EPH - International Journal of Business & Management Science

A STUDY ON THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE JOB PERFORMANCE AT A MULTINATIONAL COMPANY IN ZAMBIA

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Abstract:-

This paper explores to empirically test whether Goleman's four-domain Emotional Intelligence model would predict job performance at a Multinational company in Zambia. A quantitative correlation research study was conducted determining the degree of relationship between Goleman's four domain of emotional intelligence and its effect on job performance in employees. The study begun by establishing the extent to which an employee acknowledges Emotional Intelligence skill through the use of a survey instrument. A total 164 subordinates were subjected to complete the questionnaire on Subordinate Emotional Intelligence Evaluation (SEIE). A total of 109 questionnaires among 255 employees (subordinate) were returned. All constructs were measured with existing scales. All items were measured on a seven point Likert-type scale where 1=strongly disagree and 7=strongly agree. Data was submitted to regression, correlation reliability and factor analyses using SPSS 22.0. The participant average age ranged from 30-40 years of age and 44% of participants had work experience of more than five years. Of these 78% were male while 32% were female. Self-awareness, Self-management, Self-motivation and Social skill were the four dimensions of emotional intelligence used to measure emotional intelligence scale and Job performance was used as the dependent variable. From the analysis Self-management, Self-motivation and social skill had 't' values of 2.270, 0.175 and 2.283 respectively with the significant p value of 0.025, 0.21, and 0.025 respectively. This evidently indicates that emotional intelligence factors affect an employees' motivation to perform.

Keywords: - *Emotional Intelligence, Employee, Job Performance, self-awareness, self-management, self-motivation and social skill*
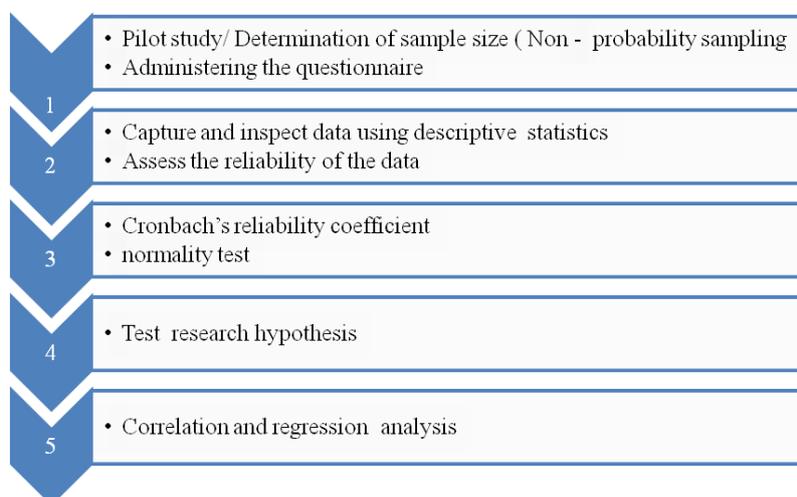
I. INTRODUCTION

Zambia has seen a number of Multinational Corporations (MNCs) enter the market after the liberalization of the economy. One of the companies that entered and dominated the dairy industry in Zambia is Parmalat (formerly Bonitta Zambia). The liberalization of the economy and the subsequent growth of the private sector resulted in the transformation of a working culture of non-management employees. The new contemporary organizational practices have created a paradigm shift on how employees need to work with fellow employees. The theory of emotional intelligence in connection to employees' job performance needed to be studied at this Multinational Company (Parmalat Zambia). Evidently, employees have become more sophisticated and highly educated as a result of the growth in the education sector. Zambia currently has over 20 public and private universities. It is against this background that Emotional Intelligence and an emergent work practice need to be studied taking the case of Parmalat Zambia.

2. Research Methodology

According to Neuman, W., (2003), research methods can be categorized into Exploratory, Explanatory and Descriptive. However, this research uses the descriptive research approach which provides an accurate depiction of the exact specifics of a condition, hence stimulating a fresh account within the topic area (Lu, N., 2008). This method focused on questions such as 'how?' what and 'why?' as argued by Neuman, W., (2004).

Quantitative Research Methods

In this research, the quantitative approach is used for statistical analysis of the data collected from the survey instrument. The chart below shows steps conducted in carrying out the study in this research.

1
- Pilot study/ Determination of sample size (Non - probability sampling
- Administering the questionnaire

2
- Capture and inspect data using descriptive statistics
- Assess the reliability of the data

3
- Cronbach's reliability coefficient
- normality test

4
- Test research hypothesis

5
- Correlation and regression analysis

Flow chat Research steps conducted

Results:

Multiple regression analysis showed that there is a positive relationship between three dimensions of emotional intelligence which are Self-management, Self-motivation and social skill to predict job performance. The three variables yielded r = 0.79 which meant the regressed model can explain 79% of the variance in job performance. From the analysis Self-management, Self-motivation and social skill had 't' values of 2.270, 0.175 and 2.283 respectively with the significant p value of 0.025, 0.21, and 0.025 respectively. This evidently indicates that emotional intelligence factors to affect an employees' motivation to performance. Research findings also showed that self-awareness at Private Company in Zambia contributed positively to the model of job performance though it not statistically insignificant; meaning an employee performance at this company in Zambia is affected by self-awareness, self-management, self-motivation and social skill. The overall findings show that the Goleman four domain models predict job performance at Parmalat Zambia.

The study explored the relationship between emotional intelligence and employees' job performance of the private sector in Zambia. There is an emphasis on emotional intelligence competence which embraces inner thoughts and feelings that influence performance. Job performance is the product of both ability levels and motivation. Further, suggestion from Kreitner R, Kinicki A. and Bluelens M, (1999) reveals that although motivation is a necessary contributor for job performance, it is not the only one, along with ability, motivation is also a combination of levels of skill, knowledge about how to complete a task, feelings and emotions facilitating and inhabiting conditions not under individual's control. However, what is clearly evident is that if a leader wants to improve the work of the organization, special attention must be given to the level of motivation extended to its team members. The unity exhibited by the team members will help the leader achieve the intend goal of the organization.

Emotional intelligence influences a broad range of work behaviors such as innovation, service quality, team work, talent development and customer loyalty as articulated by Zeidner, M, Mathews, G & Robert, R, (2004). The most important task in an organization concerns the results of job performance. When good Job performance and organizational commitment are prevalent in an individual, the organizations will exhibit high levels of work effectiveness and efficiency.

The study used Subordinates *Emotional Intelligence Evaluation* (SEIE) to measure their emotional intelligence in relation to Job performance towards work.

The statistical analysis utilized Excel and SPSS 22.0 software to analyze the data which was collected. The regression analysis of the four sub-divided factors of emotional aspect which affects employees was tabulated, and finally results were applied to the hypothesis. The factors taken into account are; (1) self-awareness, (2) self- management (3) self-motivation and (4) Social Skill.

The overarching research question in this study is to find out the relationship between emotional intelligence and job performance at Parmalat Zambia. The chapter presents statistical examination resulting from responses extracted from the questionnaires. In this research, Varimax Rotation with Kaiser Normalization was used for Exploratory Factor Analysis to identify the underlying dimensions of the SEIE to determine the number of factors to use in our analysis and to assess the construct validity of the scales.

The first section of chapter four describes demographic characteristics of the participants in this study, the data collection process, as well as response rate. The next section presents factor analysis to identify the underlying factors from SEIE. The third section displays the results of regression analysis and hypothesis testing.
Participants in this study included 164 employees (subordinates) at the organization. The returned responses were 118 with 9 responses removed due to incomplete data. As a result 109 responses were analyzed in this study. The total response rate was 71.6 per cent, comprising 78 males and 31 females which is 28.4 per cent of the total response.
The participant's age ranged from 20 years to 60 years, the two ranges 21-30 years and 31-40 years had 45.0 per cent and 35.8 per cent respectively.

Demographic Characteristics of the subordinate survey participants
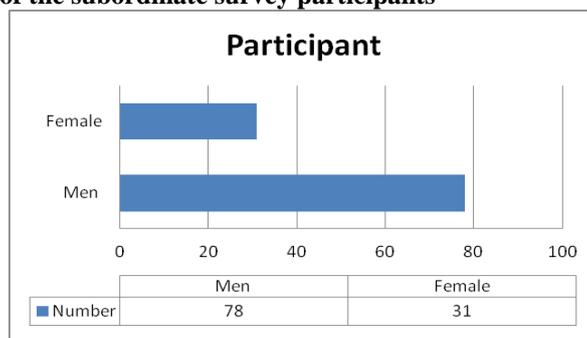

Figure 1. Gender

From figures 1 there is a general domination of male as they occupy 71.6 per cent of the participants while 28.4 per cent of them are female. This shows that this is a male dominated industry which requires labor-intensive as physical work is required, hence the picture of having a lot of male in this section of work.

Moreover, from the previous discussion, it was noted that recent research shows that there is no significant difference between sexes with regards to emotional intelligence implying that the results from this research though male-dominated will still hold.

Range of years	Frequency	Per cent	Cumulative per cent
11-12	4	3.7	3.7
21-30	49	45.0	48.6
31-40	39	35.8	84.6
41-50	13	11.9	96.3
51-60	4	3.7	100.0
Total	100	100	

Table 1 Age

Table 1 shows the age distribution of the workers at the organization, the industry has a bell shape distribution; most of the worker age lay between the age of 21 and 40 years which is a productive and energetic age range. It is a very sensitive age group that is mostly characterized with peer pressure, hence one need to be very careful when dealing with this type of group. Practical application of emotional intelligence is needed at this level.

Years of Service	Frequency	Per cent	Cumulative Per cent
1-5	61	56.0	56.0
6-10	32	29.4	85.3
11-15	9	8.3	93.6
16-20	5	4.6	98.2
21-26	1	.9	99.1
26>	1	.9	100
Total	109	100	

Table 2, years of service

From the table 2 shows that fifty six per cent of the employees at Parmalat have served the organization for less than five years, then followed by twenty nine point four per cent for those within the range of six and ten years and the rest few have served the organization for more than ten years. All the participants in the survey have worked with the organization long enough to give well-informed information feedback for the survey.

Factor Analysis

Exploratory factor analysis identified the underlying dimensions of the SEIE to determine the number of dimensions within each measure and identify the items that access each factor. The SEIE factor analysis, Varimax Rotation with Kaiser Normalization yielded a four –factor solution from which all were used in data analysis. When the number of factors was not specified, the factor analysis yielded 9 components. Upon specifying the number of factors and suppressing absolute values less than 0.10, the results of the analysis are as shown in figure 1.

The emotional intelligence scale, Varimax Rotation with Kaiser Normalization resulted in the four factors depicted in table 3. The four factors depicted below are described the independent variable which are self-awareness, self-management, self-motivation and social skill and a dependent variable being job performance.
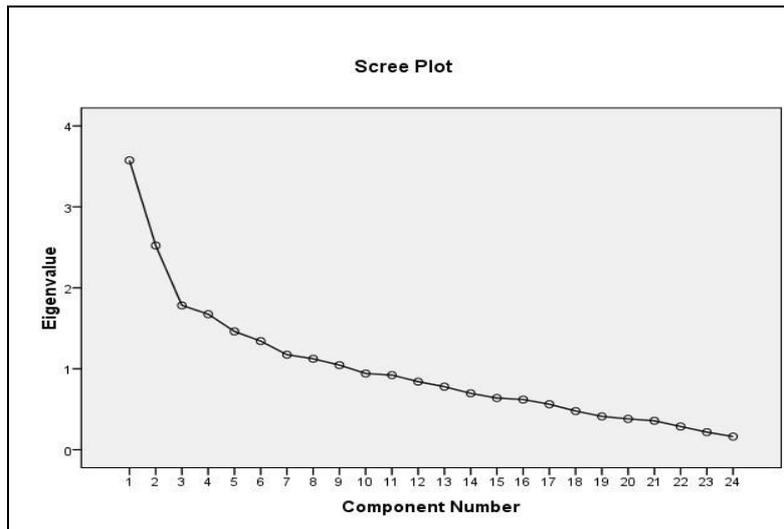

Figure .1 Eigenvalues for each factor

The screen plot graphically displays the eigenvalues for each factor. It actually shows four dominate factors. Hence, the use of rotation component matrix to identify the factor components was necessary. Since the scales used with a sample, 14 items of independent variables and 1 item of dependent variable was submitted to exploratory analysis. A principal component analyses and screen plot indicated that four factors should be retained (eigenvalues above1.0). The best fit of data was obtained with a principal factor analysis with varix rotation as shown in matrix in Table 3.

	Factor 4	Factor 1	Factor 3	Factor 2
I am satisfied with my job	.707			
I enjoy working with colleagues	.616			
I am aware of the importance of team work	.615			
I have a good understanding of others' emotions		.792		
I am a good observer of others' emotion		.791		
I have a good understanding of my own emotions		.657		
I accommodate other people's feelings		.654		
I am rewarded for the quality of my effort			.692	
My job requirements are clear			.688	
I am valued by my supervisor			.584	
I am satisfied with involvement in decisions that affect my work				.731
I accept corrections from my supervisor				.579
Management looks to me for suggestions and leadership supervision				-.576
I have good control of my own emotions				.398

Table 3i Factor analysis of independent variables

A positive treatment at work makes me work extra hard	.759

Table 3ii Factor analysis of dependant variable

Descriptive Statistics and Correlation Matrix
The dependable variable job performance and the Goleman four emotional intelligence factors, along with the mean, standard deviation and reliability estimates appear in the correlation matrix in table 4. Reliability estimates examine the internal consistency of the scales used using Cronbach's alpha. The results indicate all scales have an average degree of internal consistency. The factor with the highest reliability coefficient was self-Management which was 0.944, then self-motivation, self-awareness, integration of other and perception of Emotions 0.614, 0.688 and 0.697 respectively.

Table 4 presents the means and standard deviations for the factors of emotional intelligence dimensions and the correlation matrix. Job performance is positively correlated with each of the four dimension of emotional intelligence.

In addition all emotional intelligence elements positively related to each other, as expected, since they are all dimensions of the construction and there some co linearity among the emotional intelligence dimensions. This indicates that in the regression question the research would have used all the four factors of emotional intelligence items as combined into one variable. As we are analyzing the behavior of human beings, it should be noted that the moods and behavior of human beings change , hence the notion is considered throughout the research analysis. However, the four factors were first analyzed separately and interpreted and then later combined to have an overall view of the factors.

	Mean Value	Standard deviation	Self awareness	Self Management	Self Motivation	Social skill
Self Awareness	2.21267	.093243	**0.688**			
Self Motivation	2.29567	.061232	.997	**0.614**		
Self Management	2.70567	.714477	.381	.496	**0.944**	
Social skill	2.26367	.063011	.894	.787	.857	**.697**

Table 4 Descriptive Statistics and Correlation Matrix with reliabilities on the Diagonal Regression of each dimension of emotional intelligence

The hypotheses of individual emotional intelligence dimension were subjected to multiple regressions with respect to their number of variables. The results appear in their respective tables below. Shows the regression analysis results for Self-awareness which yielded an F of 18.81 (P< 0.001) , R^2 = 0.592. The significant F value implies that the model is

good; however, R^2 indicates that just 59 per cent of the variance in good understanding of other peoples' emotions is explained by variance in perception of emotions. Only one variable of emotions factors, which is good observations of other peoples' emotions is significantly related to perception of emotion with beta coefficient =0.490 and p-value of 0.000.

The regression analysis results for self-management yielded an F value of 6.074 with the P value of 0.000 and R^2 of 0.435. The result from F shows that the model is good and 43 per cent of variance in positive treatment at work in resulting in working hard is explained by the variance in the Self-management factors. Half of the factors contribute positively to the model.

The regression analysis results for Self-motivation yielded an F value of 6.922 with the P value of 0.001 and R^2 of 0.46. The result from F indicates that the model is good and only 46 per cent of variance in job being secure is explained by variance in self-motivation factors.

The regression analysis results for social skill (Integration of other people's feeling) yielded an F of 10.565 with P value less than 0.001 and R^2 being .0619. The F value signifies that the model is good and R^2 reveals that only 62 per cent of variance in personal growth experience is explained by variance in Integration of other people's emotions factors. The results also show that all the variables contribute positively to the model except encouragement from the supervisor which contributes negatively to the model. This indicates that subordinates really need each other for them to work as team. The variable of supervisor encouraging employee needs further investigation.

a) Self Awareness
Hypothesis Testing
Null Hypothesis (H_0)
Understanding of one's emotion, observing of others' emotions and accommodating other people's feelings have no effect on Job performance.
$$H_0: \beta_1 = \beta_2 = \beta_3 = 0$$
Alternative Hypothesis (Ha)
Understanding of one's emotion, observing of others' emotions and accommodating other people's feelings have an effect on job performance.
$$H0: \beta_1 \neq \beta_2 \neq \beta_2 \neq 0$$
The hypothesis was regressed in the model,
$$\hat{y} = 1.399 + 0.485x_1 + 0.118x_2 + 0.117x_3$$
The double tailed t-test (108, 0.025) =1.962 reveals that there is evidence at 5 per cent level of significance that being a good observer of other people's emotion contributes to a job performance. While having good understanding of one's emotions and accommodating other people's feelings does not significantly contribute to job performance. There is weak inter– relationship among the employee themselves, previous research has indicated that for teamwork to be effective there should be a lot of trust, care and understating each of other's moods which will bring up effectiveness and efficiency. Though all the three variables contribute positively to job performance good, only one which is good understanding of one's emotional is statistically significant.

The independent variables together explain only 59 per cent of the variance (R squared) in good understanding of other people's emotions. This analysis shows that good observation of other people's emotion is positively and significantly related to contributing to job performance, while having good understanding of one's emotions and accommodating other people's feelings has no direct statistical significance though they contribute positively to job performance model.

Rejection Rule
Reject Ho at α=0.05 if F *calculated* > F 0.05,(3/104) =2.68

Conclusion
The Null hypothesis is rejected since F *calculated* = 18.810 > F 0.05, (3/104) =2.68 and a conclusion that understanding of one's emotions, observing of other people's emotions and accommodating other people's feelings have an effect on Job Performance.

b) Self-management
Null Hypothesis (H_0)
Decision making affecting my work, accepting correction from my supervisor, management looking up to me for suggestion and leadership supervision and having good control of my own emotion does not contribute to Job performance.
$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0.$$
Alternative Hypothesis (Ha)

Decision making affecting my work, accepting correction from my supervisor, management looking up to me for suggestion and leadership supervision and having good control of my own emotion contribute to Job performance.
$$H1:: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4 \neq 0.$$

Illustrates the involvement in decisions that affects work is statistically significant and contributes positively to the model of job performance, while accepting corrections from supervisor is not statistically significant and does contribute negatively to the model. Management looking up to the worker for suggestion and supervisor leadership and good control of own emotions are statically not significant, though each variable contributes positively and negatively respectively to the general model of job performance,

The independent variable were regressed and the model obtained was

$$\hat{y} = 5.998 + 0.19x_1 - 0.098x_2 + 0.017x_3 - 0.045x_4$$

From the summary model, the independent variable explains 44 per cent of the variance (R squared) in personal growth experience as can be seen from the results of the model. This shows that it is an average model, meaning there are more factors which explain the variance. Accepting corrections from the supervisor and being in control of emotions contributes negatively and are not statistically significant to the model while being involved in the decision making of things that affect my work tributes positively and is statistically significant to the model.

Rejection Rule

Reject Ho at α=0.05 if F *calculated* > F 0.05,(4/104) =2.45

Conclusion

The Null hypothesis is rejected since F *calculated* = 6.074 > F 0.05,(4/104) =2.45 and conclude decision making affecting my work, accepting correction from my supervisor, management looking up to me for suggestion and leadership supervision and having good control of my own emotions contribute to Job Performance.

c) Self-motivation
Null Hypothesis (H$_0$)
Being rewarded for the quality of effort, job requirement being clear, being valued by the supervisor and supervisor encouraging me to do my best does not contribute to job performance.

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$$

Alternative Hypothesis (Ha)

Being rewarded for the quality of effort, job requirement being clear, being valued by the supervisor and supervisor encouraging me to do my best does contribute to Job performance.

$$H1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4 \neq 0$$

After regressing the variables the following job performance model was obtained

$$\hat{y} = 1.251 + 0.282x_1 + 0.253x_2 + 0.025x_3 + 0.033x_4$$

From the analysis conducted, double tailed t-test $_{(108, 0.025)}$ =1.962, all the four variables in the model contributes positively to job performance. Further analyses reveal that reward for quality of effort, job requirements being clear and supervisor encouragement variables are statistically significant while being valued by supervisor is not statistically significant at five per cent level.

Rejection Rule

Reject Ho at α=0.05 if F*calculated* > F 0.05,(4/103) =2.45

Conclusion

Null hypothesis was rejected since F$_{calculated}$= 6.922 > F $_{0.05,(4/103)}$ = 2.45 and conclude that being rewarded for the quality of effort, job requirement being clear, being valued by the supervisor and supervisor encouraging me to do my best does contribute to job performance.

d) Social skill
Null Hypothesis (H$_0$)
My job makes a difference in my life, supervisor encouragement, being satisfied with my job, enjoy working with colleague, being aware of importance of teamwork and being appreciated does not contribute to Job performance.

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = \beta_6 = 0$$

Alternative Hypothesis (Ha)

My job makes a difference in my life, supervisor encouragement, being satisfied with my job, enjoy working with colleague, being aware of importance of teamwork and being appreciated contribute to job performance.

$$H_1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4 \neq \beta_5 \neq \beta_6 \neq 0$$

$$\hat{y} = -1.306 + 0.374x_1 - 0.034x_2 + 0.334x_3 + 0.198x_4 + 0.043x_5 + 0.226x_6$$

Using a double tailed t-test $_{(108, 0.025)}$ =1.962 reveals that there is a significance evidence at 5 per cent level that one factors contribute negatively to the model while the rest contribute positively. Further analyses indicate that, working with colleagues, importance of teamwork and being appreciated are statistically not significant at 5 per cent level. While, job making a difference, supervisor encouragement, job satisfaction and being appreciated are statistically significant at 5 per cent level to Job performance.

The independent variable together explains 62 per cent of the variance (R squared) in experience personal growth as can be seen from table 4.5.4.ii in appendix 2. This analysis shows that job making a difference, job satisfactions and being appreciated contributes positively and statistically significant to job performance model while supervisor encouragement is statistically significant but contributes negatively to the model. Working with colleagues and importance of teamwork contribute positively to the model but are not statistically significant. The model is good as it explains 62 per cent of variance. It would be important to critically further investigate the factors which are contributing negatively to the model but are statistically significant.

Rejection Rule

Reject Ho at α=0.05 if F$calculated$ > F 0.05,(6/102) =2.17

Conclusion
The Null hypothesis is rejected since F$_{calculated}$ = 10.565 > F $_{0.05,(6/102)}$ =2.17 and conclude that the job makes a difference in one's life, supervisor encouragement, satisfied with my job, enjoy working with colleague, being aware of importance of teamwork and being appreciated contribute to job performance. This shows how employees value each other or how they depend on each other to complete tasks. Managers need to consider this aspect in their managerial leadership.

Summary of the results of emotional intelligence dimensions hypothesis testing

	Hypothesis	Results
Self awareness	Understanding of one's emotion, observer of others' emotions and accommodating other people's feelings has no effect on job performance.	Reject null
Self management	Decision making affecting my work, accepting correction from my supervisor, management looking up to me for suggestion and leadership supervision and having good control of my own emotion does not contribute to Job performance.	Reject null
Self motivation	Being rewarded for the quality of effort, job requirement being clear, being valued by the supervisor and supervisor encouraging me to do my best does not contribute to job performance.	Reject null
Social skill	My job makes a difference in my life, supervisor encouragement, being satisfied with my job, enjoy working with colleague, being aware of importance of team work and being appreciated does not contribute to job performance.	Reject null

All the items which were statistically significant in their respect four emotional intelligence factors were selected to be used in the analysis of the final regression. Final regression analysis produced the results as shown in the next section below.

Regression of four dimensions of emotional intelligence
The hypotheses were tested with multiple regression analysis which included analyzing the four dimensions of emotional intelligence which are self-awareness, self-management self-motivation and social skill by treating them as independent variables and job performance as dependent variable. The variables which were significant from all the four factors of emotional intelligence were selected to be analyzed using one regression model. The results of the regression analysis appear in table 4.6.1. The results show that self-management, self-motivation and social skill are statistically significant and contribute positively to the model, while self-awareness is not statically significant though they all contribute positively to the model. The dimensions which are significant have standardized coefficient of beta of 0.138, 0.140 and 0.736 respectively.

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Collinearity Statistics | |
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	6.323	.218		29.032	.000		
Gender	.077	.137	.036	.563	.575	.908	1.101
Age	-.004	.080	-.003	-.048	.962	.744	1.343
Years of service with Parmalat Zambia	-.010	.069	-.010	-.146	.884	.772	1.295
Self awareness	.105	.060	.109	1.750	.083	.982	1.018
Self management	.138	.062	.145	2.270	.025	.932	1.073
Self motivation	.140	.060	.011	.175	.021	.980	1.020
Social skill	.736	.063	.142	2.283	.025	.978	1.022
a. Dependent Variable: Job performance							

Table 5   The Coefficients' of the Model variables

Form table 5 above the   regressed model obtained is

$$\hat{y} = 6.323 + 0.77x_1 - 0.004x_2 - 0.010x_3 + 0.105x_4 + 0.140x_5 + 0.011x_6 + 0.736x_7$$

Where
x_1= Gender $x_{2=}$ Age
x_3= years of service with Parmalat Zambia
x_4 =Self-Awareness
x_5=   Self Management
x_6= Self motivation
x_7= Social Skill
Y= Job Performance

Using Table 5 a double tailed t- test t (106.0.025) = 1.98 reveals that there is evidence at 0.05 per cent level of significance that the following;

Age and years of service with Parmalat Zambia affects negatively on an employee's effort to working hard. This critically implies that the age of employees who are very old at Parmalat Zambia generally do not contribute a lot to productivity, it has been statistically shown that they contribute negatively to performance. Similar results are shown over the period of service at Parmalat Zambia, This generally is an indication that the longer an employee works at Parmalat Zambia the less productive or effective and efficient one becomes. There is need to critically analyze the age which is very productive when employing and limit the age for working at the organization for the company to be very productive.

Gender has no direct effect to performance in the industry, it has been noticed that weather male or female the general contribution to job performance is positive. Thus there is equal contribution from both sex of job performance, the four domain of emotional intelligence by Goleman which are self-awareness; self-management, self-motivation and social skill contribute positively to job performance. Therefore, we can conclude that Golema's four domain Emotional Intelligence model predict job performance at Parmalat Zambia.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	62.251	8	7.781	20.641	.000ᵃ
Residual	36.945	98	.377		
Total	99.196	106			

a. Predictors: (Constant), Age, Gender, years of service with Parmalat Zambia , self awareness , Self Manage ,Self motivation, social skill ,

b. Dependent Variable: Job Performance

Table 6 the four dimension regression model

The F value of 20.641 implies that model is very good. However, R^2 with value of 0.79 indicates that 79 per cent of the variance in job performance at work is explained by variances in the emotional intelligence dimensions variables. There are three emotional intelligence factors; self-management, self-motivation and social skill are significantly related to job performance which motivates employees work hard.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792ᵃ	.628	.597	.614

Table 7 Model summary

Rejection Rule
Reject Ho at α=0.05 if $F_{calculated} > F_{0.05,(8/98)} = 2.02$

Conclusion
Table 7 shows that the Null hypothesis is rejected since $F_{calculated} = 20.641 > F_{0.05,(8/98)} = 2.02$ and conclude, age, gender, period of working at the organization, integration of other people's feelings, Self-awareness, self-management, self-motivation and social skill affects job performance in general. Although self-awareness was found to contribute positively to that model but not statically significant, we would conclude that it does not really affect the job performance but the other three domains self-management , self-motivation and social skill as alluded to by Goleman model does predict job performance.

Conclusion:
Multinational Institutions spend over a hundred million dollars annually on employee workshops, in an effort that often fail to create sustainable change for organizational success. Understanding the relationship between Goleman four Emotional intelligence domain model to predict employee job performance in an organization may provide a pathway for more effective work relationships which might result in better organizational alignment of employees to desired behaviour towards work. Academic argument on the influence of employees through the use of Emotional Intelligence skill might create a conducive environment for the employees to work independently and responsibly, it is believed that Emotional Intelligence can stimulate a positive environment, which is good environment for employees to increase innovation and motivation for workers to work extra hard and increase productivity as well as employee commitment and cooperation. Emotional Intelligence helps employees to provide a clear set of values for them to work as a team. Furthermore, employees who are emotionally intelligent stimulate positive employee performances which help in eliciting trust and confidence among subordinates themselves thereafter yielding intended results of being affiance and effective. The contribution this study makes is important since it allows future researchers with additional evidence to support Goleman four domains emotional intelligence model in predicting job performance in employees.

Based on the results of this study, the following are recommendations for future research;
1) Explore the degree of emotional intelligence and job performance from the employee perspective in both government service delivery and private sector.
2) Demographic characteristics could be explored from the angle of demographic combinations such as education level of employees, years of service, gender and age; how it could influence performance.
3) Further research could also focus on emotional intelligence in non-governmental organisation.
4) Research could be conducted to see if there is a positive link between employees' emotional intelligence and organisation intended outcome. Specifically focusing on employee's turnover and satisfaction.
5) Explore among the factors which factor of emotional intelligence in employees contributes more to their good performance.

6) Conduct a correlation analysis research on the factors of emotional intelligence in the private sector and government employees.
7) Research on how government employees acknowledge the importance of emotional intelligence in the southern part of Africa.

The study explored the relationship between Goleman four factor model of emotional intelligence and employees' job performance. The Exploratory factor analysis identified the underlying dimensions of the SEIE survey instrument to determine the number of factors and to assess the construct validity of the scale. Mean and Standard Deviation for the four emotional intelligence dimension were computed using Pearson correlation coefficient to evaluate the relationship between the variables. The regression analysis was conducted for each factor which identified by the exploratory factor Analysis to conclude on the individual hypothesis testing. Finally, all alternate hypotheses were tested with the multiple regression analysis.

The Varimax rotation with Kaiser Normalization yielded a 4–factor solution. These results were used for data analysis. Reliability estimated the consistency of the scales using cromboch's Alpha. The results indicate all the scales have a moderate level of acceptability of internal consistency. Since the alpha values were all close to the level of acceptability as suggested by Nunnally's, (1978) criterion in exploratory research of 0.70? The first, second, third and fourth emotional intelligence factors had 0.7, 0.7, 0.9 and 0.6 .This is so due to the fact that human behaviour is unpredictable, and the response depends on the mood of the person and the time they respond. Hence this research had taken into consideration the stated human behaviour in to account when measuring reliability and consistency.

The hypotheses were tested with multiple regression analysis by regressing the five factors of emotional intelligence on am employee working extra hard which was dependable variable. Three of the factors self-management, self-motivation and social skill were significantly related to employee's job performance. The beta coefficient were 0.13, 0.14 and .74 respectively. Regression analysis showed that emotional intelligence factors together explains 80 per cent of the variation in job performance in an employees at Parmalat Zambia. All the factors have a positive relationship with job performance and only two demographic characteristics contribute negatively and statistically insignificant to the model. Overall we can conclude that the Goleman four emotional intelligence domains model predict job performance at Parmalat Zmabia.

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