’ and ‘very little’. It is apparent that, there was some degree of emotional intelligence in all the organizations assessed. It was therefore incumbent upon all the managements to institute measures to develop it further.

The actual results of the assessment to determine the level of emotional intelligence undertaken in these organizations is elaborated in both chapter 9 in section 9.6 and in appendix 6 and 7. In these appendices, individual managers and organizations’ scores are shown for each variable used in the assessment.

The results of assessment of emotional intelligence and proposed actions

The assessment of the levels of emotional intelligence in organizations, as earlier alluded to, is based the perception of members of the particular organization under study. To

ensure that the instrument is effective in the assessment, certain condition should be considered. The respondents should have a similar understanding and perception of emotional intelligence competences and their attributes. There may be a need to carry out an education exercise on the same if the researcher or assessor is not sure of this understanding.

The assessment conducted on the 9 organizations with the instrument developed in this study shows that these organizations fall into two groups. The first group, is one that obtain a 'high' rating and consists of CEC, MCM, HE, MSS and KCE. This group fell short of scoring the highest rating of 'very high'. The second group is that which is rated as 'average' in terms of the level of emotional intelligence. This group will need to develop their capacities to two higher levels of emotional intelligence in their respective organizations. This group includes CBU, NWSC, KCC and NCC.

It has been observed from the work of Kreitner (2004:504) the higher the level of emotional intelligence in an organization, the higher the performance of its human resource. A similar observation was earlier discussed is from Goleman *at el* (2002:23) that emotional intelligence differentiates superior performers from average performers as it generates a participative atmosphere and climate among the workforce in the organization.

Ordinarily, average performance will be obtained from knowledge and technical skills possessed by an individual with cognitive intelligence. It is possible for an organization to detect these at a personal interview or job preview in a potential candidate. The two ingredients in a person will produce average performance. However, with the additional of emotional intelligence competences, a person will be able to produce superior performance. This superior performance is critical in the 21st century where cutting edge strategies are required to outperform competitors and maintain or increase the market share. This is what makes the difference between the two groups of organization under assessment. The first group consists of organizations that are high performers in their respective economic sectors in which they operate.

The discussion shall start with the first group and the second group will follow after. Group one was rated as being 'high' in the level of emotional intelligence in the organizational leadership. The group is led by Copperbelt Energy Corporation whose average score was 31, while Mopani Copper Mines scored 30 with Hotel Edinburgh and Kitwe College of Education both behind at 29. Mpelembe Secondary School was the last in the group with a score of 28. The second group recorded the levels of 'average' in the assessment exercise. This group is topped by Kitwe City Council with an average score of 27 while the Copperbelt University comes second with 26. The Nkana Water and Sewerage Company and Ndola City Council are both at the end with a score of 25.

The Copperbelt Energy Corporation

There may be a need to increase the level of emotional intelligence among its senior managers in order to improve social relationships and morale in the organization. The company will need to consider improving on its emotional intelligence competence of self-awareness of its managers' own emotions. Managers should also continue to improve over other competences. The improvement can be made through sensitivity training and role-playing exercises supplemented by counselling.

Mopani Copper Mines

Mopani like CEC above will need to improve on its managers' self-awareness and additionally the capacity to self-manage their emotions. This is important for managers to possess the capacity to manage their destructive emotions. The assessment reveals much emphasis on self-centeredness by managers as shown in the distribution in appendix 7. Managers at Mopani need help in the area of relationship building in the workplace which in turn will help in motivating subordinates in achieving organizational objectives. Sensitivity training and role-playing exercises would help in addressing the above need.

Kitwe College of Education

As a training institution for adults who will themselves be able to work with children, the senior managers of the college need to have a good emotional presentation. The areas of concern with the college managers are on three emotional competences of self-awareness, self-regulation and social-awareness. The managers need immediate training and workshops on communication, delegation, and other interpersonal relationship interventions.

Hotel Edinburgh

This is a hospitality business concern and relationship building is essential for its business development. The area of help needed the hotel is in self-awareness, social awareness and welcoming of interventions to increase emotional intelligence. Employee and customer relationship and care training seminars and workshops would be appropriate to address this need. It is very important in this industry for managers involved to be emotionally tolerant as people dealt with are of diverse backgrounds.

Mpelembe Secondary School

As an educational institution, emotional intelligence competences in managers must be at their best and especially that they have to deal with both the young and the adults. Change of emotions can be sudden as they have to deal with different types of people within a short space of time. The school management members has average levels of leadership competences that Daniel Goleman *et al* (2002:147) advocates as necessary to give superior performance at work. These competences are self-awareness, self-management, social-awareness and social skills. Training needed here should focus on the development of these four areas.

The Copperbelt University

It was not surprising to have got this result of 'average' as the level of emotional intelligence among managers of the university. At the time of piloting this instrument in which it was one of the institutions covered, there were serious disputes and strain in

relationships among managers. The assessment made by 21 topmost officers of the university showed a negative trend which is unusual of a business and technical institution of excellence such as CBU. There were reorganization and transfers within the university that were being seriously contested by both senior administrative and academic staff. There was also an industrial relations dispute between management and the labour-union. There was no direction in the university.

The scores in appendix 6 show a poor distribution especially with the four emotional intelligence competences associated with Goleman – self awareness, self-management, social-awareness and social skills were rated in the university. If this repeated and the rating remains the same, the development of emotional intelligence will be done using the guidelines provided by Daniel Goleman and Cary Cherniss for the consortium on emotional intelligence ([www.eiconsortium.org/guidelines for best practices](http://www.eiconsortium.org/guidelines_for_best_practices)) discussed in chapter 2.

Kitwe and Ndola City Councils

These are politically influenced and interfered with managements that require quick reactions to people's needs and especially politicians. These city councils operate like parastatal with limited autonomy in spite the existing decentralized government policy. It is strongly believed that for one to survive in such an environment, one has to be self-aware of one's emotions and hence emotional intelligence is needed to excel in one's job. However, all other emotional intelligence competences and interventions are needed to be developed as in the assessment they are rated 'average'. The training and interventions needed should include off-the-job seminars and workshops dealing with interrelationships, working with difficult people and customer care and service.

Both Kitwe and Ndola City Council managements have to deal with politicians in central government that provides extra resources and those from the opposition controlling the two councils.

Nkana Water and Sewerage Company

The scores that have been done by managers are indicative of the many remnants from the council employee system. NWSC is a company that runs a profitable business and has the capacity to hire the best skills around. The assessment shows that all the required emotional intelligence competences are rated 'average'. It is also acknowledged that interventions needed to develop emotional intelligence could improve the situation at the company. It is important that the company hire a psychometric and psychotherapist expert to initiate these interventions. It requires a psychological overhaul. This behaviour is seen the way company employees relate to its clients and the poor service delivery to the residents in the two towns.

It may be concluded from the assessment that the four emotional intelligence leadership competences are poorly developed in all the organizations in which the instrument was administered. This can be compared to the situation that was found in the Zambian parastatal sector this study undertook and is in this report. Emotional intelligence is needed as it lubricates relationships at work and motivates employees to work together as team. For a long time the human side of work has been side-lined and this has also been the case in Zambia. This accounts for the many constraints that the workplace and organizations have experienced. This is even more pronounced in parastatal businesses in Zambia in which most constraints are human engineered. The assessment provided also a clue as to the importance of emotional intelligence for those in leadership and ultimately will flow down to the rank and file in the organization. It is therefore high time that influence of emotional intelligence is taken seriously as a critical factor that ensures higher performance or productivity in organizations.

9.8 Areas for further research

It was not possible to investigate every aspect that is connected with this concept with regard to its application to industry and in other organizations in Zambia. Further research should be carried out in the following areas in future:

1. An emotional intelligence instrument by psychologists should be developed based on the Zambian culture and environment; and
2. Further study on effects of emotional intelligence on political and government leadership should be undertaken.

9.10 Summary

This concluding chapter opened with a personal account of some of the experiences of the researcher in the field. People concerned were not aware of their emotions as they carried on with their work. They were also not aware of other people's emotions and how they related to them. No social skills were used in handling other people who needed their understanding on issues that were delegated to them. No wonder customers walk away from certain suppliers of commodities and go on to buy from competitors. The objectives and how they were met in the research have also been discussed each in turn.

The conclusion to the research is combined with the recommendations that need to be put in place in the light of what has been found inadequate in the particular organizations as well as in the parastatal sector in Zambia. Recommendations on leadership, political patronage and the development of programmes on emotional intelligence have been made. The last recommendation was for application of the assessment instrument devised for determining the level of emotional intelligence in the organizations. Parastatal companies and other organizations in the Zambia should use this instrument to determine the emotional intelligence in the leadership of the organizations. This will provide an indication of whether or not individual managers need personal psychometric test for their EQ. It will be from this that organizations could determine the need to institute the programmes for the development of emotional intelligence in particular managers or not. Emotional intelligence is here to stay and organizations should take advantage of this to improve social relations in their organizations and thereby to improve performance

APPENDICES

APPENDIX 1

UNIVERSITY OF KWAZULU – NATAL

WESTVILLE CAMPUS - DURBAN

FACULTY OF MANAGEMENT STUDIES

“ASSESSING EMOTIONAL INTELLIGENCE AS A CRITICAL FACTOR IN ORGANIZATIONAL PERFORMANCE IN THE ZAMBIAN PARASTATAL SECTOR”

RESEARCH QUESTIONNAIRE

RESEARCHER

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Dear Respondent,

I am a Zambian and a doctoral student pursuing studies leading to the award of the degree of Doctor of Philosophy [PhD] with the University of KwaZulu-Natal in the Republic of South Africa. I am also a lecturer at the Copperbelt University. I would be most grateful if you could take some of your time to respond to the questionnaire attached which is about the contribution of emotional intelligence to the performance in your organization (approximately 45-60 minutes). This request is purely voluntary.

The research problem being sought by this study is the “assessment of emotional intelligence as a critical factor in organizational performance in the Zambian Parastatal sector”.

I wish to state that the information obtained from you is for academic purposes only and will be kept in the most confidential manner. This information will not be used for any other purpose.

Please fill the attached questionnaire and return it to the training section of the Human Resources Department for onward submission to me. Should you have any question or need any clarification please get in touch with me on cell 0977 800 078 or land line 02 251060 at the School of Business at CBU.

Alisala A. Mulambya

Researcher

RESPONDENTS BIO-DATA

Company Name.....Respondent’s Position.....

Number of subordinates.....No. of levels of superiors.....

Age.....No. of years served in the company.....

Highest Qualification.....No. of organisations worked for....

.....

SECTION A

Emotional Intelligence is the capacity to identify and manage one’s emotions, moods and attitudes and those of other people who relate to that person from time to time in order to accomplish agreed-upon or organisational goals.

ASSESSMENT OF COMPETENCE ATTRIBUTES OF EMOTIONAL INTELIGENCE

Kindly examine the table of the variables in the research study before completing the rest of the questionnaire.

ASSESSMENT AND ANALYSIS OF VARIABLES OF THE STUDY

Independent Variable		Relationship	Dependent Variable
Emotional Intelligence		(Impact)	- Enterprise Performance
A	B	C	D
<u>Competences:</u>	<u>Competences operational definition attributes:</u>		<u>Indicators:</u>

<ul style="list-style-type: none"> Self- awareness – the ability to understand one’s moods, emotions and drives 	<ol style="list-style-type: none"> Sincerity with oneself Strength & Weakness recognition by Oneself Aware of self-abilities & limitations. 		<ul style="list-style-type: none"> Organisational mission and strategy that are written and communicated to all stakeholders
<ul style="list-style-type: none"> Self- regulation or management, is the ability to control or redirect disruptive tendencies or moods 	<ol style="list-style-type: none"> Ability to be effective even under stress Self-control under hostile situation Trustworthy & Honest Consistent behaviour Adaptable Have an achievement drive Resilience/diligence 	<p>MOTIVATION or Generation of a participative atmosphere and climate amongst all organizational members to cause action or meet/ exceed task demands</p>	<ul style="list-style-type: none"> Competitive advantage Flexible and adaptive organisational structure Heavy emphasis and innovative research and development Emphasis on increased market share, growth and profit potential
<ul style="list-style-type: none"> Social awareness is understanding the viewpoint of subordinates and taking them into account when making decisions 	<ol style="list-style-type: none"> Empathy (awareness of others emotions, needs & concerns Service Orientation- identification of customers unstated needs & concerns Emotional and political dynamics in groups in the enterprise Cross-cultural sensitivity Valuing diversity 	<p>In addition to the pre-requisites:</p> <ol style="list-style-type: none"> Skills and abilities Role perception of their tasks Opportunities to perform the task 	<ul style="list-style-type: none"> Emphasis on long-term development and satisfaction of employees Emphasis on finding solutions to problems, Customer satisfaction and Multilevel strategic thinking management style for all managers
<ul style="list-style-type: none"> Social skills that we need in relating to others with a purpose. 	<ol style="list-style-type: none"> Developing others Managing emotions of other people effectively. Creating an atmosphere of openness Creating clear lines of communication Managing conflict 		

	12	Inspiring others to work towards the organisation vision		
	13	Managing change		
	14	Managing teamwork		

This part examines the critical importance and relationship of emotional intelligence to the performance of an enterprise. The following questions are presented to you for your assessment of the same relationship. Please show this relationship by inserting a number in the box that represents your response as presented below in questions 1 to 3 and answer as requested in the rest.

Rating Scale of Questions 1 - 3:

5 = Very much; 4 = much; 3 = average; 2 = very little; 1 = nothing

1. Do leaders and managers show the group of attributes in Column B in their day-to-day management work?
2. To what extent does the group of attributes in column B affect the indicators in column D?
3. If you were to rate on the scale of five (5) as above, what score would you assign to the whole group of attributes in column B as contributing to performance?
4. Which of the attributes are often at play in the leadership process that motivates subordinates to affect these performance indicators?
.....
.....
5. In what ways would you find out the degree of influence of the attributes in B that will affect performance indicators in column D.....
.....
.....
6. Which indicators are more pronounced when affected by attributes in B?
7. Other than the attributes in B, what else would influence performance indicators?
8. Are the other attributes mentioned in 5 more critical to performance than those in column B?
.....
.....

Please answer questions based on the rating scale given below in spaces provided by inserting the number of your assessment:-

Rating Scale of Questions:

5 = Very much; 4 = much; 3 = average; 2 = very little; 1 = nothing

SECTION B

CONCEPT OF EMOTIONAL INTELLIGENCE

1. How much do you understand of the concept of emotions in people at work?

2. Good understanding of your emotions and those of other employees increase good relationships.

3. Overriding the feeling of other employees demotivates and reduces work output.

4. Emotional intelligence around the work especially from managers increases interest and enthusiasm to work.

5. How much emotional intelligence is there in the leadership or management in your company?

6. Does that emotional intelligence contribute to the motivation of subordinates in your work?

SECTION C

- **Self-awareness**

1. Are you aware of your moods and emotions?
2. To what extent do your moods and emotions affect your work performance?
3. Do you recognise your moods and emotions before other people notice this behaviour in you?
4. When you are angry, can you still make your needs known in a way that resolves rather than exacerbates the situation?
5. Does change in your emotional state affect your productivity in your work situation?

- **Self-regulation/management**

1. Do you keep trying to achieve what you want, even when it seems possible and it is tempting to give up?
2. Can you use your feelings to help you to reach decisions in your life?
3. To what extent do you control yourself from retaliating when you have physically or emotionally been attacked?

4. Do you take advantage of emotional attack on you to win the attackers to your way of thinking?

5. How much do you manage your effort to be productive in your work?

Social awareness

1. Do you often realize that your feelings are having an effect on other people around you?

2. How often have other people challenged you on your attitude to issues at work?

3. How often have you been praised by workmates for good reaction to a physical or verbal attack against you?

4. How free are your workmate able to respond to your outburst or annoyance in workplaces?

5. To what extent does your awareness and consideration of your workmate's attitude and interests contribute to the company's productivity?

6. How much do you take into account subordinates views when making a decision concerning them?

- **Social Skills**

1. How free are you with your supervisor or subordinates at work?
2. Are you free to engage in debate with your colleagues at work?
3. To what extent does your attitude or feelings affect the job performance of your:
 - (a) Superior?
 - (b) Subordinates?
4. How easy is it for you to influence your colleagues to increase their work output?

SECTION D

- **Levels of Managers Emotional Intelligence i.e. capacity for managers in your company to manage their emotional state and of their subordinates**

1. How much do you know of the emotional state of colleagues in your company?
2. To what extent does this emotional state affect organizational performance?
3. How much emotional intelligence is required by people in management in your company?

4. What is the level of emotional intelligence of your immediate superior?

5. Does your immediate superior need to develop a higher degree of emotional intelligence now to increase productivity of the company constituencies?

6. What is the general emotional reaction to crises in your company by your [a] immediate superior

[b] Managers in your company?

7. What is the impact of managers' leadership styles on employee participation in the affairs of your company?

8. Given the scale above, how do you rate the following attributes' contribution to performance in the organization among managers:

- | | |
|---------------------------------------|--------------------------|
| 1. Emotional awareness of themselves | <input type="checkbox"/> |
| 2. Self-actualization | <input type="checkbox"/> |
| 3. Interpersonal social relationships | <input type="checkbox"/> |
| 4. Optimism | <input type="checkbox"/> |
| 5. Motivation | <input type="checkbox"/> |
| 6. Stress-tolerance | <input type="checkbox"/> |
| 7. Problem-solving | <input type="checkbox"/> |
| 8. Self-confidence | <input type="checkbox"/> |

SECTION E

Developments and challenges of your company

1. What makes your company a special parastatal company in Zambia?

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.....
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.....
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.....

2. What are the most important constraints that your company faces?

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.....
.....
.....

3. What makes your company different from other parastatals in Zambia?.....

.....
.....
.....
.....
.....
.....

4. Describe briefly the state of industrial relations in the company?

.....
.....
.....
.....
.....

5. How much has the strike weapon been used in your company?

.....
.....
.....
.....
.....

6. State major milestones of the company in the last 15 years?

.....
.....

THE END OF THE QUESTIONNAIRE – THANK YOU VERY MUCH

APPENDIX 2

BIO-DATA AND CHARACTERISTICS OF RESPONDENTS

	CHARACTERISTICS & LEVEL	ZESCO		ZAMTEL	
		Frequency - out of 28	% of Total	Frequency- out of 30	% of the Total
1	<u>Highest Qualification attained</u>				
	(a) Diploma	01	04	09	30
	(b) Bachelor's Degree	12	43	11	37
	(c) Master's	12	43	06	20
	(d) Professional Qualification(ACCA	03	10	04	13
2	<u>Levels of Superiors</u>				
	(a) 1.	01	04	04	13
	(b) 2.	15	53	08	27
	(c) 3.	05	18	13	43
	(d) 4.	05	18	02	07
3	<u>Number of Subordinates</u>				
	(a) 0 – 5	09	33	07	23
	(b) 6 - 10	08	29	08	27
	(c) 11 - 20	07	25	05	17
	(d) 21 and above	04	13	10	33
4	<u>Type of Work Done</u>				
	(a) Engineering (Core Occupation)	17	61	11	37
	(b) Supportive Occupations	11	39	19	63
	<u>No. of years worked in the Company</u>				

5	(a) less than 5 years	01	04	01	03
	(b) 5 - 10	06	21	08	27
	(c) 11 - 15	13	47	03	10
	(d) 16 - 20	08	28	05	17
	(e) 21 and above	00	00	13	43
6	<u>Age of Respondents</u>				
	(a) Less than 30 years	00	00	00	00
	(b) 30 – 35	02	07	05	17
	(c) 36 – 40	06	21	09	30
	(d) 41 – 45	11	39	06	20
(e) 46 - 55	09	33	10	33	
7	<u>No. of Organisations so far worked</u>				
	<u>for</u>	07	25	13	43
	(a) 1.				
	(b) 2.	11	39	11	37
	(c) 3.	05	18	03	10
(d) 4 and above	05	18	03	10	

Appendix 3:

A Brief History of Research into Emotional Intelligence

(source: Geetu Bharwaney: 2006:19)

There is a growing body of professionals around the world – teachers, counsellors, psychologists, consultants, and trainers, who are specialists in emotional intelligence. Below is a sequence of events that has made emotional intelligence such an important and popular concept.

- 1920** The earliest studies on what has now come to be known as emotional intelligence date back to the 1920s, to research conducted by **Edward L. Thorndike**. His work focused on identifying what makes up “intelligence” and this indicated that “social intelligence” was a part of general intelligence. He defined social intelligence as “the ability to understand others and to act or behave wisely in relation others”. At the time, other researchers dismissed his suggestion that “social intelligence” was an important capability to develop in the school system. Fifteen years later other researchers continued this early work.
- 1935** **Edgar Doll**, an Australian psychologist, devised a structured interview called the Vineland Social Maturity Scale to assess social competence, which gave an SQ (social Quotient) score to indicate the level of social maturity of the individual. It was forty five years later that a clinical psychologist Reuven Bar-On, pursued this line of research.
- 1940** **David Wechsler** continued to challenge the traditional view on intelligence with his notion of “non intellectual intelligence”. He was the first researcher to indicate that there was a range of intelligences, other than the traditional IQ, that were part of general intelligence. ironically his name is associated with a known test for IQ- the Wechsler Intelligence Scale.

- 1948 R.W. Leeper** made a small but important contribution to early work of David Wechsler, in studying “emotional thought”, He found that emotions “arouse sustain and direct activity”. He proposed that “emotional thought” was part of, and contributes to, “logical thought” and intelligence in general. It was another thirty–five years before Howard Gardner helped to broaden the view of aspects of ‘intelligence’ in the twentieth century.
- 1973 Peter Sifnereos** coined the term ‘Alexithymia’ (which means an absence of words for feelings) This is a condition best described as the opposite of emotional intelligence – it includes difficulty identifying feelings; difficulty distinguishing between different feelings , both in words and in the sensations created in the body, difficulty in imagining feelings and difficulty in describing them to others.
- 1980 Reuven Bar-On**, a clinical psychologist, started to research the question ‘Why is it some people achieve overall emotional health and well-being whilst others don’t?’ His initial doctoral research was in South Africa, later in Israel. During the 1980s and 1990she worked direct in measuring emotional intelligence using his instrument, the Emotional Quotient Inventory (EQ-i), in over fifteen countries. In 1985 he coined the term emotion quotient (EQ).
- 1983 Howard Gardner**, a professor at Harvard University, found that one could categorise a number of different intelligences. He defined seven initially and more recently added an eighth and ninth: spatial/visual, linguistic, intrapersonal, musical, bodily-kinaesthetic, interpersonal and logic, naturalistic and existential were added in 1998.
- 1985 Robert Sternberg** continued the research started by Doll, Wechsler and Leeper. He asked people to describe an ‘intelligent’ person and in his findings

the concept of 'practical intelligence' emerged. He wrote 'Practical Intelligence is the ability to adapt, change or alter real life situation'.

- 1985 Peter Salovey and John Mayer** met at Yale University where they started to pull together the isolated phrases, ideas, and research areas into a coherent whole. They were influenced by the early work on emotions and the role of emotions in thinking.
- 1990 John Mayer and Peter Salovey published** the first research paper, in which they coined the term "emotional intelligence", defined it and provided the first scientific measure of emotional intelligence. Their definition of emotional intelligence was: "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 action." By now it has been 11 years since John Mayer had met David Caruso, who later joined Mayer and Salovey to create a test for emotional intelligence
- 1990 Carolyn Saarni**, a development psychologist who specializes in emotional development, spoke about her work on 'emotional competency'. This focuses on how children learn how to accurately express understand, and regulate emotions in their interaction with peers, parents and siblings. She published further papers in 1997 and 1999.
- 1994 Michael Bagby, James Parke and Graeme Taylor** conducted research on alexithymia which led to the creation of the Toronto Alexithymia Scale – a measure of the condition which was an improvement on the Silfneos' earlier measure.
- 1995 Mayer, Salovey and Caruso** began the work on the test of emotional intelligence. They had heard that a new book on the topic was about to be published which would help them to get the word out.

- 1995 Daniel Goleman's** book on emotional Intelligence was published. It has now sold five million copies. Practitioners in the field have heard that the working title of the book was *Socio-emotional Learning and Emotional Literacy*. Even Goleman's publisher underestimated the impact this book would have
- 1996 Dr Reuven Bar-On** presented his measure of EQ, the Emotional Quotient Inventory, to the American Psychological Association in Toronto. There was widespread media coverage of his work in North America. Bar-On worked with Toronto-based test publisher, Multi-Health Systems. This created the first scientific instrument to measure emotional intelligence, the Bar-On EQ-i, which was published in 1997.
- 1997 Drs John Mayer and Peter Salovey** published their revised definition of emotional intelligence and their work on their ability measure of emotional intelligence, the Multifactor Emotional Intelligence Scale (MEIS). In 1997 they came up with the following definition: "Emotional intelligence involves the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge and the ability to regulate emotions to promote emotional and intellectual growth.
- 1998 Daniel Goleman's** book, *Working with emotional intelligence* was published. Much interest in Goleman's first book had come from the corporate world and his second book outlined a set of twenty-five competences for leaders. This book was the best seller in the business book list".

In the same year, the consulting firm that Goleman in association with Hay McBer published a 360-degree measure of emotional intelligence for people in business – the Emotional Competence Inventory (ECI).

Since 1998, there a numerous proliferation of publication, theories, models and various demonstrations on emotional intelligence that it would be difficult to describe all of them on paper on this subject. It is almost becoming a discipline on its own. This information may suffice for interested in the background of research on emotional intelligence.

APPENDIX 4 - COMPARISON OF SOME EMOTIONAL INTELLIGENCE ASURING INSTRUMENTS

Ability	Self Report		Multi -rater		
Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)2002 published by Multi-Health Systems	Bar-On EQ bar-On 1997 & Multi-Health Systems	EQ Map – Cooper 1996-7 & Q-Metrics	Emotional Competence Inventory(ECI)- Boyatzis, Goleman & Hay McBer, 1999	Emotional Intelligence Questionnaire(EIQ) Higgs &Dulewicz& ASE NFER-Nelson, 1999	Ei-360 Bar-On and Parker, Published by Multi- Health Systems - 2000
Perceiving Emotions Faces Pictures	Intrapersonal Self-regard, emotional self awareness, independence, assertiveness, self-actualization	Current Environment Life pressures, life satisfactions	Self-Awareness Emotional self awareness, Accurate self awareness, Self Confidence	Self-Awareness	Intrapersonal Self-regard, emotional self - awareness, assertiveness, independence, self actualization
Using Emotions Facilitation Sensations		Emotional literacy Emotional self awareness, emotional expression,		Emotional resilience	
Understanding Emotions Changes blends	Interpersonal Empathy, social responsibility, interpersonal relationships	emotional awareness of others	Social Awareness Empathy, Organizational Awareness, Service awareness Service awareness.	Motivation	Interpersonal Empathy, social responsibility, interpersonal relationship
		EQ Competences		Interpersonal sensitivity	

<p>Managing Emotions</p>	<p>Adaptability Reality testing, Flexibility, problem solving</p>	<p>Intentionality, creativity, resilience, interpersonal connections, constructive discontent</p>	<p>Self Management Self-Control, trustworthiness, conscientiousness, adaptability, achievement, orientation, initiative</p>	<p>Influence Intuitiveness conscientiousness & integrity</p>	<p>Adaptability Reality testing, flexibility, problem solving</p>
<p>Emotion Management Emotion Relations</p>	<p>Stress Management Stress-tolerance, Impulse control</p>	<p>EQ Values & attitudes Outlook, compassion, intuition, trusts radius, personal power, integrated self.</p>	<p>Social Skills Developing others, leadership, influence, communication, change catalyst, conflict management, building bonds, teamwork</p>		<p>Stress Management Stress tolerance Impulse control</p>
	<p>General Mood Happiness optimism</p>	<p>EQ Outcomes General Health, Quality of Life, relationship quotient, optimal performance</p>			<p>General mood Happiness Optimism</p>

Source: Bharwaney, Geetu, (2006), *Emotionally Intelligent Living* p 154

APPENDIX 5

Instrument for determining Emotional Intelligence in organizations

Age-----No. Of Superiors-----Highest Qualification-----

Work Experience-----Organization being assessed-----

This instrument is for assessing the understanding and application of the concept of emotional intelligence in the organization. Emotions are what makes people relate amicably or disassociate with each other in human interactions. In the case of emotional intelligence it is the capacity of a person to be aware of and be able to manage their emotions and relate them to other people's emotions in the course of interaction. This instrument will be used to assess the organization's leadership. It can also be used to assess a section or even a group of subordinates in a work environment.

You are therefore requested to tick one of the numbers, 1 to 5, showing your judgment decision of how you perceive the emotional status of the group you are evaluating given a behavioural request in a statement.

Rating Scale: 1 – Very little; 2 – Little; 3 – Average; 4 – High; 5 – Very High

STATEMENT	1	2	3	4	5
1. Managers do not get upset with workers when things go out of schedule but discuss it.					
2. Managers instructions are clear and helpful in producing positive work results.					
3. Managers are calm in giving serious instructions to workers and ask for suggestions					
4. There is a practice of effective and mindset-changing organizational work culture in the workplace.					
5. A psychometric test given to all managers will motivate					

them to reach the emotional state needed for increasing performance in the organization.					
6. Succession planning and promotion of meriting subordinate managers use as part of management policy					
7. Managers' interpersonal relationship with workers affects productivity					
8. Managers are transparent and open to discuss work issues with others freely.					
9. Managers are aware of their moods and emotions at work when they are confronted					
10. Managers be given fixed term performance contract renewed on merit					
11. Managers are mindful of workers and customers' needs even when they do not state them					
12. Managers are considerate and sympathetic to workers' problems and offer solutions.					
13. Managers restrain themselves and remain calm under hostile conditions.					
14. Managers and subordinates are encouraged to resolve problems together.					
15. Managers are free with workmates and customers during the course of performing their duties.					
16. Managers have capacity to influence colleagues to increase work output.					
17. Managers recognize their moods and emotions before other people notice their behaviour					
18. Managers continue to be effective in their work even under stressful conditions					
19. Managers take time to listen to workers when there is a					

crisis and discuss solutions.					
20. Managers award various incentives to subordinates who excel in their performance.					
21. A change in managers' emotional state at work does affect their individual productivity.					
22. Managers maintain the same behaviour regardless of the change in work atmosphere.					
23. Managers capacity to understand workers' needs help them to work harder.					
24. Managers' flexibility and understanding at work inspires workers to increase performance.					
25. Managers react well to outbursts from workmates and customers.					
26. Managers attitudes and feelings affect job performance of others at work					
27. Managers have a spirit of perseverance with their work under difficult conditions					
28. Managers continue to work the same or even harder when work conditions change					
Managers moods and emotions affect their work as individuals					
30. Managers do inspire workers to bring better performance in their work					
31. Managers eagerly listen to subordinates concerns and follow them up with action.					
32. Managers are personally sensitive to cultural diversity and differences with others.					
33. Managers' emotional states contribute to work output and performance of workers					
34. Managers are able to engage in open debates with					

peers and subordinates freely.					
35. Managers have organized meetings at work to review industrial relations matters.					
36. Managers take into account workers views in making decisions on issues that concern them.					
37. Managers publicly thank their subordinates for work that is done well.					
38. Managers often realize that their emotions affect other people around them					
39. Managers make their points known even when they are angry without aggravating the situation					
40. Managers give subordinates a chance in decision making on work issues.					

B RESPONDENT'S SCORE/ASSESSMENT CARD

Section A - Presence of emotional intelligence signals in the organization.

Statement	1	3	12	19	30	R= Total scores/5)
Score						

Section B– Self-awareness of own emotions among managers.

Statement	9	17	21	29	39	R = Total scores/5
Score						

Section C– Self-management of their emotions among managers.

Statement	13	18	22	27	28	R = Total scores/5
Score						

Section D - Social-awareness of other people's emotions among managers.

Statement	11	25	32	36	38	R = Total scores/5
Score						

Section E - Social skills in dealing with other people with different emotions among managers.
(Rating = Total scores/5)

Statement	8	15	16	26	34	R = Total scores/5
Score						

Section F - Managers' emotions in the Motivation of Subordinates.

Statement	20	31	35	37	40	R = Total scores/5
Score						

Section G- Contribution of emotional intelligence to organization's performance

Statement	2	7	23	24	33	R = Total scores/5
Score						

Section H - Contribution of interventions that increase emotional intelligence at work. (Rating = Total scores/5)

Statement	4	5	6	10	14	R = Total scores/5
Score						

Respondent Evaluation form

Section/Final Rating Scale For determining of EI in the organization variables:

1 – Very little; 2 – Little; 3 – Average; 4 – High; 5 – Very High

C. Analysis form for the Perception of EI in the organisation.

ORGANIZATION SCORING SHEET FOR EACH RESPONDENT's SECTIONAL TOTAL SCORES DIVIDED BY NUMBER OF SECTIONS (8) TO GET INDIVIDUAL RATING

Respondents	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									

APPENDIX 6 PILOT TEST RESULTS

AGREGATE ORGANIZATIONS SCORES AND RESULT FORM Name OF Organization: **CEC**

Respondents	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	5	3	3	4	4	5	5	4	33 - 4
2	4	3	3	3	4	4	4	4	29 - 4
3	4	3	3	3	4	4	4	4	29 - 4
4	4	4	3	4	4	4	4	3	30 - 4
5	2	4	4	4	3	3	4	4	28 - 4
6	4	3	3	3	4	4	4	4	29 - 4
7	5	3	4	4	5	5	5	4	35 - 4
8	4	3	4	4	4	4	4	4	31 - 4
9	3	3	3	3	3	3	4	3	25 - 3
10	4	4	4	4	4	4	4	5	33 - 4
11	3	3	3	3	4	3	4	4	27 - 3
12	4	3	4	4	4	4	5	3	31 - 4
13	4	4	4	4	5	4	5	4	34 - 4
Section Average	4	3	4	4	4	4	4	4	4

AGREGATE ORGANIZATIONS SCORES AND RESULT FORM Name OF Organization: **CBU**

Respondents	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide y 8
1	3	3	3	3	2	3	3	4	24 - 3
2	4	3	3	3	4	4	4	4	29 - 4
3	3	4	3	34	4	4	4	4	29 - 4
4	3	3	3	4	4	4	5	3	29 - 4
5	3	3	3	2	3	2	3	3	22 - 3
6	3	3	2	3	3	2	3	3	22 - 3
7	3	3	3	2	2	3	4	4	24 - 3
8	2	3	3	2	3	2	5	3	23 - 3
9	3	2	2	2	2	2	2	4	19 - 2
10	3	3	3	3	3	3	3	3	24 - 3
11	4	3	4	3	5	4	5	4	32 - 4
12	3	3	2	1	3	3	5	4	24 - 3
13	3	2	2	2	3	3	3	4	22 - 3
14	3	3	2	3	3	2	4	3	23 - 3
15	3	3	3	3	4	4	5	4	29 - 4
16	4	3	3	4	4	4	4	4	30 - 4
17	3	4	4	3	4	5	4	2	29 - 4
18	2	2	2	1	3	2	4	3	19 - 2
19	4	3	4	3	3	4	4	4	29 - 4
20	4	3	3	3	4	4	5	4	30 - 4
21	4	4	4	3	4	3	4	4	30 - 4
Section Average	3	3	3	3	3	3	4	4	3

Appendix 7

ORGANIZATION SCORING SHEET

ORGANIZATION: 1. MOPANI COPPER MINES LIMITED

Respondents MOPANI	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	4	4	2	3	3	3	4	3	3
2	3	4	3	3	4	4	4	4	4
3	4	4	4	4	4	4	4	4	4
4	5	4	5	4	5	4	4	4	4
5	4	4	4	3	4	2	4	4	4
6	4	2	4	5	5	5	5	4	4
7	4	3	4	4	4	3	4	3	4
8	2	3	2	3	3	3	3	3	3
9	4	3	3	3	4	3	4	4	4
10	3	3	3	3	4	3	4	3	3
11	4	3	4	5	4	5	5	4	4
RATE	4	3	3	4	4	4	4	4	4

2. HOTEL EDINBURGH - KITWE

Respondents EDINBURGH	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	3	2	3	3	3	3	3	3	3
2	4	4	4	3	5	5	5	4	4
3	5	3	4	3	4	4	4	2	4
4	4	4	4	3	5	4	4	4	4
5	5	4	4	3	5	4	4	3	4
6	2	1	3	2	3	2	4	3	3
7	4	4	5	5	3	5	5	3	4
8	4	4	4	4	5	5	4	4	4
9	4	4	4	4	5	5	4	4	4
RATE	4	3	4	3	4	4	4	3	4

3. KITWE COLLEGE OF EDUCATION

Respondents KITWE C.E.	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	4	3	3	2	4	3	4	3	3
2	4	4	4	4	4	4	4	4	4
3	5	4	4	4	5	5	5	5	5
4	3	3	4	3	4	4	4	4	4
5	4	3	4	3	4	4	4	4	4
6	4	4	3	4	4	4	4	3	4
7	4	4	4	4	4	4	4	4	4
8	4	2	3	3	3	4	4	3	3
9	4	4	4	4	4	4	4	3	4
10	4	4	3	4	5	4	5	4	4
11	3	3	2	2	2	2	3	3	3
RATE	4	3	3	3	4	4	4	4	4

4. NDOLA CITY COUNCIL

Respondents NDOLA CITY	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	2	3	2	3	2	3	3	3	3
2	3	3	2	3	4	3	2	3	3
3	5	4	2	4	4	4	4	4	4
4	3	4	3	3	4	3	4	4	4
5	2	2	2	2	2	2	3	2	2
6	4	4	4	4	4	4	4	4	4
7	2	3	3	2	3	2	2	3	3
8	5	3	3	4	5	5	5	4	4
9	3	3	3	2	3	3	5	4	3
RATE	3	3	3	3	3	3	4	3	3

5. MPELEMBE SECONDARY SCHOOL

Respondents MPELEMBE	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	3	3	3	3	3	3	3	3	3
2	3	3	4	3	3	3	3	3	3
3	3	3	3	4	4	4	4	4	4
4	3	3	2	2	2	3	3	3	3
5	3	3	3	3	3	3	3	3	3
6	5	4	5	5	4	5	4	5	5
7	4	3	3	3	3	3	4	3	3
8	4	4	4	4	4	4	4	4	4
RATE	4	3	3	3	3	4	4	4	4

6. KITWE CITY COUNCIL

Respondents KITWE CITY	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	2	3	2	2	2	1	2	4	2
2	4	4	3	4	4	4	5	4	4
3	4	5	4	5	4	5	4	4	4
4	4	3	3	3	3	3	4	4	3
5	3	3	3	3	4	2	4	1	3
6	2	3	3	3	3	2	3	3	3
7	5	3	4	3	3	2	5	4	4
8	4	4	4	4	4	4	4	3	4
RATE	4	4	3	3	3	3	4	3	3

7. NKANA WATER AND SEWERAGE COMPANY

Respondents Nkana Water	Section A total	Section B total	Section C total	Section D total	Section E total	Section F total	Section G total	Section H total	Sum A to H divide by 8
1	2	3	2	3	3	2	4	2	3
2	4	3	4	4	4	3	5	5	4
3	2	3	2	2	2	2	5	3	3
3	4	5	3	4	3	2	4	4	4
5	4	3	3	4	4	4	3	3	4
6	3	3	3	4	4	3	3	3	3
7	3	3	2	2	3	3	4	3	3
8	3	4	3	3	3	3	4	4	3
9	2	3	2	3	3	2	4	3	3
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31st March of these years:-

1989/1990 as Post & Telecommunications Corporation
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2005/2006 as Zambia Telecommunications Company
2008/2009 as Zambia Telecommunications Company

ZESCO: Annual Report and Accounts ending 31st March of the following years:-

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APPENDIX 8

**ETHICAL CLEARANCE
AND
RESEARCH AUTHORIZATIONS**



RESEARCH OFFICE (GOVÁN MBEKI CENTRE)
WESTVILLE CAMPUS
TELEPHONE NO.: 031 – 2603587
EMAIL : ximba@ukzn.ac.za

15 SEPTEMBER 2008

MR. A MULAMBYA (207527807)
LEADERSHIP CENTRE

Dear Mr. Mulambya


ETHICAL CLEARANCE APPROVAL NUMBER: HS8/0097/06D

I wish to confirm that ethical clearance has been approved for the following project

"Assessing emotional intelligence as a critical factor in the organization performance in the Zambian Parastatal Sector"

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years

Yours faithfully


MS. PHUMELELE XIMBA

cc. Supervisor (Dr. K Pillay)
cc. Mrs. C Haddon

Building Complex: ■ Engwood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville



Our Ref: A2C)/HRDP/6469/2007

14th December 2007

Mr. Alisaka A Mulambya
Copperbelt University
Business and Human Resources Development
P O Box 2169
KITWE

Dear Sir,

RE: REQUEST TO CONDUCT AN ACADEMIC RESEARCH

Reference is made to your application letter with the above captioned subject matter.

Management is pleased to inform you that your application has been successful. You will conduct your research from Industrial Relations, Litigation and Security Services Departments. This will be for a period of six (6) months beginning from 3rd March 2008 to 29th August 2008.

During this period, you will not receive any allowances as this is entirely for academic purposes.

Please report to the Principal Officer – Human Resources Development for placement and commencement of your research.

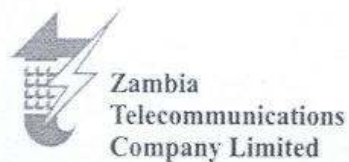
Yours faithfully,
ZESCO LIMITED


M MUMBA
SENIOR MANAGER
HUMAN RESOURCES DEVELOPMENT/PLACEMENTS

cc Senior Manager – Industrial Relations
cc Senior Manager – Litigation
cc Manager – Security Services
cc File

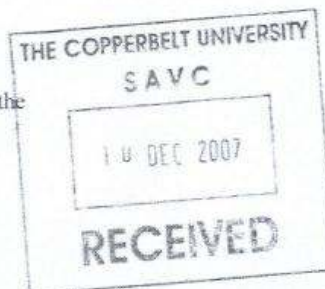
All correspondence to be addressed to the Managing Director
ZESCO Limited, Stand No. 6949, Great East Road, P.O. Box 3330 I. Lusaka - Zambia

Provident House
P.O. Box 71630
Ndola, Zambia
Telephone: +260 (2) 611111
Fax: +260 (2) 615855



OFFICE OF THE MANAGING DIRECTOR

The Special Assistant to the
Vice Chancellor
Copperbelt University
P O Box 21692
Jambo Drive
Riverside
KITWE



Our Ref:

Your Ref:

Dear Sir

ACADEMIC RESEARCH PROJECT – MR ALISALA AISON MULAMBYA

Reference is made to the letter dated 1st November, 2007 in which you seek authority on behalf of the above named to undertake an academic research with this organisation on the topic: Assessment of Emotional Intelligence on Organisational Performance in Zambian Parastatal Sector.

This letter serves to confirm that Mr Mulambya is welcome to undertake this research with this organisation for a period of six months.

Yours faithfully,


Gregory Lungu
Assistant Training Manager