

KWARARAFU UNIVERSITY JOURNAL OF MANAGEMENT SCIENCES

(KUJOMS)

**A Bi- Annual Publication of the Department of Management Sciences
Kwararafa University, Wukari**

Vol. 1 Number1 December, 2015

ISSN: 2536-7617

Obtainable from the Managing Editor

**Kwararafa University Journal of Management Sciences (KUJOMS)
Department of Management Sciences,
Kwararafa University Wukari
P.M.B. 1019, Wukari, Nigeria**

Price (Including postage)

N10,000 (Nigeria)

US \$75

UK £50

Euro € 40

THE ROLE OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL PERFORMANCE (A STUDY OF SELECTED BANKS IN THE SOUTHERN SENATORIAL ZONE OF TARABA STATE)

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Abstract

The work environment, the social environment, the economic environment and the political environment in Nigeria today have all collectively piled a lot of pressure on the average Nigerian, worker exposing him to stress agents. The average Nigerian worker under such condition has become more or less disoriented. It is a question of conjecture if such a worker can give of his best to guarantee high organizational performance. The study sets out to investigate the role of emotional intelligence on organizational performance. The study looks at drivers of organizational performance. The variables studied were emotional intelligence and organizational performance. Six Banks in operation in the Southern Senatorial Zone of Taraba State consisting of Five Local Government areas (Ibi, Wukari, DonGa, Takum and Ussa) were studied. The targeted population was 121 employees of the six Banks in question (UBA, GT Bank, Zenith Bank, Unity Bank and Main Street Bank). The survey method was adopted and copies of questionnaires were administered on the 121 employees of the six Banks. Simple percentage was used as descriptive tool while the Chi-Square (X^2) was used to test the hypotheses formulated. It was found out that the use of emotional intelligence was a more potent drive to any accomplishment than monetary rewards. The study recommended that managers must shift attention to, and be more concerned with employing emotional intelligence as a catalyst to drivers of performance rather than the measure of performance itself.

Keywords: Emotional intelligence, Corporate Performance, Relationship-Management, self-management, Self-awareness.

Introduction

Globalization, being facilitated by the internet, has so constricted the world into a global village as it were. One of the fall outs of Globalization is that competition in the business world has become so intense that Anne Y. Iliniteli, Lewin and D' Aveni (1998) asserted that managers are experiencing the strongest and most disruptive competitive forces of their carrier. To them, business rather than being a game, has become war. Rather than a honourable fight with the best firm winning, the goal has become extermination of the enemy. According to D'Aveni (1995) competitors describe the competition they face as "brutal," "Intense," "bitter," and "savage." What we have in the business world now is hyper competition. Typical of characteristics of Hyper competition is the rapidity with which change occurs, some of the changes can be very disruptive. Because of the rapidity with which

change occurs in a hyper competitive environment the duration of the benefits of competitive advantages are cut short (voldend, 1998).

For any organization that hopes to cope and survive in this hyper competitive environment, a high level of corporate performance must rank high in its priority agenda. A logical question to ask then is to consider what are the essential drivers of performance?

In his opinion Singh (2007) is of the view that the intelligence of human beings and its implications for the organization should be considered from the cognitive and emotional perspectives. According to him, it is the emotional intelligence that has greater relevance to organizational success. According to him, the star performers are those who exploit their psychic energy that is stored in their emotional context.

Any organization wishing to survive through change must promote and allow employee expressions of emotional intelligence (Hunton et al, 1998; Robertson et al, 1999). Goleman et al (2002) assert that emotional intelligence contributes 80 to 90 percent of the competencies that distinguish outstanding leaders from average leaders.

What is Emotional Intelligence?

There is no unitary definition for emotional intelligence. Goleman (2004) thinks that emotional intelligence is a skill that anyone who owns it tries to control his life with self awareness and improve it with self management, and perceives its effects through sympathy or by managing the relations he tries to improve his or others' moral. Mayer and Salovi (2004) think that emotional intelligence is the ability of cognition, evaluation and expression of emotions, the ability of controlling emotions. In yet another definition, Antonakis and Ashkanasy (2009) think that emotional intelligence includes innate factors (self-awareness, self-control, feeling independence) and external factors (relationship, ease in sympathy, amenability). Yet another definition by Sternberg (1997) asserts that Emotional Intelligence is an indication of how an individual perceives, understands and regulates emotions.

Statement of the Problem

The typical business organization today operates in a turbulent environment. The rate of technological change is phenomenal, giving rise to hopes and anxiety. The high level of insecurity the world over and in Nigeria in Particular, is daunting. Transportation systems in our major cities are grossly inadequate and chaotic. Power supply is erratic. Level of poverty is dehumanizing. The aggregate effect of all these has produced a Nigerian employee that is frustrated, disgruntled and thoroughly stressed-up. It is this problem that has propelled this study to explore the role of emotional intelligence as a soothing balm on the negative effects on employees that is likely to limit their maximum output towards organizational performance.

Objectives of the Study

The major objective of the study is to ascertain the role of Emotional Intelligence on organizational Performance. Other specific objectives include:

- (1) To find out the roles of emotional intelligence in developing enthusiasm in employees
- (2) To examine the role of emotional intelligence in inspiring confidence in employees

- (3) To ascertain the role of emotional intelligence in fostering friendship and group relations amongst employees
- (4) To ascertain the role of emotional intelligence as an instrument for boosting motivation and energy in employees

Research Questions

- (1) What role does emotional intelligence play in developing enthusiasm in employees in the banking industry?
- (2) How does emotional intelligence inspire confidence in employees in the banking industry?
- (3) To what extent does emotional intelligence help in fostering friendship and group relations amongst employees in the banking industry?
- (4) To what extent can emotional intelligence be employed as an instrument for boosting motivation and energy in employees?

Research Hypothesis

To guide this study the following hypotheses are formulated.

- H₀₁. Application of emotional intelligence does not help in developing enthusiasm in employees.
H₀₂. The use of emotional intelligence does not inspire confidence in employees.
H₀₃. The use of emotional intelligence does not foster friendship and group relations amongst employees.
H₀₄. Emotional intelligence is not an instrument for boosting motivation and energy in employees.

Literature Review

When psychologists began to write and think about intelligence, they focused on cognitive aspects, such as memory and problem solving. However, there were researchers who recognized early that the non-cognitive aspects were also important. David Wechsler (1940) defined intelligence as the "the aggregate or global capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment". He referred to "non-intellective" as well as "intellective" elements by which he meant effective, personal and social factors. Furthermore, as early as 1943, Wechsler was proposing that the non-intellective abilities are essential for predicting one's ability to succeed in life.

Other than Wechsler, other early researchers like Robert Thorndike, wrote about "social intelligence" in the late thirties. Howard Gardner (1983) began to write about "multiple intelligence" Gardner proposed that "intrapersonal" and "interpersonal" intelligences are as important as the type of intelligence typically measured by IQ and related test. The term "Emotional Intelligence" was first carried by Salovey and Mayer (1990). Salovey and Mayer described emotional intelligence as "a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions.

But it was Daniel Goleman (1995) who popularized emotional intelligence in his best seller book he titled "Emotional Intelligence - Why it can Matter More than IQ." In his look Goleman identified five

dimensions of emotional intelligence to include self-awareness, self-regulation, motivations, empathy and social skills.

Theoretical Framework.

Concepts of intelligence have evolved over the last 100 years. In the first half of the 20th century, there was a common belief that the IQ test was an adequate measure intelligence. But looking into the findings of current researches, it is obvious that the IQ scores as the measure of intelligence need to be approached with caution. Academics and practitioners alike are agreed that the intelligence of human beings and its implications for the organization should be from both the cognitive as well as the emotional perspectives. They say that as compared to cognitive intelligence, it is the emotional intelligence that has greater relevance to organizational success.

According to the Goleman's emotional intelligence model he identifies five emotional domains and 19 associated competencies. These five domains are:

- **Self-awareness:** which is defined as thinking and concentrating attention on personal experiences and in other words mindfulness, self-awareness is the first part of emotional intelligence. It means to have a deep perception of emotions, power and weak points, needs, self-motivations. People who have strong self-awareness are honest with themselves and with others (Bello Sabo, 2012).
- **Self-regulation:** Socrates thinks that the feelings of composure as the ability of standing against emotional storms of destiny is a good quality. We do have to avoid bad feelings to feel the consent although we should not let bad uncontrolled feelings replace all our good spiritual moods [coleman,2004].
- **Motivations:** Coleman asserts that those who are highly motivated overcome disappointments. An individual, who likes himself because of his work will trust the organization that provides this job for him.
- **Empathy:** this feeling stands on self-awareness the higher our self-awareness, the better we can understand the feelings of others. In all the relationships, the need to pay attention to others is the ability of feeling empathy for them. this ability [the ability to recognize others' feelings has a role in all stages of life including management, falling in love, being a father or mother (coleman,2004)
- **Social skills:** more social skills result in more friendly relationship. Usually individuals with social skills have many friends, and can easily find common ground with others to build a relationship together. Mayer and Salovei (2007) presented a primary model for emotional intelligence that has four modules of abilities that include assessment, expression, and emotional regulation in other and ourselves and emotional usage. The four dimensions he tried to explain as follows;
 - a. The first branch is **Emotional Perception**, which includes the ability to develop emotional self-awareness and to express these emotions and emotional needs correctly.
 - b. The second branch he termed **Emotional Facilitation** of Thinking (emotional decision making) which includes the ability to differentiate between a variety of emotion and cognition that reflect on thinking.

- c. The third branch he formed **Emotional Understanding** ([recognizing the others' emotions), which is to recognize the duplicate emotions of exchanging emotion between two persons.
- d. The fourth branch of this model is **Emotional Management** that is the ability to make and cut relationships with an emotion in a special situation (styr and Brown, 2007).

Antonakis (2009).in his own opinion, observed that the factors of emotional intelligence include: innatefactors [self-awareness,self-control,feeling independency and capacity] and external factors [relationship with others ease in empathy and responsibility] which are the most important traits of managers in clarifying the organizations objectives.

Emotional Intelligence and Motivation.

Motivation tries to explain why people behave the way they do. While there are numerous theories of motivation, we concern ourselves here with motivation as it relates to emotional intelligence and corporate performance.

Goleman (2004) refers to Motivation as a passion to work for reasons that go beyond money or status, a propensity to pursue goals with energy and persistence. According to him, motivation and attitude put the most drive into any accomplishment, and for that reason, managers must give early attention to people with low motivation and negative attitudes. Goleman identified Key indicators of motivation to include.

- Strong drive to achieve
- Optimism, even in the face of failure
- Organizational commitment.

Griffin and Moorhead (2007) corroborated Golemans position when they asserted that motivation refers to a person's ability to remain optimistic and to continue striving in the face of set backs, barriers, and failures. They went on to analysis that people who are motivated display emotional competence like achievement drive, commitment, initiative, and optimism.

Group Cohesion and Friendship.

In any organization, the more team members work together collaboratively and think together as a socially interested group, they will bring cohesiveness to the team. Communication and innovation by the group makes the team more efficient. One of the most important factors to team cohesiveness is the bound between the team members and the coach. According to Hamilton (2009), there is an emotional connectedness that makes the team more successful as a whole. According to him, the absence of a unified team has led to other seemingly unrelated issues such as gossip, absenteeism, fearful culture, poor time management skills, and accountability problems.

He went on to assert that well-developed emotional intelligence can help team members immensely in carrying out their team responsibilities better. It can have a minimizing effect on conflict and can create more cohesive and more co-operative team environment that would enhance greater organizational performance.Goleman (2007) corroborated the foregoing position by positing that in team work, emotional intelligence is the crucial lubricant, providing the capacity to settle disputes

well, brainstorm creatively, and work harmoniously. To achieve group cohesion and friendship requires elements of emotional intelligence which would include but are not limited to the following:-

- Empathy – which the ability to understand the emotional make-up of other people.
- Social Skills – more social skills result in more friendly relationships usually individuals with social skills have many friends and can easily find common ground with others to build a relationship together (Goleman, 2004)
- Relationship Management – refers to guiding other people's emotion. It includes inspiring others, influencing others' beliefs and feelings, developing others capabilities, Managing change, resolving conflicts, building strong personal bound, supporting team work and leading by example. These practices require the ability to communicate clearly and convincingly.

Emotional Intelligence and Enthusiasm/Confidence

Cultivating enthusiasm and confidence in employees/workers is achieved through transformational leadership. Only leaders with high emotional intelligence can achieve this. According to Bass, (1990) transformational leadership describes what leaders do when they develop people to their fullest potential and contribution. He went on to assert that transformational leadership displays responsiveness to the needs of followers, are agents of change and are competing in their vision of the future. Transformational leaders develop enthusiasm and confidence in their workers through characteristics and behaviors which Bass and Avolio (1994) call the four 'I's: individual consideration, intellectual stimulation, inspirational motivation, and idealized influence. Individual consideration involves identifying and responding to individuals unique needs and abilities providing matching challenges, Providing opportunity to team, delegating, coaching and giving developmental feedback.

Intellectual stimulation involves stimulating the intellect and imagination of their subordinates. They question the status quo, they encourage imagination and creativity. Intellectual stimulation is therefore a part of the process of empowering people and hence boosting their enthusiasm and confidence. Inspirational motivation is achieved by Transformational leaders by articulating exciting possibilities. They align individual and organizational goals thus matching the achievement of organization goals an attractive means of achieving personal goals. They use appealing words. Such inspirational words lead to a willingness to exert extra efforts, and to go the extra mile. Idealized influence refers to the process where transformational leaders express confidence in the vision, extolling its virtues, they display a sense of purpose, persistence and trust in people. These in turn inspire enthusiasm and confidence in subordinates.

Emotional Intelligence and Good Workplace (Stress Mitigation)

Stress at the work place is a global phenomenon. Workers at every level are experiencing increased tension and uncertainty. The work place is one of the leading sources of stress and anxiety. Today economic upheavals, downsizing, lay off, merger, have cost hundreds of thousands of workers their jobs. In any workplace, there is an existing system that workers are forced to adhere to. These include rules, regulations and office policies.

Sabo (2010) identified job-anxieties as another source of depression or generalized anxiety disorder. Anxiety can lead to avoidance, and therefore can be one explanation for sick leave, work absenteeism, or early retirement.

According to OlajumokeFamiloni (2012), organizations cutting across industries were gearing up to provide employees with a stress-free healthy work environment. Using emotional intelligence to create good work place. Sabo (2010) asserted that managers might think that it doesn't matter how the employees feel. But when managers don't show enough concern for their employees feelings (use harsh or blunt words, lack statements of appreciation, provide minimal collaboration, etc) they are viewed by their employees as uncaring, authoritarian. Employees are less likely to perform their best for these managers, and are not inspired to strive for higher levels of performance. Not only does a lack of emotional intelligence in the work place impede on the managers effectiveness, it can also be a characteristic of and healthy organizations culture. Newman, M (2009) suggested seven emotionally intelligent actions that managers can take to help create an enviable workplace. These include relationships, compassion, optimism, laughter, imaginative play, and exercise.

Emotional Intelligence and Leadership.

Emotional intelligence is critical to leadership. Most people would identify attributes of leadership to include charisma, purpose, determination, vision, courage etc. However, many leaders have a single quality in common i.e. what distinguishes the best leaders from the majority is their level of emotional intelligence. According to Johnson (2002) Managers who have outstanding leadership qualities tend to possess emotional intelligence. According to him, an individual who is in tune with his own emotions is much more likely to be able to understand and empathize with emotion that impacts the attitudes and behaviors of others.

Emotional intelligence can be defined by the ability to understand and manage emotions of those around us. This quality gives individuals a variety of skill, such as the ability to manage relationships, navigate social networks, influence and inspire others. According to Goleman and Boyzalis (2005), in today's workplace, it has become a highly important factor for success, influencing productivity, efficiency and team collaboration. They went on to identify five reasons why leaders should cultivate their emotional intelligence:

1. **Self-Awareness** – leaders with emotional intelligence are self-aware and able to recognize emotion as they happen as a result they are able to perceive emotions as they arise in response to an action or situation, this they are able better to address problems and handle any future complications.
2. **Emotional management** – leaders with high emotional intelligence are able to regulate themselves and stay in control, they are unlikely to rush into hasty decisions.
3. **Effective communication** – individuals with emotional intelligence also have the skill of effective communication. They are able to clearly convey direction and know what to say in order to inspire and motivate others.
4. **Empathy** – leaders with emotional intelligence are well tuned to the emotions of others. They are able to sympathize with others by putting themselves in the employee's shoes and giving helpful feedback. If the leader is unable to empathize with their employees, he will find it difficult to obtain respect or loyalty.

5. Conflict Resolution – in the work place, there is always the risk conflicts will emerge that can threaten or disrupt efficiency and productivity. Leaders with emotional intelligence are equipped to handle conflicts and provide resolutions. Most importantly and in conjunction with the above skills, leaders can use their emotional intelligence to develop a more effective work place.

Organizational (Corporate) Performance.

Every formal organization sets out to achieve all objective or set of objectives, the achievement or extent of achievement of such objectives becomes the basis for the measurement of all organizations (corporate) performance. The organization employs and deploys a certain combination of inputs (man, money, material, machine, and methods) and expects a certain level of output.

Organizational performance therefore is an analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyses. Financial performance, market performance, and shareholder value performance. Other indices of performance may also be analysed. According to Richard et al (2009) financial performance include profits, return an assets, return on investment etc; product market performance include sales, market share etc; and shareholder return, economic value added etc. organizational effectiveness, a broader term is sometimes included.

Criteria for Measuring Organizational Performance

Performance measures quantitatively tell us something important about our products, service, and the processes that produce them. Performance measures let us know:

- How well we are doing
- If we are meeting our goals
- If our customers are satisfied
- If and where improvements are necessary.

In general they help us with the information necessary to make intelligent decisions about what to do. Most performance measures can be grouped into one of the following several general categories. The grouping may vary from organization to organization depending on the organization's mission.

- Effectiveness: a process characteristic indicating the degree to which the process output (work product) conforms to requirement. (i.e. are we doing the right things?)
- Efficiency – a process characteristic indicating the degree to which the process produces the required output at minimum resource cost. (are we doing things right?)
- Quality – the degree to which a product or service meets customers and expectations
- Timeliness – measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work.
- Productivity – the value added by the process divided by the value of the labour and capital consumed.
- Safety – measures the overall health of the organization and the working environment of its employees.
- Finance – as reflected in the bottom-line i.e. profitability.

Methodology

The research design employed for this study is the survey method to determine the role of emotional intelligence on corporate performance using six BANKS that are in operation in the southern zone of Taraba State comprising Ibi, Wukari, Donga, Takum, and Ussa Local government areas. Data gathered for this research are mainly through questionnaire and interviews which form the primary data. The primary data are supported by secondary data gathered from review of available and relevant literature. Data collected is then presented using descriptive method and consequently analyzed using statistical tools and packages as a descriptive method while the chi-square denoted by X^2 is used as a statistical tool to test the hypothesis. The population of the study is the entire staff of the six banks in operation in the Southern Senatorial District of Taraba State. The banks are Union Bank, GT Bank, Zenith International Bank, Unity Bank for Africa (UBA), and Main Street Bank, all with a total population of 121 comprising 12 managerial staff, 52 officer cadre staff and 57 others:

Union Bank	- 19
GT Bank	- 20
Zenith Bank	- 28
UBA	- 29
Unity Bank	- 13
Main Street Bank	- 12
Total	121

Method of Data Analysis.

The chi-square (χ^2) is test used when we want to compare an actual (observed) distribution with an expected distribution (Nurray 2000),

The formula for calculating χ^2 is shown as follows.

$$\chi^2 = \sum \frac{(f_o - f_e)}{f_e}$$

Where:

\sum = Sigma (the sum of)

χ^2 = the value of the chi-square

f_o = observed (actual frequently)

f_e = Expected frequency value and calculated using value of the observed frequency and by the formula:

$$f_e = \frac{\text{row total} \times \text{column total}}{\text{Total observed frequency}}$$

Decision Rule

In order to accept or reject the null hypothesis (H_0) at 5% level of significance at the calculated degree of freedom, a critical value (χ^2_c) is obtained (from Tables) which is compared with the computed value (χ^2).

If X_c^2 is greater than the X_t^2 it means the result has fallen into the rejection region and thus the H_0 is to be rejected and the alternative hypothesis (H_1) accepted. The reverse is the case if the X_c^2 is less than the X_t^2 .

The decision rule is represented mathematically thus:

Accept H_0 if:

$$X_c^2 \leq X_t^2$$

Reject H_0 if:

$$X_c^2 > X_t^2$$

Test of Hypotheses

In testing the hypothesis formulated the use of chi;-squared (X^2) distribution is used to achieve this objective.

Test of Hypothesis 1.

This hypothesis states that “the use of emotional intelligence does not inspire confidence and enthusiasm in employees.

Question 1. I put in more effort at work when I am inspired and encouraged by my superior than when I am given monetary reward.

Response	0	E	O - E	(O - E) ²	(O - E) ² /E
Strongly agree	60	22.6	37.4	1398.8	61.9
Agree	35	22.6	12.4	153.8	6.8
Undecided	15	22.6	-7.6	57.8	2.6
Disagree	3	22.6	-19.6	384.2	17.0
Strongly disagree	0	22.6	-22.6	510.8	22.6
Total	113				110.9

Source: responses to question one above.

$$X_c^2 = 110.9$$

$$\text{Degree of freedom (V)} = (R-1)$$

$$= (5-1) = 4 \text{ degree of freedom}$$

For 4 degree of freedom at freedom at 5% level of significance, $X^2 = 110.9$

Making design: Rule:

Accept H_0 if:

$$X_c^2 < X_t^2$$

Reject H_0 if:

$$X_c^2 > X_t^2$$

Since $X_c^2 > X_t^2$ (that is $110.9 > 9.5$), we therefore reject the null hypothesis (H_0) which states that the use of emotional intelligence does not inspire confidence and enthusiasm in employees.

Hypothesis 2.

The use of emotional intelligence does not foster friendship and group relations amongst employees.
 Question 2. I value relationships at work place more than the prospect of reward or threat of punishment from superiors.

Response	O	E	O - E	(O - E) ²	(O - E) ² /E
Strongly agree	55	22.6	32.4	1049.8	46.5
Agree	40	22.6	17.4	302.8	13.4
Undecided	10	22.6	-12.6	158.8	7.0
Disagree	8	22.6	-14.6	213.2	9.4
Strongly disagree	0	22.6	-22.6	510.8	22.6
Total	113	113			98.9

Source: Responses to table two above

$$X^2_c = 98.9$$

Degree of freedom (V) = (R-1)

$$= (5-1) = 4 \text{ degree of freedom at } 5\% \text{ level of significance, } X^2_c = 98.9$$

Decision Rule:

Reject H₀ if:

$$X^2_c > X^2_t$$

Since $X^2_c > X^2_t$ (that is 98.9 > 9.5), we therefore reject the null hypothesis (H₀) which states that the use of emotional intelligence does not foster friendship and group relations amongst employees.

Hypothesis 3:

Emotional intelligence does not foster and boost motivation and energy in employees.

QUESTION 3. Self motivation put in more drive into any accomplishment than money or status

Responses	O	E	O - E	(O - E) ²	(O - E) ² /E
Strongly agree	50	22.6	27.4	750.8	33.2
Agree	60	22.6	37.4	1398.8	61.9
Undecided	0	22.6	-22.6	510.8	22.6
Disagree	3	22.6	-19.6	384.2	17.0
Strongly disagree	0	22.6	-22.6	510.8	22.6
Total	113	113			157.3

Source: Responses to question three (3) above

$$X^2_c = 157.3$$

Degree of freedom (V) = (R-1)

$$= (5-1) = 4 \text{ degree of freedom}$$

For 4 degree of freedom at 5% level of significance. $X^2_c = 157.3$

Decision Rule: Reject H₀ if:

$$X^2_c > X^2_t$$

Since $X^2_c > X^2_t$ (that is 157.3 > 9.5), we therefore reject the null hypothesis (H₀) which states that emotional intelligence does not foster and boost motivation and energy in employees.

Discussion of findings

The first hypothesis tried to ascertain if the use of emotional intelligence does inspire confidence and enthusiasm. Respondents strongly believe that they put in more effort at work when they are inspired and encouraged by their superior than when given monetary reward therefore emotional intelligence does inspire confidence and enthusiasm in employees. This finding is in agreement with what, Bass and Avolio (1994) asserted that transformational leaders develop enthusiasm and confidence in their workers through characteristics and behavior which they called the four I^s (individual consideration, intellectual stimulation, inspirational motivation, idealized influence)

The second hypothesis was to find out if the use of emotional intelligence does foster friendship and group relations amongst employees. The result shows that employees value relationship at the work place more than the prospects of reward or threat of punishment from superior. Therefore the use of emotional intelligence does foster friendship and group relations amongst employees. This finding corroborates what Goleman (2007) posited, that in team work, emotional intelligence is the crucial lubricant, providing the capacity to settle disputes well, transform creatively, and work harmoniously. The finding is also in agreement with Hamilton (2009) who asserted that well developed emotional intelligence can help team members immensely in carrying out the team responsibilities better. It can have a minimizing effect on conflict and can create more cohesive and more cooperative team environment. The third hypothesis was to ascertain if the use of emotional intelligence does foster and boost motivation and energy in employees. The result shows that the respondents were agreed that self-motivation puts more drive into any accomplishment than money. This finding confirms what Griffin and Moorhead (2007) asserted that only people with high emotional competence that display motivation attribute like achievement, drive, commitment, initiative and optimism.

Summary of Findings

The major objective of the study was to ascertain the role of emotional intelligence on corporate performance. In this regard, emotional intelligence was analyzed by examining its component parts which include among others the role of emotional intelligence in confidence building and enthusiasm in employees; emotional intelligence and its role in fostering friendship and group relations amongst employees; the role of emotional intelligence in building motivation and energy in employees. Responses from the respondents on the various components of emotional intelligence suggest that the use of emotional intelligence puts more drive into any accomplishment more than monetary reward.

In an effort to achieve the stated objective of this study, the use of questionnaire, interviews were employed and administered on staff of six banks in operation in the southern senatorial district of Taraba State. The responses of the respondents were presented using tables and interpreted using simple percentages and the formulated hypotheses were tested using the chi-squares (X^2)

The results of all the hypotheses tested confirmed that all aspects of emotional intelligence have positive impact on corporate performance. Indeed employees affirmed that they value the effect of emotional intelligence on friendship/group relations, building confidence and enthusiasm, and as a source of motivation and energy more than monetary rewards.

Conclusion

The findings from this study suggest that, the use of emotional intelligence, more than anything else, put more drive into any accomplishment including corporate performance than any monetary reward or status.

Recommendations

Arising from the findings of this study and the conclusion thereof, it is here recommended that managers need a radical paradigm shift as follows:

- Managers must shift more attention to, and be more concerned with drivers of performance rather than performance itself, for; a team does not win a match by focusing on the score board, but by focusing on what needs to be done to score the points.
- Management of corporate organizations should include the teaching of emotional intelligence in its core training agenda to get the best out of their work force.

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