

Management by Emotional Intelligence and Why It Matters in Organizational Excellence

John Nkeobuna Nnah Ugoani*

Department of Management Sciences, College of Management and Social Sciences, Rhema University, Aba, Nigeria

Abstract

Emotional intelligence is composed of factors that are critical to organizational excellence. It influences positive behavior and results to organizational success often measured by productivity, profitability, stability and sustainability. Every organization has its own invisible nervous system of connection and influence, and when organizational leaders value the perspectives of people of diverse backgrounds, such can lead to organizational learning that boosts competitiveness and organizational performance. For example, political awareness is necessary to performance because it helps management to accurately read and understand key power relationships, and the forces that shape views and actions of clients, customers, or competitors, as well as reading and accurately understanding internal and external realities. Managing for organizational excellence requires the mastery of internal pressures such as task demands, interpersonal relationships, organizational structures and arrangements, work conditions, management styles and behaviours and the need for the allocative efficiency of scarce resources. 210 respondents participated in the study conducted through the exploratory research design. Data were analyzed through descriptive and regression statistical methods and it was found that emotional intelligence explains organizational excellence. The study was not exhaustive due to limitations; therefore further study could examine the relationship between strategic management and public governance to see if it will help in finding a solution to the prevailing poor public governance quagmire in developing countries. It was suggested that to achieve organizational excellence organizations need managers who are qualified and competent to drive the organizations towards the paths of success and sustainability.

Keywords

MBEI, Organizational Leadership, Stochastically Certain, Self-awareness, Emotional Perspectives, Excellence Theory, Political Awareness, Leadership Development Programmes

Received: October 8, 2019 / Accepted: November 26, 2019 / Published online: December 25, 2019

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1. Introduction

The human organization is a place where people work together to achieve a common goal. The work of an organization begins from the promoters who were instrumental in bringing together the factors of production, or determining and providing whatever capital, materials, equipment and people required to achieve the desired objective. Upon incorporation, the organization becomes involved in defining the duties and responsibilities of the

people employed to accomplish its goals. It might be a small limited liability company or a large company that requires a formal pattern of operation culminating in the design of an organizational chart or a schedule of responsibilities with the aim of defining the duties and responsibilities of the people employed, and determining the manner in which their activities are to be interrelated [1]. However, Morgan [2] conjures up different views of an organization, and seeing organizations as political systems suggests that management must focus on balancing and coordinating the interests of organizational members so that they can work together

* Corresponding author

E-mail address: drjohnngoani@yahoo.com, john_ugoani@rhemauniversity.edu.ng

within the constraints set by the organization's formal goals that reflect the interests of shareholders and others with ultimate control over the fate of the organization. Organizations are generally characterized by people of different backgrounds, creeds, knowledge, skills and competencies that often emphasize the political image and plural nature of interests, conflicts and sources of power that shape organizational life. He also suggests that the pluralist vision of society captures a situation where different people and groups bargain and compete for a share in the balance of power and authority, and a negotiated order that creates unity out of diversity. He sees organizations as political systems, and that the pluralist philosophy stands in contrast with an older organic or unitary philosophy. This unitary view contemplates society as an integrated whole where the interests of people and society are synonymous. Also, the pluralist philosophy runs contrary to the other *so-called* radical view that pictures society and organizations as composing different antagonistic class interests, characterized by deep-rooted socio-cultural and fragile political interests, carefully held together in attempts to achieve a common goal. These three different perspectives of society and organizations have tremendous relevance for understanding and analyzing organizations and the typical ideologies and philosophies that frequently shape management practice. Organizations as organic systems are very dynamic in nature and because management practice is people-oriented and it becomes imperative that the perspectives of the people in the organization must always be kept in focus so as to reduce organizational conflict, promote mutual respect, with the aim of achieving desired results. In the quest for organizational excellence, academic research in the last decades points to the direction that the science of emotional intelligence (EI) helps management to create harmonious co-operation for organizational events rather than a battle-torn organizational life which is almost certain and does not make for growth and accomplishment of organizational intentions [3]. EI also promotes emotional health which is a state of positive psychological wellbeing and functioning of thoughts, feelings, and behavior that is an extension of positive mental health [4]. Salovey and Mayer [5] posit that EI is a subset 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. In view of the reasons that organizations are today characterized by pluralist, unitary and radical views or philosophies, they require EI which embraces two aspects of intelligences: Understanding yourself, your goals, intentions, responses, behaviours, and understanding others and their feelings. These competencies are fundamental in minimizing organizational conflicts and harmonizing the different views

in organizations to pave the paths for profitability, growth and excellence. EI as a dispositional variable intervenes with work and personal roles to dilute conflict and to predict individual's wellbeing and performance. Goleman [6] posits that ethical business and socially responsible leadership, the concepts of love and spirituality are strongly linked to EI that are very important for good organizational management. He emphasizes that compassion and humility are fundamental ingredients of emotionally intelligent behavior required to create sound organizational leadership and management. In any organization, each view of either unitary, plural or radical leads to different approaches to management. In each, and in almost all situations, people, for example, are expected to perform the roles and duties for which they were engaged, *and no less no more*. In a situation like this, conflict becomes a source of trouble and an unwarranted intrusion, to be eliminated or suppressed as much as is possible. Thus, management whether based on the unitary view, the plural view or the radical view will often seek ways to use formal authority as the only legitimate source of power, and rarely recognizes the right or ability of others to influence the management process. However, Pfeffer [7] posits that in an era of rising education and the democratization of all decision-making processes, in an era in which participative management is advocated in many places, organizational leadership or management by order or command is problematic and now unfashionable [8-9]. To achieve success and organizational excellence in the face of diversity, EI becomes a wonderful preventive therapy that intervenes between work-role and other interests to produce positive outcomes; by enhancing excitement, organizational renewal, motivation, employee loyalty and retention as well as organizational citizenship behaviour (OCB) [10-15]. At this time in the 21st century, this author is not aware of many reports focusing on management by emotional intelligence MBEI and organizational excellence, and even though the gap is huge enough and cannot be filled by the present study, it is important enough to emphasize that organizations are systems of action for managing environmental issues and fulfilling desired goals. Organizations are populated by people of diverse views, interests and skills, and it is emphasized that EI becomes very crucial in managing so that people will happily work together and smoothly, toward a common goal [16-19].

1.1. Research Problem

Managing complex organizations is frequently a difficult task because of structures, policies, rules, regulations or procedures that must be followed in order to influence the behavior of people to achieve the desired level of organizational excellence. People come to organizations with diverse interests, diverse ways of work and conduct that pose

as challenges to management effectiveness and organizational excellence. For example, it is a big problem making any changes in organizations without some ideas of why people work the way they do and also why people behave in the way they do in organizations. Therefore, the best starting point towards effective organizational excellence would require a paradigm shift to employ the concept of EI to influence organizational events and behavior that will lead to positive results. A major problem of management is attempts to adhere very strictly to the dictates of the hierarchical model without necessary flexibility in a rapidly changing environment. There are many different ways of thinking about organizations and the patterns of behavior that occur within them. According to Nadler [20] during the past two decades, there has emerged a view of organizations as complex open social systems, which take input from the larger environment and subject that input to various transformation processes that result in output. He asserts that as systems, organizations are seen as composed of interdependent parts, and change in one element of the system will result in changes in other parts of the system. Consequently, the output of the system is in general, the effectiveness of the organization's performance, consistent with its goal or strategy. Usually, the output includes profitability, as well as group performance and individual behavior and affect which contribute to organizational excellence. In a major organizational appraisal Cherniss [21] states that organizations fail to achieve excellence not because of lack of *formal organizational arrangements* including various structures, processes, and systems, which are designed to motivate and facilitate individuals in the performance of *organizational tasks*, but highly because of lack of the application of EI that is linked to organizational effectiveness. He opines that EI is the catalyst for leadership, organizational climate change, and human resource management that positively influence cordial relationships, individual emotional intelligence (IEI) and group emotional intelligence (GEI) and then resulting to organizational effectiveness and excellence [22-25].

1.2. Research Objective

The study was designed to evaluate the relationship between emotional intelligence (EI) and organizational excellence (OX)

1.3. Research Significance

It is significant to address the matter that organizations as political systems require robust management practices that can effectively absorb the issues arising from the unitary, pluralist and radical views of organizations so as to obtain required output. Goleman [26] recognizes EI as a theory of

performance and the domain of excellence. He states that intelligence quotient (IQ) alone explains surprisingly a little of achievement at work or in life, and that when IQ tests scores are correlated with how well people perform in their careers, the highest estimate of how much difference, IQ accounts for about 25 percent. This means that IQ alone at best leaves 75 percent of job success unexplained, in other words, it does not determine who succeeds and who fails. For example, in his study of Harvard graduates in the fields of law, medicine, teaching, and business, scores on entrance examination, IQ, had zero or negative correlation with their eventual career success. He states that IQ has the least power in predicting excellence among people smart enough to handle the most cognitively demanding jobs, while the value of EI for excellence grows more powerful the higher the intelligence barriers for entry into a field, and in most careers, EI carries much more weight than IQ in determining who emerges as a leader. It is therefore, understood that the inevitable politics of organizational life create competing coalitions and power struggles, and sensibility to these political alliances and rivalries makes the individual to understand much of the underlying issues and better able to address what really matters to key decision makers and management. Every organization has its own invisible nervous system of connection and influence, and when leaders of organizations value the perspectives of people of diverse backgrounds, it can lead to organizational learning that boosts competitiveness and organizational excellence. Political awareness is critical to organizational excellence because it helps management to accurately read and understand key power relationships, understand the forces that shape views and actions of clients, customers, or competitors, as well as accurately reading organizational and external realities. Managing for organizational excellence requires the mastery of internal pressures such as task demands, interpersonal relationships, organizational arrangements, work conditions, management behaviours, and the allocative efficiency of scarce resources [27]. Brackett, et al [28] posit that EI involves problem-solving and also applicable for making wise decisions using both thoughts and feelings or logic and intention that have positive implications for personal, social, academic and workplace excellence.

1.4. Conceptual Framework

A conceptual framework reflects the structure of the study and the hypothesized variables in relation to the study problem and with regard to relevant literature. It is often expressed as a schematic model with the aim of bringing out important meanings that would otherwise be lost in an excess of words [29]. The conceptual model for this study was shown in figure 1 [30-31].

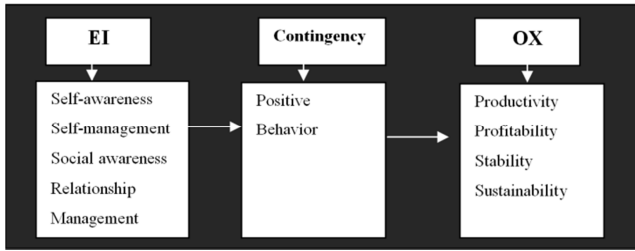


Figure 1. Emotional Intelligence and Organizational Excellence Model.

Source: Author Designed [2019]

Goleman [26] defines EI in a way that encompasses many of the areas covered by typical competency frameworks. Miller, et al [32] state that one-third of employers covered in their survey had consciously put EI type factors, such as interpersonal skills in their frameworks for effective work performance and excellence. According to Dulewicz and Higgs [33] the EI elements of self-awareness, self-management, empathy, relationships, communication and personal style correspond to competencies such as sensitivity, flexibility, adaptability, resilience, impact, listening, leadership, persuasiveness, motivating others, energy, decisiveness and achievement motivation. They assert that there are distinct associations between competency models and elements of EI [34-38]. EI seems to provide both the social capital and the intellectual capital necessary for organizational excellence [39-40]. For example, self-awareness provides the ability to recognize and understand personal moods and emotions, self-management reflects the capacity to control impulsive behaviours, social-awareness is related to the ability to appreciate the emotional perspectives of other people, while social skills, include proficiency in managing relationships and building networks to get the desired result from others and reach personal goals, and the ability to find common ground and build rapport. Goleman [6] states that the five competencies associated with social skills are leadership, effectiveness in leading change, conflict management, influence, communication, organizational awareness, political awareness and expertise in building and leading teams. It is clearer from these perspectives that EI is a powerful force in effective interpersonal relations, organizational effectiveness and constellation of other factors to which an organization may be bound by ties of environmental factors to produce positive behavior change to influence organizational excellence. EI also comes in the form of a contingency theory or therapy for organizational performance. For example, according to Nicholson [27] within the literature on organizations, contingency theory has been widely adopted to explain organizational performance as a function of the fit between an organization’s internal arrangements and environmental characteristics. Contingency theory explains that volatile and uncertain environments

require *organic* management systems, threatening environments require centralized control, diverse environments require decentralized organizational forms, and stable, predictable contexts make bureaucratic forms effective. EI as a dispositional variable encourages the best fit in behavior patterns so that organizations can readily adapt their characteristics to meet the demands of changing organizational conditions. The conceptual framework of this study is therefore suggestive that EI components lead to positive behavior change that will ultimately lead to 360⁰ organizational excellence. EI thus, promotes persistent, instant and consistent behavior. Nicholson [27] insists that consistency represents the degree to which organizational sub-systems are integrated and collectively fit organizational goals [41]. EI generally, involves creating group synergy, which fosters the ability to work with others in pursuing collective goals. Onsongo, et al [42] emphasize that the excellence theory again identifies that quality relationship management is crucial for an organization to achieve its goals [43-45]. By the conceptualization of this study MBEI is a unique pattern of management akin to organizational performance.

2. Literature Review

Salovey and Mayer [5] see EI as the ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others. In another proposal Goleman [26] suggests that EI involves key competencies that are critical for workplace excellence. He hypothesizes that EI can be as powerful and at times more powerful than IQ in predicting success at a variety of life tasks. The term emotional quotient (EQ) first coined by Bar-On [19] as a counterpart to IQ was concerned with cognitive ability. He thought of EQ as representing a set of social and emotional skills and abilities that help individuals to cope with the demand of daily life. On the other hand, Goleman sees EI as a bundle of skills and competencies that distinguish excellent performers from average ones in the work arena. He makes a distinction between EI and emotional competencies. According to him, EI provides the bedrock for the development of a large number of competencies that help people perform more effectively. EI has become an important instrument in organizational excellence because of the ever increasing pressure on organizations and institutions to undergo change to survive and maintain their relevance. According to Issah [46] leaders in the 21st century have enormous responsibility to successfully lead change in their organizations, and the change process involves emotions, because nobody likes to surrender the comfort associated with the status quo or surrender what they value. Therefore, there is an increase in

focus on EI in organizational leadership and managing change. This is true because change always involves some form of emotions because of human nature. For instance, as Foltin, and Keller [47] posit change touches on issues close to the hearts of those affected. They suggest that EI is about encouraging and empowering people and the ultimate goal is to accelerate organizational or institutional efficiency. Earlier scholars suggest that EI is an important skill set in leading, hence leaders known to be effective have an appreciable level of the skill set [48-52]. Chopra and Kanji, [53] opine that since the discovery of a theory of multiple intelligences, EI abilities, capacities and skills are increasingly becoming significant and inevitable almost in all works of life ranging from effective leadership, building teams, to the globe-spanning network of communication, development of human potential and performance, social skills and economic and political life. They emphasize that in the present complexly-integrated international economic system, the leaders of tomorrow must ensure to help others to develop their own leadership skills and potentials with the help of EI [54-60].

2.1. Emotional Intelligence and Intelligence Quotient

Goleman's [6] work brought the concept of EI to its academic zenith. Different instruments have been used by the major contributors to the EI theory to compare the effect of EI and IQ to work excellence. For example, early studies of the correlation between IQ and EI show a range from 0 to .36. Goleman [26] insists that IQ will be a more powerful predictor than EI in terms of career course because it sorts people before they embark on a career, determine which fields or profession they enter, but within a job or profession, and to learn which individuals rise to the top and which plateau or fail, and that EI proves a more powerful predictor of success than IQ. There is equally very good reason to believe that EI is a prerequisite for workplace excellence. For example, in Boyatzis's [61] classic study of more than two thousand middle managers and executives at twelve organizations, all but two of the sixteen competencies, such as: emotional self-awareness, accurate self-assessment, self-confidence, self-control, trustworthiness, conscientiousness, initiative, empathy, influence, communication, visionary leadership among others that distinguish between high and low performers were emotional competencies. This result validates the views in the literature that emotional competencies are job skills that can, and indeed must be learned; suggesting also that an underlying EI ability is necessary to manifest competence in the present work environment, characterized by diversity, changing value system, as well as rapid technological advancement. This also means that those who will contribute to organizational excellence are those individuals who are change agents,

adaptable, flexible, creative, resilient, self-reliant, service-oriented, sensitive, optimistic, compassionate, motivated, respectful, intelligent, among other EI competencies. Ability to collaborate with bosses, peers, subordinates and the environment is also an important competence for performance excellence. In exploring the efficacy of EI in organizational excellence, Cherniss and Goleman [62] did a sample of 515 managers from Japan, Germany, and Latin America and discovered that EI alone accounted for 74 percent of performance success and 24 percent for failure in organizational performance [63-65].

2.2. Power of EI in Organizations

Goleman [26] explains that an organization is like an organism with a moment of birth, growth through several stages of development, maturation, and finally an end. Organizations have life spans, and if the past is prologue to the future, in the subsequent years the organizations that will survive will be those with a healthy dose of EI. He went further to argue that a failure in EI can be crucial in rendering an organization vulnerable to failure. And by the same token EI can be an inoculation that preserves the health of organizations and encourages growth. There is almost a chorus of agreement in the literature that if an organization has the people with the competencies that flow from self-awareness, self-regulation, social-awareness and social skills, it should prove more resilient to achieve excellence. This is practicable because the science of EI encourages the breakdown of old organizational hierarchical forms to the ascendance of teamwork. It is increasingly clear that as the day passes on, managing people in organizations is often a very difficult task, and that EI can matter to a high extent because it is inextricably tied to *patience, strength, perseverance, intelligence and cognition*, and the capacity for *analytic and critical reflection and problem-solving*. It is an embodiment of *self-conscious awareness, mental health, learning, experiential upliftment, acquisition of social grace, happiness*, and many other skills associated with socio-economic development of individuals and organizations [66]. EI builds on IQ and development quotient (DQ), *conscientiousness, compassion, joy* and other important skills to provide a significant balance and performance in the transient world of organizational leadership and power. EI as a contingency theory recognizes that different leadership and management styles are necessary in different transient social situations so as to suit each situation and to achieve desired objective. For example, the authoritarian leadership style will be needed when change requires a new vision, or when clear direction is imperative, so as to mobilize others to follow the vision. This may become most strongly positive in the circumstance, and requires self-confidence, empathy, and change-orientation. These reflect the unitary view of

organizations which places emphasis on the achievement of goals. For organizational excellence, the affiliative leadership approach may be adopted to heal rifts in a team or to motivate during stressful situations, with the aim of achieving harmony and to create a highly positive organizational climate. This style requires social skills like building bonds, and conflict management. Again, the democratic leadership pattern may be powerful to build consensus or to get valuable input from employees, build commitment through participation, enhance cordial relationships, based on the skills of collaboration, team leadership, and communication. The affiliative and democratic approaches address the pluralist view of organizations and used to achieve organizational stability. On the other extreme, the pacesetter leadership type is important to get quick results from a highly motivated and competent team, to perform tasks to a high standard, even though the style may be resisted; it nevertheless requires conscientiousness, the drive to achieve. The organizational leader as a coach is always willing to help an employee to improve performance or to develop long-term strength, which influences positive performance. This trait strives on developing others, sensitivity, and understanding others. This style is necessary to carry employees along and to obviate the radical view of organizations or to see the organization as a battle ground for management, employees and unions to show power. It creates the industrial harmony needed for organizational excellence. According to Morgan [2] many organizational conflicts can be fruitfully resolved through pluralist means, but not all. Therefore, there must be a balance between the interest of management and unions, to discourage a *winner-takes-all* or *fight-to-finish* attitude that makes compromise extremely difficult and often leading to painful outcomes like unemployment or bankruptcy of the organizations involved [67-69].

3. Research Methodology

Research is the process of arriving at dependable solutions to problems through planned and systematic collection, analysis and interpretation of data.

3.1. Research Design

The exploratory research design was used for the study. A combination of quantitative and qualitative techniques can be used in exploratory research [70]. This method is historical in nature and does not often require a large sample or a structured questionnaire. The strength of qualitative research technique lies in its capacity to provide proper insights, rich details, and thick descriptions. Richness is provided by paying close attention to concept, context, and process [71].

3.2. Sources of Data

Data were collected from secondary and primary sources such as books, journal articles, annual reports, government reports, newspaper reports, personal interviews, observations, among others. Secondary data are information collected previously for some other purpose other than the research project at hand whereas primary data are information gathered and assembled especially for the research objective at hand [72]. Each data collection method has advantages, and disadvantages. However, according to Nelson and Quick [73] the best approach is using multiple method of collecting data because it offers the researcher a chance to cross-check the information obtained through the various methods.

3.3. Population, Sample and Size

The population composed of all the public enterprises (PEs) in Nigeria. The sample was selected through the purposive method, while the size was determined using the sample ratio concept [74].

3.4. Study Area

The study was conducted in South East Nigeria composed of five states out of thirty six states in Nigeria. It is assumed that the opinion of the people in this area is representative of the opinion of the people in Nigeria, based on the 1/10th principle [75].

3.5. Model Specification

Model specification is the expression of a relationship into precise mathematical form. According to Koutsoyiannis [76] economic theory does not indicate the functional form of any relationship. This means that economic theory does not state whether a relationship will be expressed in linear form, quadratic form, or in a cubic form. On the basis of these, it was chosen to specify the relationship between organizational excellence and emotional intelligence as

$$OX = b_0 + b_1 SA + b_2 SM + b_3 SOA + b_4 RM + u$$

Where:

OX=Organizational Excellence

SA=Self-Awareness

SM=Self-Management

SOA=Social Awareness

RM=Relationship Management

b₀=Common error term

b₁, b₂, b₃, b₄=Coefficient attached to explanatory variables

t=Time period

u=Stochastic error term

3.6. Data Analysis

Data were analyzed through descriptive and regression statistical methods. The Ordinary Least Square (OLS) technique was used for regression analysis. The OLS technique is a method used to estimate the unknown parameter in a linear regression model with the goal of minimizing the

differences between observed variables in a dataset. The method was not chosen because of its simplicity only but also due to its unique properties of linearity, efficiency, sufficiency, least variances, unbiasedness and least mean errors. The F-test and t-test were used to determine the overall adequacy of the regression model using the E-View Statistical Package [77].

4. Presentation of Result

Table 1. Profile of Respondents (n=210).

S/N	Description	Category	Total	Percentage
1	Sex	a) Female	120	57.14
		b) Male	90	42.86
2	Education	a) Diplomas	60	28.57
		b) Degrees	110	52.38
		c) Others	40	19.05
3	Age	a) 18-30 years	80	38.09
		b) 31-60 years	90	42.86
		c) 61 - 70 years	40	19.05
4	Experience	a) 5-10 years	50	23.81
		b) 11-20 years	110	52.38
		c) 21-35 years	50	23.81
5	Status	a) Low	70	33.33
		b) Middle	45	21.43
		c) High	95	45.24

Source: Fieldwork [2019]

Table 1 showed the characteristics of the 210 respondents.

Table 2. Respondents' Received Relationship Between EI and OX.

S/N	Restatement of Research Questions	Scores		Total 1+2	Scores		Total 3+4	5 N	Total 1-5	Percentage Rating	
		1	2		3	4				1-2	3-4
1	Self Awareness is not a factor in organizational excellence	20	30	50	120	35	155	5	210	23.81	73.81
2	Self-Management does not help in organizational excellence	35	45	80	90	30	120	10	210	38.10	57.18
3	Social Awareness enhances collaborative actions	80	90	170	8	12	20	20	210	80.95	9.52
4	Social Skills do not influence positive behavior change	30	40	70	100	25	125	15	210	33.33	60.00
5	Leadership is not a major factor in organizational excellence	10	20	30	70	100	170	10	210	14.29	80.95

Source: Fieldwork [2019]

Table 2 was used to analyze the responses to the relevant research questions; according to [78].

Table 3. Regression Analysis.

Variables	Coefficient	Std. Error	t-Statistical	Prob.
C	308.8125	29.08825	10.61640	0.0000
SA	97.25000	41.13701	2.413650	0.0245
SM	0.290439	1.801911	0.161184	0.8737
SOA	0.662270	1.147418	0.577183	0.5710
SOS	9.184997	4.006064	1.997712	0.0516
R-Squared	0.850711	Mean dependent Var.		358.4375
Adj. R-Squared	0.798785	S.D. dependent Var.		259.3862
S.E. of Regression	116.3530	Akaike info criterion		12.58339
Sum Reg. Residual	311374.5	Schwarz criterion		12.99563
Log. Likelihood	-192.3343	Human-Quiun criterion		12.72004
F. Statistic	16.38296	Durbin Watson Statistic		2.413497
Prob (F-Statistic)	0.000000			

Source: E-View

As in table 3, regression analysis is usually used to determine the effect of the independent variable(s) over the dependent variable [79].

4.1. Discussion

Table 1 showed the characteristics of the respondents. About 57.14 percent of them were males while the rest were females, with various levels of education, and within the age range between 18 and 70 years. They had industrial work experiences ranging from 5 years to 35 years, and falling into low, middle and high income brackets. These respondents were therefore, qualified to provide credible responses to the research questions, as analyzed in table 2. For example, at about 74 percent rating the respondents agreed that Self-Awareness contributes to organizational excellence. Also at about 81 percent rating they disagreed that leadership does not influence organizational excellence, among others. As shown in table 3, in regression analysis, there is an important measure, R^2 , which measures the goodness-of-fit of the regression model. By this it calculates the percentage of variation in the dependent variable accounted for by the independent variable(s). The possible values of R^2 range from 0 to 1.00. The closer R^2 is to 1, the greater the percentage of the explained variation. A high value of R^2 , of about .80 or more, would indicate that the independent variable is a good predictor of values of the dependent variable of interest. A low value of about .25 or less would indicate a poor predictor, and a value between .25 and .80 would indicate a moderate predictor. Therefore, in this unique study, the R^2 value of 0.85 showed a strong positive relationship between the variables of interest. The adjusted R^2 value of 0.80 showed that the goodness-of-fit test of the model of the study is also splendid. The Durbin-Watson value of 2.4 lies within the range between 1.5 and 2.5 and this technically means that there is no autocorrelation among the independent variables of interest. This is the interest of the study. This new result is not an exaggeration as it supports the finding of Goleman [26] that EI is the new science of success and highly contributes to organizational excellence. It also supports the agreement of Bracket, et al, [28] that EI is the key for personal, social, academic and workplace success. For example, Ugoani's [10] Emotional Intelligence multiple competencies inventory (EI-mci) describes EI as an instrument for performance success based on the conceptual aspects of Bar-On model of EI. The Bar-On [19] model defines EI as a cross-section of interrelated emotional and social competencies, skills and factors that influence intelligent behaviour and performance excellence. These competencies operate on a category, or cluster levels, and not just individually because there is no one single set of characteristics that lead to success, rather there are alternative

configurations and important combinations of abilities that help to push performance success. Motivation is often imperative in organizational excellence. The motivation component of EI involves the subscales of giving feedback, thankfulness, affection among other skills that encourage performance. For example, when organizational leaders are criticized by customers or their subordinates they then try to appraise their performance and take some corrective measures so as to improve performance levels. The result of this new study also lends support to the assertion of Asian Development Bank [80] that EI is more and more relevant to important work-related outcomes such as individual performance, organizational productivity, and developing people because its principles provide a new way to understand and assess the behaviours, management styles, attitudes, interpersonal skills, and potentials of people. It is an increasingly important consideration in human resource management activities, including planning, job profiling, selection, learning as well as education, training and development. Many different Studies examining the perspectives of EI and performance in many years reveal that while it enhances organizational excellence, lack of it leads to bad performance and failure. For example, during the global financial crisis in the 2000s, it was found that many organizations like Enron, Worldcom, and many other organizations collapsed due to in competence, lack of business ethical standards, integrity and weak leadership. People in management positions were greedy and were not contended with the pursuit of accountability and transparency in dealings with others [81]. In the 1990s and through 2011, over 50 banks collapsed in Nigeria due to factors that bordered on breach of trust, erosion of public confidence in the management of the banking organizations that led to huge waste of depositors funds. To rebuild the Nigerian financial system for the paths of success, the government had to create Interim Management Boards (IMBs) and appointed people of integrity, competence and credibility as a change management paradigm for their profitability and sustainability. In Nigeria for example, Decree No 25 of 1988 for Privatization and Commercialization was passed because government discovered that almost all the public enterprises (PEs), without exception, were infested with problems such as confused and conflicting missions, political interference in operating decisions, misuse of funds and monopoly powers, defective capital structures, mismanagement, nepotism and widespread public corruption. One goal of the privatization and commercialization programme therefore, was to improve the efficiency of PEs considered as the best means of achieving rapid and desired patterns of economic growth in the face of inadequate entrepreneurial skills, shortage of investible capital, underdeveloped capital markets as well as

the fear of foreign control of the national economy. To this extent, government was convinced that turning the weak PEs into successful Public Ventures (PVs) required critical restructuring and with a high dose of emotionally intelligent management teams [82]. There is evidence in the literature that problems in organizational failure relate to lack of competence often displayed by many people who occupy leadership positions. Correct understanding of the concept of organizational leadership would mean to establish the platform to drive organizations through survival and not to lead them to their early graves. Over the years, dissatisfaction with other theories of leadership has continued to promote interest in the contingency theory of leadership. This theory emphasizes that a good leader should lead based on the situation. This implies that for example, under situation “b” style “y” may be preferable, while style “j” would be more usable for situation “f” as the case may be. On the basis of the research problem and available literature, it can be strongly argued that through management by emotional intelligence (MBEI) organizational leadership and structure become in equilibrium with organizational culture and which tremendously helps to promote organizational excellence [83]. Basically, emotional Intelligence, as a dispositional variable mediates between work and family roles and also provides psychological balance to become a catalyst for workplace performance and organizational success [84]. As a science of success, emotional intelligence emphasizes positive attitudes, knowledge, flexibility, continuous learning, goal achievement and competence. It summarizes that a competent person must possess an identifiable combination of skills, knowledge, experience, trait and attitudes required to perform a job or a range of jobs effectively, which means producing the desired result efficiently. Importantly, emotional intelligence promotes spirituality, discipline and contentment which are critical factors in performance excellence [85-88]. OX is closely linked to effective leadership and the relationship of EI and OX is stochastically certain because it addresses the need for quality decision making, social behaviour, personal satisfaction and the emotional adjustment of the individuals in society [89-90].

4.2. Scope for Further Study

Further study should investigate the relationship between strategic management and public governance to see whether it will help in finding a way out of the prevailing poor public governance quagmire in developing countries.

4.3. Recommendations

1) Employers should always ensure to motivate employees to enhance organizational citizenship behaviour necessary for organizational excellence.

2) Management at all levels needs to promote cordial labour-management relations to encourage enterprise performance.

3) Activity cost management culture must be employed in organizations to reduce waste and enhance productivity.

4) Leadership development programmes (LDPs) in organizations should focus on skills like: patience, perseverance, trust and others to ensure that managers have the right behaviours to perform.

5) Organizations should see training and development of employees across board as essential to harvest a stock of people qualified and competent enough to drive the organizations toward the paths of success and sustainability.

5. Conclusion

EI is a psychological concept encompassing empathy, integrity, self-regulation, self-confidence, resilience, conscientiousness, creativity, among other skills that are critical for organizational excellence. Employing and retaining people who score highly in EI factors will therefore be necessary for organizations to achieve excellence. For example, empathy, the ability to understand other people’s feelings and to empathize with them is a priceless gift as well as a prerequisite for helping others to grow. Empathy is a central characteristic of emotionally intelligent behavior that enhances organizational excellence. This study was conducted through the exploratory research design and the result showed a strong positive relationship between EI and OX. This is the crux of the study.

Research Funding

No funding was received from any resources whatsoever for this original investigation, authorship and/or publication of this paper.

Declaration of Conflicting Interests

The author declares no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Contribution/Originality

This paper is one of the few new studies to find that MBEI has very strong positive correlation with organizational excellence. The paper espouses the importance of contingency theory on positive behaviour and performance excellence. The paper also elevates the reality that emotional

intelligence is an ingredient for leadership development.

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Biography



John Nkeobuna Nnah Ugoani is Associate Professor of Management at Rhema University, Nigeria. His research interest focuses on business, management, leadership, governance and emotional intelligence. John is recognized for presenting the first best PhD Thesis in Management at the Faculty of Business Administration, Imo State University, Owerri, Nigeria. He has over 90 scholarly publications with full paper readership downloads and abstract views of over 5000 and 20000 respectively and ranked among Top Ten Authors by SSRN. Before entering academia, he was a senior manager at First Bank of Nigeria Plc.