

The Impact of Managers' Emotional Intelligence and Employee Performance in Gweru and Kwekwe City Councils in Zimbabwe

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Abstract: The relationship between emotional intelligence and performance has increasingly gained popularity with the assertion that managers' emotional intelligence plays an important role in providing supportive management for employees. The main aim was to establish the relationship between managers' emotional intelligence and employee performance. The research was purely quantitative descriptive survey of Gweru and Kwekwe City Councils in Zimbabwe. Purposive sampling was used to select 32 line managers and stratified random sampling to select 400 employees. Goleman's emotional competence inventory was used to measure managers' emotional intelligence while performance appraisal was used to assess employee performance. It was established that all managers' emotional intelligence variables significantly impacted on employee performance (all p-values=0.000). A positive correlation supported the hypothesis that managers' emotional intelligence has a relationship with employee performance. A regression analysis was carried out to establish the effect size of managers' emotional intelligence on employee performance. It was established that managers' emotional intelligence had an effect on employee performance ranging from R-square= 0.177 (17.7%) to R-square = 0.836 (83.6%). The study also concluded that there was a great impact of managers' emotional intelligence on employee performance.

Keywords: Goleman's Emotional Intelligence, Employee Attitude, Managers' Behavior, Performance Appraisal, Employee Performance, Positive Correlation, Effect Size

1. Introduction

Globalization is putting pressure on technical competences and human resource practices that can propel organizations from being efficient and effective, willing to change, fit and compete in the global village [19]. Globalization has been considered the most powerful transformative force in the global economy and as having influenced the evolution of several national economies [16]. [16] explains further that global pressures, in the form of painful social and cultural adjustments, have been exerted on organizations in an effort to address global standards set by various stakeholders. The new approach to public sector management and its requisite for flexibility and sensitivity calls for a highly experienced

professional cadre of employees who are able to meet new customers' expectations of better services and standards that incorporate accountability and transparency. The improvement of employee performance helps organizations to push the economic growth of the country and make it an active participant in the globalization agenda of quality delivery of service to citizens. Local authorities have been found wanting on the standards needed to fit into the present globalization agenda [16]. Most organizations, the public sector included, concentrate on management development programs at the expense of human resource soft skills. Nonetheless, emotional intelligence capabilities may be one of the human resource soft skills that can help create harmony in organizations, which is a prerequisite for good workmanship.

Emotional Intelligence (EI) covers two aspects of self-regulation and managing others' emotions. These are the understanding of self, and understanding others and their feelings. Emotional intelligence is the ability to recognise, understand and manage own and other people's emotions and make use of the emotional information to guide thinking and behaviour [1]. The important aspects in emotional intelligence is about self-control and taking care of others, a skill which managers may use in managing relations with those they supervise. This is summed up by the five domains which, are, knowing one's emotions, managing own emotions, self-motivation, recognizing and understanding other people's emotions and managing the emotions of others [38]. [11] defines employee performance as the ability and motivation. Being able to do the job is referred to as the ability and wanting to do it is referred to as the attitude [21]. What drives employees' attitude to do the work lies in the motivational theories. Motivation is as a result of an employee's desire and commitment, and this covers aspects like employee attitude, supervisor support, reward strategies, recognition and achievement [43]. Motivation factors are not task related but help employees to be effective. It is under these motivational factors that Goleman's 'expressed' emotional intelligence competencies can be categorised. Goleman's emotional intelligence competencies represent managers' skills and behaviour in encouraging performance. The study probes the two variables which are emotional intelligence and employee performance. The research wanted to test an alternate hypotheses that there is an impact of Managers' levels of emotional intelligence on employees' performance.

2. Background of Study

Midlands Province in Zimbabwe is endowed with vast natural resources which include major mineral deposits for gold, platinum, nickel, iron and chrome as well as rich farmlands under crop and livestock production. These surrounding resources make the Gweru and Kwekwe city councils home to a wide range of heavy and light industry as well as major marketing, residential and educational centres. The surrounding sceneries of the two city giants are the wildlife, well preserved ancient ruins and large dams which make both Gweru and Kwekwe attractive tourist destinations. To this end, the two city councils like their counterpart city councils in other provinces in Zimbabwe are challenged to deliver the requisite services to their citizens and other stakeholders and to attract investment and tourism in the Midlands Province) [26]. Managing relations within the two city councils may help the city councils' employees execute their tasks to the expectations of stakeholders. Contrary to best HR practice required in a competitive global world, city councils in Zimbabwe have attracted national attention over the way in which Ministerial powers are being used to enforce human resources practices such as reinstate, suspend, recruit, and redeploy council employee [25]. This is evidenced by [30], where all of the labour issues from Gweru

and Kwekwe city councils, pertaining to the dismissal of some senior officials and subordinates and suspensions which were brought before the court in the 2007 to 2012 were won through arbitration. The same records from the Gweru-based Labour Court also indicate that the Midlands Province's city councils have been battling with employees over poor HR practices such as pre-determined disciplinary hearings. This reflects an emotionally charged workplace where employees operate in camps, where if the leader of a particular camp is destroyed it results in the whole camp suffering. These are clear indicators that relations are in jeopardy and this may have negative impact on employees' performance.

A closer look at the Gweru and Kwekwe City Councils' Strategic Plans [26] shows one of their strengths as lying in their possession of qualified and experienced managers. This positioned the research well as it was interesting to reveal the level of emotional intelligence among these experienced and qualified leaders. Nevertheless, the same documents [26] indicate some of the weaknesses of employees, which include negative attitudes towards work, internal conflicts, divisions and cliques, dishonest practices and departmental isolations. The presence of conflicts, cliques, negative attitudes and departmental isolations in the two city councils, therefore, raises critical questions on how emotions are managed at work place.

3. Models of Emotional Intelligence

There are two models of emotional intelligence. There is the *ability model* as defined by Mayer and Salovey (1997), and *mixed intelligence model* as defined by Goleman (2000) and Bar-On (1997). The *ability model* covers four aspects, which are perceiving emotions, using emotions to facilitate thought, understanding emotions and managing emotions [33]. Mayer and Salovey (1990)'s model of emotional intelligence addresses issues of emotions and how the emotions correlate with Intellectual Quotient (IQ) as these are viewed as types of intelligences. This means that as the individual identifies and manages his/her own emotions and others', he or she is supported by the IQ to make good judgements or decisions. An emotionally intelligent person may harness negative emotions in others and manage them to achieve intended goals [15]. This means that managers of city councils may even capitalise on harnessing different political views on management of local authorities. This can help managers to deliver organisational goals without venting their emotions on subordinates as this may disturb the smooth operation of day to day activities. The *ability model* however has been challenged by [14] who argue that there is limited evidence for placing emotional intelligence within the framework of cognitive abilities as it measures intrapersonal and interpersonal intelligences which are non-intellective factors.

The *mixed intelligence model* is pursued by two different scholars who are [2] and [20]. Bar-On (1997)'s model of emotional intelligence views emotional intelligence as a

mixed intelligence that comprises of cognitive ability and personality aspects. The Bar-On's *mixed intelligence model* of emotional intelligence addresses a number of emotional and social abilities including the ability to be aware of self, and express oneself, the ability to deal with strong emotions and the ability to adapt to change and solve problems of a social or personal nature [2]. Bar On's model encompasses five components of emotional intelligence which are intrapersonal, interpersonal, adaptability, stress management and general mood [4]. Competencies for individuals with these factors are assertiveness, independence, self-actualisation, empathy, social responsibility, and interpersonal relationship, ability to manage change, solve problems and manage stress [10]. If managers are able to acquire these skills, this might help create fairness and a transparent environment conducive for good working relations.

[20] model has a wide array of competencies under self-awareness, self-management, social awareness and relationship management. Under self-awareness are the attributes of emotional self-awareness, accurate self-assessment and self-confidence. The attributes covered under self-management are emotional self-control, transparency, adaptability, achievement and initiative. The competencies under social-awareness are empathy, organisational awareness and service-orientation. Relationship management encompasses the attributes of developing others, inspiration, leadership, influence, change catalyst, conflict management and teamwork and collaboration. It is assumed that when leaders shape their behaviour, this has a high significance on employees' behaviour and attitudes which are critical to employee performance. The difference between Goleman's (2002) view of emotional intelligence and Bar-On's (2002) view, is that Goleman's is outcome oriented as it focuses on cognitive and personality factors as able to influence work place success, while the Bar-On argues that individuals with emotional intelligence may only have potential for success. Emotional intelligence may be viewed at as an HR soft skill that needs to be expressed to influence or win the hearts of those around.

4. Employee Performance

For any worker to perform, they need to have the ability to do the job and the motivation [11]. Motivation factors are not task related but help employees to be effective. It is therefore, quite imperative that managers define performance, facilitate performance and encourage performance for employees. To energise employee performance, one need to ensure that the employee has both the ability and motivation to do the task. The manager has to facilitate performance by providing the necessary resources and making sure that the employee has relevant qualifications and experience. Employees would be motivated to work through motivational strategies such as enticing rewards, promotion, training and development, recognition and supportive management [11]. It is under these motivational factors that Goleman's 'expressed'

emotional intelligence competencies can be categorised. Goleman's emotional intelligence competencies represent managers' skills and behaviour in encouraging performance. Emotional intelligence is an expressed HR soft skill which may influence employees to have high respect of their managers and get committed to work an extra-mile to satisfy those in authority. The study thus examines city councils managers' emotional intelligence's ability to influence employee performance after they are exerted to pressure from both the external and internal political dynamics.

5. Emotional Intelligence and Employee Performance

The relationship between emotional intelligence and job performance has increasingly gained popularity as some organisations are already considering emotional intelligence of the applicants during the recruitment and selection process and employee development programmes. For example, most private companies in America have taken emotional intelligence to their recruitment processes [35]. A specific example is when the United States Air Force used Bar-On's Emotional Quotient Inventory (EQ-i) to select programme recruiters. This increased the organisation's ability to select successful recruiters by threefold and saved \$3million annually [13]. This clearly indicates that emotional intelligence is a valuable attribute as organisations are careful not to employ or invest in employees who may not add value. Organisations that worry about employee performance are careful to design and implement entry, retention and exit policies which help organisations attract and retain valuable human capital.

The emotional intelligence of managers plays an important role in providing supportive management for employees. Previous research has shown that performance in the work place is influenced by a number of variables, such as motivation [43], satisfaction with job security [6], personality [44], general intelligence [17] and emotional intelligence [17] and [31]. According to [12], however, emotional intelligence is responsible for greater variance in performance than any other factor, making it a must have skill for all managers. Research by Changsha, Zhuzhou, Guangzhou and Shenzhen in [40:5], indicated that emotional intelligence had positive correlation with job performance ($r = 0.54$ $p < 0.01$), task performance ($r = 0.45$, $p < 0.01$) and contextual performance ($r = 0.48$, $p < 0.01$). The results indicate that emotional intelligence had a more positive relation with contextual performance than task performance. Contextual performance includes activities that include co-operation, determination and commitment among others. City council managers need the collaborative approach from the internal and external customers for them to be effective in delivering their service. Motivated employees may dedicate their time and energy to work beyond the expected when they feel that they are given support by their managers.

There has been research on the relationship between

leaders' emotional intelligence and employees' work attitudes, considering that scholars like [9] strongly believe that leaders influence employees' reactions at work place including their performance [27:1132] further articulate a positive relationship between managers' emotional intelligence and employee performance. This means that managers may influence employees' job performance. Of particular interest has been the finding that there is an interaction between employees' and managers' overall emotional intelligence [9]. The implication of this finding is that employees with lower emotional intelligence may benefit from the leaders' emotional intelligence [27]. This supports the notion that emotional intelligence may be used by managers as a skill to motivate employees to work hard and achieve organizational goals.

6. Methodology

The study was a quantitative descriptive survey. Purposive sampling method was used to select 32 line managers from Gweru and Kwekwe city councils. Stratified random sampling was used to select 400 non-managerial employees. The strata was according to their departments. Goleman's emotional competence inventory (ECI version 2.0) assessed 18 competencies organized into four cluster which are self-awareness X_1 (self-awareness, self-assessment, self-confidence), self-management X_2 (emotional self-control, transparency, adaptability, achievement, initiative), social awareness X_3 (empathy, organizational awareness, service orientation) and relationship management X_4 (developing others, inspiration, leadership, influence, effective communication, conflict management, teamwork and collaboration). The performance measurement objectives were guided by the eight performance activities which are Y_1 planning and organizing (initiative and creativity, set clear goals and plan solutions), Y_2 utilization of resources (avoid being wasteful, positive attitude towards work and good work practices), Y_3 work output (volume of work, quality of work and multiple skilling), Y_4 communication, Y_5 technical

understanding (specialized skills), Y_6 dependability (loyalty, level of co-operation and active team member), Y_7 leadership (able to motivate, guide and develop others and ability to delegate) and Y_8 problem solving (able to identify work related problems and give solutions). The managers appraised selected employees in their departments on performance while the same employees appraised the managers on levels of emotional intelligence. A Pearson correlation and regression analysis was carried out using IMB SPSS version 23.

7. Findings and Discussions

7.1. Demographic Information

The two city council's managers had a response rate of 24 (77.41%). Both city councils were male dominated, with 18 (75) men, 20 (83%) of which were married for managers. In addition, 274 employees, out of a total of a targeted population of 400, appraised managers on their level of emotional intelligence. Both the Gweru and Kwekwe City Councils had an almost equal representation of respondents for the employees. Men dominated the work settings by 62.8%. Married employees dominated the two city councils by 78.6%.

Both instruments on emotional intelligence and employee performance used closed questions on a five point likert scale, whose range was from 1=strongly disagree to 5= strongly agree. Low emotional intelligence and employee performance was scored for anything below 2 (≥ 2), the mean score for emotional intelligence and employee performance was 3, and a high score for the same was in the range of 4 and above (≤ 4). Each instrument had twenty items and the means, standard deviation were analysed as shown in table 1. Various constructs that influence emotional intelligence and employee performance are summarised in the table as well. The overall measures of each construct obtained multivariate statistical principal components based latent factors. The constructed latent factor was the representative variable for the construct of interest.

Table 1. Managers' Emotional Intelligence and Employee Performance.

Managers' Emotional Self Awareness (MESA)	Mean	Std Dev	Latent Factor (Principal component Coeffients)	Chronbach's Alpha
B1. In your own view is your manager able to identify own feelings?	2.80	1.00	0.854	0.807
B2. Is your manager always hopeful that targets will be met in your department?	2.63	1.10	0.650	
B3. Is your manager adaptable to change?	2.73	1.09	0.823	
B4. Is your manager transparent in dealing with employee issues?	2.88	1.11	0.858	
Managers' Emotional Self-Management (MESM)				0.834
B5. Does your manager have self-confidence?	2.85	1.10	0.841	
B6. Is your manager able to control his/her moods?	2.73	1.04	0.874	
B7. Does your boss remain calm under pressure?	2.71	1.06	0.887	
Managers' Emotional Awareness of others				0.858
B8. In your opinion does your boss have a strong understanding of others?	2.73	1.05	0.843	
B9. Is your manager able to inspire employees to do their work?	2.64	1.01	0.852	
B10. Does your manager provide support and necessary service?	2.72	1.05	0.822	
B11. Do you respect your manager?	3.04	1.26	0.845	0.945
Managers' emotional management of others				
B12. Is your manager initiative of new ways of doing things in your department?	2.81	1.07	0.839	
B13. Is your boss able to deal with conflict effectively?	2.66	1.02	0.845	
B14. Does your manager make and maintain personal friendships among work	2.73	1.06	0.872	

Managers' Emotional Self Awareness (MESA)	Mean	Std Dev	Latent Factor (Principal component Coefficients)	Chronbach's Alpha
associates?				
B15. Is your manager good at building and managing teams?	2.68	1.03	0.821	
B16. Is your boss able to recognise employees' weaknesses and develop them?	2.69	1.13	0.851	
B17. Is your manager result oriented?	2.76	1.08	0.865	
B18. Are you motivated to work for your boss?	2.79	1.10	0.818	
B19. Is your manager good at leading change in your department?	2.68	1.09	0.828	
B20. Does your manager have commitment for his/her work?	2.61	0.99	0.760	

Table 1. Continued.

Employee Planning and Organising	Mean	Std Dev	Latent Factor (Principal Component Coefficients)	Chronbach's Alpha
C1. Initiative and Creativity	2.69	0.77	0.682	
C2. Set clear goals	2.72	0.80	0.846	
C3. Plans Solutions	2.74	0.86	0.826	0.796
C4. Utilises resources effectively	2.67	0.84	0.791	
Employee Control of Costs				
C5. Avoids being wasteful	2.69	0.85	0.819	
C6. Positive attitude towards work	2.70	0.91	0.880	0.794
C7. Good work practices	2.62	0.91	0.825	
Employee Output				
C8. Volume of work relative to employee's experience	2.60	0.90	0.813	
C9. Work produced of required standard	2.56	0.89	0.820	0.778
C10. Multiple skilling	2.59	0.88	0.864	
Employee Communication				
C11. Effective in conveying information	2.76	0.96	0.924	
C12. Good at sharing information with others	2.47	0.96	0.924	0.823
Employee Technical Understanding				
C13. Understand the specialised task of the job	2.49	0.95		
Employee Dependability				
C14. Loyalty	2.52	0.98	0.919	
C15. Level of co-operation	2.64	0.92	0.869	0.861
C16. Active team member	2.57	0.95	0.890	
Employee Leadership				
C17. Motivates, co-ordinates, guide and develops others	2.54	0.89	0.926	
C18. Ability to assign tasks to subordinates	2.51	0.93	0.926	0.8333
Employee Problem Analysis and Resolution				
C19. Level of identifying work related problems	2.56	0.94	0.890	
C20. Promptness in coming up with work solutions	2.63	0.85	0.890	0.734

The instrument used by employees to rate managers was reliable with the Cronbach's Alpha reliability coefficients ranging from emotional intelligence self-awareness 0.807, emotional intelligence self-management 0.834, emotional intelligence awareness of others 0.858 and emotional intelligence management of others 0.945. The constructs that measured employee performance were reliable and had Cronbach's Alpha reliability coefficients of problem analysis and resolution 0.734, employee controlling costs 0.794, planning and organising 0.796, employee output 0.778, employee communication 0.823, employee leadership 0.8333 and employee dependability 0.861.

7.2. Correlation Analysis of Emotional Intelligence Among Managers and Employee Performance

The results in table 2 show that all managers' emotional intelligence variables significantly impact on employee performance (all p-values <.000). However, as far as effect size is concerned, the greatest impact of managers' emotional

intelligence is on employee communication. Managers' emotional self-awareness have a very strong impact on employee communication (Correlation=0.774, $p < 0.000$). Managers' emotional self-management (Correlation=0.802, $p < .000$), managers' emotional awareness of others (Correlation=0.895, $p < .000$) and managers' emotional management of others (Correlation=0.884, $p < .000$) also have very strong impact on employee communication. It would appear employee communication is the most sensitive employee variable as far as management behaviour is concerned. A positive correlation between managers' emotional intelligence and employee performance may reflect that employees' performance may be influenced by the behaviour and attitude of their managers. This is supported by [39: 1225] who postulate that managers who have high levels of emotional intelligence have 'beneficial consequences' that may be felt at 'collective level' rather than benefiting self.

Table 2. Correlations between managers' emotional intelligence and employee performance.

Pearson Correlations			Employee Performance			
			Employee Planning & Organising	Employee Control of Costs	Employee Output	Employee Communication
Manager's Emotional Intelligence	Managers' Emotional Self-Awareness	Correlation	0.349**	0.333**	0.345**	0.774**
		p-value	0.000	0.000	0.000	0.000
		N	274	274	274	274
	Managers' Emotional Self-Management	Correlation	0.410**	0.421**	0.425**	0.802**
		p-value	0.000	0.000	0.000	0.000
		N	274	274	274	274
	Managers' Emotional Awareness of Others	Correlation	0.430**	0.424**	0.422**	0.895**
		p-value	0.000	0.000	0.000	0.000
		N	274	274	274	274
	Managers' Emotional Management of Others	Correlation	0.436**	0.411**	0.417**	0.884**
		p-value	0.000	0.000	0.000	0.000
		N	274	274	274	274

Table 2. Continued.

Pearson Correlations			Employee Performance			
			Employee Technical Understanding	Employee Dependability	Employee Leadership	Employee Problem Analysis and Resolution
Manager's Emotional Intelligence	Managers' Emotional Self-Awareness	Correlation	0.213**	0.326**	0.346**	0.301**
		p-value	0.000	0.000	0.000	0.000
		N	274	273	274	274
	Managers' Emotional Self-Management	Correlation	0.351**	0.389**	0.433**	0.416**
		p-value	0.000	0.000	0.000	0.000
		N	274	273	274	274
	Managers' Emotional Awareness of Others	Correlation	0.360**	0.406**	0.452**	0.420**
		p-value	0.000	0.000	0.000	0.000
		N	274	273	274	274
	Managers' Emotional Management of Others	Correlation	0.332**	0.393**	0.417**	0.369**
		p-value	0.000	0.000	0.000	0.000
		N	274	273	274	274

When the employees consume the value created by their managers [39] which in turn motivates them to work hard, this in turn benefits the organisation through increased productivity. This assertion that managers' emotional intelligence influences employee performance is supported by [22] who conducted a research on the success and failures of eleven American Presidents, where it was concluded that emotional intelligence distinguished the 'auspicious Roosevelt from the ineffective Carter'. Managers' emotional intelligence is like a vibe that cut through all employees or followers with a positive bang on their attitude and commitment [29]. It is important for managers to surround themselves with people they can trust, who are committed and who can respect them, hence emotional intelligence helps do this. [29] further argue that managers can still influence good performance even for employees with low emotional intelligence. [36] supports the idea that a manager's emotional intelligence has an impact on interpersonal behaviours which in turn impacts on productivity. Managers with high emotional intelligence may reap more in terms of employee performance.

7.3. Regression Analysis of Managers' Emotional Intelligence and Employee Performance Variables

Regression models, with managers' emotional intelligence variables as independent variables, are fit to the eight

employee performance variables. The advantage of regression analysis over correlation analysis is that regression analysis assesses the joint effect of the independent variables together on the single response. The effect of each independent variable on the dependent, in the presence of the other independent variables, is thus assessed.

Managers' emotional management of others stands out as the most significant factor (coefficient=0.184, $t=1.980$, $p < .049$). The effects of the other managers' emotional intelligence variables on employee planning and organising are overshadowed by Managers' emotional management of others. The managers emotional intelligence variables account for 20.5% (R-square=0.205) of the variation in employee planning & organising which means that there are other factors affecting a significant part (79.5%) of employee planning & organising other than the managers' emotional intelligence. If managers' emotional intelligence influences employees planning and organisation by 20.5%, the variance is big enough to help employees plan and implement an organisation strategy [28]. It takes an emotionally intelligent manager to win employees' hearts to the organisational cause. However the manager has to facilitate performance by providing the necessary resources and making sure that the employee has relevant qualifications and experience [11] which account for the influence of other variables on performance.

Table 3. Regression of employee planning & organising on managers' emotional intelligence.

	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	1.824	0.122	14.973	0.000
Managers' Emotional Self-Awareness	-0.089	0.079	-1.125	0.261
Managers' Emotional Self-Management	0.122	0.080	1.521	0.129
Managers' Emotional Awareness of Others	0.105	0.101	1.049	0.295
Managers' Emotional Management of Others	0.184	0.093	1.980	0.049
R-Square = 0.205				

The results in Table 4 show that managers' emotional self-management stands out as the most significant factor (coefficient=0.223, $t=2.387$, $p < .018$). The effects of the

other three variables on employee controlling of costs, are overshadowed by managers' emotional self-management.

Table 4. Regression of employee control of costs on managers' emotional intelligence.

Dependent Variable: Employee Control of Costs	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	1.685	0.142	11.858	0.000
Managers' Emotional Self-Awareness	-0.151	0.093	-1.629	0.105
Managers' Emotional Self-Management	0.223	0.093	2.387	0.018
Managers' Emotional Awareness of Others	0.163	0.117	1.392	0.165
Managers' Emotional Management of Others	0.123	0.108	1.135	0.257
R-Square = 0.203				

The managers emotional intelligence variables account for 20.3% (R-square=0.203) of the variation in employee control of costs which means that there are other factors affecting a significant part (79.7%) of employee control of costs other than the managers' emotional intelligence. The cost effectiveness of emotional intelligence has been propounded by [8] who established that partners in a multinational consulting firm who scored above the median on nine or

more competencies of emotional intelligence delivered 1.2million more profit than did other partners. This may imply that when employees feel the courtesy of their managers' emotional intelligence they feel motivated to put their hearts and minds on the job more than when they are disgruntled [28]. This may help in cost operational containment. In this study managers' emotional intelligence have an influence on employees controlling costs.

Table 5. Regression of employee output on managers' emotional intelligence.

Dependent Variable: Employee Output	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	1.585	0.140	11.294	0.000
Managers' Emotional Self-Awareness	-0.117	0.092	-1.279	0.202
Managers' Emotional Self-Management	0.217	0.092	2.355	0.019
Managers' Emotional Awareness of Others	0.118	0.116	1.017	0.310
Managers' Emotional Management of Others	0.145	0.107	1.354	0.177
R-Square = 0.202				

Table 5 show that managers' emotional self-management stands out as the most significant factor (coefficient=0.217, $t=2.355$, $p < .019$). The effects of the other managers' emotional intelligence variables on employee output are overshadowed by managers' emotional self-management. The managers emotional intelligence variables only account for 20.2% (R-square=0.202) of the variation in employee output which means that there are other factors affecting a significant part of employee output (79.8%) other than the managers' emotional intelligence. [41] postulate that the American industry that failed to follow guidelines designed by the American Society of Training and Development designed to help people in organizations to cultivate emotional intelligence competencies risked losing between \$5.6 and 16.8 billion per year. This imply that emotional intelligence have an influence on output, productivity and the

ultimate profit. If acquiring emotional intelligence can help influence the organisation profit, then these are valuable skills that may add value at the work place.

Results in table 6 show that managers' emotional awareness of others (coefficient=0.543, $t=7.121$, $p < .000$) and managers' emotional management of others (coefficient=0.469, $t=6.658$, $p < .000$) stand out as the most significant factors. The managers emotional intelligence variables account for an impressive 83.6% (R-square=0.836) of the variation in employee communication which means that other unknown factors contribute only (16.4%) of the variation in employee communication. This means that employee communication can almost be completely explained by managers' emotional intelligence and in particular by managers' emotional awareness of others and managers' emotional management of others.

Table 6. Regression of Employee communication on managers' emotional intelligence.

Dependent Variable: Employee Communication	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	-0.187	0.092	-2.028	0.044
Managers' Emotional Self-Awareness	0.040	0.060	0.660	0.510
Managers' Emotional Self-Management	0.079	0.061	1.309	0.192
Managers' Emotional Awareness of Others	0.543	0.076	7.121	0.000
Managers' Emotional Management of Others	0.469	0.070	6.658	0.000
R-Square = 0.836				

Effective communication is the key to organisational performance. Intrapersonal and interpersonal skills help in effective communication [24], views effective communication skills as important in developing effective teams that share the same goals. Managers who understand the source of their emotions may be careful on the choice of words when they communicate with others, so that their communication is not affected by emotions that may have nothing to do with the task at hand [18]. Leadership has become a conversation where one cannot just tell everyone what to do anymore, hence the need for managers to be more interactive, inclusive and friendly where possible so as to extract the value in human capital. According to [23] there is need for managers to learn the art of this corporate conversation, by 'speaking off the script, listening intently, engaging everyone and channelling their energies into forging and serving an effective strategy'. [7] articulates that three of the most important aspects of emotional intelligence for effective decision making are self-awareness, communication and influence. Managers who are able to influence others are effective communicators. Communication is an important factor in any organisational success. It is important for managers to communicate

effectively and this is vital for the success of the organisation [42]. It is imperative that managers be receptive to other people's opinions as this encourages knowledge sharing in an organisation [34]. Effective communication requires give and take of information between the leader and the follower, listening skills, and sharing of knowledge [37]. This does not imply that managers may always concede to all requests from employees, but they may be able to stay receptive to good as well as bad news and decisions.

The results in table 7 show that when the effect of all four managers' emotional intelligence variables on employee technical understanding are assessed together, managers' emotional self-awareness (coefficient=-0.428, $t=-3.600$, $p < .049$), managers' emotional self-management (coefficient=0.332, $t=2.774$, $p < .006$) and managers' emotional management of others (coefficient=0.330, $t=2.194$, $p < .09$) stand significant factors. However the managers emotional intelligence variables only account for 17.7% (R-square=0.205) of the variation in employee technical understanding which means that there other factors affecting a significant part (82.3%) of employee technical understanding other than managers' emotional intelligence.

Table 7. Regression of employee technical understanding on managers' emotional intelligence.

Dependent Variable: Technical Understanding	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	1.570	0.182	8.615	0.000
Managers' Emotional Self-Awareness	-0.428	0.119	-3.600	0.000
Managers' Emotional Self-Management	0.332	0.120	2.774	0.006
Managers' Emotional Awareness of Others	0.330	0.150	2.194	0.029
Managers' Emotional Management of Others	0.095	0.139	0.685	0.494
R-Square = 0.177				

Technical understanding may require employees to have the relevant qualifications and the technical expertise. This implies that technical competence is influenced more with other variables other than emotional intelligence hence the low effect size. [5], support this finding when they postulate that most managers with technical skills are found wanting on the people management aspects. Emotional intelligence is an HR soft skill which has little effect on technical competence.

Table 8 show that none of the managers' emotional

intelligence variables are very important in the determination of employee dependability (all $p < .05$). This means that employee dependability largely depends on other factors other than managers' emotional intelligence. The findings are contradictory to previous research [39]. If managers' emotional intelligence motivates employees to perform as indicated by most performance variables in this study, then managers could depend on employees to perform even during their absence.

Table 8. Regression of employee dependability on managers' emotional intelligence.

Dependent Variable: Employee Dependability	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	1.506	0.162	9.269	0.000
Managers' Emotional Self-Awareness	-0.116	0.106	-1.097	0.274
Managers' Emotional Self-Management	0.174	0.107	1.631	0.104
Managers' Emotional Awareness of Others	0.199	0.134	1.488	0.138
Managers' Emotional Management of Others	0.132	0.124	1.068	0.286
R-Square = 0.178				

A positive correlation between managers' emotional intelligence and employee performance established in table 1 may reflect that employees' performance may be influenced by the behaviour and attitude of their managers. This is supported by [39] who postulate that managers who have high levels of emotional intelligence have 'beneficial consequences' that may be felt at 'collective level' rather than benefiting self. When the employees consume the value created by their managers [39], which in turn motivates them to work hard, this in turn benefits the organisation through

increased productivity. Such employees become dependable.

The results in Table 9 show that managers' emotional self-management (coefficient=0.227, $t=2.191$, $p < .029$) and managers' emotional awareness of others (coefficient=0.305, $t=2.339$, $p < .020$) are significant factors affecting employee leadership. However the managers emotional intelligence variables only account for 22.1% (R-square=0.221) of the variation in employee leadership which means that there are other factors affecting a significant part of employee leadership (77.9%) other than the managers' emotional intelligence.

Table 9. Regression of employee leadership on managers' emotional intelligence.

Dependent Variable: Employee Leadership	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	1.380	0.158	8.738	0.000
Managers' Emotional Self-Awareness	-0.172	0.103	-1.669	0.096
Managers' Emotional Self-Management	0.227	0.104	2.191	0.029
Managers' Emotional Awareness of Others	0.305	0.130	2.339	0.020
Managers' Emotional Management of Others	0.053	0.120	0.438	0.662
R-Square = 0.221				

This assertion that emotional intelligence influences leadership capabilities is supported by [22] who conducted a research on the success and failures of eleven American Presidents, where it was concluded that emotional intelligence distinguished the 'auspicious Roosevelt from the ineffective Carter'. [13] conclude that social skills help influence others and create strong relationships which strengthen leadership skills.

Finally the results in Table 10 show that when the effect of all four managers' emotional intelligence variables on employee problem analysis and resolution are assessed together, managers'

emotional self-awareness (coefficient=-0.229, $t=-2.337$, $p < .020$), managers' emotional self-management (coefficient=0.290, $t=2.937$, $p < .004$) and managers' emotional awareness of others (coefficient=0.323, $t=2.602$, $p < .010$) are found to be significant factors affecting employee problem analysis and resolution. The managers emotional intelligence variables account for 20.7% (R-square=0.207) of the variation in employee problem analysis and resolution which means that there are other factors affecting a significant part of employee problem analysis and resolution (79.3%) other than the managers' emotional intelligence.

Table 10. Regression of employee problem analysis and resolution on managers' emotional intelligence.

Dependent Variable: Employee Problem Analysis and Resolution	Parameter estimates		t	p-value
	Coefficient	Std. Error		
(Constant)	1.629	0.150	10.826	0.000
Managers' Emotional Self-Awareness	-0.229	0.098	-2.337	0.020
Managers' Emotional Self-Management	0.290	0.099	2.937	0.004
Managers' Emotional Awareness of Others	0.323	0.124	2.602	0.010
Managers' Emotional Management of Others	-0.039	0.115	-0.339	0.735
R-Square = 0.207				

Social-awareness skills have been found to be synonymous with problem analysis and resolution [37]. Emotionally intelligent managers may allow employees to solve problems with some degree of autonomy given and plan their work

without interfering, which contribute to work output for the benefit of the whole organisation.

The effect size of managers' emotional intelligence on employee performance ranged from R-square= 0.177 (17.7%)

to R-square = 0.836 (83.6%), with managers having the following effects on employee performance variables (technical understanding R-square= 0.177 (17.7%), output R-square= 0.202 (20.2%), control of costs R-square= 0.203 (20.3%), planning and organising R-square =0.205 (20.5%), problem analysis and resolution R-square=0.207 (20.7%), leadership R-square= 0.221 (22.1%) and communication R-square=0.836 (83.6%). The greatest impact of managers' emotional intelligence is on employee communication. The main interesting result from the correlation and regression analysis carried out here is that employee communication is the only variable that depends heavily on managers' emotional intelligence. While managers' emotional intelligence influence employee performance significantly, other employee performance variables like planning and organising, controlling of costs, output, technical understanding, leadership and problem analysis and resolution also depend on other variables other than managers' emotional intelligence.

8. Conclusion

It was established that all managers' emotional intelligence variables as propounded by Goleman (2002) significantly influenced employee performance variables given in this study (all $p < .000$). The managers' emotional self-awareness had a very strong impact on employee communication (Correlation=0.774, $p < .000$). The managers' emotional self-management (Correlation=0.802, $p < .000$), managers' emotional awareness of others (Correlation=0.895, $p < .000$) and managers' emotional management of others (Correlation=0.884, $p < .000$) also had a very strong impact on employee communication. The effect size of managers' emotional intelligence on employee performance indicated a significant effect ranging from R-square= 0.177 (17.7%) to R-square = 0.836 (83.6%), with managers' emotional intelligence having the following effects on employee performance variables (technical understanding R-square= 0.177 (17.7%), output R-square= 0.202 (20.2%), control of costs R-square= 0.203 (20.3%), planning and organising R-square =0.205 (20.5%), problem analysis and resolution R-square=0.207 (20.7%), leadership R-square= 0.221 (22.1%) and communication R-square=0.836 (83.6%). The greatest impact of the managers' emotional intelligence is on employee communication. The main interesting result from the correlation and regression analysis in this study is that the employee communication variable depends heavily on managers' emotional intelligence. The hypothesis that there is an impact of managers' emotional intelligence on employee performance was confirmed. However, other performance variables, such as planning and organising, controlling of costs, output, technical understanding, leadership, and problem analysis and resolution, depend more on other variables. Further studies may establish how demographic variables like department, town location, gender and marital status influence employee performance. Based on the literature and empirical results, the study

recommends that the Gweru and Kwekwe City Councils should develop their managers in emotional intelligence capabilities that will help them deliver results.

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