

**EMOTIONAL INTELLIGENCE OF MANAGERS AND THE PERFORMANCE OF  
EMPLOYEE IN NON GOVERNMENT ORGANISATIONS- A CASE OF TASO (U)  
LIMITED**

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**A DISSERTATION SUBMITTED THE SCHOOL OF MANAGEMENT SCIENCE IN  
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## **DEDICATION**

This thesis is dedicated to my family and my dear late father Wakikona Emmanuel.

### **DECLARATION**

I Jane Namunane Wakikona declare that this research report on “Emotional intelligence of managers and employee performance in NGOs- case of TASO Uganda” is my own piece of work, that it has not been submitted before for any degree or examination in any University or college; and that all the sources I have used or quoted have been indicated and acknowledged as complete references.

Signed:

.....

**APPROVAL**

This dissertation has been submitted for examination with our approval as supervisors:

Supervisor: Dr.Rose Namara

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Date.....

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#### LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
DR	Doctor
IRC	Institutional Research
NGOs	Non-government organizations
RRR	Recruitment, retrenchment and retirement
SOPs	Standard operating Procedures
SPSS	Soft package for social scientists
TASO	The AIDS Support Organization
IRC.	Institutional Review Committee
UMI	Uganda Management Institute

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### **ABSTRACT**

This research investigated the relationship between emotional intelligence of managers and employee performance at TASO Uganda limited. Employing a cross sectional survey design with the aid of both qualitative and quantitative methods, the study investigated four main objectives; a) establishing the relationship between self-awareness of managers and employee performance, b) finding out the relationship between self-regulation of managers and employee performance, c) establishing the relationship between social skills of managers and employee performance, and d) establishing the relationship between empathy of managers and employee performance. A sample size of 81 respondents participated in this study and data collection was through self-administered questionnaires, key informant interviews and document review. SPSS was used to analysis data at univariate, bivariate and multivariate levels. Linear regression analysis revealed that there is a significant relationship between emotional intelligence of managers and employee performance. It was found that there is a very strong

significant linear relationship between self-awareness of a manager and employee performance. This was majorly reflected in the manager's attitudes and behavior while working with others. However, simple correlation analysis showed that there is a relatively weak significant linear relationship between self-regulation, social skills and empathy of a manager to employee performance. The study concludes that self-awareness of a manager strongly impacts on the employee's capacity to perform. This research therefore adds a new dimension of self-awareness abilities of managers as relevant to employee performance. The study recommends that there is need for NGOs to pay close attention to the ability of managers to master the skill of self-awareness as opposed to the usual emphasis on the technical competencies of these senior staff members. It is envisaged that this will enhance their management and leadership capacities and in turn provide an environment conducive for enhanced employee performance.

## CHAPTER ONE

### INTRODUCTION

#### 1.0: Introduction

This study investigated the relationship between emotional intelligence of managers and employee performance in non-governmental organizations (NGOs) taking the case of the Uganda's largest HIV/AIDS support NGO called the AIDS Support Organisation (TASO). Emotional intelligence of managers was the independent variable whereas employee performance was the dependent variable. ~~This chapter~~This chapter presents the background to the study, the statement of the problem, the general objectives, and specific objectives of the study, the research questions, hypotheses, and the scope of the study, the significance, justification and operational definition of terms.

#### 1.1. Background of the study

##### 1.1.1. Historical Background

World over, NGOs and their focus on employee performance have a history dating back to 1839. By 1914 there were 1083 NGOs with varying performance in service delivery. (Davies et al 2007). Wise (2005) contends that globalization during the 20th century gave rise to the importance of NGOs' since many problems could not be solved within developing nations. As a way of responding to problems that could not be handled by governmental agencies, NGOs intensified their operations and focused more on recruitment and employee performance.

For more than a decade, organisational environments have experienced radical changes. As a result of greater competition in the global marketplace the majority of organisations have greatly streamlined their operations (Collis and Montgomery, 1995). Every moment presents a diverse set of challenges and obstacles: laws and regulations are evolving, the economy is altering, and, most importantly, no one is aware of what problems or obstacles will arise.

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Furthermore, organisations can also perform well or poorly due to external forces, such as interest rates and taxation. To remain competitive in such an environment, the organisation needs to get the most out of its assets, especially the human assets.

In order to offer services to marginalized and poor people in Africa, many NGOs went into performance management with emphasis put on employee performance. (Potosky and Jung 1998) in their adaptive regulatory study revealed that performance was positively related to the emotional intelligence of a leader. (McClelland 1998) argues that a wider range of emotional competences distinguishes top performers from average ones. (Kelley 1995) summarizes that successful NGOs have continuously linked employee performance to leadership.

In sub-Saharan Africa many organisations feel that their people can provide a competitive advantage, and therefore their people contribute to the organization's performance. Employees play a pivotal role in organisational success (Collis and Montgomery, 1995). Employee performance has been shown to have a significant positive effect on organisational performance (Collis and Montgomery, 1995). One of the major pitfalls in an organisation occurs when managers believe their organisations are constantly operating at the highest level of efficiency, or that they do not require input from their employees (Foot and Hook, 1999). Nevertheless, the principal influence on the organization's performance is the quality of the workforce at all levels of the organisation.

The function that human resources can play in gaining a competitive advantage for an organisation is empirically well documented (Brewster & etal 2003). For organisations to accomplish their goals, they must continually look for better ways to organize and manage their work. There is a growing recognition that the primary source of competitive advantage is derived from the organization's human resources.

This was not always the case, as human resources were traditionally seen as a cost (Brewster, etal, 2003). Due to the realization that people are the most valuable assets in an organisation,



the importance of performance management has been pushed to the fore (Bartlett and Ghoshal, 1995). The complexity of managing organisations today requires managers to view performance in several areas simultaneously. The performance measurement system employed in the organisation must therefore measure the performance of all assets including the human ones.

During the early post-colonial era in Uganda, indigenous NGOs were not very active this had an effect on service delivery and therefore managers had to put emphasis on employee performance management. In the period of relative peace since 1986, there has been a shift in focus of the NGO activity from relief to development and these calls for continuous employee performance evaluations and exemplary leadership (Kwesiga and Ratter, 1993).

### **1.1.2. Theoretical Background**

The study was guided by (Goleman 1990)'s emotional intelligence theory on employee performance. This theory was originally developed during the 1970s and 80s by the work and writings of psychologists Gardner, Salovey and Mayer. It picked prominence in 1995 by Goleman in his book emotional intelligence. It came later to be called Goleman's theory of employee performance. (Goleman, 1999) asserts that emotional intelligence is a set of competencies, which direct and control one's feelings towards work and performance at work. He interprets competencies as the ability of the individual to control and manage his or her moods and impulses on the job. Knowing one's emotions and feelings as they occur, and tuning one's self to the changed situation requires the emotional competency, emotional maturity and emotional sensitivity that are demanded on the job (Goleman. 1999).

The theory assumes that things that people do are guided by emotional feelings and that emotions determine how one relates with others in daily life. Leaders need high emotional intelligence because they represent the organization to the customers. They interact with the highest number of people within and outside the organization and they set the tone for

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employee morale (Ashforth, 1995). The Goleman's theory assumes that within any given working environment, relationships are very critical towards motivating employees to effective performance.

Goleman (2004) observes that for employees to perform effectively on their jobs, emotional intelligence abilities are required both by the supervisor and the employee. The theory brings out the main components of emotional intelligence as knowing one's emotions, management of emotions, motivating oneself, recognizing emotions and handling relationship (Sternberg, 2000).

(Goleman 2004) similarly emphasizes that in a work situation; performance of the employees depends on working with group of people with different ideas, suggestions and opinions. Goleman's theory therefore fits the study best because emotional traits (relationships) are antecedents' situations in the employee's work environment (Goleman 2004). The theory goes further to explain how effective use of emotional intelligence gives better team harmony within any working environment. TASO values team work and family spirit as far as effective employee performance is concerned (TASO's strategic plan 2008-2012). To respond to the values, employees at all level require to expedient a high level of empathy, self-awareness, social skills, self-control and self-motivation (TASO advocacy report, 2007). Goleman theory identifies self-awareness, self-regulation, social skills and empathy as key components of emotional intelligence and employee performance. Therefore this study attempted to work within Goleman's theoretical framework (Goleman 1999).

### **1.1.3. Conceptual background**

*Employee Performance* refers to the results or impact of activities of an individual over a given period of time. Managing employee's performance is necessary for achieving goals that an organization has for itself. Assessing an employee's competency and measuring his productivity is essential in the overall plan of the organization (Ashford & Black 1996)..

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Employees' performance is directly related to organizational productivity, quality of work and its success. Better performance of each employee creates immense outcomes which mainly include congruence among employees, quality production and commitment at workplace. Timely outputs, increased innovation, regularity at work, adherence to standard operating procedures, high level of consultation and team work. This therefore results into efficiency and effectiveness (Heath field, 2010).

*Emotional intelligence* refers to the ability of a manager to manage his/her feelings and those of others in order to be able to effectively work together towards the achievement of the set objectives (Goleman, 1995). He summarizes the components of emotional intelligence of managers as self-awareness of a manager, self-regulation of a manager, social skills of a manager, empathy of a manager and motivation.

*Self-Awareness:* This is the first component of emotional intelligence – which makes sense when one considers that the Delphic oracle gave the advice to “know thyself” thousands of years ago. Self-Awareness means having a deep understanding of one’s emotions, strengths, weaknesses, needs, and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful (Goleman 1999). The indicators of self-awareness include personality, values, habits, emotions and needs that drive our behavior (Craig, 2009).

*Self-regulation* refers to (self-management) as the ability of the manager to control his moods, impulses among other feelings (D’Souza, 1994). The basic volitional factors, such as goal setting, self-monitoring, activation and use of goals, self-cons equation, self-efficacy, boundary conditions; characterize the process of self-regulation as observed by (Karloly, 1993).

*Empathy* is the most easily recognized dimensions of emotional intelligence; empathy is the most easily recognized. Empathy is the understanding of others by being aware of their needs, perspectives, feelings, concerns, sensing the developmental needs of others (Goleman, 1999)

For an employee it means adopting other people's emotion as one's own and trying to please everybody. Empathy means thoughtfully considering employees feelings along with other factors in the process of making intelligent decisions as observed by (Vinemont and Singer, 2009).

*Social Skills* refers to friendliness with a purpose of moving people in the direction they desire (Goleman 1999). Social skills also refer to the process of managing relationships and building networks. It is the manager's ability to socialize with other people within and without the organization. Failure for the manager to have the capacity to appreciate and work with others demotivates people hence reducing productivity (Maurine, 2000)

#### **1.1.4. Contextual background**

TASO is a non-government organisation established in 1987 with core services as HIV counseling and testing, care and treatment, and advocacy. To date the organisation serves over 100,000 clients in Uganda with over 800 staff (TASO annual report 2012). The organization has grown to a national level organization comprising of 11 service centers, a regional training center and four regional offices (TASO Strategic plan 2008-2012). Every TASO center including regional units has management teams whose role is to ensure effective employee performance for the successful implementation of the organizational objectives (TASO strategic plan 2008-2012).

According to TASO annual report (2009) employee performance in TASO is evaluated through quarterly program review meetings, staff annual appraisals, client exit reports, Standard operating procedures (SOP), supervision reports, operational plans with no emphasis put on the relationship of emotional intelligence of the managers and employee performance.

Employee performance has for the last 3 years (2009-2011) varied at different service centers

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and hence, causing some challenges such as untimely reporting which in this case 78% of the center progress reports could not meet the communicated deadline, 65% of the program set targets were executed in the year 2009, 68% in year 2010 and 62% in year 2011, limited innovations among staff majorly in the area of documenting success stories, activity integration and generation of new ideas for example in 2009 47% of staff presented new innovation as compared to 32% and 26% in the years 2010 and 2011 respectively. (TASO annual report, 2011).

Inadequate quality of service as evidenced from the monthly client exit interviews indicated 79% of the clients confirming that the quality of counseling services had declined and they found limited value in the counseling sessions. 65% of the clients indicated that medical personnel had limited time for listen and attend to their concerns (TASO quality improvement report 2011). During the appraisal sessions of staff, it was noted that 32% of the staff were irregular at work in 2009, 38% in 2010 and 33% in 2011. 62% of the clients were dissatisfied with some of the services such as delays at the community drug distribution points, yet surprisingly some 45% of the service centers had maintained a positively trend in the above performance variables during the same period. (TASO quality improvement report 2011).

## **1.2. Statement of the problem**

For the last 25 years, TASO has been keen on employee performance in order to attract and sustain its programs. Employee performance at TASO is reflected in terms of timely outputs, quality reporting, meeting of set targets, client satisfaction, team work, innovation and quality of services. In order to enhance this, the organisation has put in place highly technical management teams and systems to oversee employee performance. On average, a manager at TASO over sees over 60 employees towards the achievement of the organization's objectives (TASO Human resource manual 2008).

Despite the measures put in place by the management team of TASO, the recent last three years of employee performance evaluations indicate that over 65% of the managers' lack some management attributes which affect their ability to work along with others hence creating performance gaps such as inadequate quality of work, ~~absentism~~absenteeism and late coming by employees, limited innovations, non achievement of the expected outputs, inadequate teamwork and shared responsibility, untimely and poor quality reporting at different service centers of the organisation. Such a situation is most likely to ruin the image of the organisation, scare away potential clients and donors, declining demand for the services offered, turnover of potential staff due to the demotivating working environment hence, collapse of the organisation in the long run. This justified the need to conduct a study to establish the relationship between the emotional intelligence of the manager and employee performance in TASO.

### **1.3 General objective**

The study aimed at examining the relationship between emotional intelligence of managers and employees performance at TASO Uganda limited.

### **1.4 Specific objectives**

The specific objectives of the study included:

- i.To establish the relationship between self-awareness of managers and employee performance at TASO Uganda limited.
- ii.To find out the relationship between self-regulation of managers and employee performance at TASO Uganda limited.
- iii.To examine how social skills of managers relate to employee performance at TASO Uganda limited.
- iv.To establish the relationship between empathy of managers and employee performance

at TASO Uganda limited.

### **1.5. Research questions:**

The research questions outlined below guided the study:

- i. What is the relationship between self-awareness of managers and employee performance at TASO Uganda limited?
- ~~ii.~~ iii. What is the relationship between self-regulation of managers and employee performance at TASO Uganda limited?
- ~~iii.~~ iiii. How do the social skills of managers relate to employee performance at TASO Uganda limited?
- ~~iiii.~~ v. What is the relationship between empathy of managers and employee performance at TASO Uganda limited?

### **1.6. Hypotheses of the study.**

- i. There is a significant relationship between self-awareness of managers and employee performance
- ii. There is a significant relationship between self-regulation of managers and employee performance.
- iii. Social skill of managers is significantly related to employee performance
- iv. Empathy of managers has a significant relationship with employee performance

### **1.7. Justification of the study**

Lack of attention to the issues related to emotions in the organization impacts on the working environment of the employees and does not make the organisation mold successful managers. When it comes to improving organizational effectiveness, management scholars and practitioners are beginning to emphasize the importance of a manager's emotional intelligence"

(Sosik & Megerian, 1999). Bliss, (2011) revealed that emotional intelligence has a very strong and positive relationship with leader's ability to make effective decisions and yet many organizations under estimate it. Moreover, emotional intelligence training and development for managers has been shown to double and even triple employee productivity, reduce grievances, and increase productivity.

This study is valuable to managers who intend to control work behavior efficiently and perform effectiveness leadership skill in organisations. In fact, opinion about emotional intelligence has varied significantly among researchers.

#### **1.8. Significance of the study:**

- 1.8.1 This study is significant to different stakeholders including management of TASO, other NGOs, government of Uganda, development partners and academicians.
- 1.8.2 For the management of TASO, findings and recommendations from this study will practically enable management and staff to realize the challenges related to employee performance. This could enable them design better strategies to enhance employee performance that is underpinned by consideration of managerial emotional intelligence.
- 1.8.3 To the academicians the study on emotional intelligence of managers and employee performance will provide additional knowledge and literature and this may act as a source of reference for future researches.
- 1.8.4 To the government, study findings, conclusions and recommendations may enlighten policy makers and program leaders and implementers on how organisations are managing employee performance and the strategic ways of effective employee performance, thus instituting corrective measures where necessary.
- 1.8.5 To the development partners and other organisations the recommendations from the study will help them to adapt focused strategies which they can use to enhance effective management of employee performance.



## **1.9. Scope of the study**

This subsection addresses the boundaries of this research with respect to content, geographical coverage and duration under consideration.

**1.9.1 Content scope:** The content scope of the study includes emotional intelligence of managers as the independent variable. Emotional Intelligence was perceived under the following dimensions: self-awareness, self-regulation, social skills, empathy and motivation. The researcher omitted motivation as a component of emotional intelligence since it has been over researched on. The dependent variable employee performance was perceived as productivity, quality of work, Innovations, teamwork and problem solving.

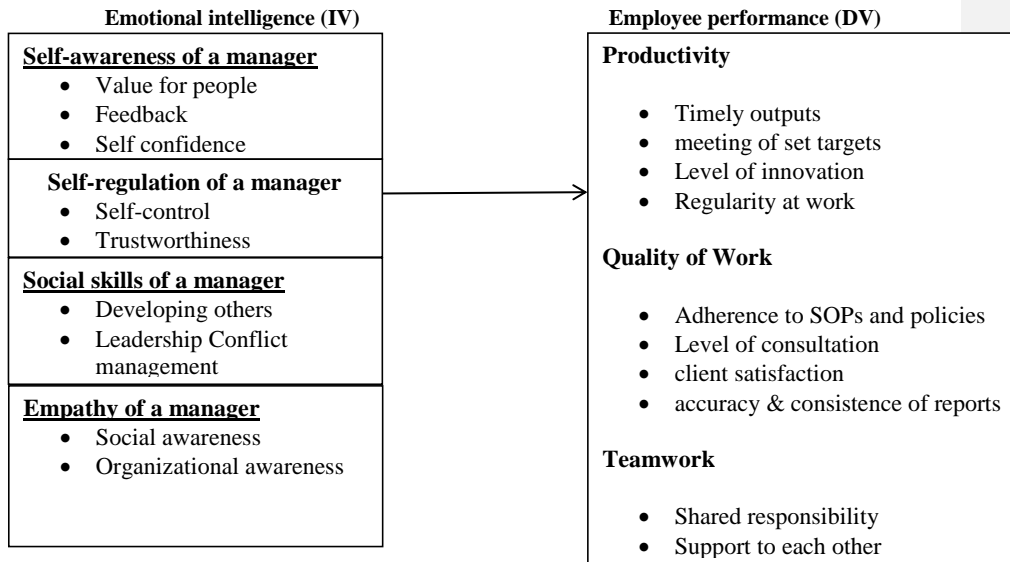
**1.9.2 Geographical scope:** This study was limited to TASO Uganda limited with a focus on central region. This is because it is revealed that this region has the first centers for this organization and this may be representative enough for the rest of the off spring centers. Centers within TASO central region included, TASO Headquarters, TASO Mulago, TASO Jinja, TASO Entebbe and Kanyanya complex.

**1.9.3 Time scope:** The study covered the period 2008-2011. This is the period when TASO had serious employee performance challenges.

## **1.11. Conceptual Framework.**

The study was based on the two broad conceptions of which the independent variable was identified as emotional intelligence factors and the dependent variable as employee performance.

**Figure 1: The Conceptual framework**



*Source; Cavallo & Brienza (2001) and Sternberg, (2000) with modifications by the researcher.*

The profiles performance indicator highlights those emotional intelligence dimensions (self-awareness, self-regulation, social skills and empathy) influence behavioural tendencies in three critical job competencies: productivity, quality of work and teamwork. This profile performance indicators also provide recommendations for improving employee performance such as how to respond to job-related stress, frustration and conflict, how to stimulate employee motivation, and whether the employee is internally motivated or will need external stimulation putting emotional intelligence of the leader at fore front.

The conceptual framework shows that the independent variable is emotional intelligence of Managers which has been broken down into; self-awareness, self-regulation, social skills and empathy. These components have been further detailed as seen on the framework. The dependent variable is employee performance with its detailed measures such as productivity,

quality of work and team work. The conceptual framework assumes that once a manager's emotional intelligence is high there are high chances that he will successfully lead the employees towards having efficient and effective work hence improved performance as observed by Ribelin (2003), therefore this study investigated whether the assumption holds.

### **1.11 Operational definitions**

For the case of this study the following concepts will be understood as follows

*Clients:* People living with HIV& AIDS and getting care and treatment services from TASO

*Employees:* In the study refers to TASO Uganda's full time and Contract staff

*Employee performance:* defined as timely meeting of targets, outputs, innovations, regularity at work, teamwork, client satisfaction, quality of work and adherence to SOPs (TASO definition)

*TASO Managers:* All those TASO staff who have a supervisory role, thus at headquarters, Regions and service centers.

*TASO service centers:* These are TASO service delivery units which give care, treatment clients and implement other TASO core services, such as advocacy, capacity building research, Health systems strengthening among others

*NGO:* Non-government organization (NGO) is a legally constituted organization created by private persons or organizations with no participation or representation of any government. In Uganda it is registered with the NGO board, in the Ministry of internal affairs.

*SOPS:* Are acceptable standards and procedures of TASO's service delivery

*TASO Central Region:* includes TASO service units, thus TASO headquarters, TASO Kanyanya, TASO Mulago, TASO Jinja and TASO Entebbe.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction:

Under this chapter the researcher reviewed both primary and secondary literature in relation to the study. The literature reviewed highlights the key concepts that were used in the study that helped the researcher to gain more insight into the issues of emotional intelligence of managers and employee performance at TASO Uganda limited. The scope of the literature reviewed covered worldwide national and organizational information on emotional intelligence of managers and employee performance of NGOs. Theoretical review and review of other related literature were documented for comparative and analytical measures.

#### 2.2 Theoretical review

There are several motivational theories that have been put forward to explain emotional intelligence and employee performance. These include: Maslow's hierarchy of needs theory, Herzberg's two factor theory, expectancy theory, Locke's goal setting theory and McClelland's needs achievement theory. The above theories explain employee performance however they are criticized for not looking at the emotions of a manager and its relationship on employee performance (Goleman, 2004); it is also argued that incentives contribute little towards employee performance (Katushabe 2009).

Employee performance in most cases is beyond individual benefits and understanding of the organization. Locke, (1982) emphasizes that properly conceived goals trigger a motivational process that improves performance. If performance management is to succeed, there must be goal setting (Essu and Inyang, 2009). Goals motivate by directing the employee's attention,

encouraging effort, persistence and fostering goal attainment strategies and action plan. However, the theory is silent about the emotions of a manager and how this relates to employee performance even if there are clear goals.

Agency theory posits that individuals will exert no effort on a task unless it somehow contributes to their own economic wellbeing (Bonner and Sprinkle, 2002). Incentives that are not contingent on performance generally do not satisfy this criterion; thus, agency theory suggests that incentives play a fundamental role in motivation and the control of performance because individuals have utility for increase in wealth. However this theory is criticized for linking performance to incentives, research has shown that incentives play a very limited contribution towards employee performance, not all performance is motivated by incentives. In order to respond to the gaps in the above employee performance theories, the study adapted the Goleman's theory of employee performance.

### **2.3. Self-awareness and employee performance**

Self-awareness recognizes the importance of one's own feelings and how it affects one's performance (McDonald, 2009). He adds that it is key to realize one's own strengths and weaknesses. Accurate self-Awareness was the hallmark of superior performance (Boyatzis, 1982). Accordingly, Kelly (1998) affirms that these individuals seek out feedback and learn from their mistakes, and know where they need to improve and when to work with others who have complementary strengths. Gardner and Con.Stough, (2002) using emotional intelligence test to predict transformational, transactional and laissez-faire leadership styles through multifactor leadership indicate that emotional intelligence correlated positively with components of transformational leadership.

Leban and Zulauf, (2004) study among project managers and their role in leadership reveal similar results. Though the above studies emphasize the strength of self-awareness on

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performance they put emphasis of all employees with little emphasis on managers and since literature presents transformational leadership as a component of self-awareness, the study aimed at assessing the relationship between self-awareness of a manager and employee performance in a non-government set up in Uganda.

### **2.3.1 Self-confidence and employee performance**

Meanwhile Kelley (1998) in his study on how Self-awareness stimulates self-confidence competence reveals that the latter was a stronger predictor of performance than the level of skill. In a sixty year study of more than one thousand high-IQ men and women tracked from early childhood to retirement, those who possessed Self-Confidence during their early years were most successful in their careers (Holahan and Sears, 1995). This conforms to Drucker's (1974) assertion as cited by Kemigabo (2009) that there is no great indictment of an organization than the strength and ability of the outstanding man to become a treat to the group and his performance as a source of difficulty, frustration and discouragement for the others.

The above studies are appreciated for showing the relationship among working groups, however the researcher sees a gap that the studies put little emphasis on leadership besides these studies took place more than 15 years ago. On the basis of the above arguments it is safely assumed that self-confidence as a component of self-awareness is correlated with performance of employees. The study therefore laboured to establish whether the self-confidence of a manager may affect employee productivity.

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### **2.3.2 Value of people and employee performance**

Many organizations conduct periodic surveys that probe employee, and sometimes customer, attitudes and opinions relating to productivity, profitability, retention, and job/customer satisfaction. In their groundbreaking book, (Buckingham and Coffman 2007) argue that the number one reason why people thrive in an organization is their immediate supervisor's value for staff and it's also the number one reason they quit (Buckingham and Coffman, 2007).

Similar to the results of the previously cited surveys, managers have a much better chance of vastly improving the workplace environment for their employees by targeting efforts on a much smaller list of performance drivers. This is in line with Konrad (2006) as cited by Kyaligaba (2008) who contends that employees who are actively engaged by their managers in terms of valuing their suggestions; this helps the organization to move forward. He emphasizes that highly engaged employees believe they can positively impact on the quality of their organization's products.

Meanwhile a recent Gallup study (2007) found out that less valued staff are on average of 50 percent less productive and 44 percent less profitable than properly valued groups. On the similar note Herman (2004) asserts that 3/4 of people voluntarily leaving jobs don't quit their jobs; they quit their bosses. Being the victim of a brutal boss leads to clinical depression in 41 percent of victims, according to a survey by Bully busters organization, an online nonprofit in Benicia, that advises victims of workplace abuse.

The study concludes that lack of value for staff affects their self-confidence and leaves victims feeling inadequate and isolated Norwalk (2003). The victimization also can lead to loss of

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creativity, and productivity. The research finds a gap in these studies since they focused mainly in industries yet with more emphasis on profitability other than productivity. Since these studies were done in the industrial set up, the researcher intended to have the similar study done in TASO an NGO set up in Uganda.

### **2.3.3. Feedback and employee performance**

Feedback is important in managing people. It is through feedback that management is able to identify proper strategies and approaches to maintain employee productivity. It is also crucial in effectively achieving organizational goals. If managers are not receptive to the thoughts, opinions and emotions of employees, customers and even superiors, solutions are harder to come by.

In mid 2002, the corporate executive board's learning and development roundtable analyzed survey responses from nearly 20,000 employees and managers on a wide range of manager-related activities involving performance management. Overall, managers received a poor report card on their performance on these activities as only 30-40 percent of employees agreed that their managers communicated performance standards and provided fair and accurate feedback to help them do their jobs better. In short, managers who provide feedback that is voluntary, detailed, immediate, and positive can positively influence employee performance.

This is also in agreement with Brunetto & Wharton, (2004)'s assertion that feedback indicates whether the individual or organizational change has taken place as a result of communication, personally feedback is enhanced by the extent to which management or supervisors are open to ideas and prepared to listen to employee's concern. On the similar note, Namubiru (2012), pointed out that many staff now days in organizations are not open to their bosses because of the fear that they will be dismissed, they keep on grabbling with issues which make them

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dissatisfied with management, She emphasized that “sulking over unfinished issues in the organization does not do you any good instead making an appointment with the boss does”. On the similar note Wehrich & Koontz (2005) as cited by Kemigabo (2009) urges that communication is needed to establish and disseminate the goals of an enterprise; to develop plans for their achievement, to organize human and other resources in the most effective and efficient way, to select, develop and appraise members of the organization; to lead, direct, motivate and create a climate in which people want to contribute and to control performance

The above studies are criticized for focusing majorly on the manager’s performance yet in this relationship employee performance is also important. The researcher therefore established whether to the similar study focusing on the relationship on the managers’ capacity give feedback on employee productivity in TASO would yield similar results.

#### **2.4. Self-regulation and employee performance**

Rahim & Psenicka, (2002) contend that self-management acts as a strong tool for better performance. They assert that self-management helps in self-governing by managing one’s own values, impulses, resources and disciplines which is an on-going process that directly affects the performance of employees. Managers and executives harness their personal needs and values in the service of the company’s goals (Boyatzis, 1982) which enables them to become star performer. He goes further to observe that accurate self-management creates trustworthiness which let others to know one’s values and principles.

Trustworthy employees are forthright about their blunders and tackle others about their lapses. A scarcity of this ability operates as a career derailed due to below average performance at work place affirms (Goleman, 1998) who observed that being conscientious include self-

discipline in attending to various responsibilities which creates outstanding performance right from the bottom to the top (Barrick & Mount, 1991).

Whereas Spencer & Spencer (1993) observe that superior performers demonstrate adaptability competence at work place can create immense results, self-management creates emotional resilience which enables employees to be creative. On the same note Amabile, (1988) urges out that business with autonomous and flexible roles and regulations provide a platform for innovation which results in efficient performance of employees. Being proactive and optimistic at work place drives towards better achievement which eventually results in superior performance Schulman (1995) affirms. Such proactive and optimistic behaviour governs self-management which is crucial in servicing industry like telecom sector in Pakistan. On the basis of such arguments it is safely assumed that self-management is correlated with employee's performance.

Meanwhile Brown et al, (2006) studied to examine the relationships between self-regulation as a component of emotional intelligence, leadership, and desirable outcomes in industries. In their study no support was found for relationships between self-regulation and desirable outcomes or a significant relationship between a manager's self-regulation and transformational leadership.

On the different note, Jamali, et al, (2008) studied emotional intelligence in the Lebanese context, and investigated emotional intelligence competency scores that is self-awareness, self-regulation, self-motivation, social awareness and social skills. Using multiple regression analysis, results revealed that self-regulation of the managers was the strongest predictor of employee performance. The above studies present different findings on self-regulation,

besides these stands took place in developed countries and the former study happened many years ago. The researcher therefore finds this as a gap which justifies a similar study in a developing country like Uganda and specifically in a Non-government set up.

#### **2.4.1 Self-control of managers and employee performance**

Luthans et al, (2002) in their study on employee engagement, they first examined the theoretical understanding of employee engagement, managers' psychological and state of self-efficacy. They measured engagement and a multiple measure of the managers' effectiveness. Results of the statistical analysis indicate that the manager's self-efficacy is a partial mediator of the relationship between his or her employees' engagement and the manager's rated effectiveness. On the similar note, Kiyaga (2007) in his study at KHS found out that majority of the employees believe that it is the leadership which influences them to behave and act in a particular way, findings pointed out that staff prefer being given chance to express themselves, resolving their complaints, considering their point of view and supporting them to work harder.

Overall, these findings suggest that both employee engagement and manager's self-control are important antecedents that together may positively influence manager effectiveness. Since this study took place in a private sector organization and it majorly focused on the effectiveness of a manager the researcher finds it important to have the same study conducted at TASO a non-government organization.

#### **2.4.2 Trustworthiness of managers and employee performance**

Jikcho (2010) in a federal human capital survey demonstrate that the managerial traits of competence, integrity, and benevolence share an important common dimension that they

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identify as the trustworthiness of managerial leadership. However, recursive hierarchical linear models were used to demonstrate that levels of trustworthiness of managerial leadership are strongly and positively associated with several measures of perceived organizational outcomes. (Jikcho, 2010).

This relationship between trustworthiness of managerial leadership and perceived outcomes is especially strong in low-performing agencies and in agencies experiencing increased uncertainty due to structural and upper level leadership changes. Jikcho (2010). In particular, trustworthy managers preside over more productive organizations and are better able to maintain and even increase organizational outcomes in agencies challenged by low level of performance and perturbations in the external environment. Public managers and management scholars ought to view trust not only as an exogenous variable but also as a managerial resource to be cultivated (Jikcho 2010).

On the similar note Armstrong (2006) assertion as cited by Kemigabo (2009) that Trust is created and maintained by managerial behavior and by the development of better mutual understanding of expectations- employers and employees, employees and employers, whenever people believe that another person will behave as promised it is likely that they perform tasks in a manner that others expect them to be done, however there should be a limitation if effective employee performance is to be achieved. This conforms to Sharkie (2009) as cited by Mugumya (2010) that trust in leadership is vital for employee performance because where it exists employees are encouraged to exercise extra-role behavior outside their legal contractual obligation, however total trust may be destructive since human beings can also make errors. This is confirmed by Kiyaga (2007), who in his study found out that

avoiding frustration at work, trusting employees, respecting their rights and having smooth communication are some of the things which were considered to enhance employee performance, however it should have a limit.

Goleman (2004) contends that whereas Trustworthiness managers encourage employees to be participatory even at decision making level. These managers keep their employees informed about everything that affects their work and shares decision making and problem solving responsibilities.

Smillie (1995) affirms that such a situation enables employees to produce high quality and high quantity work for long periods of time. Many employees like the trust they receive and respond with cooperation, team spirit, and high morale. The manager's trustworthiness enables managers to develop plans to help employees evaluate their own performance, allows employees to establish goals, encourages employees to grow on the job and be promoted, recognizes and encourages team work. The major gap the researcher finds in the above studies is that they focused much on the public sector within minimal or no focus on the non-government organizations. Since these findings were done in a public organization and targeting organizational outcomes. The researcher found it necessary to conduct the same study conducted in TASO a non-government organization with a focus on employee outcomes.

## **2.5 Social skills of managers and employee performance**

Maurine (2000) contends that the tendency of managers to isolate themselves from the people they serve brings about the effect of the people they serve not to believe in them and hence

they create barriers among the staff resulting into poor communication, lack of team work and hence limited co-operation towards achieving the organizational objectives.

In a similar study by (Khatri, 2004) on the impact of transformational leadership. Results revealed that social skillfulness consisting of social/interpersonal skills, sensitivity to the needs and values of subordinates, flexibility and openness to ideas, and being a caring and friendly person had highly significant impact on employee motivation, satisfaction, unit morale, quantity and quality of work.

The study recommends the need for health care managers and professionals to improve upon their social skills and be bolder and change seeking in their approach (San Diego and Calif 2004). The research feels that the above study's findings have been over taken by event since they happened many years ago more ever in the government health set up since situations have changed there was need to have the same study carried out in a non-government organisation (TASO) set up in Uganda.

### **2.5.1. Conflict management by managers and employee performance**

Unhealthy conflict has a costly, devastating effect on your organization. Creating cultural guidelines and healthy ways to manage conflict enables companies to benefit from the creativity and insight of the employees without the cost and impact of unmanaged, unhealthy interactions Covey (2009).

Putnam & Poole (1987) observe that relationships among the individuals are important in promoting the harmonious ambience in the workplace. Within the management, relationships also promote the positive outcome and create suggestion in achieving the organizational goals. But in the pursuance of each individuals in their goals, conflicts may arise that can

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deteriorate the value founded in the organization (Shapiro, etal 2009).

Ting-Toomey, (1987) in the study of conflict management, affirm that assessment of the relationships in conflict can be characterized to result in damages. He emphasizes that relationship conflicts found within the organization can be associated with the negative outcome in their work. Because of these concluded outcome in the previous study of conflict relationships, managers are suggested not to immediately eliminate the conflict from their team. Instead, they are expected to encourage the negative individual reactions to be part of the growth of the entire team (Shapiro, et al., 2009).

Richard & Posthuma's (2011) study show the primary reason employees leave a company is because of a workforce conflict with their superior. A faulty relationship between a manager and an employee often causes low productivity, low morale, and results in high employee turnover. The same study confirms that creating a conflict management strategy prevents unnecessary turnover and can improve the livelihood of your business as sited by Richard & Posthuma (2011).

Ting-Toomey, (1987) study shows that negotiations conducted by two people mutually resulted in higher outcomes when compared to negotiations conducted by multi-person groups. In addition, when negotiators consider more than one issue at a time and use a constructive problem solving approach, they can reach better outcomes. Further, higher self-efficacy of the negotiator can increase objective negotiation outcomes, but only to a point beyond which more self-efficacy can have a negative effect on the dimension of employee work performance, innovation (Mary & Follett, 1940). Since these studies were conducted in companies in developed countries, many years ago the researcher intended to have the same research done in an NGO set up in Uganda.

### **2.5.2. Developing others by the managers and employee performance**

Trinka (2003) in his study of manager-employee surveys in government and industry reveals what surely must be best-kept secrets. By focusing on “developing others,” and “communication” competencies, managers can increase their overall leadership effectiveness by 50-60 percent. To drive his point’s home, he shows that 10 managerial activities out of a possible 250 have the most potential for delivering high employee performance.

Towers & Watson, (2011) as cited by Dannen (2008) assert that high-performing managers make learning and development a top priority, exploit teachable moments to help people grow, work with employees to set goals that are challenging yet still within their grasp, help employees build their skills over time, while meeting key milestones along the way, ensure employees feel in control over their ability to achieve their goals, embrace a new definition of failure that encourages people to learn from their mistakes, base feedback on individual job performance and results, based on specific goals. Similarly Bwaraare (2009) in his study asserts that at the time of social events staff and their supervisors find time to socialize with peers and rub shoulders with their bosses, this makes staff appreciated and boost their productivity.

Moreover Penna's model (2007) on a similar note with support of Penna's hierarchy of Engagement (2007) model observes that staffs are seeking to find "meaning" at work (fulfillment from the job). Morgan (2001) emphasizes that fulfillment comes from the employee being valued and appreciated, having a sense of belonging to the organization, and feeling as though they are making a contribution. Since these findings adapted Penna’s hierarchy of engagement model. On the similar note Tarloy (2004) as cited by Mugumya

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(2010) who assert that when managers have good leadership skills , they focus on employee retention and they exercise and perform talents, building trust, building esteem, communicating, developing and enjoyable work climate ,being flexible ,developing talent and building performance. The researcher intended to justify the same using the Goleman's emotional intelligence theory in TASO a non-government organization set up in Uganda.

## **2.6. Empathy of managers and employee performance**

Relationship management inculcates set of competences which include essential social skill, ~~analyzing~~analysing and influencing others and inducing desirable responses in others. Effective relationship management helps in developing others which is a hallmark of superior manager; among sales managers as it characterize those at the higher level (Spencer and Spencer, 1993). The ability to sense others' reactions and fine tune responses and be persuasive is a significant characteristic of star performer. This ability is essential for supervisors, managers, executives and for those who are managing front-line work; it has emerged as a fundamental skill for effective leadership as well (Spencer and Spencer, 1993).

Relationship management requires clear line of communication which is a key factor in organizational success (Goleman, 2000). Effective communication allows give-and-take of emotional information, better listening ability, and welcome sharing of knowledge and staying receptive for good as well as bad news. Max Mesmer (2009) in his Study has shown that more people prefer to deal with those managers and executives who possess strong communication competency for relationship management (Goleman, 1998). Conflict management competence also improves relationship management.

The art of empathizing is critical while handling different people and situations with diplomacy and convincing discussions. Especially in retail business effective negotiating skills which avoid conflict, indicates the health of such business (Ganesan, 1993). Effective leadership helps to sustain relations at work place and guide the performance of others by holding them accountable. Leaders spread out the energy by exhibiting emotions which are contagious and more positive, cooperative and helpful culture prevails which represents high performance (Bachman, 1988). The ever changing trends due to globalization have fashion up the business environment and effective change management is crucial while developing relationships in business (Bachman, 1988).

House & et al (1988) on the similar note observed that for subordinates to work more effective and their performance to become better, leader's competency in catalysing change and building relations affects a lot. On the basis of such arguments it is safely assumed that relationship management is correlated with employee's performance. However the relationship needed to be tested at TASO a Non-Government Organisation

### **2.6.1. Social awareness and team work**

Sheridan & ~~Vredenburg~~ ~~Vredenburg~~, (1978) in their study observed that a high degree of personal and organizational awareness improves staffing decisions, team building, communication, culture, and leadership effectiveness. On the same note Sucharski & etal (2002) emphasis that awareness brings insights that transform "good" results into "great" results. He goes further to urge that focused awareness establishes competitive advantage and creates consistent results, including improved revenue and profitability. Eisenberger, ~~R.~~ & Armeli (~~S.~~ 2001) also contends that successful leaders have a strong self-awareness and deeply understand their emotions, strengths, limitations, values and motives. He observes that

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they are realistic and honest with themselves and about themselves. They know where they are heading and why organizations must have a similar understanding.

Effective managers understand that to be proactive in today's competitive environment they must continually develop the strengths of their key people, share power with them and encourage active participation as observed by Sheridan & ~~Vredenburg~~Vredenburg (1978). This is supported by (Ribelin, 2003), who observed that management team that works together to promote leadership and relationships play a key role in organizational success in their recent research on the association between employee satisfaction and job performance which also clearly suggests that the single most important contributor to the feelings of employee engagement, empowerment and satisfaction is based on the relationship they have with the leaders of the organization

The research also revealed that effective managers clearly understand themselves and the people in their organization. They build strong interpersonal effectiveness into their organizations, creating an environment where everyone works together with trust and openness Ribelin (2003). Findings also reveal that organizations built on competitiveness in the market and between departments do not easily establish trust, people may be difficult and hard to understand with a poorly developed ability to read others. The researcher wanted to investigate whether this is true with TASO Uganda.

### **2.6.2. Organizational awareness and employee performance**

Northup (2007) observes that successful managers have a deep understanding of the organizational structure, leadership style and culture of their companies. They know employees care about the value they contribute and how satisfying their jobs are. Successful

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managers ask whether there is a gap between perception and experience, how employee productivity could be enhanced and whether the company culture promotes competitiveness structure is important.

However, on the similar note Sheridan & ~~Vredenburg~~ Vredenburg, (1978) observe that bureaucratic companies demotivate their employees from taking initiative. On the other hand, highly versatile organizations are often overly flexible and don't provide stability. The proper balance for your organization is crucial to its success.

Leadership style determines an organization's long term success. Since employees always react to management's leadership style, proactive change is best carried out in an atmosphere where employees feel valued, have the ability to help set direction and initiatives, can develop personally and know management has their best interests at heart as further urged by Tom Northup (2007). He goes ahead to point out how culture also has a significant impact on organizational performance. Goleman (1998), the pioneer in emotional intelligence, determined through numerous studies that culture can positively impact performance by as much as 25%. Since this findings targeted companies and put more emphasis on perception and productivity, the researcher intended to have the similar study conducted in an NGO environment in Uganda with focus on others components under emotional intelligence of managers.

## **2.7. Summary of the literature.**

According to the available literature emotional intelligence has been cited as strong predictors of employee performance. However studies so far conducted have been limited to industries, companies, retail businesses and public organizations, yet basing on the available literature on

NGO's and employee performance. There is a uniqueness emphasized on how employees in NGOs are supposed to be handled. To date none or few studies have been carried out on emotional intelligence of manager and employee performance in NGOs in Uganda. Some studies under taken have revealed contradicting results on the influence of emotional intelligence on employee performance. The researcher therefore finds a gap worthy to investigate on. The literature compiled in this chapter was used to form the basis for discussion in the subsequent chapters.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter focuses on explaining the research design, population of the study, sample size and selection strategies, data collection instruments, quality of data collection instruments, data management and analysis procedures as well as steps taken to ensure validity and reliability of the study.

#### 3.2 Research design

The study adapted a cross sectional case study design which emphasizes the collection of data at a single point as recommended by Sekaran (2005). The study was correlational in nature because it aimed at establishing relationships. The study employed the quantitative and qualitative approaches to collect and analyze the data. Onen (2010) reveals that qualitative research design is characterized by data that can be described verbally or non-numerically while quantitative research is based on the theory of positivism more precisely logical positivism. Quantitative research design was non-experimental in nature comprising of correlations and descriptive designs.

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#### 3.3 Study population.

The study population was TASO central region, which has a total population of 209 staff, both at management and lower levels, (TASO human resource information management system 2012). It was from this population that the sample size was determined (See Table 1).

### 3.4 Sample size selection

To determine the sample size the study adapted Yamane (1967)'s formulae  $Sample\ size = \frac{N}{1 + Ne^2}$

Where N is the accessible population

And e is the level of significance (0.05)

The sample size was selected from the accessible population of 209 for TASO Central Region.

$$Sample\ size = \frac{209}{1 + 209(0.05)^2}$$

$$Sample\ size = \frac{209}{1 + (209 \times 0.0025)}$$

$$Sample\ size = \frac{209}{1.75} = 119$$

**Table 1: Sample size selection for respondents**

Category of employees	Target population	Sample size	Sampling technique
Senior managers	11	6	Purposive sampling
Center Managers	3	2	Purposive sampling
Heads of departments	21	12	Random sampling
Lower level staff	174	99	Simple Random Sampling
<b>Total</b>	<b>209</b>	<b>119</b>	

Source: TASO Human Resource MIS (2012)

### 3.5 Sampling techniques and procedures

#### 3.5.1 Probability sampling

According to Saunders et al.(2003),when a researcher chooses to use probability sampling methods he can select from the following types; simple random, stratified random, cluster and multistage sampling techniques to locate the study's subject. Simple random sampling was use to select Lower level staff. It was done by tossing the raffles or otherwise since it gave each

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staff equal opportunity to participate in the research.

### 3.5.2 Non Probability sampling

According to Saunders et al (2003), when a researcher chooses to use non probability sampling methods, he can select from; quota, purposive, snowball, self-selection and convenience sampling methods. Purposive also known as judgmental sampling was used for this study to select managers and heads of departments because the information the researcher wanted could only be authoritatively given by specific categories of the population in selecting key informants.

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## 3.6. Data collection methods

### 3.6.1 Questionnaire Survey

Questionnaire survey was used to solicit for responses on the different components of emotional intelligence and employee performance at TASO. The researcher developed structured questions under five sections to solicit for responses from the respondents about the topic under study. The questionnaire survey majorly involved short self-reflection questions focusing on emotional intelligence and employee performance. Questioning targeted the senior managers, center managers, heads of departments and lower level staff. The first four sections covered the independent variables and the last one (fifth section) covered the dependent variable. Mugenda & Mugenda (1999, p.71) observe that questionnaires enable respondents to have time to reflect on answers to avoid **nasty** responses and give independent opinions without fear.

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### 3.6.2 Interview method

Interview method was used to secure the depth of information from the interviewees by interviewer. A probe with additional questions and gathering supplement information enabled the researcher to cross check the correctness of the data to be collected. Interviews (face to

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face) were conducted to solicit for responses from senior managers, center managers, heads of departments and some lower level staff as key respondents. Interviews provided in-depth responses which enabled the researcher to get qualitative data for analysis as recommended by Seaman (2004).

### **3.6.3 Documentary review.**

Secondary data was used among others by the researcher to strengthen and interpret the literature in support of the Emotional intelligence of managers and employee performance. Amin (2005)—~~observes~~ observes that secondary data can be used among other methods to strengthen the research and promote value added arguments. The researcher was involved in reviewing documents such as human resource management, employee performance and emotional intelligence textbooks, strategic plan, performance review reports, journals, reports, legal framework and policy documents, other researches containing information on emotional intelligence and employee performance in general and TASO in particular. Secondary literature was used to triangulate findings from other sources.

## **3.7. Data collection tools**

### **3.7.1 Self-administered Questionnaire**

Self-administered questionnaires were used to collect data from center managers, senior managers', heads of departments and lower level. Close ended questionnaires were developed to help the respondents make quick decisions, this was helpful in reducing bias due to the sensitivity of the topic and at the same time it helped the researcher to code the information easily for subsequent analysis and hence narrowing down the error gaps while analyzing data as recommended by Sekaran (2004).

Specific self-administered questionnaires were developed to solicit for data from the lower

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level staff. The questionnaire developed was focused enough to solicit for the most appropriate feedback from the staff on how they relate with their manager's or supervisor and how this relationship affect their performance. Self-administered questionnaires were used because of their nature to provide independent information on different responses **(Refer to Appendix A)**

### **3.7.2. Interview guide.**

The interview guide was used to get in-depth information on emotional intelligence of managers and employee performance; the interview targeted 11 key informants. This enabled the researcher to adapt questions and clarify responses. The interview guide findings were helpful for triangulation purposes as it enabled the researcher to relate the questionnaire findings with the interview, this helped in reducing bias and promoting consistence. **(Refer to Appendix B)**

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### **3.7.3 Document Review checklist**

The researcher developed a list of documents on emotional intelligence and employee performance, including different documents on employee performance, organisational performance, TASO reports on performance, and policy documents on employee performance for review. These documents were accessed at the documentary center, internet search, management journals, TASO, Library including other sources as deemed necessary. **(Refer to appendix C)**

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## **3.8. Quality of data collection instruments**

### **3.8.1. Validity.**

Sekaran (2003) defines validity as the accuracy and meaningfulness of inferences which are based on research results. To ensure validity, the questionnaire was pretested on 14 respondents from TASO western Region to solicit for responses which were entered into the computer and

analyzed using SPSS to test the content validity. Results were reviewed and their findings were used to improve the effectiveness of the data collection instruments. This instrument yielded an average content validity index (CVI) rating of 0.87. This was within the acceptable limit; the instrument was then approved and adapted by the researcher for further administering to the sampled respondents of TASO central region. **(See Appendix D)**

### **3.8.2. Reliability.**

Sekaran (2003) defines reliability as the degree to which a research instrument yields consistent results. Research instruments were developed and first discussed with the supervisor for value addition and technical input to increase reliability of the research instruments (Kakooza, 1996). It was then given to three expert judges who scored the relevance of each question in providing answers to the study. A pilot study was conducted to determine the reliability of the questionnaires just as the validity pretest above, 14 employees from TASO Western Region were given the questionnaires to give their responses, the researcher then reviewed the filled in questionnaires to analyze for consistency. All measures included in the questionnaire showing internal consistency (Cronbach's Alpha > 0.7) was adopted. **(Refer to appendix E)**

### **3.9 Procedure of data collection**

The Researcher was given an introductory letter by the Dean, School of Management Science/Uganda Management Institute to be presented to TASO seeking for permission to carry out the research in the organization. TASO research committee reviewed the proposal for ethical issues and approved before allowing the researcher to commence with the study. After approval the researcher had the questionnaires distributed to the employees who were sampled appointments were made with key informant interviews. The researchers made vigorous follow ups on the respondents for five days to return the questionnaires with support of the chair persons research committees at the centers. The observation data was collected

with the guide of a checklist and was also documented. The overall data collected was internalized and analyzed for interpretation and report writing.

### **3.10. Data management and analysis.**

Kyaligaba (2008) observes that statistical analysis is used to describe the account for observed variability in collected data. The main purpose of statistics is to summarize and answer questions about the behavioral variability that was obtained in the research, it involves both descriptive and inferential statistics''. The researcher used SPSS to analyze and present the data collected. Both descriptive and inferential statistical techniques were used. The upper level of statistical significance for the null hypothesis testing was set at 5%. The statistical test results obtained was computed at Z tail level of significance as per the non-directional hypothesis presented by Sekaran (2004).

#### **3.10.1 Descriptive**

Descriptive statistics were used to describe and summarize the behavior of the respondents in the study. Descriptive statistics were used in the study was based on frequency tables to provide information on variables such as age, sex, education, job among others

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#### **3.10.2 Relational statistics**

Relationship statistics were analyzed and correlated using Pearson product correlation coefficient of relations to establish the relationship between emotional intelligence of managers and employee performance.

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#### **3.10.3 The Pearson product –Moment Correlation Coefficient**

Pearson product moment correlation coefficient statistical package indicates the defect to which two variables are related to each other ( Amin 2005) .size of correlation coefficient (+ or -) indicates the direction of the relationship between -1.00 & + 1.00 variables. May be

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positively or negatively correlated. A positive correlation indicated a direct positive relationship between the two variables; a negative correlation indicated the negative relationship between the two variables (Leary 2004) as cited by (Kakatura 2009).

For the purpose of this study the Pearson product moment correlation coefficient was used to measure the significant effect of the emotional intelligence of managers and employee performance including establish there is a relationship between the deferent variables under emotional intelligence of managers and employee performance in TASO Uganda limited. Findings to the same indicated self-awareness of managers as having a direct significance to employee performance as compared to self-regulation of a manager, social skills of a manager and empathy whose relationship had a negative significance.

#### **3.10.4. ~~Regression.~~ Regression analysis**

Regression analysis was identified through three distinct types namely standard, stepwise and hierarchical multiple regression. This varies according to the predictor variables. Standard regression was used to determine the extent to which emotional intelligence components of managers affect the variance in employee performance.

#### **3.11. Measurement of variables.**

Variables were measured by operationally defining concepts, for example questionnaires were designed to ask for responses about emotional intelligence of managers and performance of employees. Respondents' demographic information like gender, were collected using nominal variables. Whereas information like: age, level of education and period of stay with the organization was tracked using ordinal variables. Data on employee's views and opinions about emotional intelligence of managers and employee performance was obtained using scaled variables. A five point-likert scale of represented by (1.Not at all, 2.once in a while,

3.sometimes, 4.fairly often, 5. Frequently if not always) was used to measure both the independent and dependent variables.

### **3.12. Ethical issues.**

The researcher observed all the required ethical considerations in the course of data collection. To obtain honest information from the respondents, the researcher was able to get an introductory letter from UMI then the TASO Institutional Research Committee (IRC). Rapport and trust was made with the respondent. To this end the researcher stated the purpose of the study as being simply establishing the effect of the emotional intelligence of managers on employee performance. Benefits of the study were discussed and strict confidentiality of the information given was maintained as respondents were not to write their names and information was to be generalized in other findings. Participants were also given opportunity to participate or not participate in the study.

### **3.13: Limitations and delimitations**

Due to lack of sufficient funds and time constraint the researcher could not collect data from all the four regions of TASO. Because of this, the study was restricted to areas where transport and distance could allow. However central region being a region which has TASO original centers and headquarters the findings were considered representative to the TASO general situation.

The method of data collection (Self-administered questionnaires) used could not enable the researcher to collect all responses from the respondents, however key informant interviews were also used to collect in-depth information to back up the information from self-administered questions.

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

#### 4.1. Introduction

In this chapter the results of the study are described and the analysis of the data is presented. The results describe information on the relationship between the different components of emotional intelligence and employee performance. In addition; the analysis provides the relationships between socio-demographic variables and employee performance.

#### 4.2: Response rate.

**Table 2: Response rate**

Category	Sample	Number of respondents	Percentage response (%)
Senior managers	7	5	71.4
Center Mangers	3	3	100
Heads of departments	13	10	77
Lower level staff	96	63	66
Total	119	81	68

**Source: Primary Data**

Results presented under this section indicated that out of the grand total of 119 self-administered questionnaires that were distributed, 81 were returned. This could have been as a result of challenges related to self-administered questionnaires such as willingness to get off time by the respondents to fill the questionnaire. The study generated a response rate of 68%. This was considered a satisfactory rate as Mugenda and Mugenda (1999) and Sanders (2007) suggest that a response rate of 50% is adequate. Participants were from TASO central region centers which include three service centers of Mulago, Jinja and Entebbe including TASO head office and training center. This is because these are the first TASO centers in the region; the findings represented the other TASO centers within the country.





From table 2 above, of the 7 senior managers who constituted the sample size, 5 thus (71.4%) responded. All the three center managers at the sampled service centers of TASO central region thus Mulago, Jinja, TASO headquarters, TASO central region, TASO training center and Entebbe responded (100%). Out of the sample size of 13 heads of departments at direct service centers, 10 responded thus (77%) of the 96 lower level staff, 63 responded (64.2%) hence giving the total average response rate of 68%.

#### 4.3. Socio-demographic characteristics of the study participants.

This section introduces findings under the socio demographic characteristics for study participants. The variables under socio-demographic characteristics include, age of respondents, gender of respondents, level of education, position held at the organization and Period spent in the organization. Below is the figure analyzing findings under the respondents' demographic characteristics.

**Table 34: Univariate summary of participant's demographic characteristics (n=81)**

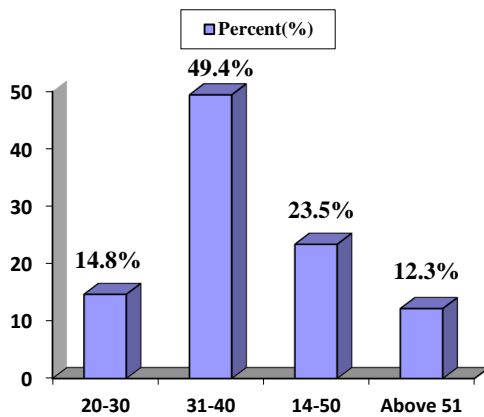
Variable	Frequency	Percentage (%)
<b>Age class of the respondent</b>		
20-30	12	14.8
31-40	40	49.4
41-50	19	23.5
<b>Above 51</b>	10	12.3
<b>Gender of the respondents</b>		
Male	41	50.6
Female	40	49.4
<b>Highest level of education</b>		
Certificate	7	8.6
Ordinary diploma	2	2.5
Bachelor's degree	41	50.6
Post graduate diploma	13	16.0
Master's degree	18	22.2
<b>Position held in the Organization</b>		
Manager	4	4.9
Head of department	31	38.3
Other supervisory position	46	56.8
<b>Time spent in the organization</b>		
Below five years	16	19.8
6-10 years	56	69.1
11-15 years	2	2.5

Above 15 years	7	8.6
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Source: Primary Data

### 4.3.1 Age of the respondents

Figure 2: Age group of the respondent's



Source: Primary data

From the figure 2 above, almost half of the respondents (49.4%) were aged between 31-40 years. Age group above 51 years contributed the smallest number of respondents (12.3%). This would mean that participants involved in the study had maturity with relevant analytical minds and working experience. The age of the respondents was aimed at finding out whether age had an influence on the manager's emotional competence and whether this also influenced the performance of employees. This could also mean that employees at TASO take on management positions at a mature expected age. This impacted on employee performance in such a way that there was mature leadership which puts into consideration emotional issues at TASO.

From table 34 above, it was noted that the number of females who participated in the study were not different from that of males. Findings under gender were aimed at understanding whether sex contributes to the emotional intelligence competence managers and whether this in turn influences employee performance.

Findings indicate that 49% of females as compared to 51% of males participated in the study. This representation could describe how TASO is a gender sensitive organization as per the TASO strategic (2008-2012) goal six (6) which emphasis gender mainstreaming and equal employment and leadership opportunities for both males and females.

#### **4.3.3 Level of education**

From table 34 above, majority of the respondents (50.6%) held bachelor's degrees as their highest level of education. Respondents holding post graduate diplomas and master's degrees accounted for 38.2%. Only 8.6% and 2.5% of the respondents had certificates and ordinary diplomas respectively. This means that most respondents' views were those of elites more so TASO's employees are highly educated with the ability to understand formal performance issues. It was noted that as staff within TASO add on qualifications, they expect to grow in leadership/management positions. This could also contribute to the leadership challenge in relation to the manager's emotional capacity to work with other staffs that are highly skilled.

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#### **4.3.4. Position held in the Organization**

From table 34 above, a significant percentage of respondents (56.8%) were holding supervisory positions such as clinical services supervisors, day center supervisors, followed by 31(38.3%) who were heads of departments. These demographic variables were studied because the researcher wanted to establish whether the position held by the respondent had any influence on the emotional competences of the manager and employee performance. Results indicated that there is no significance between the position held by a manager and his emotional intelligence capacity to influence employee performance. This could mean that TASO management and supervisory staff have significant experience and knowledge including skills in leadership and employee performance. This was because the staffs interviewed were coordinating employees towards performance. This means that at TASO leadership positions

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are to some level determined by age, as staff work and grow in age there are chances that they may develop into future managers who are also emotionally upright.

#### **4.3.5. Time spent in the Organization.**

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From table 4 above , results demonstrated that majority (69.1%) of the respondents had spent between 6 to 10 years in the organizations; this statistics could imply the good leadership and employee relationship hence influencing high retention rate for staff at TASO. It could also mean that the ideas given were from highly experienced staff within the organization. Surprisingly, about 8.9% of the respondents had spent over 15 years in the organization. This is because TASO's HR policies and institutional policies motivate staff to stay longer to serve the organization. This is supported by response from one manager who had this to say;

*“Very few organizations can give you a belonging as TASO does, when you are in TASO it becomes difficult for you to even think of looking for another Job, moreover in another organization. The family spirit value has spoilt us but it is necessary if we are to perform and keep staff”. (Key informant, TASO Jinja).*

TASO gives belonging because it values staff as part of the family spirit at TASO. This also encourages staff to serve for a long tenure and keep improving on their performance specifically this is one of the reasons which motivates staff to stay at TASO and work harder, one staff had this to lament;

*“The staff welfare scheme has done a lotto my life, I do not think I would be what I am without working in TASO, despite the small salary, we are able to get money from the welfare scheme and respond to our needs like education, housing and general welfare, so to me I am motivated to stay and perform to the expectations”. (Key informant, TASO Mulago)*

The welfare scheme is said to be a useful tool for motivation of staff to stay longer in the organization and perform. The above findings mean that TASO has supportive programs and institutional guidelines which motivate employees to work and produce results. This could be the factors which also guide and support managers during their coordination of staff towards good performance.

#### 4.4. Self-awareness and employee performance

The table below presents the different responses given in relation to the influence of self-awareness on employee performance at TASO which was objective one of the study.

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**Table 45: Summary of participant's Responses on Self-awareness (n=81)**

Variable	(1)Not at all	(2)once in a while	(3) sometimes	(4)fairly often	(5)Frequently if not always	Mean Response
Admitting my mistakes publically encourages staff to work as a team.	4 (4.9%)	8 (9.9%)	27 (33.3%)	27 (33.3%)	15 (18.5%)	3.51
Being able to laugh at myself energizes me to consult with staff for better performance	7 (8.6%)	9 (11.1%)	24 (29.6%)	22 (27.2%)	19 (23.5%)	3.46
Willingness to change my view in the face of new information enables staff to continuously innovate	0 (0.0%)	1 (1.2%)	17 (21.0%)	36 (44.4%)	27 (33.3%)	4.10
Being able to turn life crisis into opportunities for growth encourages staff to innovate	0 (0.0%)	6 (7.4%)	20 (24.7%)	23 (28.4%)	32 (39.5%)	4.00
Co-operating effectively with staff enables them to achieve goals	0 (0.0%)	4 (4.9%)	6 (7.4%)	18 (22.2%)	53 (65.4%)	4.48
Following through on what I start encourages staff to work harder	0 (0.0%)	8 (9.9%)	18 (22.2%)	25 (30.9%)	30 (37.0%)	3.95
Being eager to learn encourages staff to work as a team.	0 (0.0%)	4 (4.9%)	17 (21.0%)	23 (28.4%)	37 (45.7%)	4.15
Being able to acknowledge the contribution of others motivates them to increase productivity at work	0 (0.0%)	5 (6.2%)	6 (7.4%)	9 (11.1%)	61 (75.3%)	4.56
listening attentively to what people say encourages shared responsibility among staff	0 (0.0%)	2 (2.5%)	12 (14.8%)	30 (37.0%)	37 (45.7%)	4.26
Self-awareness construct(All variables)	0 (0.0%)	0 (0.0%)	12 (14.8%)	51 (63.0%)	18 (22.2%)	4.05

Source: Primary Data

Table 5 above, notes that self-awareness construct of 63.0% revealed that fairly often managers would understand themselves and talk about their actions, behavior, feelings, strength and weakness and be able to harmonize it with the environment they serve. Study findings showed that a significant percentage of 75.3% revealed that frequently managers would be able to acknowledge the contribution of others and frequently co-operate with staff 65.4%. This means that there is team work exercised at TASO between managers and staff which is one of the key factors for improved employee performance. During an interview a respondent in reflection of the above said;

*“Many times managers know what is required of them towards enabling staff perform ,*

*however it is influenced by other factors such as selfish interest, divisions and sometimes laxity, this in most cases affect the staff's performance". (Key informant TASO Mulago).*

Managers at TASO understand and appreciate their staff and do listen to them however this is limited to the environment and personal factors. This therefore affects staff's commitment and motivation to work. This means that managers at TASO know what is required of them but sometimes they tend to go out of way and take on actions which tend to negatively affect employee performance.

The study findings also brought out the importance of acknowledging the contribution of others by managers and how this could motivate staff to increase productivity at work, 75% response rate was given. This could mean that TASO management recognizes the importance of appreciating staff performance and management is also able to develop possible strategies in recognition of staff. This could mean that management staff recognizes teamwork and shared responsibilities which are some of the key indicators of employee performance. On the similar note one of the respondents pointed out;

*"Managers at TASO value staff's views and this is critical majorly in the contributions they make towards the organization performance, management attaches a lot of value to its staff and this may be one reason for staff retention, managers know that they cannot achieve on their own he concluded". (Key informant, TASO Entebbe)*

In relation to appreciating and valuing staff within the organization, respondent revealed that,

*"Value for staff has been an institutional issue at TASO but of recent due to the expansion of the organization limited value is attached to staff and this has affected their motivational levels towards work". (Key informant, TASO Training Center).*

The environment at TASO provides for value for staff, this enables staff to be responsible in their work with management taking on the function of ensuring that they appreciate and recognize good performance however the expansion of the organization is said to be affecting this trend. This was said to affect innovations and retention of staff hence affecting the commitment to perform. The above findings also indicate that there is interpersonal relationship and team work including value for staff at TASO, this therefore is seen as one of

the key leadership role for effective staff performance.

The above findings could mean that TASO management has the capacity to value and acknowledge staff hence increased performance and retention. This means that there is a sign of good leadership as a result of high level of self-awareness by the managers.

#### **4.4.2 Self-confidence and employee performance.**

Findings indicated that 44.4% of the managers would sometimes reflect and change their views in relation to employees. This was seen to encourage employees to work harder and become more innovative. However, no significance was found on the manager's capacity to talk about his weaknesses publically on employee productivity 18.2%. This would mean that managers are conscious of their weaknesses but publishing these could kill the initiative among employees hence affecting their motivation and commitment towards work. Since they would not feel comfortable working under such a manager. In support of the manager's capacity to talk about his weakness, a manager during an interview said:

*"I know, as a manager I have some weaknesses and I am bound to learn from other employees but it does not need me to openly tell my staff that I am weak at this or that, all I do is to do a simple reflection of how I respond or handle issues and open up to learning. Talking publically about my weakness may instead make the employees lose confidence in me". (Key informant, TASO Jinja).*

Managers have weaknesses but choose to reflect on them rather than telling the world about them, they think it may make them lose confidence among their staff. This implies that managers at TASO are not open to weaknesses instead they apply self-reflection to deal with their weakness. This may have an effect on the level of consultation and motivation among staff towards executing their assignments. However 39.5% of the responses indicated that Managers at TASO would sometimes use crisis to create opportunities and would always be able and willing to learn and share with others. This is because at TASO there is a good sign of teamwork and increased productivity among staff. In relation to the above one of the senior managers stated;

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*“TASO does a lot of succession planning as far as leadership and management is concerned, by the time somebody becomes a manager he or she would have been monitored and groomed for a long time in all aspects of technical and behavior, rarely would a management staff just come from outside the organization, it is mostly about grooming internal staff to become future managers, this also increases the level of confidence among these managers since they are dealing with situations they already have some significant knowledge”. (Key respondent, TASO Headquarters).*

At TASO succession planning is critical for staff motivation and retention as they remain committed to work since they are assured of growth within the organization. Findings indicate that TASO management believes in grooming employees into future managers which is seen as a sign of motivation and succession planning. It should also be noted that the disadvantage of internal grooming has a limitation to organizational learning by the managers and hence the organization and staff may end up continuing doing things as usual since they are limited to new ideas which may influence the dynamics of development change. This means that at TASO managers take on the same behavior and habits since there is a lot internal grooming, this is a good practice however it may limit external leadership opportunities which comes with positive change and increased productivity among staff.

#### **4.4.3 Value for people and employee productivity**

Findings on value for people and productivity revealed a response rate of 73.5% and 47.5% respectively. Very often managers would cooperate with others towards promoting team work and focusing the employees towards achieving goals. This means that managers in TASO are willing to cooperate with employees in their work and they have the capacity to focus the teams on results, however rarely would managers follow through what they have started as reflected with the response rate of 37%. This would mean that at TASO once the managers focus employees on goals and shows cooperation, staff can easily implement and report back. This reflects some level of confidence and value for staff as they perform their assignments. In relation to cooperation, a head of department during an interview stated;

*“I know without them I cannot work in isolation and achieve as a head of department, I work*

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*through them and their views are vital, if you decide to ignore them they fail you, and quality is compromised because they will say they are working for you. The best, one can do is to cooperate, take on their strategic views and achieve more, moreover quality result". (Key informant, TASO Jinja).*

At TASO there is co-operation and team work among staff and managers this influences the quality of work they do. There is shared responsibility during the implementation of activities.

The findings above could mean that management teams at TASO are willing to work with other staff in order to increase productivity. This promotes team work, innovation and succession planning among staff leading to improved performance. At TASO working in isolation among managers is not the case as mentioned in the findings.

#### **4.4.4 Feedback and employee productivity**

Findings indicate that quite often a great percentage of managers 75% would acknowledge employees contribution and would sometimes listen attentively to staff, 45%. This means that feedback to employees at TASO is relevant to employee productivity and managers are seen to be practicing it. However the timeliness of feedback was a concern since the organization has expanded with many staff and many service units. This would mean that at TASO managers are receptive to the thoughts, opinions and emotions of employees, customers and even superiors, which would make solutions easier to come by as stated by one of the respondents in a qualitative interview;

*"Giving feedback is what has kept the team united and productive; due to the large size of the organization I should note that timely feedback is critical while dealing with staff. However sometimes at TASO feedback is not timely , but still management endeavors to do so and what is encouraging is that the management teams have learnt the skill of packaging the feedback in order not to create harm or damage the organization".(Key informant, TASO Headquarters).*

Managers at TASO give feedback to staff though the timeliness is a challenge. Such a situation is said to promote information sharing and trust among staff which in most cases influences team work, and provides a conducive environment hence focusing teams to performance.

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Reference was on the recent “tsunami 2011” in form of organizational restructuring in which several staff were laid off but management was able to effectively communicate to avoid harm.

She pointed out;

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*“Feedback is given at individual level and at general staff level basing on the issue at hand. I appreciate the fact that staffs within the organization have continued to take feedback positively which sometimes may not be the case with other organization”. ((Key informant, TASO headquarters).*

The findings above indicate that giving feedback to employees at TASO is acknowledged by managers as critical and it indeed takes place. At the same time, the lower level staffs acknowledge the importance of the feedback given towards improving their own performances. This is seen as a good practice since it promotes productivity and team work among staff and management. This could mean that staff at TASO work towards improving on their levels of self-awareness as they prepare to take on management positions.

Commented [B5]: How?

However, a few staff members differed from the above consensus pointing out the fact that the organization had become too big and that this caused communication challenges. One of the interviewees had this to say:

*“As the organization (TASO) continues to expand, feedback is becoming a challenge by management; TASO is not as open to feedback as people may think. Both personal feedback to staff and stakeholders is now being compromised. There is more need for the management teams to open up if the organization is to get more trust and exposure. TASO’s urgency to open up to learning and sharing would be a good idea too. For the staff the appraisal tool is more of quantitative than qualitative (asking questions). The upcoming levels of fear by lower level staff towards management has also affected open discussions and hence affecting performance, managers would be more comfortable to support staff if they understand them better. Such a situation has affected, participation, team work, innovation, decision making and staff performance since staff will keep on grabbling without management noticing”.(Key informant, TASO Training Center)*

The expansion of the organization calls for improved feedback and organizational learning by the managers to be able to open up to staff and innovate towards promoting good performance. Further understanding of staff by managers is important towards helping them deal with

specific staff towards handling issues which affect their performance. This implies that managers have to improve on their communication skills and open up to learning if they are to effectively lead teams towards good performance. In relation to the above one respondent on the issue of rewarding staff had this to say

**Commented [B6]:** This should have come in the final chapter where you make recommendations.

*“Yes as managers we do value our staff because they are the ones who enable the center performance, but despite the fact that we value them we are still constrained with rewarding them for the contribution they have made”. (Key informant, TASO Entebbe).*

The value for staff has helped a lot in promoting staff performance however if staff are to perform to their fullest potential the reward system should be in place and clear. This implies that TASO needs to come up with a clear reward system for staff in relation to the performance expectations, this would be important in promoting innovations and hard work among staff.

On the centrally about the issue of value for staff and stress management activities another respondent stated;

*“I personally do not concur with the appreciation/ recognition held for example at AGMs or at any other stress management event to motivate and reward some few staff for good performance, it breaks the team even much more, after all one cannot achieve in isolation, and besides the determination of who has performed best is less participatory, This should be stopped”. (Key informant, TASO Jinja).*

Managers in TASO do not recognize rewarding good performers as a good strategy to value people since it is related to lose of team work, destruction of initiatives and lose of trust among staff hence affecting performance. Stress management was said to be good however the reward system targeting individuals was said to affect performance since performance is possible through teams. This means that staffs at TASO appreciate stress management activities; however the existing reward system does not play a key role in determining their performance.

#### **4.4.5.1. Testing hypothesis one: self-awareness and employee performance**

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To test the hypothesis the researcher computed the correlation coefficient using Pearson correlation (r) was conducted to determine the strength of the relationship between self-awareness and employee performance. Below are the findings;

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**Table 56. Coefficients between self-awareness and employee performance**

**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Selfawareness	.411	.145	.452	2.839	.006
	SelfRegulation	.216	.134	.237	1.615	.110
	Socialskills	.081	.152	.093	.537	.593
	Empathy	.199	.111	.214	1.794	.077

a. Dependent Variable: Performance

b. Linear Regression through the Origin

**Source: Primary data**

From table 5 above, the correlation figures show how emotional intelligence impacted on employee performance. A positive and strong correlation exists between self-awareness and employee performance at 452\*\* ie ( $r = .452$ ) which was significant at.001 level and at 0.05 level. This therefore means that self-awareness impacted on employee’s performance. A strong positive implies that a small change in self-awareness is related in a big change in employee performance. This also implies that the staff of TASO appreciates self-awareness of a manager thus influencing their performance. These findings were subject to a test of significance and it is shown that the significance of the correlation ( $p=.0006$ ) is less than the recommended significance at 0.01. This implies that improvement in self-awareness by the manager does significantly relate to improvement in employee performance.

**4.4.5.2. Regression analysis of self-awareness and employee performance.**

The following table below shows the regression results of self-awareness on employee performance.

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**Table 67. Regression of self-awareness on employee performance**

**Model Summary<sup>c,d</sup>**

Model	R	R Square <sup>a</sup>	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.992 <sup>b</sup>	.985	.984	.467	2.010

a. For regression through the origin (the no-intercept model), R Square measures the proportion of the variability in the dependent variable about the origin explained by regression. This CANNOT be compared to R Square for models which include an intercept.

b. Predictors: Empathy, SelfRegulation, Selfawareness, Socialskills

c. Dependent Variable: Performance

d. Linear Regression through the Origin

**Source: Primary data**

Since a correlation does not determine how much the independent variable affects the dependent variable, a regression analysis which is capable of indicating such predictions was used. The regression coefficient (R) was used to determine the linearity of the relationship between self-awareness and employee performance, the regression coefficient was squared and shown in the table below. Further give that point of plotting on a scatter diagram does not fall on the linear line an adjusted R squared is recommended.

**Table 78. Adjusted mean square for emotional intelligence variable on employee performance**

**ANOVA<sup>c,d</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1100.394	4	275.098	1262.384	.000 <sup>a</sup>
	Residual	16.780	77	.218		
	Total	1117.174 <sup>b</sup>	81			

a. Predictors: Empathy, SelfRegulation, Selfawareness, Socialskills

b. This total sum of squares is not corrected for the constant because the constant is zero for regression through the origin.

c. Dependent Variable: Performance

d. Linear Regression through the Origin

**Source: Primary data**

In table 8 above adjusted R squared the analysis of the variance (ANOVA) statistics was used to test the significance of the effect of self-awareness on employee performance. From the regression and the ANOVA statistics in table 8 above it is revealed that there is a strong linear effect ( $r = .985$ ) of self-awareness on employee performance. The R square (R squared = .984)

when expressed as a percentage becomes 98% . This shows that self-awareness accounts for 98% of employee performance. This confirms the earlier relationship between self-awareness and employee performance hence accepting hypothesis one.

#### 4.5. Self-regulation and employee performance

Table 89 below presents the different responses given in relation to the relationship between self-regulation and employee performance at TASO which was objective two of the study.

**Table 89: Summary of participant’s Responses on Self-regulation (n=81)**

<i>Variable</i>	<i>(1)Not at all</i>	<i>(2)once in a while</i>	<i>(3) sometimes</i>	<i>(4)fairly often</i>	<i>(5)Frequently if not always</i>	<i>Mean Response</i>
Being able to respond calmly to explosive events and staff encourages them to work as a team	2 (2.5%)	7 (8.6%)	13 (16.0%)	28 (34.6%)	31 (38.3%)	3.98
Remaining committed to a cause in spite of obstacles encourages the staff to be able to focus of achieving targets	0 (0.0%)	5 (6.2%)	16 (19.8%)	23 (28.4%)	37 (45.7%)	4.14
Being able to control my own emotions encourages the staff to work as a team	3 (3.7%)	2 (2.5%)	13 (16.0%)	29 (35.8%)	34 (42.0%)	4.10
Being able to act according to my values encourages staff to work harder towards achieving the set targets	2 (2.5%)	7 (8.6%)	16 (19.8%)	31 (38.3%)	25 (30.9%)	3.84
Being able to know when to deal with my emotional issues motivates staff to consult when doing their work	0 (0.0%)	2 (2.5%)	15 (18.5%)	37 (45.7%)	27 (33.3%)	4.10
Being able to adapt to the changing circumstances encourages staff to innovate	1 (1.2%)	7 (8.6%)	15 (18.5%)	29 (35.8%)	29 (35.8%)	3.96
<i>Self-regulation Construct(All variables)</i>	0 (0.0%)	0 (0.0%)	14 (17.3%)	40 (49.4%)	27 (33.3%)	4.04

Source: Primary Data

Table 89 above indicates a higher percentage of respondents 49.4% and 33.3% who noted that managers would quite often control their emotions, remain focused and adapt to change when dealing with staff. Study findings also showed that a significant percentage of managers (45.7%) would always remain focused to the cause, 42% would be able to control their emotions always and fairly often 45.7% would be able to deal with their emotions when dealing with staff and the environment.

However sometimes managers would not adapt to change, act according to values and not be able to respond calmly to explosive events which could in most cases affect the performance

of staff. This would imply that at TASO management appreciates the importance of learning and sharing which motivates productivity among staff. The capacity to manage crisis and change it into opportunities would employ a high level of self-regulation among management members which is also a sign of emotional competency in relation to handling of crisis, one respondent pointed out;

*“Regulating self is sometimes a complex situation mostly when an issue is so demanding and one needs to deal with it urgently, and such issues may be compromising the organizations policies and values, one may be forced to handle it roughly in order to save the situation. At TASO the situation has not reached that level since most staffs are conscious about the Human resource policies”. (Key informant, Headquarters).*

The above quotation indicates that the capacity to regulate self by managers is determined by the existing policies and guidelines with a focus to protect the image of the organization. Staffs at TASO were found not to be seriously involved in issues which make managers run out of their self-control. Since they try to adhere to the existing policies, which were said to be friendly, this provides a conducive environment and this has focused them to work towards improving their performance.

These findings could mean that at TASO self-regulation of managers depend on the issue at hand and TASO organization’s policies are deemed relevant for related staff behavior. This may indicate that cases of irregular behaviors at TASO are limited and this has not been an issue as far as staff performance is concerned

#### **4.5.1 Self-control on employee productivity**

Findings indicated that 42.0% of the managers have the capacity to control their emotions when dealing with employee. This could be attributed to the institutional values and supportive policies including orientation of staff and leadership trainings at TASO. In an interview with one head of department from TASO Entebbe it was observed that at TASO clear policies and guidelines are put in place to guide the process, staff are also orientated on these guidelines such that they are kept alert and informed of the consequences, it is rare that staff can be

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involved in issues which would make the manager or supervisor lose self-control.

On a similar note one staff during the interview responded;

*“At TASO by the time a staff is appointed on management, there are high chances that he has been studied for a long time both in terms of skills, behavior and actions, so the issue of having managers who lack self-control is so minimal or not in existence. This is what has made it possible for managers to motivate staff towards performance.”(Key informant, TASO Headquarters).*

TASO does a lot of internal grooming for the managers to be, a lot of follow up is done while grooming a staff into a manager, this behavior grooming enables the organization to have high levels of self-control managers. This provides good leadership to enable staff to build team work which is critical to employee performance.

Over 30% of the respondents indicated that sometimes managers would stop to act calmly if the issue involved the employee compromising the organizational policies. This means that at TASO managers are supported to work on their emotional control as earlier as possible in order to be able to deal well with staff when supporting them to perform.

On acting calmly one head of department acknowledged;

*“Yes I know I am supposed to control myself, but supposing the staff is involved in fraud activities or sexual harassment to fellow staff, would I behave calmly in this case?. As a manager there are some issues I should handle with strictness and urgency, if I find that this compromises the organization’s values and expectations. This is sometimes what makes us as managers behave otherwise”. (Key informant, TASO Mulago).*

Managers at TASO value the importance of protecting the image of the organization; they are not willing to compromise themselves with staffs that go against the organization’s values even when self-control is a key factor. This therefore influences the quality of leadership towards motivating employees to perform. This means that managers value the image of the organization as they perform their management task; this follows through with the staff as they perform their assignments

#### **4.5.2 Trustworthiness on employee’s quality of work**

The study found out that often managers (42.1%) would believe in their employees and involve

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them in decision making, this contributed to their performance. However rarely managers would relate the quality of work by employees with the level of trust. This could mean that even as managers trusted staff, in order to have a quality service they would still delegate but keep an eye on. This was by giving continuous technical support during the process. Similar to trust for staff response above, one manager lamented;

*“I delegate to specific heads of departments when I go for leave, even when I am away they are able to make decisions and lead staff to good performance, but as an accounting officer, I have to keep an eye on though from a distance”. Trust must have levels or else things may go wrong and yet you are answerable”. (Key informant, TASO Entebbe).*

Delegation among managers at TASO take place and this enables the employees to gain confidence and capacity as they prepare to take on higher level challenges, besides, this motivates staff towards staying longer to perform and also accepting to take on extra tasks.

These findings indicate that at TASO managers delegate to staff in order to develop others. However as overall supervisors they keep an eye on in order to ensure quality of service.

#### **4.5.2.1. Testing hypothesis two: Self-regulation and employee performance.**

Hypothesis two indicated that there is a significant relationship between self-regulation of managers and employee performance. To test the above hypothesis the researcher computed the correlation coefficient using Pearson correlation for self-regulation and employee performance. Below are the findings;

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**Table 9. Coefficients between self-regulation and employee performance**

Independent factors	Variable	Probability value(p-value)
Emotional intelligence of managers	Self-awareness	<0.001**
	Self-regulation,	<0.001**

	Social skills	<0.001**
	Empathy of managers.	<0.001**

\*\*Significant at 5% level of significance

**Source: Primary Data**

The study reveals that there is a statistically positive but weak relationship between self-regulation and employee performance at <0.0001\*\* which is less than 0.01. The positive but weak relationship between self-regulation and employee performance means that a small change in self-regulation by a managers creates a significant improvement in employee performance.

**4.5.2.2. Regression analysis of self-regulation and employee performance.**

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The following table below shows the regression results of self-regulation on employee performance.

**Table 10. Regression of self-regulation on employee performance**

**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Selfawareness	.411	.145	.452	2.839	.006
	SelfRegulation	.216	.134	.237	1.615	.110
	Socialskills	.081	.152	.093	.537	.593
	Empathy	.199	.111	.214	1.794	.077

a. Dependent Variable: Performance  
b. Linear Regression through the Origin

**Source: Primary data**

Table 10 above shows the effect of self-regulation on employee performance as measured by a standardized regression (B). This is used to find out the effect of self-regulation on employee performance. The results show that statistically, self-regulation has a standard coefficient (B) of 0.237, meaning that self-regulation as a dimension of emotional intelligence explains the variation of employee performance by 23.7%. This therefore implies that self-regulation does not have a direct and strong effect on employee performance at TASO. This therefore means that any alteration in the manager’s self-regulation will not have an impact on employee

performance. The hypothesis that there is a significant relationship between self-regulation of a manager and employee performance if therefore rejected.

#### 4.6. Social skills and employee performance

Table 11 below presents the different responses given in relation to the influence of social skills of a manager on employee performance at TASO which was objective three of the study.

**Table 11: Summary of participant's Responses on Social skills (n=81)**

<i>Variable</i>	<i>(1)Not at all</i>	<i>(2)once in a while</i>	<i>(3) sometimes</i>	<i>(4)fairly often</i>	<i>(5)Frequently if not always</i>	<i>Mean Response</i>
Being able to maintain long term trusting relationships promotes team work among staff	1 (1.2%)	0 (0.0%)	10 (33.3%)	32 (39.5%)	38 (46.9%)	4.31
Building trust among staff encourages shared responsibility among staff towards achieving good performance	0 (0.0%)	2 (9.9%)	8 (29.6%)	25 (30.9%)	46 (56.8%)	4.42
Taking interest in other people's developments encourages them to be productive at the work place	1 (1.2%)	7 (8.6%)	14 (17.3%)	30 (37.0%)	29 (35.8%)	3.98
Being able to Build team spirit motivates shared responsibility towards performance	0 (0.0%)	3 (3.7%)	13 (16.0%)	19 (23.5%)	46 (56.8%)	4.33
Being able to facilitate effective problem solving encourages team work among staff	0 (0.0%)	5 (6.2%)	13 (16.0%)	22 (27.2%)	41 (50.6%)	4.22
Being able to facilitate repairing of relationships motivates performance among staff	3 (3.7%)	2 (2.5%)	23 (28.4%)	23 (28.4%)	30 (37.0%)	3.93
Being able to build consensus on common grounds encourages team work among staff	0 (0.0%)	4 (4.9%)	14 (17.3%)	23 (28.4%)	40 (49.4%)	4.22
Stimulating enthusiasm and commitment encourages staff to achieve the set targets at the workplace	1 (1.2%)	3 (3.7%)	19 (23.5%)	29 (35.8%)	29 (35.8%)	4.01
creating a positive mood among staff encourages high productivity	0 (0.0%)	4 (4.9%)	10 (12.3%)	22 (27.2%)	45 (55.6%)	4.33
<i>Social skills Construct (All variables)</i>	<i>0 (0.0%)</i>	<i>0 (0.0%)</i>	<i>19 (23.5%)</i>	<i>41 (50.6%)</i>	<i>31 (38.3%)</i>	<i>4.19</i>

**Source: Primary data.**

From table 11 above, study results revealed that a significant percentage of respondents (40.6%) noted that quite often managers would be involved in social events, 38.3% respondents noted that managers are frequently involved in social events, 23.5% noted that managers are sometimes involved in social skills. However, sometime managers may not take interest in other people's developments; at times they are not able to facilitate repairing of relationships.

On the social skills of managers at TASO one respondent lamented;

*“TASO being an organization which values family spirit believes in doing everything as a family. She emphasized that at center level stress management activities are organized which calls for all staff to participate including the managers, “This is the time when you know true colors of each person”, people dance, make merry, award friends and make fun” it is an event staff are eager to have. However it is true of recent with the current expansion of the organization and coming in of the new young employees whose focus is more on monetary benefits other than relationships, family spirit as one of the TASO Values is declining”.*(Key informant, TASO Headquarters)

The family spirit at TASO provide employees with a conducive environment for working as a team and stay longer to perform, the recent recruitment and communication trend however indicate that the family spirit within TASO is being affected and this may affect the team work, innovation and consultation which are critical towards employee performance. This means that TASO has a new generation of employees who may not be finding team work and family spirit critical in their performance; they instead prefer handling issues in isolation and chasing for individual benefits.

On the similar note another respondent stated;

*“If staff organize functions like “Kwanjula” which is traditional marriage introduction, burials and weddings, contributions and participation will not be uniform, it depends on who is who, This has demotivated some staff towards socializing with other, if they have ever been victims of circumstance”.* (Key informant, TASO Jinja).

Managers and staff at TASO have a tendency to discriminate support to staff in case of individual ceremonies such as burial/ condolences, weddings among others. Determination of support is not balanced among staff; this creates dissatisfaction, conflict and breaks team work among staff, which may affect the levels of motivation towards work efficiency and effectiveness among employees. This implies that management and staff at TASO do not have leveled standards for support towards staff's social and bereavement events, they instead base on what a particular staff means to them in order to determine their support and participation to individual events. This creates divisions and limits team work.

On issues of managers' capacity to socialize with staff, another manager pointed out;

*“Some managers are good at socializing with their staff while others due to their upbringing and behavior are not interested or rather find it difficult to socialize with their staff”.( Key informant, TASO Jinja)*

Socialization by managers is determined by the manager’s background, there are managers who find it difficult to socialize with staff not with a bad intension but because of what they are, this affects teamwork among staff hence affecting the staff’s capacity to consult on issues which would contribute to effective employee performance. This means that socialization at TASO is a common issue however it is determined by individual interest and character; however this may demotivate staff but may not have a big influence on their performance.

#### **4.6.1. Leadership conflict management and employee productivity**

Findings indicated that manager would sometimes promote team building 56.8%, building trust among staff 56.8%, effective problem solving 50.6%, creating a positive mood among staff 55.5% and consensus building 49.4%. These were seen as some of the most significant social skills which are predicted to affect staff performance. It was noted that rarely would managers facilitate the repair of relationships 3.7% and take interest in people’s developments as a motivator to staff performance.

This means that Managers in TASO do not follow up on the results of a resolved conflict by employees; this could be attributed to the several commitments by managers given the increasing number of staff and assignments. The researcher notes that a faulty relationship between a manager and an employee often causes low productivity, low morale, and results in high employee turnover. For the case of TASO this could mean that long stay by most of the employees is assorted with effective handling of conflicts by managers.

#### **4.6.2 Developing others and quality of work.**

The study findings indicated that 55.6% of the managers would frequently stimulate positive mood among staff to be able to perform, however rarely would managers stimulate hard work

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and commitment among staff 36.8%. This could mean that managers in TASO despite their capacity and interest to develop staff may have limitations due to overwhelming numbers and increasing donor demands. This could have an effect on the quality of work by staff as it could give way to de-motivation. This could mean that TASO's institutional systems enable managers to develop staff which is a good mechanism for mentoring and succession planning.

**4.6.5.2.1 Testing hypothesis three: social skills significantly affect employee performance**

To provide more substantiated analysis on the effect of social skills on employee performance, Pearson correlation analysis was also used as shown in table 12 below.

**Table 12: The correlation of social skills and employee performance**

Independent factors	Variable	Probability value(p-value)
Emotional intelligence of managers	Self-awareness	<0.001**
	Self-regulation,	<0.001**
	Social skills	<0.001**
	Empathy of managers.	<0.001**

Source: Primary data

**4.6.-2.2. Regression analysis of social skills and employee performance.**

The table below shows the regression results for social skills and employee performance-

**Table 13. Regressing social skills on employee performance**

Coefficients<sup>a,b</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Selfawareness	.411	.145	.452	2.839	.006
	SelfRegulation	.216	.134	.237	1.615	.110
	Socialskills	.081	.152	.093	.537	.593
	Empathy	.199	.111	.214	1.794	.077

a. Dependent Variable: Performance  
 b. Linear Regression through the Origin

Source: Primary data

**4.7. Empathy and employee performance**

The table 14 below presents the different responses given in relation to the effect of empathy of a manager on employee performance at TASO which was objective four of the study.

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**Table 14: Summary of participant’s Responses on Empathy (n=81)**

<i>Variable</i>	<i>(1)Not at all</i>	<i>(2)once in a while</i>	<i>(3) sometimes</i>	<i>(4)fairly often</i>	<i>(5)Frequently if not always</i>	<i>Mean Response</i>
Being able to Consider facts and feelings when making decisions encourages team work among staff	2 (2.5%)	3 (8.6%)	15 (18.5%)	30 (37.0%)	31 (38.3%)	4.05
Remaining focused on vision and goals encourages the staff to follow standard operating procedures for quality performance	0 (0.0%)	5 (6.2%)	8 (29.6%)	35 (43.2%)	33 (40.7%)	4.19
Being able to care about others encourages them focus on high productivity at a work place	1 (1.2%)	4 (4.9%)	19 (23.5%)	24 (29.6%)	33 (40.7%)	4.04
Being able to interpret other people’s emotions correctly encourages them to regularly perform at the work place	3 (8.6%)	5 (6.2%)	24 (29.6%)	28 (34.6%)	21 (25.9%)	3.73
Understanding the impact of change on people encourages them to innovate towards improving performance	1 (1.2%)	13 (16.0%)	21 (25.9%)	20 (24.7%)	26 (32.1%)	3.70
<i>Empathy Construct(All variables)</i>	<i>0</i> <i>(0.0%)</i>	<i>1</i> <i>(1.2%)</i>	<i>20</i> <i>(24.7%)</i>	<i>39</i> <i>(48.2%)</i>	<i>21</i> <i>(25.9%)</i>	<i>3.94</i>

**Source: Primary data**

The table above shows that 48.2% of the respondents reported that managers exhibited some level empathy. However, the response rate of 25.9% indicated that sometimes, managers would rarely interpret other people’s emotions correctly thus a response rate 32.1% and understanding the impact of change on people, response rate, 24.7%. A level of significance on the focus of the manager to vision and mission (4.37%) was noted as compared to the manager considering facts and feelings and interpreting of other’s behaviors 25.9%. This could mean that most managers at TASO are not sensitive to the emotional issues of staff and hence this may not have a major implication on staff’s performance

**4.7.1 Social awareness and teamwork**

Findings revealed that 48.2% of the managers would care for staff though this would rarely influence the level of decision making in terms of deciding on critical issues. Capacity of the managers to interpret other people’s emotions thus (25.9%) was seen not to have a big influence on staff’s performance. This would imply that managers at TASO practice empathy however

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the empathy practiced should not go beyond compromising institutional values and performance. The existence of human resource policies and guidelines at TASO play a key role on determining the levels of social awareness by the manager. Social awareness at TASO may also be reflected in the institutional values of the founders as the values emphasis family spirit, shared responsibility and dignity.

On issues of social awareness one respondent in an interview stated;

*“Management together with staff at the center organize stress management events outside office such events have been critical in energizing the staff to increase on their productivity, given the workload staff go through, this events are important, during these events managers participate like any other staff- it is moment to have fun, celebrate success and think about other things other than work”. (Key informant, TASO training center).*

Stress management events at TASO are aimed at enabling staff to reflect on the press work done and develop a fresh mind as they prepare to take on new task, this provides a forum for interaction, sharing and bonding relationships among staff to be able to perform. This means that the manager’s capacity to enable employees to have some refreshing time away from work creates a conducive environment among employees to be able to interact and build teams which is relevant to their performance.

#### **4.7.2. Organizational awareness and employee performance**

Findings indicated that 43.7% of managers were focused on the goal, however sometimes would not quickly respond to change as seen with the mean response of 24.7%. This means that at TASO there is a lot of succession planning and internal leadership promotion that is why most managers tends to stick to the goals of the organization ,something they are conversant with. This is a good practice however it may limit response to change as noted in the later findings.

##### **4.7.2.1. Testing hypothesis four; Empathy is significant to employee performance**

To provide more substantial analysis on the effect of empathy on employee performance a

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Pearson correlation analysis was used as shown below;

**Table 15. The correlation between empathy and employee performance**

Independent factors	Variable	Probability value(p-value)
Emotional intelligence of managers	Self-awareness	<0.001**
	Self-regulation,	<0.001**
	Social skills	<0.001**
	Empathy of managers.	<0.001**

**Source: Primary data**

The study reveals that there is a statistically positive but weak relationship between empathy and employee performance at 0.001\*\*,  $t_{(14)}$  is less than 0.05. This therefore means that empathy is not significant to employee performance at TASO.

**4.7.2.2. Regression analysis showing the contribution of empathy on employee performance.**

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The table below shows the regression results of empathy on employee performance.

**Table 16. Regression analysis showing the effect of empathy on employee performance**

**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Selfawareness	.411	.145	.452	2.839	.006
	SelfRegulation	.216	.134	.237	1.615	.110
	Socialskills	.081	.152	.093	.537	.593
	Empathy	.199	.111	.214	1.794	.077

a. Dependent Variable: Performance  
 b. Linear Regression through the Origin

**Source. Primary data**

From the model summary above empathy as a dimension of independent variable has an adjusted R of 0.214. This implies that the manager’s empathy accounts for 2.1% on employee

performance at TASO. The findings suggest that empathy has a weak effect on employee performance. This therefore rejects hypothesis four which states that empathy is significant to employee performance.

#### 4.8. Employee performance at TASO

The table below gives findings on the dependent variable employee performance at TASO Uganda limited. The findings include the different sub variables of employee performance which include target setting, innovativeness, flexibility to take on leadership roles, adherence to standard operation procedures, shared responsibility, regularity at work and independence to deliver by staff. Below are details of the findings.

**Table 175: Summary of participant's Responses on Employee performance (n=81)**

<i>Variable</i>	<i>(1)Not at all</i>	<i>(2)once in a while</i>	<i>(3) sometimes</i>	<i>(4)fairly often</i>	<i>(5)Frequently if not always</i>	<i>Mean Response</i>
Set targets are achieved by staff	1 (1.2%)	5 (6.2%)	33 (40.7%)	22 (39.5%)	20 (24.7%)	3.53
Staff are eager to innovate	4 (4.9%)	10 (12.3%)	33 (40.7%)	22 (30.9%)	12 (14.8%)	3.53
Staff are encouraged to be innovative	0 (0.0%)	3 (3.7%)	23 (28.4%)	27 (33.3%)	28 (34.6%)	3.68
Staff can easily take on leadership roles	0 (0.0%)	13 (16.0%)	16 (19.8%)	27 (33.3%)	25 (30.9%)	3.85
There is a high level of innovation among staff	3 (3.7%)	10 (12.3%)	36 (44.4%)	23 (28.4%)	9 (11.1%)	3.95
Staff are self-drive towards work and performance	2 (2.5%)	4 (4.9%)	31 (38.3%)	30 (37.0%)	14 (17.3%)	3.74
Staff adhere standard operating procedures	0 (0.0%)	7 (8.6%)	20 (24.7%)	41 (50.6%)	13 (16.0%)	3.62
There is shared responsibility among staff towards achieving the organizational objectives	1 (1.2%)	4 (4.9%)	17 (21.0%)	35 (43.2%)	24 (29.6%)	3.31
Employees are regular with their work	1 (1.2%)	2 (2.5%)	21 (25.9%)	41 (50.6%)	16 (19.8%)	3.79

Staff have a level of independence in delivering outputs	4 (4.9%)	5 (6.2%)	26 (32.1%)	24 (29.6%)	22 (27.2%)	3.99
Staff are involved in decision making	3 (3.7%)	8 (9.9%)	28 (34.6%)	27 (33.3%)	15 (18.5%)	3.35
There is High levels of family spirit among staff	4 (4.9%)	9 (11.1%)	23 (28.4%)	30 (37.0%)	15 (18.5%)	3.68
<i>Social skills Construct(All variables)</i>	0 (0.0%)	3 (3.7%)	24 (29.6%)	51 (63.0%)	3 (3.7%)	3.67

Source: primary data

Bivariate analysis using spearman's rank correlation coefficient was performed to establish association between the dependent variable employee performance with independent variables, social demographic characteristics, self-awareness, self-regulations, social skills and empathy of managers.

Findings indicated that many times thus 40.7% responses showed that the set targets would often be achieved through the levels of innovation 34.6% among staff was declining. This could mean that at TASO performance is a core responsibility of staff and staff are sensitive about this since clear targets are set (TASO strategic plan 2008-2012) for each center and even at individual staff level, the decline in innovation may be attributed to heavy work load since the current workforce is minimal compared to the targets or rather it would be related to the minimal strategies in place to motivate innovation.

Findings also indicated that 33.3% and 30.9% of the responses revealed the willingness of staff to take on leadership responsibilities at TASO. However the self-drive towards work 38.3% was found to be deteriorating. This could mean that the environment at TASO grooms staff to have the confidence to take on leadership role. This is seen in the different tasks staffs take on as leaders during the implementation of some activities both social and program related. This may be a good sign of succession planning at TASO which leads to the stability of the organization.

The response rate of 50.6% was given on the staff's capacity to stick to standard operating procedures at work; however 43.2% response was noted for shared responsibility and

objectivity among staff while executing their tasks. Findings also revealed that often staff 50.6% would fulfill their assignments however their independence at work 27.2% was noted which revealed a low level of independence and the staff's involved in decision making was often minimal 18.5%. This would imply that TASO managers do their best to enable staff achieve targets and targets are a shared responsibility for both management and staff though the responsiveness of staff intends to decline as noted above. It could mean that there is need at TASO to improve on involvement of staff at decision making as this may enhance their responsibility towards the objectives of the organization.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION OF THE RESULTS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter is the summary of the study findings and draws conclusions from the research as well as makes suggestions and recommendations in relation to the findings. This study involved 119 TASO staff. The staffs included in the study were those who had worked for at least two years with the organization before the commencement of the study. These participants were working within TASO central region. The findings are summarized following the order of the research questions of the study in chapter one.

#### **4.2. Summary of findings**

The general objective of the study was to examine the relationship between emotional intelligence of managers and employee performance in TASO Uganda limited. It has been

urged that emotional intelligence of managers which include self-awareness, self-regulation, social skills and empathy affect employee performance. However for the case of TASO findings indicated that self-awareness of the manager was the good fit component of emotional intelligence which affects employee performance nonetheless, other components were found significant at univariate and bivariate levels of analysis but non-significant at multivariate level. Information gathered was through self-administered questionnaires from TASO staff and interview guide for purposively selected TASO staff, review of various documents and policies was also done. The study demonstrated a response rate of 68% (n=81).

The specific objectives of the study were outline as follows

- i. To explore the relationship between self-awareness of managers and employee performance in TASO Uganda limited.
- ii. To explore the relationship between self-regulation of managers and employee performance in TASO Uganda limited.
- iii. To examine how social skills of managers relate to employee performance in TASO Uganda limited.
- iv. To establish the relationship between empathy of managers and employee performance in TASO Uganda limited.

This section presents summary of the study findings according to the study objectives.

### **5.2.1: self-awareness of managers and employee performance**

Findings showed that there was a significant relationship between the self-awareness of a manager and employee performance at TASO. From the results delivered from the quantitative analysis, the adjusted R, which tells how a set of independent variables explain variations of the dependent variable was at 0.456. This means that self-awareness as a dimension of the independent variable accounts for 45.6% of the variation in employee performance. The findings suggest that self-awareness of a manager strongly affect employee performance at

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45.6%.

The regression analysis was also used to show the effect of self-awareness as measured by a standard regression (B). The results show that statistically, self-awareness has a standard coefficient (B) of 0.984, meaning that self-awareness as a dimension of emotional intelligence (IDV) explains the variations of the dependent variable, employee performance by 98.4%. This implies that self-awareness of a manager has a strong and direct relationship with employee performance at TASO. Hence a small change in the manager's self-awareness creates a big change in employee performance. This therefore means a dimension of the independent variable, self-awareness highly explained variation in employee performance by 98.4%.

### 5.2.2: Self-regulation of managers and employee performance

Self-regulation was divided into three components thus remaining committed to the issue and self-control and managing crisis. Findings on this objective confirmed that self-regulation does not have a strong relationship with employee performance.

Findings show that the relationship between self-regulation and employee performance is not statistically significant ( $r=0.237$ ,  $p$ - value=  $0.110(>0.05)$ ). there is therefore no significant effect on the relationship between self-regulation. This therefore implies that improved or decreased self-regulation by the manager does not have a relationship employee performance.

~~Self-regulation was divided into three components thus remaining committed to the issue and self-control and managing crisis. Findings on this objective confirmed that self-regulation does not have a strong relationship with employee performance.~~

Social skills was divided into leadership conflict management and developing others. The findings are interpreted and discussed in relation to the above objective and in comparison with the literature review cited. In addition findings indicate that social skills of a manager does not influence employee performance.

Findings show that there is a weak relationship between social skills and employee performance , given by Pearson's correlation coefficient and  $p$ - value before controlling for

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~~employee performance was (  $r= 0.093$ ,  $p=0.001$ ). This implies that, when ( $r=0.537$ ,  $p$ -value= $0.593(>0.05)$  when controlling for employee performance. This implies that, an improvement or decrease in social skills by a manager does not cause a change in employee performance. On social skills of a manager and its influence on employee performance, findings at all levels of analysis revealed that though social skills of managers are important these does not influence employee performance. However both correlation and multiple regression results of the study revealed that relationship between conflict management and employee productivity is significant. According to the results the relationship between developing others and quality of work was at univariate and bivariate level found to be significant however at multivariate level it was not significant. Findings also indicated that supervisor's relationship with staff was good as one goes down the management hierarchy. Over 90% of the respondents said their supervisors value them for the work they do however the motivational value is not shown thus in terms of rewards. This implies that employee performance at TASO is not affected by manager's social skills. Findings also revealed that organisational social skills~~

#### **5.2.4: Empathy of a manager and employee performance**

~~Empathy include two components thus, organisational awareness and social awareness. Findings indicate that empathy of a manager does not affect employee performance at TASO. Quantitative results revealed that statistically empathy does not have a significant correlation with employee performance at  $0.214^{**}$  with a significance of  $0.077$  which is greater than  $0.01$ . From the regression analysis, it is realized that empathy of a manager accounted for only  $21.4\%$  of employee performance. Findings from qualitative approach also indicate that most managers at TASO opt to socialize with staff basing on their upbringing, so irrespective of an anti-social manager staffs have always focused on organisational objectives. This therefore implies that the manager's anti-social behavior does not affect employee performance. On empathy of a manager and its effect on employee performance, study findings indicated that~~

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consists of an organization's integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill, competence and their value, which is the case at TASO. However the fact that the findings do not bring out the importance of organizational learning which could also be possible through encouraging external recruitment for managers, according to the researcher this may create room for lost opportunities due to the limitation on new ideas flowing in the organization by new external managers.

~~The good attempt to give feedback is attributed to the existing institution systems and values within TASO. The un timely feedback noted by staff and the fear that as the organization continues expanding feedback is becoming compromised may in future affect the employees trust in management and the decline in performance, hence the need to respond to this gap by TASO management urgently.~~

~~They further postulate that feedback and reporting has the potential to influence future performance.~~ Results of this study and findings from other scholars are strongly supported by (Dorfman, Stephan & Loveland, 1986; Giles & Moss holder, 1990; Keeping & Levy, 2000) who concluded that satisfaction with feedback is regarded as one of the most consequential of the reactions to employee performance. According to the researcher, findings have a gap for not emphasizing the need for timely and relevance of feedback which is core to staff performance. Besides the researcher also wonders whether it is not critical for the organization to enhance her strategies for feedback due to expansion and growth, since this is a threat pointed out in the findings.

### **5.3.2. Self-regulation of Managers and employee performance**

The existence of policies and guidelines and the expectations from a manager including the expectations from his personality may influence the self-regulation traits of a manager if he is

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to harmonise the actions. For example Goleman (2000) states that fundamental facts is that leadership dimensions influence subordinates, as the behaviour of the leader produces motivation mechanism which has an effect on the conduct and performance of the individual in the organisation.

The relationship between trustworthiness of managers and employee's quality of work was found less significant. It was noted that as managers delegate to staff they still keep an eye on issues related to quality of work. This affirms that trusting employees by managers is important however this does not affect the quality of work by the employees. However in disagreement with these findings (Amabile, 1988) urges out that, managers who conduct business with autonomous and flexible roles and regulations provide a platform for innovation which results in efficient performance of employees. The researcher is of the view that even when institutional policies and guidelines are in place to regulate staff performance, the capacity of the manager to be emotionally upright is critical since it creates trust and respect for the manager, which is core to staff performance.

### **5.3.3. Social skills of Managers and employee performance**

The results of the study are in agreement with (HAP, 2007) that affirms that in any organization management should support employees to resolve conflicts by enabling them raise complaints and receive a response through an effective, accessible and safe process.

Further the results are in strong support of (Best and Andresen,1994) who assert that when staff do not air their voice, an organization loses the opportunity to recognize and redress the problem leaving both the staff and the organization dissatisfied hence accelerating conflicting situations and hampering employee productivity.

Concurrently, (Davidson and Dacin , 2007) in support of HAF framework and the results of

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this study argue that while seemingly illogical, it would seem in the best interest of organizations to encourage beneficiaries to complain, and then to react appropriately to the complaint this helps in problem solving and conflict management. This is concretized by Bies and Moag, (1986) in their journal of consumer satisfaction, dissatisfaction and complaint behavior who reveal that perceived fairness from a complaint handling process has a positive significant relationship with the subsequent intent of a customer to voice or not voice a complaint. These findings however do not support (San Diego & Calif 2004) recommendation for the need for health care managers and professionals to improve upon their social skills and be bolder and change seeking in their attempt to lead staff towards good performance.

#### **5.3.4. Empathy of Managers and employee performance**

Basing on study findings the lack of significance between empathy of managers and employee performance as analyzed through the manager's ability to interpret employee's feelings and emotions, understanding impact of change on people. Despite the non-significance of these variables to employee performance it was discovered that at TASO managers 40.7% express care to employees and 40.7% of the managers frequently focused on the vision and goal which were considered important to employee performance. Spencer and Spencer (1993) support this by observing that the ability to care for others and focus on the goal is essential for supervisors, managers and executives because it is a fundamental skill for effective leadership.

#### **5.4 Conclusions**

This study revealed self-awareness of manager as a key component of emotional intelligence influencing employee performance at TASO. This could be generalized to other organizations. Other component such as self-regulation, social skills and empathy though seen as relevant at univariate and bivariate analysis at multivariate analysis they were seen not relevant to employee performance. Below are the conclusions as per the study objectives and questions in

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chapter one.

#### **5.4.1. Self-awareness of managers and employee performance**

Study finding concludes that self-awareness is the most critical component of emotional intelligence which affect employee performance compared to others components. A manager who has self-awareness have over 95% chances of leading staff to high level performance. At TASO this was found relevant. Sub variable for self-awareness such timely feedback by managers, value for staff, developing others, manager's positive attitude have a very critical ingredient on employee productivity. At TASO these were found to be in practice hence the need for other organizations to adapt them if they are to scale up their employee productivity.

#### **5.4.2. Self-regulation of a manager and employee performance**

Under self-regulation of a manager and employee productivity the research concludes that whereas this component is relevant for emotional intelligence competencies it does significantly affect employee performance, some of the sub variables seen relevant included the manager's capacity to control emotions and sticking to the goals, However at TASO it was noted that staff have always continued to perform well irrespective of the way the manager conducts himself. This therefore means that at TASO self-regulation of managers is not a key issue affecting performance of staff. However the manager is still required to control his emotions and focus on the goals of the organization.

#### **5.4.3. Social skills of a manager and employee performance**

Employees at TASO appreciate the manager's attempt to develop others however this may not have an implication on the quality of work by the employees. There was still need for close supervision and enforcement of standard operating procedures and policies which are part of the key strategies for employee quality of work. This is in line with Morgan (2007)'s assertion that employees need to be appreciated and given responsibilities which expose then to higher

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opportunities however the quality of their deliverables has be to continue monitoring their quality of work.

#### **5.4.4. Empathy of a manager and employee performance**

Findings related to this objective lead to a conclusion that as much as management at TASO do care for staff, they focus on the goal , however too much empathy may in most cases lead to non-productivity of the employees. It was also observed that the orientation of staff at TASO focuses both on performance and family spirit as the core value. However clear performance deliverables and standard operating procedures are in place to guide staff in their performance irrespective of the family spirit value since empathy alone may instead be seen as promoting gaps in performance, so the procedures are relevant for the manager to guide staff though some levels of empathy is required but this is not expected to compromise the expected standard.

The good leadership to focus the above aim is appreciated and has stood a test of time for other organizations to learn from, however due to the expansion and continued growth of the organization. The challenge of recruiting technical managers with limited or lack of emotional intelligence capacities which is a forefront to any flourishing organization/Institution as asserted by Goleman theory (1998) in the modern management dynamics does exist and affect staff performance and turnover.

~~This is majorly attributed to lack of self-awareness among managers. Study findings reveal that out of the four variables, self-awareness of managers ranked highest on influencing employee performance at TASO, Followed by Self-regulation of a manager specifically the manager's capacity to control emotions and stick to the purpose hence confirming the effect of self-awareness and self-regulation of a manager on employee performance at TASO. Managers therefore need to examine employee performance while putting into consideration their self-awareness competencies as supervisors. This is helpful towards promoting good working~~

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~~Helping to improve employee performance by providing training and development opportunities, and by providing~~

Employee performance is a most critical issue facing non-government organizations since they base on donor support. This has been worsened by the mushrooming technical managers who continue to take on management positions with limited or lack of emotional intelligence capacities to drive staff towards effective performance. Yet Goleman (1998) has it those employees from non-government organizations are so complex to handle. They need to be handled with care and Love since they serve vulnerable populations such that they can extend the same love and care to the people they serve. In order to avoid poor performance among employees and at the same time promote effective management and leadership by supervisors.

The following recommendations have been forwarded:

#### **5.5.1. Self-awareness of managers and employee performance**

i. There is an urgent need to support managers and other line supervisors including executives to promoting their self-awareness abilities if they are to enable employees to perform to their heights.

Technical skills in management are okay but they should be highly accompanied by self-awareness skills since managers work with and through people and these people they work through have emotional feelings and issues.

iii. TASO and other organizations, both private and public's eagerness to learn and acknowledging the contribution of others and co-operating with staff were found critical to motivating employee performance. At all levels if the managers have self-awareness they are most likely to manage their emotional competences and relate well with other people at the organization and outside the organization hence promoting good performance among employees.

iv. The Human resource policies at organizations should focus on targeting the self-awareness competences of managers in order to facilitate employee retention, growth and productivity. Continuous orientation and mentorship of staff and management in

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self-awareness and leadership should be encouraged in organizations.

### **5.5.2. Self-regulation of a manager and employee performance**

~~Regulating self by managers promotes respect and trust among staff and at the same time facilitates a high sense of maturity among managers towards handling organizational issues and concerns including managing conflicts among staff as reflected in the study findings however this may not have a big implication on employee performance though it contributes to a leader who has self-awareness.~~

- i. Besides the technical competences of managers there is need for managers to adapt a high sense of self control while working with others. Where possible mentorship sessions by the experienced managers or external resource persons can be organized to enhance emotional skills among managers.
- ii. -It is believed that a highly self-regulated manager has the capacity to retain staff since he/she is considered understanding and mature to coordinate employees hence increased motivation among employees to stay longer in the organization and work harder towards achieving the objectives.

### **5.5.3. Social Skill of managers and employee performance**

As much as social skills are important to the manager, This was seen to have no influence on employee performance at TASO since the organization has policies and guidelines which guide implementation and employees have a responsibility as per the existing organizational values to perform, This therefore draws a conclusion that as much as within the organization or outside, the capacity of managers social skills does not impact on employee performance. However other scholars urge that social skills are relevant to keep the team vibrant to perform. Sticking to policies and guidelines alone may break teamwork which is necessary for employee performance. This may call for the manager to have some level of social skills though he/she is guided by policies and guidelines to lead staff towards effective performance.

### **5.5.4. Empathy of a manager and employee performance**

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- i. The study proposes the need to introduce of leadership for legacy sessions in the
- ii. ~~There is need to initiate~~ Organizational capacity building programs for all staff in organisations including institutions of higher learning such that organizations in order to develop and grow succession-successful managers with emotional competencies.
- iii. Organizational programs should also be sensitive about the relationships with the employees since they are the implementers. Recruitments in organizations should also consider assessment for emotional competences other than only the technical capacities majorly in jobs which need leading others (Supervisory Jobs).
- iv. Appraisals of management staff should also cater for the emotional competences such that progressively staffs are helped to grow in this skill. Succession planning in management may also be critical towards building competent leaders who can motivate employee performance; organizations are therefore encouraged to consider the same.

## **5.6 Areas of future research**

The research findings identified that emotional intelligence of managers; more specifically self-awareness of a manager has a significant influence on the performance of employees using a case study design.

- i. Future researchers could go further to explore a similar study with a focus on public sector or other organizations.
- ii. Further Studies could also be conducted to explore the influence specifically the emotional intelligence variable such as self-regulation, social skills and empathy on employee performance which in this specific study yielded whose significance was found to be weak.

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## **APPENDICES**

**Thank you**