ST.MARY'S UNIVERSITY SCHOOL
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THE EFFECT OF EMOTIONAL INTELLIGENCE ON LEADERSHIP EFFECTIVENESS:
THE CASE OF ZEMEN BANK

BY TESFAMICHAEL
G/KIRSTOS

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APPROVED BY BOARD OF EXAMINERS

Temesgen Belayneh(PhD)   _____
Dean, Graduate Studies   signature

ShoaJemal(Asst.Prof.)   _____
Advisor   signature

Alula Tesemma(PhD)   _____
External Examiner   signature

Solomon Marekos(PhD)   _____
Internal Examiner   signature

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ACKNOWLEDGEMENTS

Abbreviations and Acronyms

EI	Emotional Intelligence
LE	Leadership Effectiveness
MELT	Mætrîx Emotional Intelligence Test
SPSS	Statistical Packages for Social Sciences

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Abstract

The main goal of this study is to investigate the effect of emotional intelligence (EI) and leadership effectiveness (LE) at Zemen Bank. The very significant of the study to Zemen Bank is adding values to enhance leadership effectiveness of the company. Data was collected by means of questioner and standard test. It was analyzed by using SPSS20, applying descriptive and inferential analysis through tables and descriptive correlations. The questioners were responded by 101 Zemen Bank employees. It indicates there is a positive relationship between manager EI and LE. Similarly, EI levels of 44 managers were measured, the result of them is near to average. The perception of EI leadership specially „self management‟ was declined. These major findings indicated that the leadership of Zemen Bank didn‟t apply self control well: managers didn‟t take responsibly of their emotion, they are not honest, they have poor listening capacity, they have also short comings interms of helping subordinates, they are not forward thinking, they are not able to treat feeling and perception of subordinates. The other relevance response indicated even if they have good experience in team work, most managers fail that of empathy, understanding others, developing relationship between superiors and subordinates towards organizations goal, spending time for the development of mutually beneficial relationship. Furthermore, poor conflict management, poor social interaction and not behaving that is expected from others. On the other hand, LE accompanied by good decision making of employee communicative skill, cohesiveness innovation and supports each other, encouragement of employee about offering better way of implementation. However; employees were not evaluated fairly, not given significant feedback and relevant information. These showed that, in order to assure effectiveness, the managers take into account developing EI. Although there might be additional cause of LE that beyond the research findings, it indicated there is an impact of EI on leadership Effectiveness. Therefore Zemen Bank should enhance EI awareness by focusing EI competences specially „Social awareness‟, create EI team, in addition, superiors should focus on clear about subordinates feeling and emotion, inspired subordinates by their leadership quality, fair evaluation and significant feedback.

Key words: *Emotional intelligence, leadership effectiveness, Zemen Bank.*

CHAPTER ONE
INTRODUCTION

This chapter deals with the main concerns that are the backbones of the rest of the thesis such as; background of the study, statement of the problem, basic research questions, objectives, significance, scope, definition of terms, limitations, structure of the study; they will rise respectively:-

1.1 Background of the Study

Every organization has its own short run or long run plans. These plans should be integrated each other and achieved one stated goal. In order to be effective at all areas, it requires plenty of imputes. Some of them are human resource, financial resource, advanced technologies etc. Even if it is a little bit difficult to compare the degree of importance of the stated imputes, human resource is indispensable and more complicated than others, as human beings have different perspectives even in the same issue.

When we say human resource, we are talking about all the skill and effort of people who work for the organization.(Joshi M., 2013).Skill and effort as such they are not enough, people should be effective when they implement the given tasks.

When we say leadership effectiveness, we are discussing about the leaders ability to do the right things on its right time, right amount, right energy etc. Even if leaders achieve the given objective or fulfills the given tasks and duties, if it is not efficient in terms of time, energy and money, we cannot say the task is successfully achieved the stated objective. In order to be effective, leaders should be capable not only physically but also mentally. Their mental capacity mostly drives by their emotions as if emotions are driving forces. However; these emotions again should be regulated. So that, we can say the ability of using emotions on the right way is emotional intelligence.

Emotional intelligence means the motive of the people to fulfill the given task at the given time, money and energy. In other word, emotional intelligence is the capacity of doing the right decision, on the right time, amount and on the right person for the current way of effectiveness, (Goleman D.,1998)based on that we can conclude, once capacity to have more

emotional intelligence is being effective. Consequently, we can understand emotional intelligence and effectiveness of an employee have direct relation.

On the other development, effectiveness of the company is suspended on the contributions of each employee at different levels of jobs. So that organizations ought to give much emphasis for the effectiveness of them. In order to make employees more effective, they should give much emphasis to EI. Moreover, EI is not limited on individuals, beyond that it is concerned about the kind of relationship that should be taking place between managers and their subordinates and vice versa.

As EI and leadership effectiveness research results show, employees are motivated through emotionally intelligent leadership because, emotional intelligence brings mutual benefit to the organization.(Prati L.M.,Fetris G.R.,Ammeter A.P.,&Buckley M.R.,2003) Even if it is difficult to conclude that EI as such a key of effectiveness rather knowledge and skill, it plays great role for the success of any organization for both employee, leaders and their leadership styles. Therefore, leaders should be emotionally intelligent to fulfill their tasks in addition to their knowledge and skill. In other word, lack of emotional intelligence might be the source of poor performance in general.

Based on the significance of EI, this paper tries to investigate the relationship between emotional intelligence and leadership effectiveness at Zemen Bank. It is one of those banks found by share holders and offering a variety of services to its customers. Now a day it is opening money branches in the country.

1.2 Statement of the Problem

One of the major resources of the organization is human being, but it doesn?t mean other resources are not important to achieve the stated goal. In order to be more effective towards human resource, each employee capability of fulfilling their responsibility should be stronger. It might be in terms of accomplishing the given task on time, energy and money. For this season, many organizations focus on the enhancement of their employees? leadership effectiveness. They spend much time and money to enrichments. It might be implemented

through training, supervision, mentoring, coaching etc. Trained and able employees are indispensable resource of the organization. So that, one company should be worried about the employee sustainable advancement against effectiveness based on understanding their contribution to the achievement of organizational goals.

Leadership effectiveness might be caused by EI of all parties. It contributes a lot for their effectiveness. Which means one of the inputs of the leadership effectiveness is emotional intelligence of the managers or supervisors. Yodov S., (2014) stated that EI is a precondition that should be fulfilled before effective leadership to both parties which are employee, managers or supervisors. Managers should create conducive atmosphere for the implementation of work at the given times, amount and allocated budget. Respectively, employees should be accomplished the given task according to the procedure. In this process their relationship and inclusive effort may be governed by EI.

The other constructive side of EI is not limited once contemporary performance .In other word it is not static by its nature. It would be advanced as people go through life (Neal S., 2009) this gives to organizations a possibility to change their employee EI, besides they can use it to bring overall achievement of the organization. In this way, EI contributes much for coaching purpose, raise awareness and responsibility.

In general EI is essential for success at work place due to utilizing the power and energy of once emotion; leads to high motivation for competition, furthermore, it gives good opportunity to improve problem solving capacity and helps to take the right decision.

As both parties, managers and employees emotionally intelligent, their relationship and capability will be advanced. It contributes a lot for their own and organizational achievement, but if each employee doesn?t contribute as expected, the organization would not be successful. Because, the organization achievement itself suspended on the amount of the contribution of each employees at different levels, as if it is cumulative outcome. In this case, emotional intelligence plays significant role.

In EI context the managers influenced their subordinates not only accomplishment of the given task but they should be concerned about their interest so as they are human beings; consider they understand their responsibility, how they react, how they are motivated, how they delivered effective performance etc. Goleman D.,(1998) found that is impossible to have positive impact on others without sensing the feeling of them.

Zemen Bank management department has been giving much training to the employees to enhance their effectiveness, but so far they didn?t prepare EI training exclusively. As the result, managers, supervisors and employees faced many obstacles that might be solved by improving EI and relationship qualities among them. The researcher understands this deficiency while interviewing some managers and employees. So that the effect of EI on leadership effectiveness has had negative impact on Zemen Bank to supply attractive service for customers and ensuring market competitiveness.

Therefore; this study is targeted to find out the effect of EI on leadership effectiveness in the case of Zemen Bank.

1.3 Basic Research Questions

The study addressed the following research questions:-

- How the relationship between EI and leadership effectiveness looks like?
- What is the perception of Zemen Bank managers towards EI?
- To what extent do the managers go to great length in terms of emotional intelligence to increase the leadership effectiveness?
- What is the perception of Zemen Bank employees towards managers? emotional intelligence?
- To what extent the managers? emotional intelligence related to leadership effectiveness?

1.4 Objectives of the Study
1.4.1 General Objective

The general objective of the study was examining the effect of emotional intelligence on leadership effectiveness.

1.4.2 Specific Objectives;

The study had the following Specific objectives:-

- To determine how the relationship between EI and leadership effectiveness looks like
- To evaluate the perception of Zemen Bank managers towards EI concept.
- To determine what extent the managers effort against EI to increase the leadership effectiveness.
- To examine the perception of Zemen Bank employees towards their different level managers? emotional intelligence.
- To determine the extent of the relationship between emotional intelligence and leadership effectiveness at Zemen Bank.

1.5 Significances of the Study

The reason behind the foundation of the organization is achieving their goal. So that being effective in terms of stated goal is very important for them, through process, effective leadership is the main input; effective leadership is adoptive, doing the right thing at the right time and required amount. In other word, leaders should be emotionally intelligent. Therefore, this paper added values to the company to develop leadership effectiveness.

This thesis is broaden the researcher?s point of view and give a chance to have deepest knowledge about emotional intelligence and it?s significant for effective leadership. Besides, the researcher gets an opportunity to be exposed about how to conduct a research.

Finally, as the emotional intelligence is a recent phenomenon, nowadays its contribution is becoming the hot issue and being researched in western countries however, our country experience is very limited.

Therefore; the study added value for individuals about the concept of emotional intelligence and its impact on leadership effectiveness.

1.6 Scope of the Study

The study conducted in Zemen Bank Head Office. The study was not included all staff members. It excluded guards, jointers, office assistants; the rest Zemen Bank employees such as General managers, Managers, Bankers, Accountants, Cashers and editors were included.

Data collecting tools were questioners and standardized test. The variables of the study were limited to immediate managers? emotional intelligence and leadership effectiveness. Based on the objectives of the study, the researcher made 360^0 managers emotional intelligence investigation based on Goleman?s four component of EI i.e self awareness, self management, social awareness & social Management.

1.7 Definitions of Key Terms

The following terms and concepts are using in the stated context. Wherever they found in this thesis, they will govern in accordance with the following meanings:-

Emotional Intelligence (EI): The ability to recognize, understand and manage our
emotions (Goleman D. 1998)

Leadership Effectiveness (LE): The successful exercise of personal influence by an
individual, which results in accomplishing one or several
goals as a result of coordinated efforts of those who are led.
(Warner J., 2013)

1.8 Limitations of the Study

The study was limited by Zemen Bank in general and in particular its head office. Besides the research was focused on the all managers /supervisors/ emotional intelligence interms of their leadership effectiveness rather satisfaction, self awareness etc.

On the other hand, the whole sources of information depend on the respondents? perception. However, their perception differs from one person to another. Furthermore; all managers, supervisors or respondents were not be frank, volunteered to respond, carelessly answered. In case of validity, it may difficult to take the emotional intelligence measure as a perfect measure when it compares with other measurements.

1.9 Structure of the Study

The paper constructed from five chapters. Chapter one deals with background, problem statement, research questions. Moreover, research objectives, significance, scope, limitation and organization of the study. Chapter two focused on written literatures about the subject matter of the research concern, empirical review and conceptual frame work.

The following concern would be why the researcher used the stated particular method that was associated with research methodology (chapter III). In this part, the special methodology that applied in the study was mentioned. This included the research method, sampling technique and way of analysis.

Chapter four was the place where the result of gathered questioners, test result analysis, discussion, interpretation and finding of the research .These part presented through stating the answer of research questions; the last element was chapter five. It consists of summery out line, conclusion and finding in relation to literature. Its final was recommendation based on the so far process.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature

In this chapter, three main issues have been discussed consecutively; that are Theoretical literature, Empirical review and Conceptual Frame work about the subject matter of the theses.

2.1.1 What is Emotional Intelligence?

Emotional intelligence has a lot of definitions stated by different scholars. Even if it has a varity of definitions, they reflect the same central idea. We will see some of them in accordance to the importance of the study. Emotions are generally parts of human beings. They have been playing significance role for the co-existing of human being as the means of mutual relationship and understanding each other. Furthermore they give meaning to life. They have decisive role to communicative skill, assertiveness, positive approach, optimistic or pessimistic approach etc. Emotional intelligence is one of them. It contributes a lot for relationship whether we are aware of it or not that is why Hesson G., (2004) explained, emotional intelligence is the ability to understand and manage emotions. It shows if we understand and manage our emotion, we will have smooth relationship with colleagues.

On the other side, emotional intelligence has unique contribution to think clearly and creativity besides it helps to manage stress and challenges confidently. In this case emotional intelligence is highly correlated with performance as a result, if we focus on performance improvement, we need to give emphasis on emotional intelligence (sparrow & Knight 2008)

In general emotional intelligence is managing feeling in appropriate way and effectiveness (GolemanD.,1998). Furthermore, at work place it is a means of enabling people to work together for their common goal. In general emotions are powerful things, play significant role in every single decision and action we take (sparrows & knight; 2000). It involves lots of things in to it. Deferent scholars analyze EI in different approaches.However; our subject matter is Goleman?s recent four components approach. So we will see them.

2.1.1.1 Self Awareness

Self awareness includes one?s ability to understand the environment, identifying problems and give solutions. It is not the matter of knowing once weakness and strength (Goleman D.,

2011) Specially in working environment it involves the existence of the incident, the sum of the incidents, the amount of the incident, the emergency of the incident, the damage of the incident, the merit and demerit of the incident, the redundancy of the incident, the parties that are involved with it? etc. On the other perspective, it involves if the problems identified, how do we find remedies, in what amount, who should be included, how long the process stay, when do we reach the end of the actual solution, who are going to discourage or appreciate etc. questions should be addressed as if we cannot find decisions into black and white. Self aware people can be recognized by their self confidence (Goleman D: 2011).Self awareness extends to a person?s understanding of his or her values and goals. The managers required fair treat sometimes win win solution. So, in order to give answers the above relevant questions, the managers should have broadened point of view and being the man of the solution.

2.1.1.2 Self Management

In order to be more effective ones should have the ability to regulate stressful effects like anxiety, anger and emotional impulsivity. This concept is warred about the ability to control emotions and desires.

The employee may face problems that may come from customers, or partners. In this occasion, the respond of the employee may decisive role towards the benefit of the company so, the employees take into account this challenging situation by controlling their emotions through managing themselves and making the atmosphere better. When the problems come, the responsible people control their emotions and also try to solve the problems stage by stage.

2.1.1.3 Social Awareness

Social awareness deals with the relationship between employees themselves and communities that associated by. The main concern should be focused at this area is empathy.

Empathy is the ability of identifying, understanding and satisfying wants needs and perspectives of those around us. In addition to that, empathy means according to Goleman D.,(2011) the means of thoughtfully considering employees feelings along with other factors in the process of making intelligent decision. On the other side, empathy requires organizational awareness and service orientation. It includes the impact of what we say and how you say it on the person during the fulfillment of organizational objective. Relationship management (Empathy) may be important to increase use of team work, group work, to sustain in the rapid pace of globalizations and the growing need of retaining talent etc. (Goleman D.: 2011). All these working styles are full of interactive, giving and taking, peacefully co-existence by respecting emotions each other. Furthermore, socially skilled peoples are effective towards managing team. In this case emotional intelligence on both parties is very important.

2.1.1.4 Social Management

According to Goleman D.,(2011) social management is the fourth component of emotional intelligence. This is also concerned about relationship. It focused on the regulation of social interaction of the people. Social awareness deals with the knowledge and commitment of the people. But social management is worried about regulation of emotions for inspiring and influential leadership conflict management, team work and collaboration.

Inspirational leadership includes guiding and motivating with a compelling vision (Goleman D.,Boyatzisr R.&McKEE A.;2004).The contribution of social management skill for successful inspirational leadership in accordance with Goleman D., (2011) as the leaders task is to get work done through other people effort, social skill makes that possible. Besides, it contributes for the advancement of others ability through feedback and guidance for initiating, managing and leading in a new direction (Goleman D. et al. 2004)

Social management is concerned about conflict management; as leadership is leading people for common goal or desire (Goleman D.; 2011). Conflict is normal /expected/. The point is that how that conflict should be handled. Managing relationship allows skillfully calm down to handling other people emotions. It includes not only other people that are being leaded but

also the leaders themselves (Goleman D.; 2011).However, handling relationship is not as simple as it sounds.

Team work and collaboration between employees/peoples/ are important for the achievement of any institution. It is not just making friendship rather it is friendliness with purpose (Goleman D. et al.; 2004).It is a matter of taking people to expecting desire. It requires an ability to make people that let them work according to the assumption. Socially skilled people are adaptive at managing teams; their empathy makes them likewise, expert persuaders: Furthermore, social management helps to combine self awareness, self regulation and social awareness (Goleman D.; 2011)

2.1.2 Historical Perspective of Emotional Intelligence

According to Sparrow & Knight (2006) intelligence has the following historical perspectives:-

1930s- Edward Thorndike first talked of a "Social Intelligence"

1940-David Wechsler, the father of IQ, discussed the "Non-intellective aspects"

1966-Leunen published paper on emotional intelligence and emancipation

1974-Claude Steiner published his first article on Emotional Literacy

1983-Howard Gardner?s first work on Multiple Intelligences was published

1986-Wayne Payne used to phrase "emotional intelligence "in unpublished theses

1990-Peter Salovey & Jack Mayer announced their emotional intelligence theory

1995-Daniel Goleman published the first of his emotional intelligence books

The reasons behind the above historical process are various. Some of them are the advancement of technology, particularly information and communication technology.

2.1.3 Emotional Intelligence at Work Place

Emotional intelligence is driving force (Hassen G., 2008) to accomplish a certain task. If we are our own immediate, specific goal that we want let employee to achieve, we need to motivation them. In other word, motivation is a means that takes to ultimate goal. As emotions are driving forces, they make appreciating EI will be important factor. On the other development, emotionally intelligent workers have good communicative skill, friendly

approach, creativity and innovative (lynn A.B., 2008).Such kind of employees are important to any company to maximize its profit and being chosen by customers.

Emotional intelligence played an increasingly important role at the higher level of the company where diversity in required technical skills (Goleman D., 2011).In this case the capability of the managers? to evaluate employees based on the extent to which they perform best. It means EI is wisdom of combining different skills beyond technical; such as understanding self-awareness, empathy, social issues etc together and bring integrated result that leads the organization forward in terms of stated objectives.

2.1.4 Emotionally Intelligence leadership

During pervious time, people are extremely employed by their muscle power. Through advancement, people have been using their mind rather muscle because of industrial revolution, scientific advancement etc, and the leaders? perspective has been changing behind the employee tendency. The leaders perceived that, they cannot lead employee without knowing their loyalty tied up with their feeling (Sparrow& Knight 2006) our values are related to our feeling and attitudes rather not just our thought and ideas. If leaders are reasonable and create an environment of trust and fairness, the environment of politics and infighting are significantly reduced and respectively productivity will be higher. (Goleman D., 2011) Emotional intelligence is all about integrating feeling and thinking. That make emotional intelligence is important aspect for the managers and employees for the fulfillment of organizational goal. From managers and employees perspective the above changes lead them to be more effective towards self management, relationship management, creativity and flexibility.

2.1.5 Benefits of Being Emotionally Intelligent

"Leadership is not domination, but the art of persuading people to work   toward a common goal" (Goleman D., 2011)

Managing emotions is a variety of advantages. Some of them are; knowing when to respond, when to stop. Furthermore, knowing what is appropriate or expression of emotion in oneself and in other people etc. In accordance with Goleman D.,(2011)approaches once can be

competent through learning, In other word, simply it is having social awareness or skill at managing relationship ,however; it doesn?t mean one hasn?t mastered the additional learning that required handling of customer adeptly or resolving a conflict.

Good emotional intelligence, like all skills help to develop positive approach and attitude even though; it is not mean, ignoring the different emotions or ignoring the challenging aspect of life. Emotional intelligence is not only concerned about understanding and managing emotions but also feel good emotions that motivate and inspire people (Hassen G., 2008).On the other way, emotional deficiencies in the work place can be resulted in less productivity etc. because when people emotionally upset, they cannot remember, attend, learn or make decisions clearly (Goleman D.,2011)

2.1.6 Coaching for Emotional Intelligence

Coaching as the name indicates helping people to accomplish a certain task. Like other tasks and duties, emotional intelligence is important to one company to achieve its goal. The fulfillment of given company requires the contribution of all stake holders. They might be departments, teams and individual employees. If that is so, the capability of each individual should be coached in terms of the given tasks.

According to Neale S., Spencer l., & Wilson L., (2009) coaching is about moving forwards and helping people to improve individual performance. On the other side, it is about being catalyst of positive change in the appropriate way for individuals to make them able. In addition, coaching requires most powerful ways of communication to be effective and acquires expected awareness (Neale S.et.al 2009). Let?s see the significant of emotional intelligence before and during coaching.

Coaching is an important means to bring fastest growing of development. The reason behind is, it gets results and helps to improve performance and productivity. Neale S.,et.al (2009) asserts successful coaching is a human engineering aspects it requires managing oneself and how effective about managing relationship with others. In this case, it is clear that emotional

intelligence plays significant role for the success of coaching as it is all about communication with oneself and others.

According to Neale S.,et.al (2009) emotional intelligence is one of the obsolete key ingredients for great coaching for both parties that are the person being coached and the coach itself in order to make the coaching process save. It means, as EI is all about understanding and controlling feelings, it creates conducive atmosphere for mutual benefit. Emotional intelligence can make difference in coaching. It predicts performance. Since the purpose of coaching is about raising awareness and responsibility of the person being coached, it is assisting based on their progress, productivity and performance. It makes EI is changeable and can be developed according to the enhancement of the standard of coaching. As if coaching deals with the long term change and sustainability to make the conditions right (Neale S., et.al 2009).

Since emotional intelligence is one type of driving forces to motivate employee, things should go through coaching even if there is a question that whether ones emotional intelligence measurable? The reason behind this question is that the dynamic behaviors of people (Well B.; 2007) which means employee may not have one way behavior at work.

Even if the above critics took place, according to Well B., (2007), if one go through the following behaviors, it might be effective emotional intelligence coaching:-
1. Continues improvement of your own emotional intelligence.
2. Personal mastery of vision and values.
3. Strong personal relationship with your direct reports.
4. Frequent spontaneous coaching.
5. Structural conversations when spontaneous coaching doesn?t get the job done.

2.1.7 Models of Emotional Intelligence
As we see emotional intelligence has no single acceptable definition, it has various definitions so as, the scholars of human being behaviors can be affected by EI; therefore,

there are several models that thoroughly define emotional intelligence. Let?s see the famous once;-

The ability based models: - is concerned about understanding of individual dynamic ability which means every individual not have the same ability to process emotional information and relate with the overall cognitive process

The trait models of EI: - this model developed by Petride and colleagues in 2009. It deals with peoples are part of their personalities a number of emotional self perceptions and emotional traits. We cannot measure their personal report. This model assumes that the respondents are able to express their trait.

The mixed models of EI: - this model describing by Deniel Golemen it is famous widely accepted and used model. It involves a range of competencies which are broken down in to skill sets and which together form the picture of level of EI.

2.2 Empirical Review

Various researches are conducted about emotional intelligence all over the world. However; our country experience is very limited .One of those few numbers is that the research which is conducted for the fulfillment of MBA thesis in 2015 at Saint Mary?s University, School of graduate studies named by Tsedey Ayele under the title „Effect of Emotional Intelligence on Employee Satisfaction A Case of Save the Children? .

The goal of the research was, studying the effect of managers? emotional intelligence (EI) on employee satisfaction at Save the children which is an international NGO operating in Ethiopia. Under the above general objective, the researcher was try to determine the extent of managers? adoption to better influence to increase the level of the employee satisfaction, examine the perception of the managers about emotional intelligence and also assessed the influence of managers? emotional intelligence on employee satisfaction at that particular NGO.

In order to fulfill its objective, the researcher followed quantitative approach and found very strong relationship between managers? emotional intelligence and employee satisfaction. On the research managers are included to measure their emotional intelligence. The result showed, their practice of emotional leadership practice was poor. Most managers fail to provide clearly defined and meaningful tasks to subordinates; the managers didn? t show competent EI. These reasons made the employees dissatisfied. Especially in the two component areas „self management? and „relationship management? the lowest score are seen. Consequently, the researches try to recommend some important points against the findings. In general, these results discover how lack of emotional intelligence affects the employee satisfaction and the impact of our country poor practice. Therefore; many researches should be conducted around this area. From this perspective, this paper may contribute to fill the gap; because the problem may not be limited in a single institution.

Prati L.M.,Fetris G.R.,Ammeter A.P.,&Buckley M.R.,(2003) had written article under the title "Emotional intelligence, Leadership Effectiveness and Team Outcomes." Their objectives were to produce conceptual model that brings together theories and research on emotional intelligence, leadership, team process and outcomes. Simultaneously, they tried to formulate testable proposition, to propose directions for future research and discuss implication of practice.

It provided many assumptions that are written by scholars about emotional intelligence and its nature. In addition, they investigate EI contributions to produce intelligent leaders; such as motivational leaders, charisma and the transformational influence of leaders. On the other perspective, its impact on teams, team process and team effectiveness.

Finally they proposed that EI in particular is essential to effective team interaction and productivity in different aspects. EI effectively regulate in intensity of their emotional displays to be sure the displays do not exceed the bounds set by team standards. Furthermore, such teams are important for the effective functioning of the team

According to them EI training is important to make individual more emotionally intelligent. For instance, for the area of recruitment and selection practice, to identify for those are better able to manage high stress &high pressure interaction. Lastly they suggested some points that help to improve the employee emotional intelligence such as seminars. For future, they also indicate about how individuals can be trained to increase their EI and specific aspects could be explained.

2.2.1 Emotional Intelligence and Effectiveness

Emotional intelligence is a prerequisite for effective leadership across borders (yedav S.;2014) at the beginning effective work depend on the emotion of the employee as if emotions are the driving forces. The extent to which employees are emotionally intelligence they might be more effective. Pheat Mc.Sean., (2010) discussed, hiring leaders who have high levels of emotional intelligence, they give you a better chance of hiring the right people at the right time and reduces turnover resulting in significant cost saving.

According to Goleman D., (1998) one of the major elements of EI is self awareness. Which means in general knowing what one feels. It includes many things such as understanding and identifies problems, giving solutions. But the importance of self awareness does not limited on knowing feeling, understanding or identifying problems. It goes ahead to decisions making. That decision made by the manager or the employee may decide the way of the organization or the extent of fulfilling its objective. So that, right decisions play significant role for the effectiveness of the organization where as the bad ones take to failure.

EI includes emotional self management. It is the ability of regulating distressing affects like anxiety and anger of inhibit emotional impulsivity (Goleman D.; 2001). One of the impacts to the effectiveness of the employee is making calm to energetic attacks taken by customer. In this incident optimism is a key ingredient of achievement because it is a matter of capability to be determinant of one?s reaction to unfavorable events end circumstances. Furthermore, it often means of taking anticipatory (right) action to avoid problems before they took place and taking advantage of opportunities before they are visible to anyone else (Goleman D., 2001).

The other important component that should be raised is social awareness and its relation with effectiveness. It consists of empathy or awareness of others emotions, concerns and needs. Empathy according to Golemen D.,(2001) requires self awareness. It helps someone to understand the needs and desires of others as if it is his own. Spencer & Spencer (1993) stressed the ability to read others needs welcomes naturally to the best managers of product development team. Social awareness avoids resorting to the stereotyping that can lead to performance deficits by creating anxiety in the stereotyped individuals (Steele,C.M.; 1997). Furthermore, it plays significant role for service competency creates an ability to identify a clients or customer?s to satisfy their needs (Mc Bane D.; 1915).

Interms of organizational role, social awareness creates conducive atmosphere to distinguish not only just an interpersonal one but also star performs. Social awareness contributes to the managers or executives to read situation objectively, without distorting lens of their own biases and assumptions and it allows them to respond effectively (Boyolzis R.;1982)

EI deals with social skill. It is a set of competencies we mean relationship management. According to Spencer and Spencer (1993) competency interms of developing others is one big precondition of the superior managers. On the other hand, the most effective peoples are sensing others reaction and fine tune their own response to move interaction in the best direction. (Goleman D., 2001) this means, managing emotions and going through them contribute a lot for better communication and success. Besides, people who exhibit good communication competence are effective in the give and take of emotional information fully. In addition, the better people can execute this competence the more other prefer to deal with them (J welther Clorke Associates, cited in Goleman D., 1986)

Managing relationship plays significant role against the effectiveness of once for handling different people, for effective management and negotiation. It is important to long term symbiotic business relationships such as, those between manufactures and retailers. Goleman D., (2001) stressed Visionary relationship inspire others to work together toward common goal. Consequently, outstanding leaders integrate these emotional realties into meaningful strategic purpose.

Relationship management helps once to develop establishing trust and good well. In accordance with (Koplan R.E.;1991) highly effective managers are adept and cultivating this relationship. On the contrary, less effective mangers fail to build bonds.

In terms of team work EI also plays great role, the most productive teams are those that exhibit better EI competencies. In addition during working process, the team members share both good and bad moods. The teams that developed the good one improve their performance and effectiveness. However, the bad once have been failed (Totterdell, kellatt, Tevchmann & Briner.; 1998) (George & Bettenhousen.;1990). Furthermore, positive emotions and harmony on a top management team predict its effectiveness in the future (Bousede & Gibson ;1998)

Many are required work in teams in order to accomplish complex organizational objectives. During team working, the individual communicative skill, cohesiveness, innovative and supporting each other are core points to work together. Among this, EI of each party contributes much to fulfill the given task. i.e being effective as an overall objective of the company.

On the other hand, each employees personality, ability, skill and contribution have significant role for the success of the organization. Therefore, emotions are inseparable from the organizational work setting. So as, emotional intelligence deals with understanding and managing emotions such as managing stress, enhance confidence and being result oriented in terms of time, many and energy. When we say effectiveness we are talking about the employee capability to do the right things towards the achievement of the stated organizational goal. Based on that we can conclude that emotional intelligence and leadership effectiveness are directly related each other.

2.3 Conceptual Framework

Conceptual framework reveals the process, direction and interrelationship among variables in the study. According to Zikmund W.G, Bobin B.J, Carr J.C, Griffin M., (2009) variables are anything that varies from one instance to another in one particular subject matter of research. They have two manifestations. The first one is predicted by other variables i.e dependent

variable. So as, the independent one is expected to influence the dependent variable. Based on that, this study is intended to measure the effect of EI (independent variable) on leadership effectiveness (dependent Variable). The reason why, the extent to which employees are being effective by their carrier depend on different preconditions like compensation, good working atmosphere, satisfaction, EI of both employees and their leaders etc. since these traits are cause of LE, they might be directly or indirectly influence LE. We can see the process, direction & interrelationship of variables on the next figure.

 The figure is developed based on theoretical literature of the study. It shows not only the relationship of independent and dependent variables but also the ultimate goal of the study.
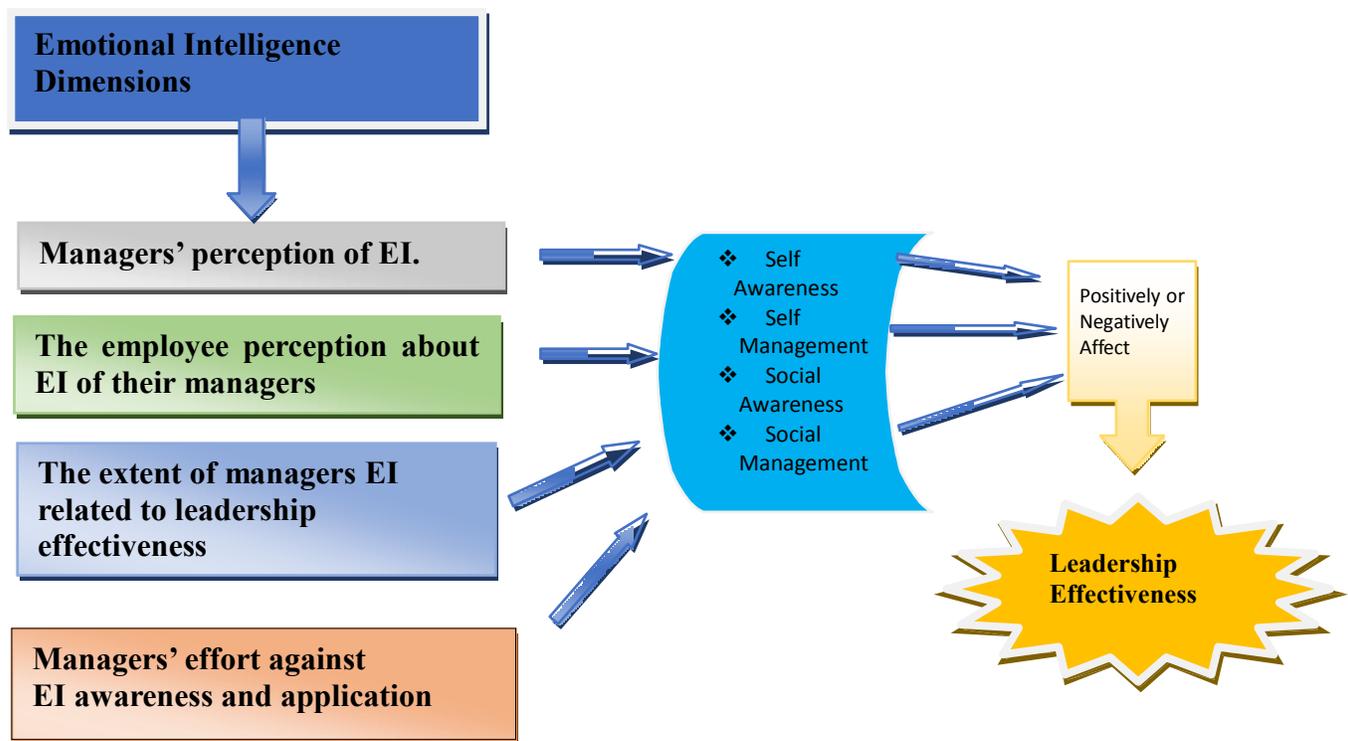
Fig.1.Conceptual Framework

Source: own

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

This chapter is focused on the methods and activities that used to gather data to the research. It included Research Design, Population and Sampling Technique, Sources and Instruments of data collection, Methods of data analysis, Reliability and Validity of data collecting tools and lastly, Ethical considerations.

3.1 Research Design and Approach

The study is descriptive by its nature. It tries to show the effect of managers? emotional intelligence on leadership effectiveness. It tried to point a picture by addressing how questions. Quantitative research is relevant to test relationship among relevant variables.(Zikmund W.G, et.al., 2009) So that, the researcher followed quantitative way to analyze the collected data and determined the results.

The independent variable of the study was managers? emotional intelligence and the dependent one was leadership effectiveness. The study was trying to assess the extent to which differences in one of these variables are related with various differences in the other variable to find an indication how one variable predict the other.

The research is designed based on literature review which played significant role to the overall study. The pilot study is included 20 employees to identify the common misunderstandings and correct them. After that the questioner were distributed to the subordinates. 84 questioners were completed and returned whereas, standardized tests were given to 44 managers and respectively 43 complete tests were collected.

The main instruments of data collection were questioners for employees and standardized test for their managers. The sample size was determined by the number of population. The data analysis and comparison /assessment/ made by utilizing statistical package for social science soft ware (SPSS 20).The demographic nature of respondents were summarized and stated in tables and texts.

The employees and their managers? respond were summarized. The managers? emotional intelligence and the leadership effectiveness were considered through self awareness, self management, social awareness and relationship management. It was presented in summarized tables, correlation analysis were taking in to consider; if there is a relation between managers emotional intelligence and their leadership effectiveness, in what circumstances at last conclusions were given in accordance with analysis; followed by applicable recommendations.

3.2 Population, Sampling Size and Techniques

The researcher applied census method because of the subordinates? population size is limited on 101. Therefore; all subordinates were included in the study. On the managers? side also since their cumulative number is 44, all were considered as direct participant. This research was applying 5% error margin.

3.3 Sources of Data

The study was based on primary and secondary source. The primary data was collected through questioner and standardized test. Questioner deals with the employee perception about their managers EI and respectively the standardized test was given to assess the extent/limitation/ of the managers toward EI. The contemporary data that is found helped to know the current situation of the managers? commitment about EI, the emotional intelligence and the extent of its impact to their leadership effectiveness. Furthermore, genuine data enables to perform research with relatively reliable result. Whereas, secondary significant informations were also collected from books, journals, articles, magazines and web sources.

3.4 Instruments of Data Collection

The basic instrument of descriptive survey methods included questioner, interview etc. Questioner is better way of collecting contemporary data .However; it has its own short comings. Questioner enables the researcher to cover wide areas with low cost and limited time (Kothari C.R.; 2004).So this research used questioner as a means of obtaining relevant data.

The questioner accommodated both variables i.e managers EI and LE; they treated together. The beginning part was taken by personal data. The following one consists of those questions that are asked about managers EI. The last part of the questioner deals with LE.

The test related to managers EI were developed by modifying the metrix EI test (MEIT) Capability Assessment Instrument developed by Moleolm Model(2002) self awareness, self management, social awareness and social management.

The questioner covered 20 questions related to EI of managers to measure the subordinates? reflection. The remaining 12 questions are related to LE.The EI and LE questions were measured by a 5 point Lakert Scale coded with being 1, „Strongly Disagree? , 2, „Disagree? ,3,
„Neutral? ,4, „Agree? , 5, „Strongly
Agree? .

The level of EI of the managers was tested by using Mætrix emotional intelligence test(MEIT) Capability Assessments Standards Test. This is selected by „the researcher based on its reliability of the questions i.e forced-choice psychological test which is enforcing to choose one alternative from each pair of statement. This approach gives more opportunities to find the EI position of an individual. Part one contains personal data and part two has 20 questions that are picked up from Goleman D., four competencies of EI (self awareness, self management, social awareness and social management)

3.5 Procedures of Data Collection

Before starting to go to main data collection process the questioners were tested by 20 employees at Zemen Bank. As if they are pretended applied to the main study Zikmund W.G, et.al.,(2009) stated, pilot study is small scale research that collected data from respondents as similar as used in the full study. This process helped to assess whether there were common misunderstanding or not. Whereas, standardized test didn? t because of it is adopted from existing EI measuring tool.

Both the questioners and standardized test were distributed in printed copy on paper. The

respondents are expected to answer and return them. The questioners were distributed to the

respondents by the researcher or assistants; the answered copies were collected. Direct present, email or telephone was used to monitor the respondents to let them answer according to the procedure to avoid confusion.

101 numbers questioners were distributed to the respondents and 84 numbers of questioners were completed and returned back. The rest are lost by different reasons of respondents. In the same way standard test session, 44 numbers of copies were distributed and 43 numbers of testes were collected.

3.6 Methods of Data Analysis.

The analysis data made through statistical package for social science (SPSS 20) the data entered to the SPSS was edited before analysis. The question that provided to the employee was governed by 5 point Likert scale coded 1, being Strongly Disagree, 2, Disagree, 3, Neutral, 4, Agree and 5, being Strongly Agree. The standardized test provided by to the managers was a forced choice questioner with two parts. The competency level of EI scored 8-10 skilled, 6-7 average,5 and below is considered as developing.

First frequency distribution was presented in tables which included as demographical issues and then reliability test was taking place to find factors that affect leadership effectiveness. And respectively correlation analysis took place to assess whether there is a relationship between emotional intelligence and leadership effectiveness. The last task was checking in which way the managers emotional intelligence affected leadership effectiveness

The data that collected to assess the extent of EI of managers was treated based on the four component of emotional intelligence (self awareness, self management, social awareness and social management).

3.7 Reliability and Validity of Data Collecting Tools.

The research was quantitative so, the reliability and validity of the questioner is very important according to Zikmund W.G.,et.al (2009) reliability is the indicator of the measurement if it has consistency or not reliability is concerned about bringing the same result through different attempt. So that the researcher takes in to account this issue and

evaluate pilot study result to collect comments. Besides, The researcher lies committed to give details in any means about the respondent confusions to minimize the validity issues furthermore, the reliability of the questioners was tested by Cronbach?s Alpha and resulted in

.93*(self awareness .79, self management .87, social awareness .81, social management .82)* at subordinate attitude against their managers EI;on their leadership effectiveness .90*(self awareness .64, self management .69, social awareness .66, social management .81)* i.e more than .70 considered as sufficient.

3.8 Ethical Considerations

The researcher conducted this research based on some major ethical considerations; such as, not doing plagiarism, nominated or wrong data, confidentiality of the responses, informing the objective of the study. These considerations maintain not only the originality of the research but also avoiding any harm or threat around the respondents? job.

CHAPTER FOUR
DATA ANALYSIS AND INTERPRETATION

This chapter made from two main parts. The first part is worried about demographic issues of respondents and respectively the upcoming part two presents the analysis and interpretation of data that have great significant of the subject matter of the research.

4.1 Demographic Characteristics of Respondents

In order to give clear idea about respondents? demographic back ground, the details are presented in the following table. It shows summarized demographic data of respondents of both subordinates and managers.

Table-1 Respondents in accordance with their Gender, Age, Educational level and

Serving Years

Main Cathagory	Subordinates		Managers	
	Frequencies	Percentages	Frequencies	Percentages
Gender				
Male	45	53.6%	31	72.1%
Female	39	46.4%	12	27.9%
Age				
19-35	63	75%	20	46.5%
36-45	16	19%	21	48.8%
46-60	5	6%	2	4.7%
Over 60	-	-	-	-
Educational Level				
College Diploma	15	17.9%	-	-
First Degree	54	64.3%	25	58.1%
Second Degree	14	6%	18	41.9%
Third Degree	-	-	-	-
Served Years				
1-3Years	32	38.1%	3	7.0%
4-6Years	26	31%	5	11.6%
7-10Years	16	19%	19	44.2%
Above 10 years	10	11.9%	16	37.1%

Source-Survey Questionner-2017

When we consider the above table carefully, it is simply identified 53.6% of subordinates are male and also 46.4% female. The number of males greater than that of females, But it is not that much wider. Based on that, the research accommodates more or less equivalent number

of gender. Interms of age, extreme numbers of respondents belong to 19-35 age groups; it consists 75% of respondents. Based on that, it can be concluded the survey may cover younger people. However; 46-60 age groups cover 6% of respondents? size. Interms of educational level 64.3% of respondents have first agree, the rest 15% and 14% respectively have college diploma and second degree. So we can deduce, first degree holders are influential in this research rather college diploma and second degree. There is no respondent that have third degree. If there was third degree holder, the research would have been more significant and comparing its impact on the main goal of this paper.

In the case of serving years, it is possible to conclude more questioners were responding by under 3 years experience employees; it is 38.1% under 4-6 years groups. 3% of questioners were responded. The rest 19% and 11.9% were taken by 7-10 years and above 10 years experience employees. This area also extremely exploited by younger people.

On the managers? side, the distribution of gender seems uneven 72.1% of male and 27.9% of female that would be better if it has equivalent distribution to have nearly significant representation.

In the issue of age 95.3% of respondents belong to 19-45 age groups. Interms of educational level, no diploma at all and third degree but 100% of respondents had weather first (58.1%) or second degree (41.9%). That might be better if there were third degree holders to assess the relationship between educational level and EI.

Unlike to subordinates? 1-3 and 4-6 years were taken 18.6%. The higher numbers 44.2% and
37.2% were taken by 7-10years and above 10 years experience. This creates suitable condition to investigate the relationship between served years and emotional intelligence.

4.2 Analysis and Pertaining to the Study

In this section the respondents Level of Agreement against their managers or supervisors EI will be analyzed and interpreted in accordance with Goleman D.,(1995) four component of

EI approach respectively. i.e Self Awareness, Self Management, Social Awareness and Social Management.

Self Awareness

The following table displays the respondents? level of agreement against their superior emotional intelligence based on „Self Awareness?

Table-2 Respondents Level of Agreement on Their Superior EI under „self awareness?

5 – Strongly Agree   4-Agree   3-Neutral   2-Disagree   1-Strongly Disagree

	Self Awareness	5	%	4	%	3	%	2	%	1	%
						Scored Marks & Percentiles					
1	Superiors are aware of employee emotions and feelings.	4	*4.8*	28	*33.3*	26	*31*	19	*22.6*	7	*8.3*
2	Superiors are acknowledging their emotional strengths and weakness.	5	*6*	28	*33.3*	22	*26.2*	24	*28.6*	5	*6*
3	Superiors look at their weakness as opportunities for self improvement and development.	4	*4.8*	19	*22.6*	29	*34.5*	28	*33.3*	4	*4.8*
4	Superiors are taking responsibility for their emotions	3	*3.6*	19	*22.6*	27	*32.1*	29	*34.5*	6	*7.1*
5	Superiors are honest about what they can and cannot do.	2	*2.4*	22	*26.2*	25	*29.8*	27	*32.1*	8	*9.8*

Source-Survey Questionner-2017

According to Goleman D.,(2011) self awareness is more related with understanding the emotions and feelings .When we consider question number 1, which deals about awareness of superiors, 33.3% of respondents were agreed where as 22.6% of were disagreed. That would be taken as better outcomes but 26% of respondents are neutral which may mean, they have no idea about they had been asked.

Leaders acknowledge their emotional strengths and weakness. Question number 2 assesses whether Zemen bank leaders are fulfilling the criterion or not. The result comes 33.3% of employees were agreed about their leaders acknowledgments. On the contrary 28.6% to of subordinates did not. The respondent who covered 26.2 % was neutral. The result might be taken as a green light.

About superiors perceiving their weakness as opportunity to the improvement and development, 34.5% of respondent were neutral, 33.3% of them were disagreed but 22.6% of respondent were agreed with it and respectively around 48% of respondents were taking two extremes that are strongly agree and strongly disagree.

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One of those self awareness components is taking responsibilities of once emotion. As the above feedback shown, 34.5% of respondents did not agree with it and 32.1% of respondents are neutral where as 22.6% are agreed, the rest included in strongly agree or disagree. This indicated there are limitations towards the area.

The last question was assessing whether their supervision are honest about the responsibility but 32.1% of respondents didn?t agree. Furthermore, 9.8% of them were strongly disagreed. Emotionally intelligent leaders are according to Goleman D.(2011) are honest about their responsibility and doing thing at its right moment.

Self Management

The following table displays the respondents? level of agreement against their superior emotional intelligence based on „Self Management?

Table-3 Respondents Level of Agreement on Their Superior EI under „self management?

5 - Strongly Agree 4-Agree 3-Neutral 2-Disagree 1-Strongly Disagree

	Self Management	5	%	4	%	3	%	2	%	1	%
						Scored Marks & Percentiles					
6	Our supervisors are excellent listeners.	5	*6.0*	29	*34.5*	15	*19*	25	*29.8*	9	*10.7*
7	Superiors are focused on helping employees.	5	*6*	20	*23.8*	25	*29.8*	29	*34.5*	5	*6*
8	Superiors are forward thinking and open to change	3	*3.6*	17	*20.2*	24	*28.6*	31	*36.9*	9	*10.7*
9	Superiors allow each employee to share his/her feelings and perspective without judgment.	6	*7.1*	14	*16.7*	29	*34.5*	28	*33.3*	7	*8.3*
10	Superiors understand that collaboration is powerful for decision making relationship building creating a pleasant and productive work environment	7	*8.3*	25	*29.8*	26	*31.0*	23	*27.4*	3	*3.6*

Source-Survey Questionner-2017

Self management deals with regulating anger and emotional impulsivity. Listening is one of those activities. Based on that, the respondents of the question that discussed about their superior listening capacity, 34.5% of them were agreed about it .On the contrary 29.8% of subordinates didn?t. Even though, the result seems much respondents were agreed with that the sum of disagreed 28.8% and strongly disagreed (10.7%) is greater than for those agreed

respondents. That is nearly 40.5%. Based on this result, we can conclude that more of superiors are not good listeners.

In terms of helping subordinates, the great percentage of employers didn?t agree (34.5%) with it, even the sum of agreed and strongly agreed respondents 29.8%.It didn?t reach to those who disagreed. It shows most superior were not committed to help their subordinates; furthermore 29.8% of respondents didn?t have an idea about the issue.

Under the question that was asked whether superiors are forward thinking and openness to change, highest number of respondents didn?t agree (36.9%) rather 28.6% of respondents were neutral. In general 47.6% of respondents were either disagreed or strongly disagreed. This result showed lack of mangers EI may lead the company to fail or stagnant because of the scope of managers.

According to Goleman D., (2011) leaders should treat feelings and perception of subordinates without judgment. If they didn?t, that might be the cause of the conflict and respectively influence leadership effectiveness. When we consider the   question that deals about it, 33.3% of employees were not agreed about this idea. Rather 34.5% of subordinates were neutral. Even the sum of agreed16.7 and strongly disagreed 7.1% of respondents (23.8%) cannot be greater than of those disagreed.

On the other hand, the respondent agreed (29.8%) about their superior ability to understand the power of collaboration to create a pleasant and productive work environment. but again here more respondents (31% of them) were neutral. In accordance with self management concept, supervisors always try to understand the result of good relationship between subordinate to fulfill the tasks in a better way. In general, the sum of agreed and strongly agreed respondents take38.1%, So that, the company has good practice towards understanding team work rather individual to accomplish a given task

Social Awareness
The following table displays the respondents? level of agreement against their superior
emotional   intelligence   based   on   „Social
Awareness?

Table-4 Respondents Level of Agreement on Their Superior EI under „social awareness?

5 - Strongly Agree   4-Agree   3-Neutral   2-Disagree   1-Strongly Disagree

	Social Awareness	5	*%*	4	*%*	3	*%*	2	*%*	1	*%*
		**Scored Marks & Percentiles**								
11	Our supervisors are always able to see things from the employee point of view.	3	*3.6*	16	*19*	23	*27.4*	36	*42.9*	6	*7.1*
12	Superiors are able to perceive one understand the social relationship.	4	*4.8*	28	*33.3*	25	*29.8*	21	*25*	6	*7.1*
13	Superiors are cultivating relationship with a diverse range of people.	5	*6*	30	*35.7*	25	*29.8*	23	*27.4*	1	*1.2*
14	Superiors are always looking for actions that will move them towards the organization goal.	8	*9.5*	19	*22.6*	27	*32.1*	27	*32.1*	3	*3.6*
15	Superiors spend time to develop mutually beneficial relationships.	4	*4.8*	19	*22.6*	24	*28.6*	30	*35.7*	7	*8.3*

Source-Survey Questionner-2017

The core point of social awareness is empathy. It means understanding of those around (Goleman D., 2011) .The respondents level of agreement about the question which raised this very important point, 42.9% of them didn?t agree even the sum of agreed (19%) and strongly agreed(3.6%) respondents didn? t reach; it is 22.6%.The rest 27.4% were neutral or strongly disagree. This result showed the company may have much homeworks to improve it.

The superior ability to perceive understanding social relationship of employees (subordinates) were relatively better 33.3% of respondents agreed with it. Even if 29.8% of respondents were neutral but still 25% of respondents were disagreed. This creates conducive atmosphere to make teams for mutual achievement.

Interms of appreciating relationship with a diverse range of people, 41.7% of respondents? stand whether agreed or disagreed level. That might be the good outcome of the company. However; still 29% of respondents remain neutral..

The ultimate outcome of social awareness is to develop relationship leading both superiors and subordinates toward organizational goal. The respondents level of agreement towards this question put in 32.1% of them agreed or strongly agreed .In the contrary, 35.7% of them were disagreed or strongly disagreed .The rest 29.8% were neutral. This result was risk to the fulfillment of organizational goal.

In the same way, the respond of the superiors spending time to develop mutually beneficial relationship, it exploited disagreed. 44% of respondents were whether disagreed or strongly disagreed but the respondent that agreed or disagreed were not more than 27.2%. This result again shows the limitation of the company against it.

Social Management

The following table displays the respondents? level of agreement against their superior emotional intelligence based on „Social Management?

Table-5 Respondents Level of Agreement on Their Superior EI under „social management?

5 - Strongly Agree 4-Agree 3-Neutral 2-Disagree 1-Strongly Disagree

	Social Management	**Scored Marks & Percentiles**								
		5	**%**	**4**	**%**	**3**	**%**	**2**	**%**	**1**	**%**
16	Disagreements and conflicts are seen as sign of normal activity and useful to the development of the organization.	8	*9.5*	21	*25.0*	17	*20.2*	24	*28.6*	14	*16.7*
17	Superiors are always tried to be model the behaviors that expected from others.	6	*7.1*	21	*25*	21	*25*	30	*35.7*	6	*7.1*
18	Superiors show different emotions while communicating with subordinates.	3	*3.6*	33	*27.4*	32	*38.1*	22	*26.2*	4	*4.8*
19	Superiors are influential toward subordinates decision making	7	*8.3*	30	*35.7*	23	*27.4*	20	*23.8*	4	*4.8*
20	My Superiors are good team players.	9	*10.7*	37	*44*	17	*20.2*	14	*16.7*	7	*8.3*

Source-Survey Questionner-2017

Social management is concerned about regulating social interaction of the people. It includes conflict management, influential leadership, team work etc. The first question discussed about conflict management, the number of respondents agreed or strongly agreed were 34.5% of them. Whereas, the number of respondents that disagreed or strongly disagreed 45.3%.It shows the perception of the supervisors against the outcome of disagreement and conflict should be investigated.

As mentioned above social management of leaders (superiors) should be inspirational or to be more of the behavior which is expected from others. (Golemen D. Boyetris R and McKEEA 2004). 37.7% respondents didn? t agree about the application of it at their company. Furthermore 7.1% were strongly disagreed. This result cannot take as a merit, even if 32.4% of them are agreed or strongly agreed.

According to (Goleman D. et.al:2004) skilled people are skillful. This means they can regulate social interaction, they reflect different emotion when they approach different subordinates. As if the feedback and issue of subordinates may differ. The respond of the subordinates is the same, 31% of them were agreed or strongly agreed and the some number of respondents were disagreed or strongly disagreed. The rest around 38.1% of them were neutral.

Social management related with inspirational leadership. In this case, superiors are expected to be influential towards subordinates? decision making. The subordinates? response about the influence of their leaders 44% of agreement or strong agreement and 28.6% of them were disagreed or strongly disagreed. The rest 24.4% remain neutral .Even if the greatest amount of agreement considered as advantageous, those neutral subordinates should get back to the right truck.

Team work is important for the achievement of any institution. In order to be effective, being good team player is the way that leads to success. It is very important ability to let the subordinators accomplish their task according to the stated procedure. Last question was asked to know the subordinate level of agreement towards if their superiors are good team players. The respond shows 54.4% of them were whether agreed or strongly agreed. That could be the greatness of the company. The rest 25% were disagreed or strongly disagreed; the remaining 20.2% were neutral.

4.2.1 Respondents Level of Agreement on Superiors leadership Effectiveness

In this section the respondents Level of Agreement against their Superiors leadership effectiveness will be analyzed and interpreted in accordance with Goleman D.,(1995) four component of EI approach respectively. i.e Self Awareness, Self Management, Social Awareness and Social Management.

Self Awareness

Table-6 Respondents Level of Agreement on Leadership Effectiveness under „self
 awareness‟

5-Strongly Agree   4-Agree   3-Neutral   2-Disagree   1-Strongly Disagree

	Self Awareness	Scored Marks & Percentiles									
		5	**%**	**4**	**%**	**3**	**%**	**2**	**%**	**1**	**%**
1	I always take the right decision	11	*13.1*	37	*44*	14	*16.7*	13	*15.5*	9	*10.7*
2	My supervisor is flexible and willing to adopt new conditions	3	*4.8*	23	*33.3*	26	*31*	23	*27.4*	3	*3.6*
3	My supervisor is clear about his/her own and other employees feeling	8	*9.5*	15	*17.9*	32	*38.1*	26	*31*	3	*3.6*

Source-Survey Questionner-2017

The decision made by managers or employee may decide the way of the organization or limit the extent of the fulfillment of its objective (Goleman D., 1998) the first question raised this important issue, respectively the subordinates response were picked up 44% to agreement. That might be congratulating to the company. Furthermore, 13.1% of them again strongly agreed. The rest 26.2% were disagreed or strongly disagreed. However; 16.7% of them were neutral.

EI leaders are capable to determine ones reaction to unfavorable events and circumstances. In this process, flexibility and adaptive nature of superiors play significant role in order to be effective (Goleman D., 2001). The respond of the questions that asked whether the superior are able or not interms of flexibility and adaptability, 38.1% of them were agree or strongly agree on the other way 31% of them were disagreed or strongly disagreed. Even if, there is different between these two outcomes it is not significant 62% were evenly distributed to weather disagreed or strongly disagreed and neutral.

Feeling good emotions is that motivate and inspire people (Hassen G.,2008). So supervisors should clear about not only their own but also their subordinates. The respond of the question which discussed the idea 31% were disagreed. What makes this question extraordinary, 38.1% of them were neutral. The rest 26% of respondents expressed their agreement in different level.

Self Management

Table-7 Respondents Level of Agreement on Leadership Effectiveness under „self management?

5-Strongly Agree	4-Agree	3-Neutral	2-Disagree	1-Strongly Disagree

	Self Management	**Scored Marks & Percentiles**									
		5	*%*	**4**	*%*	**3**	*%*	**2**	*%*	**1**	*%*
4	My supervisor shows appreciation for the work I do	9	*10.7*	24	*28.6*	23	*27.4*	25	*29.8*	3	*3.6*
5	I?m confident and likely to „look on the bright side?	7	*8.3*	31	*36.9*	21	*25*	23	*27.4*	2	*2.4*
6	I?m proactive	11	*13.1*	36	*42.9*	16	*19*	16	*19*	5	*6*

Source-Survey Questionner-2017

EI creates conducive atmosphere to mutual benefit. Specially in coaching process assessment based on employee progress is indispensable. So that, regulating emotions on both parties has important role. The respond of the question that asked about appreciation of superiors, 39% respondents agreed or strongly agreed even if, 33.4% of respondents? level shows their disagreement or strongly disagreement that would be relatively good result. Even though, 27.4% of them were still neutral.

Good emotional intelligence helps to develop positive attitude and approach. In other word, it makes people to see the bright side of their job. The respond of their question picked up on 45.2% of agreement or strongly agreement. That would be the success of the company in this area. But 29.8% of them were still disagreeing or strongly disagreeing.

EI includes taking right action to avoid problems before taking places. In other way, EI 2001).Above half of respondents (56%) agreed about their success towards being proactive. It is the very nice of the company but 25% of respondents didn? t agree with.

Social Awareness

Table-8 Respondents Level of Agreement on Leadership Effectiveness under „social awareness?

5-Strongly Dgree   4-Agree   3-Neutral   2-Disagree   1-Strongly Disagree

	Social Awareness	Scored Marks & Percentiles									
		5	*%*	4	*%*	3	*%*	2	*%*	1	*%*
7	My supervisor inspired me by his/her leadership quality	6	*7.1*	23	*27.4*	20	*23.81*	30	*35.7*	5	*6.0*
8	During team work we fulfill our duties in harmony, cohesiveness and supporting each other for common goal	14	*16.7*	24	*28.6*	23	*27.4*	23	*27.4*	-	*0.0*
9	I?m encouraged to come up with new and better ways of doing things	13	*15.5*	22	*26.2*	29	*34.5*	19	*22.6*	1	*1.2*

Source-Survey Questionner-2017

EI leadership understood that, leading people without knowing their feeling and loyalty is difficult. Besides, inspiring subordinates by the managers? leadership quality made subordinates themselves more effective. Subordinates that were asked about inspiration of leadership quality of the supervisor /superior/, 41% of them were disagreed .The results of both parties are not that much widely differ .The rest 23.8% still remain neutral.

Employees? communicative skill, cohesiveness, innovative and supporting each other are core point to work together for common goal. The emotional intelligence of members plays significant role for their effectiveness (Bousede & Gibson, 1998). The respondents? rate about this issue is 45.3% of them were agreed and strongly agreed. That is the bright side of the company whereas, 27.4% were disagreed and 27.4% were neutral.

Effectiveness is related with capability of superiors or employees to do the right thing for the achievement of the organization. It goes not only accomplishing the given task in the given way but also bringing better idea about how to fulfill tasks. So that, in order to be effective, the employee should be encouraged to offer new and better way of implementation. The respondents? rate of agreement towards this question, 41% of them were agreed or strongly agreed where as 23.8% were disagreed or strongly disagreed. The rest 34.5% remain neutral.

Social Management

Table-9 Respondents Level of Agreement on Leadership Effectiveness under „social management?

5-Strongly Agree   4-Agree   3-Neutral   2-Disagree   1-Strongly Disagree

	Social Management	**Scored Marks & Percentiles**								
		5	**%**	**4**	**%**	**3**	**%**	**2**	**%**	**1**	**%**
10	My supervisor evaluates me fairly	7	*8.3*	23	*27.4*	22	*26.2*	27	*32.1*	5	*6*
11	My supervisor gives me significant feedback about how to improve my performance	11	*13.1*	15	*17.9*	20	*23.8*	30	*37.5*	8	*9.5*
12	I receives enough informations I need regarding the issues that affect me	3	*3.6*	21	*25*	26	*31*	30	*37.7*	4	*4.8*

Source-Survey Questionner-2017

EI is controlling and regulating emotions. Self awareness of superiors helps to treat the employee fairly in all aspects of work. This makes employees more effective; it increases their confidence and values. The respond of the question that checked whether the employee evaluated fairly, 38% of them didn?t agree or strongly disagree. This might be warning of the company. 35.7% of them were agreed or strongly agreed the rest 26.2% was neutral.

EI leaders understand when and how they are going to give significant feedback to the subordinates about the best way of performing. This helps subordinates to identify their strengths and weakness. Consequently, subordinates may practice the best way of performing task interms of money, time, energy etc. it contributed to the subordinates to be more effective (Goleman D., 2011).The respond of the subordinate about their supervisors feedback, 37.5% of them were disagreed. Besides; 9.5% of them still strongly disagreed. On the contrary, 20% of respondents agreed about the application of significant feedback to improve performance at Zemen Bank.

People who exhibit good communication competence are effective in the give and take of emotional information fully. So, the better people evaluate this competence the more other prefer to do with them (J. Welther clork Associate cited in Goleman D., 1985). Therefore; subordinates should get satisfactory information about any issue that affects them. It makes them to become more effective and preferable. In accordance with the last question respondents? agreement, 42.2% of them were disagreed and strongly disagreed about the

application of the issue at their company. This showed there is communication barrier among superiors and subordinates or vice versa. The rest 27.6% were agreed or strongly agreed. However; 31% of them remain neutral.

4.2.2 **Standard Test Result**

Table 10- The following Table shows the outcome of the standardized tests given to the Managers

Emotional intelligence competencies	Mean	Mode	Expected highest score
Self Awareness	6.72	7	10
Self Management	5.97	5	10
Social Awareness	6.20	6	10
Social Management	6.42	6	10
EI Total Score	25.31	24	40

Source-Survey Questionner-2017
Competence;
    8-10 Skilled
    6-8 Average
    Below 6, Conceders that it is developing

Standardized test was given to Zemen Bank Managers for the seek of supporting their subordinates responses. As reads in the above table the whole results are around the average. The lowest score was the outcome that comes from „Self Management? . The most frequently occurred means were„6? and„7? .This indicated most managers were included in average competence. In accordance with the result, Zemen Bank main office Managers should try to do their best on „Self Management? competency.

According to Goleman D,.(2001),„Self Management? is all about the ability of controlling and regulating stressful effect like anger emotional impulsivity. For instance, manager faced problems that came from customers or partners; in this incident the respond of the manager may have decisive role towards the benefit of the company.

4.2.3 Descriptive Statistics of Variables and Reliability

Table 11- Descriptive statistics of Variables of the study

Variables	Median	Mode	Minimum	Maximum	Cronbach Alpha
Independent Variable					
Managers EI	3	2	1	5	.93
Dependent Variable					
Leadership Effectiveness	3	2	1	5	.90

Source-Survey Questionner-2017

As indicated in Table 11,as the data is ordinal the median and mode used as the main measuring way of central tendency. So that on both mangers EI and leadership effectiveness median is „3? which means the central value is „neutral? .

The most frequently appeared result is again „2? on both independent and dependent variables which is belonging to „Disagree? . The minimum „1? and the maximum „5? respectively represent „Strongly Disagree? and „Strongly Agree? .

Cronbach? s alpha value of managers EI and leadership effectiveness are .91 and .85 respectively. It shows the fulfillment of sufficient reliability i.e more than .70.

Correlations:

Table 12-Correlation Matrix of Managers? Emotional Intelligence and leadership Effectiveness

Variables	Managers? Emotional Intelligence	Leadership Effectiveness
Managers? Emotional Intelligence	1.00	.174
Leadership Effectiveness	.174	1.00

Source-Survey Questionner-2017   *Significant at 0.01 or 0.05*

The above table shows the correlative matrix for managers EI and leadership effectiveness. The correlative coefficient is .174 that means there is weak but positive correlation.(*refer Appendix-C to have four components of EI and LE correlative coefficients)* Due to small number of data, it was impossible to make hypothesis test.

CHAPTER FIVE
SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Summary and Major Findings.

After analyzing collected data, the following major findings were identified:-

The results of demographic backgrounds of subordinates showed interms of gender, the majority of respondents was taken by male (53.6%) of them. Respectively the age of respondents exploited by 19-35 years young employees they were 75%. Besides, on the managers? side 72.1% of respondents were male. Unlike to subordinates 48.8% respondents categorized in 36-45 years. 19-35 age group managers were taken 46.5%.

Meanwhile, educational level of subordinator includes, Diploma, first and second degree. More subordinates level belongs to first degree. That is 64.3%. Second degree holders are limited on 6% whereas, on the managers side no diploma, 58.1 % of them have first degree & 41.9% second degree.

When we see years which they served both subordinates and managers, Subordinates that have 1-3 years experience were 38.1 % of the population and respectively 31% of them were 4-6 years age group. On the other hand, managers those who served 1-3 years were 7.0%. But served 7-10 years were 44.2 % ; above 10 years 37.1%. This may happen because of the requirement of managers? position.

The correlation test identified EI of managers has no strong inter dependant on leadership effectiveness Moreover, EI of subordinates has negative relation with demographic variables except work experience. As work experience increases the employee EI also increases.

The most frequently occurring score distribution is "disagree? for both employee EI and leadership effectiveness. The medium of dependent and independent variables is the same (3) it means the central result is ? neutral? .

Result displays there is weak relationship between managers EI and leadership effectiveness i.e Spearmen R is .174. This means there was another variable that affect leadership

effectiveness which is not covered by this paper. In the future, this would be an area of further research.

As the outcome of the study under self awareness, supervisors / managers/should take responsibility for their emotions and their honesty about what they can and cannot do. Significant result is „disagreement? on other finding that investigate under self management that the managers for listening tendency, not focusing about to help subordinates, they are not being forward thinking, not giving chance to the subordinates to let them share their perspective.

Another important finding that found under social awareness is „disagreement? about empathy, understanding of employees. However; good result was scored in team work. There is also „disagreements? about developing relationship, leading both superiors and subordinates toward organization goal and spending time to develop mutually beneficent relationship.

Besides, under social management, many respondents didn? t agree about some points such as considering disagreements conflict as normal activity and useful to the development of organization, conflict management, social interactions and being model the behavior the expected from others.

On the other hand, under leadership effectiveness, „ disagreement? was extremely responded in being clear about supervisors own and others feeling, inspiring subordinates with good leadership quality, encouraging employee when they after better way of fulfilling tasks, fair evaluation and giving significant feedback and information to improve performance.

As the managers standardized test result identified, the mean score is around „average? . Its meaning is „developing? . The lowest score exists on „self management! The most frequently occurring result is „6? . This outcome showed Zemen Bank managers take into account to develop it. In general, findings should on both employee perception and managers? competency level, EI is not well exercising at Zemen Bank.

5.2 Conclusions

This study was examining the effect of managers EI on leadership effectiveness. It followed descriptive and quantitative approach to achieve its goal. The empirical finding is accompanied by different experienced researchers against EI. Consequently; it identified there is a positive relationship between EI and leadership effectiveness.

In general, this paper investigated the perception of Zemen Bank employees against EI of their managers, the managers EI level and leadership effectiveness. The researcher found that there were short comings about the application of EI leadership. These are , not leading managers the company by taking responsibility of their emotion, honesty, being good listener, helping subordinates, not being forward thinking, perception of subordinate feeling, empathy, leading to the organizational goal, conflict management,. Therefore; the company should grow managers EI practice and develop the application of it. The leadership effectiveness analysis identified short comings that affect effectiveness such as; inspiring subordinates through practicing good leadership quality, encouragement, fair evaluation, giving significant feedback against the issue that affect them.

In order to maintain effective subordinate and successful organization, EI managers should take into account as one significant input. The managers? high level of EI is relevance tool to the organization. Therefore, managers? should be given attention for the practice of it at their company.

5.3 Recommendations

In accordance with findings the following suggestions are offered:-

1. The senior management team of Zemen Bank should create a scheduled awareness creation program on EI concept and its significance for the leadership effectiveness and organizational success. In order to implement, they can prepare trainings, seminars, workshops, inviting guest speakers etc.

2. The concept and application of EI should be acknowledged by the management and employees to be the culture of the organization and be practiced every time. (Neal S., 2009)

3. Based on the company good team work experience, if the company had „EI team? , it can be part of employees? day to day activity.

4. Senior management team should also be a role model to transfer EI knowledge and practice to the perspective managers, coordinators, supervisors and employees.

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APPENDICES

APPENDIX A: *Questioners for Subordinates on Their Managers EI and Leadership*
Effectiveness

—

Saint Mary's University

School of Graduate Studies

Dear Respondent:-

This questioner is intended to collect data on „*The Effect of Emotional Intelligence on Leadership*
Effectiveness? at Zemen bank for the fulfillment of the requirement of the completion of the Degree of
Master?s of Business Administration with concentrate in HRM.

The questions are derived from Goleman?s four quadrant Emotional Intelligence Competency Model
(2002) i.e Self Awareness, Self Management, Social Awareness & Social Management.

Directions: You are kindly requested to lend few minutes of your time to respond the questions
honestly. The responses will only be applied for academic purpose. Your particular response keeps
confidential; never treat exclusively rather inclusive. (**NB.** *No need of writing your name*).

If you have any question, please! Use these ways; tekirstos@gmail.com or Tel. No
0911424577.

Thank You very much in advance for your time and support

Part I- **Personal Questions**

DIRECTION: *Choose and mark (√) from the given alternatives that best applied to you*

1. What is your Gender?

   ☐ Male   ☐ Female

2. What is your Age?

   ☐ 19-35
   ☐ 36-45
   ☐ 46-60
   ☐ Over 60

3. What is the highest level of education you have completed?

   ☐ College Diploma
   ☐ First Degree
   ☐ Second Degree
   ☐ Third Degree

4. Number of years you served?

   ☐ 1- 3 Years
   ☐ 4-6 Years
   ☐ 7-10 Years
   ☐ Above 10 Years

PART II- Questions on Attitude of Employee Against Their Managers /Supervisors/
Emotional Intelligence
DIRECTION: *Mark (√)the Numbers that most express your view regards with*
behaviors and actions of your Supervisors/Managers.
5-Strongly agree   4-Agree   3-Neutral   2-Disagree   1-Strongly disagree

		Mark your score				
	Self Awareness	5	4	3	2	1
1	Superiors are aware of employee emotions and feelings.					
2	Superiors are acknowledging their emotional strengths and weakness.					
3	Superiors look at their weakness as opportunities for self improvement and development.					
4	Superiors are taking responsibility for their emotions					
5	Superiors are honest about what they can and cannot do.					
	Self Management					
6	Our supervisors are excellent listeners.					
7	Superiors are focused on helping employees.					
8	Superiors are forward thinking and open to change					
9	Superiors allow each employee to share his/her feelings and perspective without judgment.					
10	Superiors understand that collaboration is powerful for decision making relationship building creating a pleasant and productive work environment					
	Social Awareness					
11	Our supervisors are always able to see things from the employee point of view.					
12	Superiors are able to perceive one understand the social relationship.					
13	Superiors are cultivating relationship with a diverse range of people.					
14	Superiors are always looking for actions that will move them towards the organization goal.					
15	Superiors spend time to develop mutually beneficial relationships.					
	Social Management					
16	Disagreements and conflicts are seen as sign of normal activity and useful to the development of the organization.					
17	Superiors are always tried to be model the behaviors that expected from others.					
18	Superiors show different emotions while communicating with subordinates.					
19	Superiors are influential toward subordinates decision making					
20	My Superiors are good team players.					

PART III- Questions of Leadership Effectiveness
DIRECTION: *Lend us some minutes to tell about job and how your supervisors assist you. Mark (√) the corresponding number that mostly applied to you*

5-Strongly Agree   4-Agree   3-Neutral   2-Disagree   1-Strongly Disagree

		Mark your score				
	Self Awareness	5	4	3	2	1
1	I always take the right decision					
2	My supervisor is flexible and willing to adopt new conditions					
3	My supervisor is clear about his/her own and other employees feeling					
	Self Management					
4	My supervisor shows appreciation for the work I do					
5	I'm confident and likely to 'look on the bright side' of my job					
6	I'm proactive					
	Social Awareness					
7	My supervisor inspired me by his/her leadership quality					
8	During team work we fulfill our duties in harmony, cohesiveness and supporting each other for common goal					
9	I'm encouraged to come up with new and better ways of doing things					
	Social Management					
10	My supervisor evaluates me fairly					
11	My supervisor gives me significant feedback about how to improve my performance					
12	I receives enough informations I need regarding the issues that affect me					

Saint Mary's University

School of Graduate Studies

Dear Respondent:-

This standardized test is intended to collect data on „*The Effect of Emotional Intelligence on Leadership Effectiveness* ? for the fulfillment of the requirement of the completion of the Master?s Degree in Business Administration concentrated with HRM.

 Directions: You are kindly requested to lend few minutes of your time to respond the questions honestly. The responses will only be applied for academic purpose. Your particular response keeps confidential; never treat exclusively rather inclusive. (**NB.** *No need of writing your name*).

 If you have any question, please! Use these ways; tekirstos@gmail.com or Tel. No 0911424577

Thank You very much in advance for your time and support

PART I- **Personal Questions**

DIRECTION: *Choose from the given alternatives that best applied to you*

1. What is your Gender?

   ☐ Male   ☐ Female

2. What is your Age?

   ☐ 19-35
   ☐ 36-45
   ☐ 46-60
   ☐ Over 60

3. What is the highest level of education you have completed?

   ☐ College Diploma
   ☐ First Degree
   ☐ Second Degree
   ☐ Third Degree

4. Number of years you served?

   ☐ 1- 3 Years
   ☐ 4-6 Years
   ☐ 7-10 Years
   ☐ Above 10 Years

PART II - Emotional Intelligence Questions

DIRECTION:*Choose the statement that best applies to you. Do not over-analyze the questions or try to think of "exceptions to the rule." Be spontaneous and choose the statement that comes closest to the way you are.*

1. My emotions generally have

    ? a strong impact on the way I behave

    ? little or no impact on the way I behave.

2. I am generally guided by

    ? my goals and values.

    ? others goals and values.

3. When I am under pressure, I generally have

    ? changed behaviours from normal.

    ? behaviours that remain unchanged

4. I generally learn most
    ? by actively doing activities.

    ? from reflecting on past experiences

5. I generally

    ? have a good sense of humour about myself.

    ? take myself seriously.
6. I present myself

    ? with self-assurance and having "presence".
    ? with some confidence and cautiousness

7. Where there are uncertainties and pressures, I am always
    ? decisive and make sound decisions.
    ? cautious about making the right decision.

8. I always voice views that
    ? are unpopular and go out on a limb for what is right.
    ? most others agree with and support.

9. I always like to
    ? take on new challenges.
    ? maintain the status quo.

10. I generally
    ? inspire confidence in others.
    ? rely on others confidence.

11. I generally
   ? allow my emotions and moods to impact on my behaviours.
   ? keep my disruptive emotions and impulses under control.

12. When I am under pressure
   ? I get easily distracted in other things.
   ? I think clearly and stay focused

13. I always
   ? do as I say I will do.
   ? do only what I have to do.

14. Trust by others
   ? is automatically given to me.
   ? is built through reliability and authenticity.

15. I am always
   ? flexible in how I see events.
   ? able to see events for what they are.

16. During changing situations, I always
   ? work hard to try and keep up with the demands.
   ? smoothly handle multiple demands and shifting priorities.

17. I always
   ? set myself challenging goals.
   ? complete the goals that are set for me.

18. When obstacles and setbacks occur in pursuing my goals, I always
   ? readjust the goals and/or expectations.
   ? persist in seeking the goals despite what has happened.

19. Generally, I
   ? pursue goals beyond what is required or expected of me.
   ? pursue goals only as far as is required of me.

20. When I Identify opportunities, I am always
   ? uncertain about whether to pursue the opportunity.
   ? proactive in pursuing the opportunity.

21. Group differences are always
   ? causing difficulties and unrest.
   ? understood and valued.

22. When I see bias and intolerance I always
   ? challenge the initiating people.
   ? turn a blind eye and ignore it.

23. I always help out based on
   ? the tasks others need help with.
   ? understanding others needs and feelings.

24. I always
   ? listen to the important words being said.
   ? listen well and am attentive to emotional cues.

25. Others perspectives are always

? understood and sensitivity shown.

? clouding the issues and getting us off track.

26. I always find social networks in the organisation

? get in the way of delivering performance.

? help create better decision networks.

27. I always use

? informal key power relationships to get what I need.

? formal decision networks to get what I need.

28. I always

? give customers what they ask for.

? understand customers needs and match products/services.

29. I always

? act as a trusted advisor to the customer.

? tell the customer what they want to hear.

30. Increasing customers satisfaction and loyalty

? is always part of the way I work

? is not important in achieving the sale.

31. The vision and mission are always

? given to staff so they know where we are going.

? used to inspire groups and individuals.

32. I always

? let people know of the behaviours expected.

? model the behaviours expected of others.

33. I always give assignments to people who

? can get the job done and do it well.

? will grow and develop as a result of the challenge.

34. Winning people over is something

? that I find difficult to do.

? I am very good at.

35. I always communicate in a way

? that everyone understands what I am saying.

? that seeks mutual understanding and full information sharing.

36. I always

? go along with the changes being driven by others.

? recognise the need for changes and remove barriers.

37. I always handle difficult people

? in a straight forward and direct manner.

? with diplomacy and tact.

38. I always seek out relationships that

? are mutually beneficial.

? will help me achieve my end goal.

39. I generally have a

? stronger focus on tasks rather than relationships

? balanced focus on tasks and relationships.

40. When I work with teams, I always

? make it clear what I expect members to do.

? draw all members into enthusiastic participation.

APPENDIX C: Tables display relationships among EI and LE based on four
components

Self Awareness

Correlations

			EE	EI
Kendall's tau_b	LE	Correlation Coefficient	1.000	.091
		Sig. (2-tailed)	.	.262
		N	84	84
	EI	Correlation Coefficient	.091	1.000
		Sig. (2-tailed)	.262	.
		N	84	84

Self Management

			EE	EI
Kendal	LE	Correlation Coefficient	1.000	.091
		Sig. (2-tailed)	.	.262
		N	84	84
	EI	Correlation Coefficient	.091	1.000
		Sig. (2-tailed)	.262	.
		N	84	84

Social Awareness

			EE	EII
Kendall'stau_b	LE	Correlation Coefficient	1.000	.036
		Sig. (2-tailed)	.	.653
		N	84	84
	EI	Correlation Coefficient	.036	1.000
		Sig. (2-tailed)	.653	.
		N	84	84

Social Management

			EE	EI
Kendall's tau_b	LE	Correlation Coefficient	1.000	.036
		Sig. (2-tailed)	.	.653
		N	84	84
	EI	Correlation Coefficient	.036	1.000
		Sig. (2-tailed)	.653	.
		N	84	84

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepare under the guidance of **_Shoa Jemal (Asst.Prof.)._** All sources of materials used for the thesis have been duly acknowledged. I further conform that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

   Tesfamichael G/Kirstos   _____
          Name   Signature

St.Mary's Unversity ,AddisAbaba   **June,2017**

ENDORSEMENT

This Thesis has been submitted to St.Mary?s University, School of graduate studies for examination with my approval as a university advisor.

 Shoa Jemal(Asst.Prof.)   _____
           Advisor   Signature

St.Mary's Unversity ,AddisAbaba   **June,2017**