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Abstract

This study on the University of Juba Top Management Team emotional intelligence intends to determine the link between the emotional intelligence domains such as self-awareness, self-regulation, self-motivation, empathy, and social skills with the organizational financial performances. The study uses both qualitative and quantitative research design with the target population of 106 top management team from the University of Juba out of which 64 participants took part in the study using stratified sampling design using questionnaire and interview guides as the instruments for data collections. Results of the study unveiled that the five domains of emotional intelligence self-awareness, self-regulation, motivation and social skills have significant relationship with the organizational financial performances, although most of the participants' empathy ability was discovered as low level. Therefore, it is advisable for all organizations especially higher institutions of learning like the University of Juba to continuously initiating training programs that aims in developing and enhancing emotional intelligence competencies of their managers and employees if competitive edge is to be achieved considering the swift alteration in higher educational systems that focuses on globalization and competitiveness in this turbulent environment brought about by the challenges of the twenty first century.

Keywords: *Self-awareness, self-regulations, motivations, empathy and social skills.*

1.1 Background of the Study

If your emotional abilities are not in hand, if you are not able to manage your distressing emotions, if you do not have empathy then no matter how smart you are, you are not going to go far (Goleman, 2001).

In the recent decades or so, one of the most renounced business concepts which have gained considerable attention in predicting the organizational success is emotional intelligence. The term emotional intelligence was first coined by Salovey and Mayer (1990), according to them; emotional intelligence is the ability to monitor one's own and others feelings and emotion, discriminate among them and to use such information to guide and facilitate thinking.

Goleman (1995), on the other hand defined Emotional Intelligence as the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of energy, information, creativity, trust and connection. He further said; Intelligent Quotient (IQ) and other technical skills are important, but Emotional Intelligence (EQ) is what he referred to as the *sine qua non* of a leadership (something absolutely necessary). To explain the concept further, he came up with five domains of emotional intelligence:

Self-awareness: This implies having a deep understanding of one's own emotions, strengths, weaknesses, needs and drives. It also means being honest with self and others about one's feelings. This in a nutshell confirms that People with high degree of self-awareness recognize how their feelings affect them, other people, and their job performance and is therefore, able to organize and take some sought of proactive and constructive measures to minimize the effects. According to Goleman (1995), self-aware managers can be easily recognized because of their ability to speak accurately and openly, ability to assess one-self realistically, ability to openly admit failures and lessons learned from it. They are also comfortable speaking about their own strengths and weaknesses as well as being open to constructive criticism in order to improve their leadership role and organizational performance as well.

Self-regulations: one of the notable things about self-regulation is that it is not only a personal virtue as such but also an organizational strength. It enhances integrity and frees us from being prisoners of our feelings as such managers' finds ways of controlling and even channeling those feelings in a useful direction in a way that affects performance positively.

Self-motivation: motivation is one of the most important traits that all leaders should possess since they are obliged to go beyond expectations to improve the overall productivity and to be competitive. There is no doubt that many managers today are driven by external factors such as huge salaries and allowances but emotional intelligence managers are driven by internal factors such as vision, passion, compassion and common goods for all employees. Self-motivated employees seek out creative challenges, interesting in learning new things and take pride in job well done.

Empathy: this means thoughtfully considering employee's feelings along with other factors in the process of taking managerial and intelligent decision. Empathy is particularly important

today as a component of leadership for at least three reasons. The increasing use of teams, the rapid pace of globalization, and the growing need to retain experienced staff.

Social skills: this can be referred to as the culmination of the other emotional intelligence dimension. Managers who possess high quality of social skills understand that work is better accomplished in a team; as such they tend to socialize with all employees and networks with purpose at work place (Goleman, 1995).

1.2 Problem statement

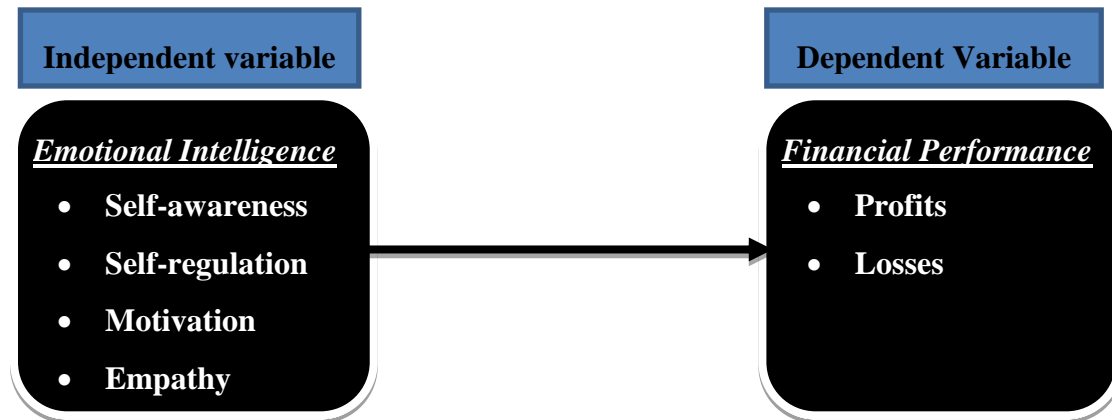
As competition continue to intensify in many business industries, backed by the growing environmental complexity and uncertainties which of all presents multiple challenges for effective businesses operations in this twenty first century despites organizational efforts to survive and progress as well. Nevertheless, what all these challenges present is high demand for pro-active, dynamic managers or business leaders who have the ability to craft, shape and reshape bold strategic paths that can lead the organization to overcome those challenges and excel. Well, as many researches have indicated in the recent decades that emotional intelligence is such an important concept that can lead an organization to success.

Although Goleman (1995), estimated that emotional intelligence accounts for about 80% of leaders' success and consequently organizational success, whereas intelligence quotient known as traditional intelligence (IQ) accounts for only 20% of the leaders' success in an organization, it is still not clear yet which emotional intelligence domain contribute much to the organizational success since emotional intelligence has a number domains such as; self-awareness, self-regulation, motivation, empathy or social skills. Therefore, this study seeks to examine how the different domains of emotional intelligence contribute to leaders and consequently organizational success.

1.3 Objective of the study

This study seeks to examine the relationship between emotional intelligence, competitive strategies and organizational financial performance including the role of educational qualifications on the above variables in the higher institution of learning (University of Juba, South Sudan).

Conceptual framework



Sources adopted from: Goleman (1995), (Kaplan & Norton 1992).

Figure 1: Conceptual Framework

Table 1: Operationalization of the variables

Variables	Factors	Indicators
	Self-awareness	Admitting failures
		Admitting weakness/strength
	Self-control	Integrity
		Comfort with changes
	Motivation	Creativity
		Passion
	Empathy	Sensitive co-worker
		Developing others
	Social skills	Team capabilities
		Conflict management
Performance	Financial perspective	Profits
		Losses

2.1 Critical review of theories

Based on the nature of the study, the researcher employed Mixed Model Theory of Emotional Intelligence. “Why it can matter more than intelligent quotient” (IQ) as the main theory Golman (1995), the Balanced Scorecard Theory Kaplan and Norton (1992), to measure organizational performance and the Upper Echellon Theory. In the researcher’s view however, the above adopted theories will enable the researcher gain insight to the topic, address the knowledge gap and achieve the study objectives.

2.1.1 Mixed emotional intelligence model

This theory was developed in the United State of America by Goleman (1995), he claimed that Intelligence Quotient (IQ) and technical skills are important, but Emotional Intelligence (EQ) is the *sine qua non* of leadership (very important). He further stated that intelligence quotient only accounts for 20% while emotional intelligence accounts for 80% of the job success in an organization. He also developed five domains of emotional intelligence:

Self-awareness: Means having a deep understanding of one’s emotions, strengths, weaknesses, needs and drives. In other words, it implies the ability to be honest with self and others about one’s own feelings.

People with strong self-awareness know what they are feeling and why, they know that there is a link between what they feel and what they do. They recognize how their feelings affect them, other people, their job performance and hence organizational effectiveness.

It shows itself as a candor as the ability of being honest, realistic, frankness and open in expressing one’s ideas or opinions. They are able to admit failures and drive lessons from such, comfortable speaking about their own strengths and weaknesses with aim of learning and improvement and they are open to constructive criticism.

Self-regulation: Recognizes that biological impulses drive our emotions but we have to find ways to control them and even to channel them in useful ways. It requires an ongoing inner conversation and as such it free us from being prisoners of our feelings hence, enhances personal integrity which is a virtue and organizational strength as well.

Motivation: one of the qualities that define leaders is the ability to motivate one’s self and others. They are driven to enhance performance and achieve beyond expectation. They are not motivated by external factors such as high remunerations and allowances packages but are motivated by internal factors such as passion for their work, compassionate, vision and common good for all. They are transformational leaders who always look for change or a better way of doing things to improve the organizational status quo. They are always persistent with the question of why things are done in a certain way and not the other. Idea generation, alternatives and search for better ways of doing things are what please them.

When people love their job they will be more committed to the organization that makes the work possible. Committed employees will stay with the organization, because they love their work and the organization they are working for. Optimism and organizational commitment are fundamental to leadership especially in the era of twenty first century.

Empathy: empathy means thoughtfully considering employee's feelings along with other factors in the process of making intelligent decision. A positive example of empathy can be identified as a sensitive friend or co-worker.

Empathy is particularly important today as a component of leadership because of the; increasing use and need for team work that can accomplish tasks, the rapid pace of globalization and the growing need for the retention of the more skilled and experienced workforce.

Social Skills: it implies working according to the assumption that no work gets done alone. Such people have networks in place when the time for action comes. It entails friendliness with a purpose, moving people in the direction you desire, knack for finding common ground with people of all kind. People tend to be very effective at managing relationships when they can: understand and control their own emotions, can empathize with the feelings of others. They are also good at managing teams, expert persuaders, driven to find solutions and excellent collaborators.

Although this theory however, contributes much to the prediction of the organizational outcomes, it is quite important to cite out that some important factors that also contributes in enhancing organizational performance was neglected. Strategically, organizational moves have centered on techno-economic factors Porter, 1980. And if organization do not adopt appropriate strategies and implement it effectively it will be definitely hard for them to achieve success. Porter's Five Forces Model competitive model was adopted to mitigate the above presented limitation 1980.

2.1.2 The Balanced Scorecard model

The balanced scorecard was developed by Kaplan and Norton (1992), at the Harvard Business School as a call to reawaken the private, government and nonprofit organization across the world that gone are days where organizational performance evaluation were only limited to the aspect of company's financial health. It is in this regard however, that this theory was adopted as the researcher also seeks to identify other nonfinancial factors that can lead to organizational effectiveness rather than looking only at the company's financial health.

In order for organization to survive in today's turbulent, modern and more dynamic environment, they must look beyond the limits of their business financial aspects and to better understand the contributing factors that lead to realization of such financial gains, identify their strategic path to determine their future for the sake of sustainability. It is therefore, in this respect that the theory of balanced scorecard was developed by Kaplan and Norton (1992), in order to evaluate the followings aspects:

Financial Perspective: under this aspect, measures such as revenue and profitability growth, product mix, cost reduction, productivity, asset utilization and investment strategies are correctively evaluated normally using the traditional financial measures.

Internal business Process Perspective: these focuses on performance of the most critical internal business processes of the organization including quality, new product development, flexibility, innovative elements of process and time-based measures.

Customer Perspective: Focus on customers' requirements and satisfactions. It includes customers' satisfaction ratings, reliability and responsiveness, customers' retentions, new customers' acquisition, customers valued attributes and customers' profitability.

Learning and Growth Perspective: focus on the organization, people, systems, external environments including retaining and training employees, enhancing information technology and systems, employees' safety and health and issues to do with environmental sustainability.

This theory however, did not consider the emphasis on the dominant coalition of the organization, in particular its top managers. Whereas organizational performance is viewed as a reflection of the values and cognitive bases of powerful the actors in the organization (Hambrick and Mason, 1984). This limitation was later addressed using the Upper Echelon Theory.

2.1.3 Upper Echelon Theory (UET)

One of the most divergent and crucial question facing business practitioners, academicians and researchers today is why do organizations act as they do? It is therefore, in regards to this important question that upper echelon theory was developed Hambrick and Mason (1984), at the University of Columbia, United State of America. The researcher on the other hand also seeks to answer similar question by examining the impact of Top Management Team emotional intelligence on organizational effectiveness.

This model however, argues for a new emphasis in macro-organizational research: an emphasis on the dominant coalition of the organization, in particular its top managers. Organizational outcomes both strategies and effectiveness are viewed as reflections of the values and cognitive bases of powerful actors in the organization.

Inquiry into the upper echelons perspective may provide three major benefits. For the scholar, it may offer substantially greater power to predict organizational outcomes than current theories afford. A second benefit may come to those responsible for selecting and developing upper level executives. For example, light may be shed on the tendencies of organizations led by older executives, those with formal management education, or those whose dominant career emphasis has been in a particular functional area. The effect of, say, management teams with long term, stable membership, as opposed to teams with short lived membership, also may become more apparent. A third benefit may accrue to the strategist who is trying to predict a competitor's moves and countermoves.

The view taken here is that top executives matter. The paper also introduced two subordinate ideas, each of which seems to have stimulated major streams of research. The first of these was that a focus on the characteristics of the top management team (TMT) will yield stronger explanations of organizational outcomes than will the customary focus on the individual top executive (e.g., CEO) alone. Leadership of a complex organization is a shared activity, and the collective cognitions, capabilities, and interactions of the entire TMT enter into strategic behaviors. In this vein, many subsequent studies have verified that organizational outcomes

depend, at least in part, on TMT composition and processes (Carpenter and Fredrickson, 2001). The upper echelons perspective does not require a focus on TMTs. And a number of significant contributions have examined CEOs or other individual leaders, but attention to executive groups, rather than to individuals, often yields better explanations of organizational outcomes.

The second subordinate idea is that the demographic characteristics of executives can be used as valid, albeit incomplete and imprecise, proxies of executives' cognitive frames. Given the great difficulty obtaining conventional psychometric data on top executives (especially those who head major firms), researchers can reliably use information on executives' functional backgrounds, industry and firm tenures, educational credentials, and affiliations to develop predictions of strategic actions. Granted, the use of demographic indicators leaves us at a loss as to the real psychological and social processes that are driving executive behavior, which is the well-known "black box problem" Lawrence (1997), nonetheless, researchers have generated substantial evidence that demographic profiles of executives (both individual executives and TMTs) are highly related to strategy and performance outcomes (Eisenhardt and Schoonhoven, 1990).

In the later moment, there happen refinement of the upper echelon theory in which the most notable refinements have been the introduction of two important moderators which include managerial discretion and executive job demands.

The first is the concept of managerial discretion as a way to reconcile two then opposing views about the effects of top executives on organizational outcomes (Hambrick and Finkelstein, 1987). The implications of managerial discretion for upper echelons theory are straightforward and profound upper echelons theory offers good predictions of organizational outcomes in direct proportion to how much managerial discretion exists. If a great deal of discretion is present, then managerial characteristics will become reflected in strategy and performance. however, if discretion is lacking, executive characteristics do not much matter. Several studies have shown that managerial discretion is a pivotal moderator of upper echelons predictions (Crosland, Hambrick, Finkelstein and Hambrick, 1990).

Hambrick, Finkelstein and Mooney(2005), introduced another moderator of upper echelons predictions: executive job demands. Although the prevailing image is of CEOs carrying very heavy loads and operating under great pressure, the reality is that executives' jobs differ widely in how difficult they are. For example, some CEOs operate in munificent environments, with well-fortified strategic positions, and have very capable subordinates, whereas others have none of these cushions. We argue that executive job demands stem from three sets of factors: task challenges difficult strategic conditions, performance challenges, demanding owners or board, and executive aspirations for example; strong personal desire to deliver maximum performance. As with managerial discretion, we envision executive job demands as a potentially important moderator of the basic predictive strength of upper echelons theory.

Executives who are under heavy job demands will be forced to take mental shortcuts and fall back on what they have tried or seen work in the past; thus, their choices will reflect their backgrounds and dispositions. Conversely, executives who face minimal job demands can afford

to be more comprehensive in their analyses and decision making; thus, their choices will more greatly match the objective conditions they confront.

However, it is quit important also to mention that a number of factors can be considered to the reason to why organization do act the way they do. Not a single factor as proposed by the upper echelon theory, some of these factors can be attributed to managers with higher emotional intelligence and techno-economic factors Porter, 1980. This limitation will be addressed using the field data collection and analysis.

3.1 Research design

The research design for this undertaken implies the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure (Babbie, 2002). This study therefore, will use both qualitative and quantitative method, as the combination of both methods are the major consideration for a researcher to find the best fit research design to use (White and Rayner, 2014). Qualitative method will help the researcher in gauging the respondent emotional intelligence and will grant the researcher an opportunity to variety data collections procedures such as questionnaire, in-depth interview and observations whereas, quantitative data because the research variable such as the organizational financial performance requires quantitative method (figures). This method also helps in ensuring control against bias, controlling alternative explanations, and being able to generalize the (Creswell, 2011).

3.2 Target population

The study population implies a well-defined or set of people, services, elements, events, group of things or households that are being investigated (Ngechu, 2004). The target population for this undertaking will be limited only to the Top Management Teams of the University of Juba. On this note, the top management team consists of the top ranking executives in the organization who are responsible for the performance of the organization and that includes: chairman, chief executive officer, chief finance officer, chief strategist etc. (Kaplan and Norton, 1992). For the case of University of Juba, top management team will comprise the Vice-chancellor, Directors, Dean of Faculties and head of departments. This choice decision is in line with the research focus on the most top management team since success or failures of institution depend on them. The University of Juba currently host one (01) vice-chancellor, nine (09), directors twelve (12) deans of faculties and eighty-four (84) different departments.

Table 2: Target population

UOJ	Vice-chancellor	Directors	DOF	HODs
	01	09	12	84
Grand Total	One hundred and six top management team (106).			

3.3 Sample size & sampling design

Sample is a representative subset of the population from which generalizations are made (Mugenda and Mugenda, 2003). The researcher therefore, will consider using stratified sampling technique since the target population is divided into different strata.

Table 3 Sample size & sampling design

S/N	Stratified sampling	Population	Sample
01	Vice-chancellor	01	01
02	Directors	09	09
03	Dean of faculties	12	12
04	Head of departments	84	42
05	Total	106	64

However, for the case of the vice-chancellor there is no sampling because of its purposiveness. Directors and dean of faculties the same since they compose the most important aspects of the research. For the head of department 50% sample of the population is drawn as the reflection of the entire population.

4.1 Findings

This chapter will present the data, discuss and interpret all the findings in a way that is easier for understanding by the readers.

4.2 Empirical results: Emotional intelligence and the organizational financial performance

The research was interested in obtaining information about the relationship between emotional intelligence and the organizational financial performance. The emotional intelligence domain considered for the study were self-awareness, self-regulation, motivation, empathy and social skills and the results obtained are as outlined in the following subsection. In addition to that the researcher also analyzed the University financial report which confirms that the University was making profits and to be quite certain the researcher also asked the respondents about what they do know about the University of Juba financial status to validate whether the information received from the annual financial reports were correct or not.

4.3 Self-awareness and the organizational financial performance

Self-awareness was measured on the basis of admitting failures and the ability to discuss their own weaknesses and strengths. The data obtained in this regards were summarized in Table 4.

Table 4: Self-awareness and the organizational financial performance

Do you always find it possible to admit your own failures to co-workers or your supervisor?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	32	3	6	41
	% of Total	57.1%	5.4%	10.7%	73.2%
No	Count	5	0	0	5
	% of Total	8.9%	.0%	.0%	8.9%
Sometimes	Count	9	0	1	10
	% of Total	16.1%	.0%	1.8%	17.9%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data 2018

The data displayed in table 4 implies that 57% of the participants responded yes they do admit their own failures and that the University of Juba is making profit whereas, 9% said no they do not find it possible to admit their own failures, 16% said they do admit sometimes and 2% that they do not know the current financial position of the University. Therefore, most the respondents do finds it possible in admitting their own failures and the University is making profits. A follow-up question was posed in table 5.

Table 5: Comfort on Discussion of your own weaknesses and strengths

Are you comfortable when it comes to discussing your own weaknesses and strengths?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	32	3	6	41
	% of Total	57.1%	5.4%	10.7%	73.2%
No	Count	3	0	0	3
	% of Total	5.4%	.0%	.0%	5.4%
Sometimes	Count	11	0	1	12
	% of Total	19.6%	.0%	1.8%	21.4%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data 2018

The data displayed in the above table indicates that 57% of the participants responded yes they comfortable with discussing their own weaknesses and strengths and that the University of Juba is making profit whereas, 20% said they are comfortable with discussing their weaknesses and strengths sometimes and 2% of them said they do not know whether the University of Juba is making profits or losses while 5% said they do not find it comfortable in discussing their weaknesses and failures. Therefore, most of the respondents are comfortable with discussing their own weaknesses and strength and the University of Juba is making profits.

4.4 Self-regulation and the organizational financial performance

The self-regulation was measured on the indicators of integrity and the ability to adopt and integrate change. The data received are presented in Table 6.

Table 6: Self-regulation and the organizational financial performance

As a manager, do you find yourself happy with change for instance when it comes to change in the strategy?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	31	3	5	39
	% of Total	55.4%	5.4%	8.9%	69.6%
No	Count	5	0	0	5
	% of Total	8.9%	.0%	.0%	8.9%
Sometimes	Count	10	0	2	12
	% of Total	17.9%	.0%	3.6%	21.4%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data 2018

The data displayed in table 6 indicates that 55% of the participants are happy with change and they also confirmed that University of Juba is making profits, 9% said they are not happy when it comes to change, 18% said sometimes while 4 confirmed they do not know whether the University of Juba is making or not. Therefore, most of the participants are happy with change and the University of Juba is making profits.

Table 7: Integrity Challenges

Has there been a time where your integrity been challenged since ever you assumed leadership role at this university?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	6	1	0	7
	% of Total	10.7%	1.8%	.0%	12.5%
No	Count	37	2	7	46
	% of Total	66.1%	3.6%	12.5%	82.1%
Sometimes	Count	3	0	0	3
	% of Total	5.4%	.0%	.0%	5.4%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data 2018

Majority of the respondents said no there has never been a time that their integrity been questioned (66%) and that the University of Juba is making profits whereas, 11% confirmed their

integrity has ever been questioned and that the University is making profits. Therefore, majority of the respondents' integrity has never been questioned before and that the University of Juba is making profits.

4.5 Motivation and the organization financial performance

Self-motivation of the participants was assessed on the basis of creativity and passion. The data obtained in this regards were presented in the tables below.

Table 8: Motivation and the organization financial performance

As one of the top management team, have you ever developed an initiative of your own since ever you joined this University?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	29	3	5	37
	% of Total	51.8%	5.4%	8.9%	66.1%
No	Count	3	0	0	3
	% of Total	5.4%	.0%	.0%	5.4%
Sometimes	Count	14	0	2	16
	% of Total	25.0%	.0%	3.6%	28.6%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data 2018

The data displayed in the above table indicates that 52% of the respondents have ever developed initiatives of their own and that the University is making profits whereas, 5% confirmed no they have never developed initiative of their own while 25% said sometimes. Therefore, most of the participants have ever developed initiatives of their and the University of Juba is making profits.

Table 9: Key driver in delivering this service

What is your key driver in delivering this service, could it really be passion?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	34	3	6	43
	% of Total	60.7%	5.4%	10.7%	76.8%
No	Count	11	0	1	12
	% of Total	19.6%	.0%	1.8%	21.4%
Sometimes	Count	1	0	0	1
	% of Total	1.8%	.0%	.0%	1.8%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data, 2018

Table 9 indicates that majority of the respondents confirmed their key driver to service delivery is passion and that the University of Juba is making profits (61%). 20% said passion is not their key drivers and the University is making profits. Therefore, majority of the respondents deliver services to the University based on their passion and as a result the University is making profits.

4.6: Empathy and the organizational financial performance

The empathy of the participants was assessed on the basis of developing others and sensitivity on employees' feelings. The data obtained in this regards are presented in the tables below.

Table 10: Empathy and the organizational financial performance

Do you think it is important to be sensitive to employees' feelings from time to time?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	27	3	4	34
	% of Total	48.2%	5.4%	7.1%	60.7%
No	Count	7	0	0	7
	% of Total	12.5%	.0%	.0%	12.5%
Sometimes	Count	12	0	3	15
	% of Total	21.4%	.0%	5.4%	26.8%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Sources Research data, 2018

The data in table 10 indicates that more of the respondents said yes it is important to be sensitive to employees' feelings and that the University is making profits (48%). While 13% said it not important and 21% said it is important sometimes but not always. Therefore, more of the respondents confirmed it is important to be sensitive to employees' feelings and the University of Juba is making profits.

Table 11: Knowledge Gap

Have you ever identified knowledge gap of which you initiated a training program to mitigate such knowledge gap?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	21	2	4	27
	% of Total	37.5%	3.6%	7.1%	48.2%
No	Count	23	1	3	27
	% of Total	41.1%	1.8%	5.4%	48.2%
Sometimes	Count	2	0	0	2
	% of Total	3.6%	.0%	.0%	3.6%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data, 2018

From the above data more of the respondents 41% said that they have never identified any knowledge gap and initiated any training program as an effort to mitigate such gap and that the University of Juba is making losses whereas 38% said yes they have ever identified knowledge gap and initiated training that aim at bridging the gap. Therefore, more of the respondents confirmed that they are not of developing others and that shows low level of empathy.

4.7 Social skills and the organizational financial performance

The social skills of the participant were measured on the basis of team capability and the ability to resolve conflicts. The results obtained in that regards are presented in table 12.

Table 12: Social skills and the organizational financial performance

Do you really find it comfortable working as a team?		View on current financial performance			Total
		Profit	Loss	I do not know	
No	Count	36	1	2	13
	% of Total	64.3%	1.8%	3.6%	23.2%
Yes	Count	10	2	5	43
	% of Total	17.9%	3.6%	8.9%	76.8%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data, 2018

The data displayed in table 13 indicates that 64% of the participants are always comfortable with team work and that the University is making profits whereas, 18% said they are not always comfortable with team work and that the University is making losses. Therefore, majority of the respondents' team capability is high and that the University is making profits.

Table 13: Conflict before either between employees or students

Have you ever resolved conflict before either between employees or students?		View on current financial performance			Total
		Profit	Loss	I do not know	
Yes	Count	40	3	6	49
	% of Total	71.4%	5.4%	10.7%	87.5%
No	Count	6	0	1	7
	% of Total	10.7%	.0%	1.8%	12.5%
Total	Count	46	3	7	56
	% of Total	82.1%	5.4%	12.5%	100.0%

Source: Research data, 2018

The data presented in table 13 indicates that 71% of the respondents have ever resolved conflicts before and that the University is making profits whereas, 11% have never resolved conflict before and the University is making losses. Therefore, majority of the respondents has ever resolved conflict before and that the University is making profits.

4.8 Summary

As estimated by Goleman (1995), emotional intelligence accounts for about 80% of leaders' success and consequently organizational success, whereas intelligence quotient known as traditional intelligence accounts for only 20% of the leaders' success in an organization. Emotional intelligence therefore, is such a powerful weapon that organization can use to gain to improve their financial performance and gain competitive advantages. The findings of the study revealed that all the five domains of emotional intelligence self-awareness, self-regulation, motivation and social skills have significant connection with organizational financial performances. Therefore, employing and retaining such managers with high level of emotional intelligence is an asset for the organization.

5.0 Conclusions

Considering the swift alteration in higher educational systems which focus on globalization and competitiveness, a new era of competent managers that can proactively tackle this challenge is highly on demand. The human resource department has a crucial role to play in attracting competent managers as well as developing the capacity of the existing one so as to respond effectively to the challenges brought about by this century.

However, the five emotional intelligence domain; Self-awareness, Self-regulations, Self-motivation, Empathy and Social skills has great impact on organizational financial performance but it was realized also that more of the respondents empathy ability is low (41%) especially when it comes to developing others. Therefore, continues efforts in developing and enhancing emotional intelligence should be an organizational priority, if at all competitive advantages can be achieved within an industry.

6.0 Recommendations

Based on this research findings and importance of the concept of emotional intelligence in boosting organizational performance the researcher therefore recommends at most the followings for managers, practitioners, academic institutions, Non-Governmental Organizations, Government Institutions, Researchers and researchers across organizations:

1. Integrate the concept of emotional intelligence in the daily operational management in order to sustain and develop competitive privileges
2. Organizations should initiate training programs that aims in developing and enhancing emotional intelligence competencies of their managers and employees especially on the domain of empathy where the score proved to be quite low
3. The researcher finally recommends further researches especially linking emotional intelligence with focus strategies and junior employees in an organization.

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