

The Effect of Emotional Intelligence on Employee Performance in the Private Sector: A Case of Kinyara Sugar Limited

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Abstract: The purpose of this study was to analyze the effect of emotional intelligence on employee performance in private sector a case of Kinyara sugar limited in Uganda. A stratified random sampling was used to sample 208 respondents who represented the total population of KSL with 95% confidence level and 5% margin of error. In regards to the effect of self-awareness on employee performance, the findings concluded that improved self-awareness of employees leads to improved employee's performance. In regards to the effect of self-management on employee performance, the study findings discovered that the improved ability of employee's self-management results into improved employee's general performance. In relation to the effect of social-awareness, the study findings indicated that employee's improved social-awareness aspects contribute positively to their general performance. In regards to the effect of relationship management, the study findings showed that there is a positive effect of improved relationship management skills on their general performance. The study concluded that well developed and management skills of the four domains of emotional intelligence self-awareness, self-management, social-awareness and relationship management enables employees to understand and manage their abilities and control their short comings. The study recommended that EI domains need to be maximized if KSL is to reap improved employee performance.

Keywords: Emotional intelligent, employee performance, private sector in Uganda, self-awareness and social awareness and relationship management.

I. Introduction

The term Emotional Intelligence came to exist way back in the 1990s by Salayo and Mayer (1990) but it started gaining the current attention it has when it was republished by Goleman (1996) where he defined it as an individual's recognize and deal with their own feelings which is of great importance in later enabling us relate well with others by being in better position to handle others feelings. In reality, emotions control our actions and can therefore impact or redirect our behaviors for good or worse thus the need to handle our emotions and those of others carefully more especially when faced with very challenging situations (Jonas, 2013).

Out of the so many EI models developed over the years, Goleman (2001) improved a model that has been widely adopted and used to date. In his latest publish, Goleman (2002) used this model to define emotional intelligence as the ability to identify and manage our feelings and those we associate with through appropriate ways of dealing and associating with four domains of EI which include; self-awareness, self-management, social awareness, and relationship management which are shared by all the different theories developed by different researchers, scholars and authors about EI even though vocabulary varies from one theory to another (Nwokah and Ahiauzu, 2009). Nwokah and Ahiauzu (2009) stated that many researchers compare social and emotional intelligence by looking at the number of people it involves for example emotional intelligence is mainly individual while social intelligence is more of relationship management.

II. Literature Review

2.1 Self-Awareness

Victoroff and Boyatzis (2012) mentioned that Self-awareness is "knowing one's internal state, preference, resources and intuition" (p. 418). It's not automatic to have the ability to recognize our personal moods and reactions when in the spot light, privately and still be able to remain conscious afterward whether in teams or individually (Goleman *et al*, 2002). "Self-awareness also involves having a realistic assessment of one's abilities. People who have this strength are aware of their strengths and weaknesses, open to candid feedback from others, and willing to learn from past experiences. This courage comes from certainty, through self-awareness, about our capabilities, values and goals" as cited by (Fatt, 2002, p. 63). Self-aware people have the "ability to accurately perceive own emotions and stay aware of them as they happen. This includes keeping on top of how one tends to respond to specific situations and people" as quoted in Cheek and O'Higgins (2011, p.152).

Self-awareness is way beyond simply having adequate knowledge about ourselves but rather extends to being in position to interpret this knowledge for the purpose of learning more about ourselves (Dirette, 2010).

2.2 Self-Management

This refers to the continuous process of managing, evaluating and reinforcing our actions, thoughts and emotions to have appropriate behaviors or performance in relation to our surroundings and environment through constantly reminding ourselves of our norms and values (Goleman *et al*, 2002). Instead of the usual blame others for mistakes we make or constantly defending ourselves, we should be able to take responsibility for our own behaviors, dids, mistakes and in general emotions and how they impact our behaviors and daily lives such as the so many decisions that we have to make in our lives (McPheat, 2010).

Gerhardt, Ashenbaum and Newman (2009) states that self-management consists of “a set of behavioral and cognitive strategies that assist individuals in structuring their environment (at work or elsewhere), establishing self-motivation, and facilitating behaviors appropriate for obtaining performance standards” (p. 63).

2.3 Social Awareness

As employees we don't work alone but with others and probably even in teams on certain projects and this entails managing our relationships within the organizations and others in an appropriate manner by making it our business to know how others are feeling and making them feel better since others happiness is our business (McPheat, 2010). Victoroff and Boyatzis (2012) states that social awareness simply relates to how persons handle relationships and others feelings, needs and wants after they have gained full knowledge of them

2.4 Relationship Management

This refers to evaluating our values and norms in relation those of other people around us for its impact. Our behaviors, actions, decisions and words on the people we leave and work with could either make or destroy our relationship with them (Goleman *et al*, 2002). Cheok and O'Higgins (2011, p.152) discuss relationship as “the ability to use awareness of one's own emotions and the emotions of others to manage interactions successfully. This includes clear communication and effectively handling conflict”. “Successful relationship building sets a safe backdrop for emotions and feelings to be aired and explored between workers and service users” (Ingram, 2013, p. 996).

2.5 Leadership

Leadership in this sense is regardless of the position but can be at any levels in the organization and top leaders have always been those with very high and strong EI due to the ability to understand others, work with them, share the credit and so on though in relation to EI, leadership refers to the ability to manage the emotions of others in order to have an effective employee performance (McPheat, 2010). “having a good understanding of what's good for others is a critical factor for your ability to successfully lead them to achieve goals and objectives” (Schofield, 2014, p. 18).

2.6 Change Catalyst

McPheat (2010) states that life and environment is constantly evolving and this requires people with open minds to change in order to improve themselves, clientele, others around them and the society they serve and this is possible by thinking ahead of time and knowing that competition is not constant as well. McPheat (2010) further mentions that change usually comes with fear among people but we need to find a way of ensuring that this fears do not prevent the necessary changes and work through change with those who feel threatened by change. “change is the alteration of a company's strategy, organization or culture as a result of changes in its environment, structure, technology or people” (Passenheim, 2010, p. 7).

2.7 Conflict Management

McPheat (2010) suggests that conflict management entails having EI because we have to be able to understand the views of parties involved without hurting their feelings by gaining enough knowledge about the root cause of the issue at hand and then guide the parties involved towards and amicable resolution by ensuring that the parties understand each other's view in relation to the objectives and goals so as to have a win-win result. McPheat (2010) further mentions that as long as we work in teams, the environment is constantly evolving and we come from different backgrounds, culture, beliefs, values and so on, we can't avoid conflict whether good or bad thus we need to master the art of conflict resolution and experience has always been the better teacher.

2.8 Relationship Management and Employee Performance

Job performance can be presented and used in such a way that it can end up influencing the followers to boost their view and perception of achievement and their impression of hard work in line with the organization's strategy (Treadway *et al*, 2013). Therefore there is need to "strategically posture, present, and leverage performance information in effective ways that lead to interpersonal power acquisition" for the purpose of improving employee performance and achieving improved staff motivations (Treadway *et al*, 2013, P. 1545). Good relations with clientele, stake holders and colleagues result in improved business returns, employee satisfaction and happy stake holders which is a good thing for the reputation of the organization and competitive advantage (Agnes, Christine and Darryn, 2013)

III. Methodology

To get better understanding of the company as a result of its large nature, complex probability sampling was done to determine the parameter and was drawn from the various sectors using stratified random sampling so that samples comprise of total representatives of the company population. In the sectors, the populations are of a heterogeneous nature but homogeneity between the sectors did exist. Researchers mostly work with a plus or minus 3-5% of the true value of the population characteristic. Therefore for this study, we adopted the 95% level of certainty to produce results among variables that are significantly different and it broadened the range of possible data and formed a better picture for analysis. Kinyara sugar Limited (KSL) has its head office in Kampala with the plant in the western part of the country (Masindi). The sample size in this study was determined by extent of precision, objective of this study, confidence level, cost and time limitations, and the amount of the variability in KSL employees (Sekaran & Bougie, (2013). We used the sample size of 208 basing on the criterion that states that 10% of a total population forms an ample sample size (Cooper and Schindler, 2014).

IV. Results And Findings

4.1 Effect of Self-Awareness on Employee Performance

Self-awareness had a mean distribution of 4.09 and a standard deviation of 0.557 while performance had a mean distribution of 3.56 and standard deviation of 0.583. To effectively measure the effect of emotional intelligence on employee's performance, Pearson correlational analysis at both 0.05 and 0.01 levels was conducted on both variables and findings have been presented on table 4.3. The correlation analysis indicated that there was a relationship between self-awareness variables and employee performance these are; Workers who have strong self-awareness are usually realistic ($r=.195, p<0.05$), Self-aware workers are normally not over self-critical or naively hopeful ($r=.134, p>0.05$), Self-awareness is a propensity for self-reflection and thoughtfulness ($r=.132, p>0.05$), Self-aware people typically find time to reflect quietly ($r=.147, r<0.05$) and Self-aware people; think things over rather than react impulsively ($r=.068, p>0.05$). The study indicated that there was a significant relationship between self-awareness and employee performance by avoiding self-criticism over ambitions at ($r=.159, p<0.05$). This significance extended to employees' ability to self-reflect and thought before action at ($r=.382, p<0.05$), ability to self-reflect at ($r=0.082, p>0.05$) and thinking things over rather than react impulsively at ($r=.169, p<0.05$). There was also a significant relationship between the self-awareness positively influencing individual performance and self-awareness being valuable at ($r=.274, p<0.05$), ability to self-reflect at ($r=0.379, p>0.05$) and thinking things over rather than react impulsively at ($r=.211, p<0.05$). There was also a significant relationship between the self-awareness positively influencing individual performance and self-awareness being valuable at ($r=.424, p<0.05$) and thinking things over rather than react impulsively at ($r=.180, p<0.05$). Then There was also a significant relationship between the self-awareness positively influencing individual performance and self-awareness being valuable at ($r=.345, p<0.05$).

4.2 Regression between Self-Awareness and Employee Performance

The regression relationship between Self-Awareness and Employee Performance was not a very strong one but still a positive regression. From the model summary, R Square is 0.059 meaning that self-awareness cause 5.9% variation in employee performance while the remaining 94.1% variation is cause by other performance factors that have not been considered in this study and one error term. Predictors: (Constant), Self-aware people; think things over rather than react impulsively, Workers who have strong self-awareness are usually realistic, Self-aware workers are normally not over self-critical or naively hopeful, Self-awareness is a propensity for self-reflection and thoughtfulness, Self-aware people typically find time to reflect quietly

4.3 ANOVA of Self-Awareness and Employee Performance

As presented in table below, ANOVA according to the results from the data gathered from the respondents showed a significant regression since $p=0.004$ which is <0.05 . This meant that self-awareness has a significant influence on employee performance in the company

ANOVA of Self-Awareness and Employee Performance

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 2.752 | 1 | 2.752 | 8.403 | .004 ^b |
| | Residual | 59.940 | 183 | .328 | | |
| | Total | 62.692 | 184 | | | |
| a. Dependent Variable: Performance | | | | | | |
| b. Predictors: (Constant), Self Awareness | | | | | | |

4.4 Coefficient of Self-Awareness on Employee Performance

Below is the degree of relationship between each variable under self-awareness the constant was 2.639 the variable that was statistically significant was workers who have strong self-awareness are usually realistic (0.028) while avoiding self-criticism over ambitions at (0.410), ability to self-reflect and thought before action at (0.987), ability to self-reflect at (0.207) and thinking things over rather than react impulsively at (0.857) were not very significant. In the regression analysis using the coefficient of determination ($Y = B_0 + B_1x + B_2x + B_3x + B_4x + B_5x$), the researcher arrived at the following conclusion; $B_0 = 2.639, B_1 = 0.126, B_2 = 0.037, B_3 = 0.001, B_4 = 0.072$ and $B_5 = -0.009$. Therefore, $Y = 3.228 + 0.126x + 0.037x + 0.001x + 0.072 + (-0.009x)$ meaning 2.639 increase in level of employee performance is not affected by self-awareness but rather other factors not covered in this study whereas each of the aspect under self-awareness do affect employee’s performance by 0.126, 0.037, 0.001, 0.072 and -0.009 changes respectively.

4.5 Effect of Self-Management on Employee Performance

The second intention of this study was to identify the effect of self-management on employee performance at work place among the employees of Kinyara sugar limited. Analysis was done using the various variable of self-management indicated by the key in table 4.3 below. Self-management had a mean distribution of 4.26 and a standard deviation of 0.547 while performance had a mean distribution of 3.56 and standard deviation of 0.583.

4.6 Correlation between Self-Management on Employee Performance

To effectively measure the effect of self-management on employee’s performance, Pearson correlational analysis at both 0.05 and 0.01 levels was conducted on both variables and findings have been presented on table 4.7. The correlation analysis indicated that there was a relationship between self-management variables and employee performance as summarized; Persons who possess emotional self-control always endeavor to manage their disturbing emotions and impulses, to their advantage ($r = 0.189, p < 0.05$), Leaders-managers who are transparent live their values, and where necessary they openly admit mistakes and fault ($r = 0.090, p > 0.05$), Leaders-managers, who possess strength in achievement, have high personal standards that drive them to constantly seek performance improvements for themselves and those they lead ($r = 0.196, r < 0.05$), Achievement oriented leaders are interested in continually learning and teaching wants to do things better ($r = 0.254, p < 0.05$) and an optimistic leader can roll with the purchase, seeing an opportunity rather than a threat in a setback ($r = 0.104, p > 0.05$). The study indicated that there was a significant relationship between self-management and employee performance by living to their true values and admitting to their mistakes and faults at ($r = 0.159, p < 0.05$). This significance extended to employees’ ability to seek performance improvement for themselves and those they lead at ($r = 0.283, p < 0.05$), the hunger for continuous learning, teaching and wanting to do things better at ($r = 0.163, p > 0.05$) and taking advantage of setbacks as opportunities to rather than threats at ($r = 0.219, p < 0.05$). There was also a significant relationship between the self-awareness positively influencing individual performance and self-management being valuable at ($r = 0.277, p < 0.05$), the hunger for continuous learning, teaching and wanting to do things better at ($r = 0.245, p > 0.05$) and taking advantage of setbacks as opportunities to rather than threats at ($r = 0.348, p < 0.05$). There was also a significant relationship between the self-awareness positively influencing individual performance and self-management being valuable at ($r = 0.390, p < 0.05$) and taking advantage of setbacks as opportunities to rather than threats at ($r = 0.318, p < 0.05$). Then There was also a significant relationship between the self-management positively influencing individual performance and self-management being valuable at ($r = 0.389, p < 0.05$).

4.7 Regression between Self-Management and Employee Performance

The regression relationship between Self-Management on Employee Performance was not a very strong one but still a positive regression. From the model summary, R Square is 0.093 meaning that self-management causes 9.3% variation in employee performance while the remaining 90.7% variation is caused by other performance factors that have not been considered in this study and one error term. a. Predictors: (Constant), An optimistic leader can roll with the purchase, seeing an opportunity rather than a threat in a setback, Persons who possess emotional self-control always endeavor to manage their disturbing emotions and impulses, to their advantage, Leaders-managers who are transparent live their values, and where necessary they

openly admit mistakes and fault, Achievement oriented leaders are interested in continually learning and teaching wants to do things better, Leaders-managers who possess strength in achievement, have high personal standards that drive them to constantly seek performance improvements for themselves and those they lead

4.8 ANOVA of Self-Management on Employee Performance

As presented ANOVA according to the results from the data gathered from the respondents showed a significant regression since $p=0.003$ which is <0.05 . This means that self-management has a significant influence on employee performance in the company.

4.9 Coefficient of Self-Management and Employee Performance

Below is a coefficient that shows the degree of relationship between each variable under self-management the constant was 2.225 and the variable that was statistically significant was achievement oriented leaders are interested in continually learning and teaching wants to do things better (0.010) while Manage their disturbing emotions and impulses, to their advantage living their values (0.068), and where necessary they openly admit mistakes and fault(0.946), seeking performance improvements for themselves and those they lead (0.299) and seeing an opportunity rather than a threat in a setback (0.652) were not very significant. In the regression analysis using the coefficient of determination ($Y= B_0+B_1x+B_2x +B_3x +B_4x +B_5x$), the researcher arrived at the following conclusion; $B_0= 2.225$, $B_1= 0.112$, $B_2= 0.004$, $B_3= 0.063$, $B_4= 0.150$ and $B_5= -0.020$. Therefore, $Y= 2.225 + 0.112x + 0.004x + 0.063x + 0.150 + (-0.020x)$ meaning 2.225 increase in level of employee performance is not affected by self-management but rather other factors not covered in this study whereas each of the aspect under self-management do affect employee's performance by 0.112, 0.004, 0.063, 0.150 and -0.020 changes respectively.

4.9 Effect of Social-Awareness on Employee Performance

The third intention of this study was to identify the effect of social-awareness on employee performance at work place among the employees of Kinyara sugar limited. Analysis was done using the various variable of self-management indicated by the key in table 4.3 below. Social-awareness had a mean distribution of 4.30 and a standard deviation of 0.535 while performance had a mean distribution of 3.56 and standard deviation of 0.583.

4.10 Correlation between Social Awareness and Employee Performance

To effectively measure the effect of social-awareness on employee's performance, Pearson correlational analysis at both 0.05 and 0.01 levels was conducted on both variables and findings have been presented on table 4.7. The correlation analysis indicated that there was a relationship between social-awareness variables and employee performance as summarized; Social awareness enables a leader-manager to attune to a wide range of emotional signals, letting them sense the felt, unspoken, emotions in a person or group ($r=.164$, $p<0.05$), Social awareness enables a leader-manager to detect crucial social networks and understand key power relationships ($r=.132$, $p>0.05$), Social awareness makes it possible for a leader to get along with people of diverse backgrounds ($r=.133$, $p>0.05$) and Social awareness enables a leader-manager to monitor customers or clients satisfaction carefully to ensure that they get what they need ($r=.133$, $p>0.05$). The study indicated that there was a significant relationship between social-awareness and employee performance by detecting social networks and understanding the power of relationships at ($r=.311$, $p<0.05$). This significance extended to employees' ability to get along well with people of diverse backgrounds at ($r=.339$, $p<0.05$) and handling clients satisfaction carefully to ensure they get what they want at ($r=0.247$, $p<0.05$) There was also a significant relationship between the social-awareness positively influencing individual performance and social awareness being valuable at ($r=.401$, $p<0.05$) and handling clients satisfaction carefully to ensure they get what they want at ($r=0.333$, $p<0.05$). There was also a significant relationship between the social-awareness positively influencing individual performance and social-awareness being valuable at ($r=.531$, $p<0.05$)

4.11 Regression between Social-Awareness and Employee Performance

The regression relationship between social-awareness on Employee Performance was not a very strong one but still a positive regression. From the model summary, R Square is 0.040 meaning that social awareness causes 4% variation in employee performance while the remaining 96% variation is caused by other performance factors that have not been considered in this study and one error term.

4.12 ANOVA of Social Awareness and Employee Performance

ANOVA according to the results from the data gathered from the respondents showed a weak regression since $p=0.114$ which is >0.05 . This means that social-awareness causes a weak influence on employee's performance in the company. Predictors: (Constant), Social awareness enables a leader-manager to

monitor customers or clients satisfaction carefully to ensure that they get what they need, Social awareness enables a leader-manager to attune to a wide range of emotional signals, letting them sense the felt, unspoken, emotions in a person or group, Social awareness enables a leader-manager to detect crucial social networks and understand key power relationships, Social awareness makes it possible for a leader to get along with people of diverse backgrounds

4.13 Coefficient of Social Awareness and Employee Performance

Coefficient table that shows the degree of relationship between each variable under social awareness with the constant at 2.649 while sensing the felt, unspoken, emotions in a person or group (0.140), ability to detect crucial social networks and understand key power relationships (0.471), being to get along with people of diverse backgrounds (0.713) and working on clients satisfaction carefully to ensure that they get what they need (0.449) were not statistically significant since all of them had ($p > 0.05$). In the regression analysis using the coefficient of determination ($Y = B_0 + B_1x + B_2x + B_3x + B_4x$), the researcher arrived at the following conclusion; $B_0 = 2.649$, $B_1 = 0.087$, $B_2 = 0.049$, $B_3 = 0.026$ and $B_4 = 0.053$. Therefore, $Y = 2.649 + 0.087x + 0.049x + 0.026x + 0.053x$ meaning 2.649 increase in level of employee performance is not affected by social-awareness but rather other factors not covered in this study whereas each of the aspect under social-awareness do affect employee's performance by 0.087, 0.049, 0.026 and 0.053 changes respectively.

4.14 Effect of Relationship Management on Employee Performance

The fourth and final intention of this study was to identify the effect of relationship management on employee performance at work place among the employees of Kinyara sugar limited. Analysis was done using the various variable of relationship management as indicated by the key in table 4.15 below. Relationship management had a mean distribution of 4.18 and a standard deviation of 0.647 while performance had a mean distribution of 3.56 and standard deviation of 0.583.

4.15 Correlation between Relationship Management and Employee Performance

To effectively measure the effect of relationship management on employee's performance, Pearson correlational analysis at both 0.05 and 0.01 levels was conducted on both variables and findings have been presented on table 4.7. The correlation analysis indicated that there was a relationship between relationship management variables and employee performance as summarized; Leaders that have inspiration competence create resonance and more people with a compelling vision or shared mission ($r = .144$, $p < 0.05$), Inspirational leaders embody what they ask of others, and are able to articulate a shared mission in a way that inspires others to follow ($r = .192$, $p < 0.05$), Leaders who are good at cultivating people's abilities show a genuine interest in those they are helping along to understanding their goals ($r = .152$, $p < 0.05$), Leaders who possess the change catalyst competence are usually able to lead in the recognition of need for the change, challenge the status quo, and champion the new order ($r = .119$, $p > 0.05$) and Leaders with conflict management competence have the capacity to manage conflict effectively, as they are able to draw out all parties, understand the differing views and then find a common ideal that everyone will endorse ($r = .106$, $p > 0.05$). The study indicated that there was a significant relationship between relationship management and employee performance by articulating a shared mission in a way that inspires others to follow at ($r = .387$, $p < 0.05$). This significance extended to employees' ability to show a genuine interest in those they are helping along to understanding their goals at ($r = .398$, $p < 0.05$), the hunger challenge the status quo, and champion the new order at ($r = 0.384$, $p < 0.05$) and developing common ideas that everyone will endorse at ($r = .317$, $p < 0.05$). There was also a significant relationship between the relationship management positively influencing individual performance and relationship management being valuable at ($r = .408$, $p < 0.05$), the hunger challenge the status quo, and champion the new order at ($r = 0.480$, $p < 0.05$) and developing common ideas that everyone will endorse at ($r = .496$, $p < 0.05$). There was also a significant relationship between the relationship management positively influencing individual performance and relationship management being valuable at ($r = .525$, $p < 0.05$) and developing common ideas that everyone will endorse at ($r = .389$, $p < 0.05$). Then There was also a significant relationship between the relationship management positively influencing individual performance and relationship management being valuable at ($r = .489$, $p < 0.05$).

4.16 Regression between Relationship Management and Employee Performance

The regression relationship between relationship management and Employee Performance was not a very strong one but still a positive regression. From the model summary, R Square is 0.047 meaning that relationship management causes 4.7% variation in employee performance while the remaining 95.3% variation is caused by other performance factors that have not been considered in this study and one error term.

Predictors: (Constant), Leaders with conflict management competence have the capacity to manage conflict effectively, as they are able to draw out all parties, understand the differing views and then find a common ideal

that everyone will endorse, Leaders that have inspiration competence create resonance and more people with a compelling vision or shared mission , Leaders who are good at cultivating people’s abilities show a genuine interest in those they are helping along to understanding their goals , Inspirational leaders embody what they ask of others, and are able to articulate a shared mission in a way that inspires others to follow , Leaders who possess the change catalyst competence are usually able to lead in the recognition of need for the change, challenge the status quo, and champion the new order

4.17 ANOVA of Relationship Management on Employee Performance

As presented in table below, ANOVA according to the results from the data gathered from the respondents showed a weak regression since $p=0.125$ which is >0.05 . This means that relationship management causes a weak influence on employee’s performance in the company.

ANOVA of Relationship Management and Employee Performance

| Model | Sum of Squares | df | Mean Square | F | Sig. | |
|-------|----------------|--------|-------------|------|-------|-------------------|
| 1 | Regression | 2.924 | 5 | .585 | 1.751 | .125 ^b |
| | Residual | 59.768 | 179 | .334 | | |
| | Total | 62.692 | 184 | | | |

Predictors: (Constant), Leaders with conflict management competence have the capacity to manage conflict effectively, as they are able to draw out all parties, understand the differing views and then find a common ideal that everyone will endorse, Leaders that have inspiration competence create resonance and more people with a compelling vision or shared mission , Leaders who are good at cultivating people’s abilities show a genuine interest in those they are helping along to understanding their goals , Inspirational leaders embody what they ask of others, and are able to articulate a shared mission in a way that inspires others to follow , Leaders who possess the change catalyst competence are usually able to lead in the recognition of need for the change, challenge the status quo, and champion the new order

4.18 Coefficient of Relationship Management and Employee Performance

The degree of relationship between each variable under relationship management with the constant at 2.698 while people with a compelling vision or shared mission (0.438), ability to articulate a shared mission in a way that inspires others to follow (0.105), showing a genuine interest in those they are helping along to understanding their goals (0.398), ability to challenge the status quo, and champion the new order (0.927) and developing common ideas that everyone will endorse (0.850) indicated a statistically weak coefficient since all of them had ($p>0.05$). In the regression analysis using the coefficient of determination ($Y= B_0+B_1x+B_2x +B_3x +B_4x +B_5x$), the researcher arrived at the following conclusion; $B_0= 2.698$, $B_1= 0 .046$, $B_2= 0.117$, $B_3= 0.056$, $B_4= -0.006$ and $B_5= -0.009$. Therefore, $Y= 2.698 + 0.046x + 0.117x + 0.056x + (-0.006) + (-0.009x)$ meaning 2.698 increase in level of employee performance is not affected by relationship management but rather other factors not covered in this study whereas each of the aspect under relationship management do affect employee’s performance by 0.046, 0.117, 0.056, -0.006 and -0.009 changes respectively.

V. Discussion

5.1 Effect of Self-Awareness on Employee Performance

The study generally supported the theory suggestion that self-awareness has a positive effect on employee performance. Self-awareness improved employee’s contribution to the organizational set goals and generally the achievement of its vision by about 5.6%. This confirmed the study of Victoroff and Boyatzis (2012) that reported that self-awareness has enable employees to know themselves and thus recognized their behaviors when under the spot light and this in return enabled them to direct their behaviors towards achieving their set targets. About 92% of the respondents either agreed or strongly agreed that workers who have strong self-awareness are usually realistic in their actions and thoughts. With self-awareness, employees understand how best to handle issues and how to approach demanding and stressful jobs to produce the desired results. This finding was in line with opinions of Dorette (2010) because performance improvement in KSL has been as a result of sharing and discussing of self-awareness feedbacks with employees at all levels for both individual employees and those in groups which in turn enabled employees to maintain their good skills and strengths and improve on their weaknesses to be better employees with better performance results.

5.2 Effect of Self-Management on Employee Performance

The study discovered that the majority of the respondents validated the theory that self-managed employees have better performance as compared to their counterparts with self-management deficit. Self-management was a predetermining factor in causing a positive variation in employee’s performance in KSL. Self-management caused a minimal positive variation in performance which meant that the staff in Kinyara sugar limited have little self-awareness abilities.

A very significant proportion of the respondents agree that employee's performance has been boosted as a result of the self-management than without it. With self-management, employees are able to manage achievement and standards for the purposes of performance improvements for themselves and those they lead. This finding was in agreement with Majority of the respondents did agree that improved employee performance is as a result of achievement oriented leaders who are interested in continually learning, teaching and wanting to do things better.

5.3 Effect of Social Awareness on Employee Performance

A significant portion of the respondents concurred that social awareness supports the improvement of the performance of employees and a correlation existed. It caused a marginally significant variation in the performance of employees. This meant Kinyara sugar needs to uplift the social awareness aspect of its employees for them to reap from it through improved staff performance. This marginally agreed with Victoroff and Boyatzis (2012) who reported that when employees spend more time with work colleagues and other through constant interactions, they then get to know and understand well the persons they are dealing with, how they ought to approach specific situations or people, trend analysis and so on hence more time spent on process orientation which in turn leads to improved employee performance.

The biggest percentage of the respondents agreed that the company can improve the staff's performance by improving staff's ability to detect crucial social networks and understand key power relationships. This was because social awareness caused a marginally positive variation in performance and this means that social awareness in KSL is still raw. However the result disagreed with McPheat (2010) who reported that recognizing how others are feeling, enabled us to be careful not to destroy the rapport we have created with them by disagreeing with why they are feeling the way they are but rather making it upon us to investigate further to understand why they are feeling the way they do hence sensitivity to others feelings and emotions which improved work environment for improved performance.

5.4 Effect of Relationship Management on Employee Performance

The findings from the study confirmed the research theory that relationship management has a significant effect on staff performance. Relationship management showed a positive correlation with performance. However, Kinyara sugar limited is encouraged to do a lot more to bring the effect of relationship management to a more significant level or look at it as one of the factors negatively affecting its general performance because it has not been fully and positively exploited. This marginally agreed with Victoroff and Boyatzis (2012) who suggested that relationship management enables employees to turn around poor performance into a desired one through its wide and positive influence on management, followers and all stake holders which then empowers them to have all the necessary resources at their disposal to enhance their output recommendations

VI. Conclusion And Recommendations

The study recommended that Kinyara sugar limited needs to help its staff to improve on their self-awareness if they need improved employee performance. Company needs to focus on developing workers to have strong self-awareness so that they can be realistic in whatever choices they make and in doing their work. Self-aware worker should be encouraged to refrain from being over self-critical or naively hopeful in doing their work. It's recommended that Kinyara sugar limited should optimize staff's self-management abilities if they are to improved employee performance which will then lead to the attainment of overall organizational performance.

The study recommends Kinyara sugar limited to take the social awareness aspect of employees in the company seriously because it leads to improved employee performance. Since social awareness had a marginal effect on employee's performance, KSL is recommended to take charged and make social awareness part and partial of organization recruitment and staff training and development because social awareness enabled employees to recognize a wide range of emotional signals and this enabled them to sense a range of forms of emotions in fellow employees or groups and handled it before it exploded to affect performance.

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