



ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
LEADERSHIP EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL PERFORMANCE:
THE MEDIATING ROLE OF WORKPLACE RELATIONSHIPS AND THE
MODERATING ROLE OF LEADER PERSONALITY

BY
EMMANUEL MOGES

ADVISOR: Dr. LAKEW ALEMU

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Addis Ababa, Ethiopia

Declaration

I, Emmanuel Moges, hereby declare that this thesis entitled “Leadership Emotional Intelligence and Organizational Performance: The Mediating Role of Workplace Relationships and the Moderating Role of Leader Personality” is my original work and has not been submitted to any other university or institution for the award of any degree or diploma.

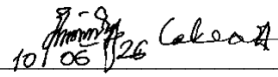
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Name of Student: Emmanuel Moges

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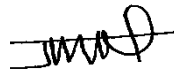
I confirm that this thesis proposal was prepared under my supervision and that it meets the requirements for proposal submission.

Name of Advisor: Lakew Alemu (PhD)

Signature:  10/06/26

Date: Jun-10-26

External Examiner: Jebessa Teshome (PhD)



22/06/2026

Internal Examiner: Tewodros Wuhib (Assistant Prof.)


23/6/26

ABSTRACT

In this study, the researcher examined how workplace relational quality (the quality of an employee's relationship with their manager; leader-member exchange or LMX) mediated the association between leadership emotional intelligence (EI) and organizational performance. We also looked at how individual differences in managers' personality traits (i.e., the "Big Five") would moderate the association between leadership EI and organizational performance. A theoretically grounded and empirically tested moderated mediation model was constructed based upon social exchange theory and the theory of LMX. A sample of 400 employees from 3 large private companies in Ethiopia provided data for the study. These companies included Get-As International PLC, Dugda Construction PLC, and Habesha Cement Share Company (S.C.) (hereafter referred to as "the companies"). Leadership EI was measured by use of Wong & Law's Emotional Intelligence Scale (WLEIS); workplace relationship quality (LMX) was measured using the LMX-7; organizational performance was measured using a balanced scorecard adapted to local conditions; and personality was measured by use of the Big Five Inventory - Ten Item Version (BFI-10). Our results indicate that EI has a significant effect on both LMX and organizational performance. That is, H_1 indicated that EI had a positive effect on organizational performance ($\beta = .502, p < .001$). Also, H_2 indicated that EI had a positive effect on LMX ($\beta = .829, p < .001$). Finally, our results demonstrated a significant and positive correlation between LMX and organizational performance ($H_3: r = .433, p < .001$). The mediation hypothesis (H_4) could not be supported due to high multicollinearity between EI and LMX ($r = .829$). Finally, among the Big Five personality traits, only Openness to Experience moderated the EI – performance relationship ($H_{5e}: \beta = -2.685, p = .039$). Overall, these findings support the idea that EI is strategically important for developing effective management teams within the Ethiopian private sector.

Keywords: emotional intelligence, leader-member exchange, organizational performance, Big Five personality, moderation, mediation, Ethiopia, private sector

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LIST OF ABBREVIATIONS

APA	American Psychological Association
BFI	Big Five Inventory
BFI-10	Big Five Inventory — 10-item version
BSC	Balanced Scorecard
EI	Emotional Intelligence
LMX	Leader–Member Exchange
LMX-7	Leader–Member Exchange Scale — 7 items
MBA	Master of Business Administration
OEA	Others' Emotional Appraisal
OCEAN	Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism
PERF	Organizational Performance
ROE	Regulation of Emotion
SD	Standard Deviation
SEA	Self-Emotional Appraisal
SET	Social Exchange Theory
UOE	Use of Emotion
WLEIS	Wong and Law Emotional Intelligence Scale

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations in Ethiopia have continued to operate within a very dynamic business environment. Changes in structure and demographic composition, along with an increasing amount of competition from other businesses are all part of this dynamic. As a result of rapid growth of the private sector in Ethiopia, there is now a greater need than before for leaders able to develop diverse workforce and grow their respective businesses. Research has shown that effective organizations require effective leadership. Additionally, an expanding literature base continues to demonstrate how important a leader's Emotional Intelligence (EI) is to influence employee behavior and ultimately organizational success ([Miao et al., 2018](#); [Doğru, 2022](#)).

There has been considerable attention paid by researchers to the concept of EI due to its multifaceted nature. There are three approaches to measurement EI. Ability-based measures; self-report measures; and some combination of these two (with consideration given to personality). Self-report scales like Wong & Law's (2007) Emotionally Intelligent Scale (WLEIS), while not without criticism, provide a commonly applied method of assessing an individual's EI. The WLEIS assesses individuals' perceptions of themselves on 16 items across 4 domains - recognition of one's own emotions; recognition of others' emotions; using emotions; and regulating emotions - and has demonstrated cross-cultural validity and occupational validity in numerous studies ([Acosta-Prado et al., 2022](#); [Traymbak et al., 2022](#)).

Leaders' emotional intelligence helps make them better leaders because developing high-quality relationships at work creates an environment where employees want to go above and beyond. The Leader-Member Exchange Theory explains how all leaders develop unique relationships with every single follower. Relationships with followers that are built on mutual trust, respect, and obligations positively affect employee attitudes and behaviors. A study conducted by [Martin et al. \(2016\)](#) completed a meta-analysis on studies concerning the relationship quality between leaders and their members. Their analysis showed that there was a moderate positive association between relationship quality and job performance, organizational citizenship behaviors and job satisfaction among many other variables. Emotional intelligent leaders are able to build stronger ties with their direct reports than less emotionally intelligent leaders because of the ability to recognize, understand and connect with their subordinates' emotions. This allows the emotionally intelligent leader to respond to their subordinates' emotions with empathy, resolve conflicts in a productive manner and ultimately improve the quality of the relationship ([Miao et al., 2018](#)).

Workplace relationships developed using emotional intelligence do not exist independently but occur concurrently with the dispositionally-based traits of individuals. The Big Five Personality Model (Extraversion, Agreeableness, Conscientiousness, Emotional Stability/Low Neuroticism, Openness to Experience); is the most common framework used to examine the individual differences present in the workplace (Galani-Grimm et al. , 2007). The research evidence demonstrates that agreeable personalities and extraverted personalities demonstrate positive associations toward building relational behaviors and quality LMXs. Conversely, neuroticism is negatively associated with the development of trust and mutual respect ([Dulebohn et al., 2012](#)). Therefore, when considering emotional intelligence as a mediator, a leader's personality traits may either assist or hinder how well a leader's emotional intelligence translates into building strong relational behaviors at work.

The organization's performance can be demonstrated through both the use of financial and non-financial metrics. Organizations are adopting a new normal in terms of developing and measuring measurable constructs using performance measurement tools to assess customer satisfaction, internal processes and learning/growth in association with financial metrics ([Quesado et al., 2018](#)). Three organizations were chosen for this research to investigate the relationship dynamics of leadership to performance in varying industries: Get-As International PLC, Dugda Construction PLC, and Habesha Cement S.C. All three organizations operate as part of a large private sector conglomerate consisting of trading, construction, and manufacturing companies in Ethiopia. Combined, the three organizations employ over 1500 people providing an opportunity to examine the relationships of leadership, and overall performance across multiple sectors of industry.

There is a great deal of enthusiasm surrounding emotional intelligence in many management texts; however, while there is some evidence supporting the idea that an individual's level of emotional intelligence has a direct effect on the effectiveness of an organization, the results are far from conclusive. For example, [Dogru \(2022\)](#) performed a meta-analytic review that found a moderate positive correlation between an employee's emotional intelligence and the performance of the employee. However, the strength of that correlation was influenced by the method used to measure the individual's emotional intelligence as well as the culture of the employee. Additionally, [Miao et al. \(2018\)](#) found a strong correlation between the emotional intelligence of an employee and the task performance of their subordinates in collectivist cultures similar to those found in Ethiopia. These studies' results suggest that emotional intelligence can indirectly affect organizational outcomes via relational/social processes, but also indicate that other personal traits (e.g., personality) may influence these relational processes. This current study seeks to further understand this indirect/moderated mediated process.

1.2 Statement of the Problem

It appears that researchers are currently debating the relationship between leadership emotional intelligence (LEI) and organizational performance. Emotional intelligence (EI), which has also been referred to as “emotional quotient” or simply as “EQ,” has been named many times throughout history as one of the most important attributes for successful leaders. Although various meta-analyses have made cautionary statements about the predictive validity of EI, a number of recent quantitative reviews (i.e. meta-analytic studies) found significant variability across studies in terms of how well EI predicts job performance depending on the types of measures used (e.g. self-report vs. peer report) and contextual factors (e.g. culture). For example, [Dogru \(2022\)](#), who conducted a review of 32 years’ worth of research on EI and job performance, found that although EI was significantly related to job performance, there was still quite a bit of variation in how strong the relationship was depending on the method used to measure EI and the work environment. Similarly, in addition to examining the role of culture in the LEI-performance relationship, [Miao et al. \(2018\)](#) identified cultural differences that influence the strength of the LEI-performance relationship and determined that leader EI had stronger predictive power in collectivist cultures. As such, based on these two lines of evidence, it can be inferred that EI influences performance indirectly via some other mechanisms rather than directly influencing performance.

An example of this is the quality of workplace relationships. Social exchange theory states that people will establish long-term commitments to each other when they provide each other with resources over time; similarly, leaders who demonstrate emotional awareness and treat employees fairly will receive reciprocity from them in the form of higher levels of effort and commitment ([Cropanzano et al., 2017](#); [Ahmad et al., 2023](#)). Leadership-Member Exchange (LMX) theory provides a model for describing this process at the dyad-level; moreover, Martin et al.'s (2016) meta-analysis confirmed that LMX was positively correlated with employee task performance, organizational commitment, and intentions to remain in their current position. More recently, Chernyak-Hai & Rabenu (2018) expanded upon social exchange theory and applied its principles to modern-day workplaces. Nonetheless, there exists a dearth of empirical studies that specifically examine if workplace relationships act as a mediator in the EI-performance relationship; even fewer of these studies have utilized data collected exclusively within Western cultural contexts.

In addition, much of current research has failed to account for how leader personality characteristics shape the pathway by which a leader's EI influences their relationships with coworkers. Although the Big Five personality dimensions are well-documented as strong predictors of both leadership success and LMX quality ([Kang et al., 2023](#); [Dulebohn et al., 2012](#)), there is currently no research examining if one or more personality characteristics moderate the effect of leaders' emotional intelligence on the quality of their workplace relationships. For instance, while emotionally intelligent leaders who are also highly extraverted

While there are studies on EI in leadership in Ethiopia, there is still little known about EI in the area of leadership. A recent study by [Wolle \(2023\)](#) focused on whether emotional intelligence can predict the effectiveness of leaders at the university level in Ethiopia. The results indicated that all EI dimensions except for social awareness were predictive of leader effectiveness. In addition to examining EI in public institutions, [Wonda \(2024\)](#) studied how each of the four EI dimensions affected employee performance among public sector workers in the Amhara Region. He also concluded that all four dimensions had positive correlations with employee performance. Additionally, [Birhane et al. \(2024\)](#) identified a relationship between EI and OCBI, which was partially mediated through servant leadership at an Ethiopian public university. However, while several researchers have made some progress in this field, no research has investigated the potential moderating factors of personality traits in the linkage between EI and job performance within private organizations in Ethiopia.

The three organizations selected for this study provide a unique research setting. Established in the early 1990's in Addis Ababa, Get-As International PLC is a diversified conglomerate that operates as a trader, property developer, and transportation company. The company employs more than 200 people. Founded in 2011 as a subsidiary of Get-As International PLC, Dugda Construction PLC has expanded into a Grade 1 building construction contractor throughout Ethiopia. As well as being a Grade 1 builder, Habesha Cement S.C. is a large producer of cement in Ethiopia, producing over 900 tons per day and employing over 800 people. Habesha Cement S.C. was established in 2008 and is owned by approximately 16,000 shareholders. While Get-As International owns 43.8 percent of Habesha Cement S.C., both companies operate independently from one another.

Therefore, this study develops and tests a moderated mediation model in which workplace relationships, operationalized through LMX quality, mediate the relationship between leadership emotional intelligence and organizational performance, while leader personality traits (Big Five) moderate the path from EI to workplace relationships, within Get-As International PLC, Dugda Construction PLC, and Habesha Cement S.C.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study is to investigate the mediating role of workplace relationships and the moderating role of leader personality traits in the relationship between leadership emotional intelligence and organizational performance at Get-As International PLC, Dugda Construction PLC, and Habesha Cement S.C.

1.3.2 Specific Objectives

The specific objectives of the study are to:

1. Examine the effect of leadership emotional intelligence on organizational performance at Get-As International PLC, Dugda Construction PLC, and Habesha Cement S.C.
2. Assess the effect of leadership emotional intelligence on the quality of workplace relationships (LMX) at the three organizations.
3. Determine the effect of workplace relationship quality (LMX) on organizational performance at the three organizations.
4. Test whether workplace relationships mediate the relationship between leadership emotional intelligence and organizational performance at the three organizations.
5. Examine whether leader personality traits (Big Five) moderate the relationship between leadership emotional intelligence and workplace relationship quality at the three organizations.

1.4 Research Questions

1. What is the effect of leadership emotional intelligence on organizational performance at Get-As International PLC, Dugda Construction PLC, and Habesha Cement S.C.?
2. How does leadership emotional intelligence affect the quality of workplace relationships at the three organizations?
3. What is the effect of workplace relationship quality on organizational performance at the three organizations?
4. Do workplace relationships mediate the relationship between leadership emotional intelligence and organizational performance at the three organizations?
5. Do leader personality traits moderate the relationship between leadership emotional intelligence and organizational performance at the three organizations?

1.5 Research Hypotheses

H₁: Leadership emotional intelligence has a significant positive effect on organizational performance.

H₂: Leadership emotional intelligence has a significant positive effect on the quality of workplace relationships (LMX).

H₃: Workplace relationship quality (LMX) has a significant positive effect on organizational performance.

H₄: Workplace relationships mediate the relationship between leadership emotional intelligence and organizational performance.

H₅: Leader personality traits moderate the relationship between leadership emotional intelligence and organizational performance.

1.6 Significance of the Study

In addition to other contributions to the organization and leadership behaviors literature, the current study will address calls for studies investigating how Emotional Intelligence (EI), via its influence upon employee performance is mediated by employee work-place relationships ([Miao et al., 2018](#), [Doğru, 2022](#)). Additionally, this study responded to the expressed recognition of a need to identify moderating variables that affect the EI – relationship pathway, specifically EI's effect on the quality of an employee's relationship with his/her supervisor/leader, or "Leader-Member Exchange" (Lewicki & Bunker, 1996; [Dulebohn et al., 2012](#); [Kang et al., 2023](#)). The study will also extend theory from Western cultures to include data from a Sub-Saharan African culture where there is currently very little theoretical knowledge about EI and personality (Wole, 2023; [Wonda, 2024](#)). Finally, this study provided a theoretically grounded, moderated mediation model using the Big Five Personality Framework, Social Exchange Theory, and Leader Member Exchange Theory.

The results of this study can have practical implications for developing leadership skills for employees at all levels within Get-As International PLC, Dugda Construction PLC and Habesha Cement S.C. If EI has a positive impact on employee performance because of the quality of workplace relationships with supervisors/leaders and if certain personality traits are found to moderate the quality of those relationships and thus the EI — relationship pathway then these companies should develop their recruitment, promotional and training practices around both emotional competence and dispositional competence.

1.7 Scope and Delimitation

The present research has been limited to three members of the Get-As family of companies: Get-As International PLC (diversified trading and other operations, based in Addis Ababa); Dugda Construction PLC (involved in construction, both within Addis Ababa and across multiple locations in Ethiopia); and Habesha Cement S.C. (which produces cement from its factory in Holeta located in Oromia Region). The respondents for this survey have been identified as those in leadership positions (either at supervisor or manager level) along with their immediate reports (direct reports). A cross sectional survey method and quantitative data collection approach were employed to collect data. The primary constructs to be examined

are: (1) leadership emotional intelligence (the independent variable), (2) workplace relationships and/or leader-member exchange (the mediating variable), and (3) organizational performance (the dependent variable). In addition, the Big Five personality traits will be used as moderating variables on the relationship between EI and LMX.

1.8 Limitations of the Study

It's important to consider several limitations. The first is that causal inferences cannot be determined due to the cross-sectional design of this study. The second limitation is that self-report survey instruments are being used in this study. This is likely to create common method variance; therefore, procedural remedies include temporal separation and the use of Harman's single-factor test. Third, organization performance measures are perceived by participants, thereby containing elements of perception. Fourth, the measurement of the Big Five personality traits is via self-report and, therefore, measure trait perceptions rather than behaviours on a scale. Fifth, this study is conducted on three related organizations and thus does not represent all Ethiopian firms.

1.9 Operational Definitions of Key Terms

Leadership Emotional Intelligence (EI): The capacity of supervisors and managers to perceive, understand, use, and regulate emotions in themselves and others, measured using the Wong and Law Emotional Intelligence Scale (WLEIS), a 16-item self-report instrument ([Traymbak et al., 2022](#)).

Workplace Relationship Quality: The quality of the dyadic exchange relationship between a supervisor/manager and a subordinate, operationalized through the Leader–Member Exchange 7-item scale (LMX-7; [Martin et al., 2016](#); [Bauer & Erdogan, 2015](#)).

Leader Personality Traits: The dispositional characteristics of leaders assessed using the Big Five model: extraversion, agreeableness, conscientiousness, emotional stability (low neuroticism), and openness to experience measured via a validated short-form Big Five inventory such as the BFI-10 or Mini-IPIP ([Kang et al., 2023](#); [Dimitriou & Galanakis, 2022](#)).

Organizational Performance: The degree to which an organizational unit achieves its objectives across financial and non-financial dimensions, assessed using indicators aligned with multidimensional performance measurement frameworks ([Quesado et al., 2018](#)).

1.10 Organization of the Research

This dissertation consists of 5 Chapters. Chapter 1 provides an overview of Background, Problem Statement, Research Objectives, Questions, Hypotheses, Significance, Scope, Limitations and Definitions.

In chapter two we have reviewed all the relevant theoretical and empirical studies to understand Emotional Intelligence at workplace; Workplace Relationships (leader-follower) ; Personality of Leader and Performance of Organization. In Chapter three we provide a detailed description of methodology used in this study which include Design, Sampling methods, Instruments and Data Analysis. The results obtained from Statistical Analysis are presented in Chapter four. Lastly Chapter five provides Discussion of findings; Theoretical contribution of this study; Practical Implications; Limitations of this Study; Recommendations for Future Studies.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

This section outlines the conceptual frameworks that are used as a foundation for this study. The three inter-related theoretical frameworks (Social Exchange Theory, Leader-Member Exchange Theory, and the Big Five Personality framework) provide an understanding of how emotionally intelligent leaders develop high quality workplace relationships with their employees which ultimately contributes to improved organizational performance, and how individual leader personality characteristics influence the development of these high-quality workplace relationships.

2.1.1 Social Exchange Theory

This research utilizes Social Exchange Theory (SET), an overall theoretical framework. According to Social Exchange Theory, people develop and maintain their social relationships based on the reciprocal exchange of some type of resource (tangible or intangible); i.e. "you give me something I need or want, and I'll do likewise" ([Cropanzano et al., 2017](#)). The leader investing emotional resources with employees such as empathy, fairness, and support generally results in a higher level of effort from employees, employee loyalty, and discretionary behaviors; thus, creating a positive exchange. [Cropanzano et al. \(2017\)](#) reviewed many studies using Social Exchange Theory and found that the usefulness of this theory would depend on identifying the types of resources being exchanged, what are the expectations for reciprocity, and how strong is the relationship developed as a result of the exchange.

[Ahmad et al. \(2023\)](#) did a systematic review of all Social Exchange Theory studies over a number of years and found that Social Exchange Theory was still used to understand most workplace behavior -- especially leadership, organizational commitment, and citizenship behavior. While they agreed that reciprocity is probably the most commonly investigated exchange rule, they also thought that there were at least two additional exchange rules -- group gain and status consistency -- that needed additional investigation. Chernyak-Hai and Rabenu (2018) further explored this area by looking into whether or not Social Exchange Theory was relevant to current workplace realities including freelancing, working remotely, etc. Their findings indicated that although the methods of exchanging may be different than they were historically, the basic principles of reciprocity continue to govern employment relationships.

The SET theory has been used in this research to predict that leaders with high emotional intelligence will create reciprocal positive outcomes in their subordinates such as more trust in the leader, increased

affections towards the leader, and ultimately more willingness to work hard towards the success of the organization by demonstrating supportive behaviours and positive emotional expression.

2.1.2 Leader–Member Exchange Theory

Leadership-Member Exchange Theory represents the Social Exchange Process at the Dyadic Level of Interaction. LMX Theory states that Leaders do Not have Equal Interactions with All Employees but Develop Differentiated Relationships based on Quality. The Relationship can be Low or High in Quality. High-Quality Relationships are characterized by Mutual Trust, Respect, Obligation, and Affect. When Followers are in a High-Quality LMX Relationship They have Greater Access to Resources, Information, and Support. In Return Follower Performance and Citizenship Behavior Increases ([Bauer & Erdogan, 2015](#)).

A Comprehensive Meta-Analysis was Conducted by [Martin et al. \(2016\)](#) Examining the Relationship Between LMX Quality and a Multidimensional Model of Work Performance. Results confirmed Moderate Positive Associations were found between LMX Quality and Task Performance, Citizenship Performance and Negative Counterproductive Performance. Empowerment and Motivation were Identified as Key Mediators of the LMX – Performance Relationship with Trust being the Largest Mediator. The Findings Confirm that Organizational Outcomes Result from the Quality of Leader – Subordinate Relationships.

The Most Widely Used Instrument for Measuring LMX Quality Developed by Graen and Uhl-Bien's (1995), is the LMX-7 Scale. This scale measures an Overall Relationship Quality Dimensionally. Bauer & Erdogan (2015) also stated that the LMX-7 Scale is Unidimensional and captures the overall quality of the relationship. In this Study, LMX Quality will serve as the Mediating Variable Through Which Leadership Emotional Intelligence (EI) will Influence Organizational Performance.

2.1.3 The Big Five Personality Framework

There are Five Main Personality Profiles: Openness; Conscientiousness; Extraversion; Agreeableness; Neuroticism. The Five Factors Model provides an understanding of the individual differences in behavior, thought, and feelings relative to stability. In fact, research continues to demonstrate that the Five Nature Traits relate to both one's ability to be effective as a leader and the quality of their relationships at work ([Yoon & Bono, 2016](#)).

[Alegre et al. \(2019\)](#) investigated the relationship between trait emotional intelligence (EI) and the Big Five model. They discovered that EI accounts for a large amount of the variation explained by the Big Five personality traits, especially extraversion (positive correlation) and neuroticism (negative correlation), yet they also found that EI is not reducible to these personality traits alone. It appears that EI has a distinct position within the personality hierarchy, even though there is overlap. This is important for this current

[Zewude et al. \(2024\)](#), studied teaching staff working in Ethiopian higher education institutions. They determined that the Big Five personality dimensions — specifically, openness and conscientiousness — were positively correlated with emotional intelligence, which in turn was positively associated with both psychological capital and professional well-being via two levels of indirect mediation. Because Zewude et al.'s (2024) study was completed in Ethiopia, it relates to this current study in its focus on personality and EI and the inter-relationship between these factors as predictors of future outcomes.

2.2 Empirical Review

2.2.1 Leadership and Organizational Performance

A great deal of evidence supports the notion that leadership is among the most important influences on organization performance. Effective leaders create a "work environment" for their employees and guide employee collaborative efforts. In addition, effective leaders have a profound impact on the beliefs and behaviors of their subordinates. Unlike leaders who act upon all followers equally, effective leaders generally work through their relationships with each follower. It is therefore the relationship between a leader and his/her follower(s) that has received the most empirical support as being associated with positive organizational performance outcomes [Bauer & Erdogan, 2015](#); [Martin et al., 2016](#)).

There is empirical evidence from Ethiopia supporting the relationship between leadership and important workplace behaviors. A recent research by [Birhane et al. \(2024\)](#) tested servant leadership among staff members at Ethiopia's state-owned universities. They found there to be a strong, statistically-significant correlation between servant-leadership behavior and organizational citizenship behaviors. The researchers also identified emotional intelligence as an important intervening variable. While this study looked at a different type of leader than I did for my study, it does show that the impact of leadership on employee behavioral outcomes occurs through relationships and emotions. [Wolle \(2023\)](#), in his study of leadership effectiveness within the Ethiopian first generation university system, reported that effective leadership was correlated positively with leader emotional intelligence, and he noted that all but one of five dimensions of emotional intelligence were correlated positively and significantly with effective leadership.

2.2.2 Emotional Intelligence and Organizational Performance

This section examined existing research demonstrating emotional intelligence's connection to performance, having first shown that leadership is an effective strategy to improve performance and that emotional intelligence is a key element of leadership. A meta-analysis of the relationship between emotional intelligence and employee results was completed by [Doğru \(2022\)](#). He concluded there are statistically significant positive correlations between emotional intelligence and job performance. However, he also noted that the size of the correlation varies based on how emotional intelligence is measured. Specifically,

larger associations were determined using self-report measures compared to measures of ability. These findings have implications related to selecting instruments for measuring emotional intelligence in the study.

[Miao et al. \(2018\)](#) showed through a cross-cultural meta analysis that leader emotional intelligence is associated with subordinate task performance and organizational citizenship behavior, and that it does so independently of personality and cognitive ability. Since both task performance and citizenship behaviors can be aggregated up to team or unit levels, these individual- level results can be used to explain firm-wide outcomes; i.e., when emotionally intelligent leaders get better effort and cooperation out of their employees at all levels, the collective efforts will contribute to improved company performance. The purpose of this study was to test this idea by testing company performance directly while placing the results in a private sector context where relatively little research has been conducted to demonstrate if the use of emotionally intelligent leadership contributes to corporate performance.

2.2.3 Workplace Relationships and Organizational Performance

Firstly, it has been shown that emotionally intelligent managers can develop high-quality exchanges by being better able to pick up on emotional cues from others, responding to those cues with empathetic responses and managing conflict in ways that foster development of trust-based, rather than contractually obligated relationships between employees and managers ([miao et al., 2018](#)). Secondly, [while martin et al. \(2016\)](#) indicate that certain follower traits influence the level of LMX quality, they find that more of the variability in LMX quality lies within the realm of what is driven by leader behavior/what leaders perceive regarding their followers -- thereby supporting the position that leader-driven variables (including emotional intelligence) are the dominant drivers of relationship quality. Thirdly, [Birhane et al. \(2024\)](#) report similar findings in their Ethiopian study. They too identify emotional intelligence as a key mediator for how leadership translates into employee behavior.

Secondly, there is considerable evidence showing the positive association between the quality of the LMX relationship and both task performance and citizenship behaviors. Moreover, there is negative association between the quality of LMX and counter-productive work behavior. Additionally, the mediators for these associations include elements of trust, motivation and empowerment. Finally, these associations scale upwards (e.g. Group/unit/firm) where high-quality exchanges among employees create open communication networks that promote proactive behaviors and cooperative actions amongst employees which ultimately translate into improved unit and firm performance ([Bauer & Erdogan, 2015](#)). [Bauer & Erdogan \(2015\)](#) refer to these collective effects of relationships as "chains of exchange" that translate dyadic relationships to collective organizational impacts. Therefore, together these two intermediary effects

support the use of workplace relationship quality as the mediator through which leadership emotional intelligence affects organizational performance in our current study.

2.2.4 Leader Personality as a Moderating Variable

Emotional Intelligence (EI) affects how leaders develop connections with their team members, but the overall personality of the leader will likely affect whether the EI is displayed by the Leader and if so, how strong an influence it has on the Performance. Emotional Intelligence and personality are closely associated yet separate constructs; EI measures a person's ability to recognize and control his/her emotions while personality refers to consistent behavioral patterns (Alegre et al. 2019). The personality is thus the underlying inclination for a leader to apply their EI skills in behavior.

Research demonstrates a link between the five general dimensions of personality and behavior/performance within organizations (Kang et al. 2023, Dimitriou & Galanakis 2022); research also shows that the personalities of both the leaders and followers have been shown to be significant predictors of the Quality of Exchange between Leaders and Members (Yoon & Bono 2016). A study conducted in Ethiopia (Zewude et al. 2024) demonstrated that openness and conscientiousness were significantly predictive of emotional intelligence which was then predictive of subsequent positive Well-being outcomes. Using this prior research, the current research aims to demonstrate that personality does not simply precede EI but rather moderates the influence of EI on Performance: e.g. a highly emotionally intelligent leader who is very low in Agreeableness or high in Neuroticism, may have difficulty expressing emotional competency in social interactions and thereby reduce the potential beneficial effects on relational/Performance that EI could create. Therefore, personality is hypothesized as a Moderator of the Relationship Between EI and Performance, where Agreeableness, Extraversion, Openness are expected to increase the relationship and Neuroticism to decrease it.

2.2.5 Organizational Performance and the Balanced Scorecard

Performance of an organisation is multi-dimensional and can't be fully explained using just financial metrics. Traditionally, performance measurement was based primarily on financial information, which is backward looking and does not provide insight into what will create value going forward. In response to the limitations of this approach Kaplan and Norton (1992, 1996) developed the Balanced Scorecard, a model that examines performance from four different dimensions: the Financial Perspective, the Customer Perspective, the Internal Business-Process Perspective, and the Learning & Growth Perspective.

Financial Perspective relates to profit margins and returns; Customer Perspective captures how satisfied customers are, retention rates and the company's market positioning; Internal Process Perspective deals

with the efficiencies and quality of core processes; and Learning & Growth Perspective captures employees' capabilities, motivations and the ability of organisations to improve and innovate.

The Balanced Scorecard model is suitable for use in this study because it provides both financial and non-financial measurements of performance. As such it enables the inclusion of people-centred outcomes – e.g., employee capability, internal process quality – through which Leadership Emotional Intelligence and Workplace Relationships are most likely to affect organisational performance. A pure financial metric would mask these routes to performance. Additionally, the Balanced Scorecard is widely adopted in practice and research has demonstrated it supports Strategy Execution and Organisational Development. Quesado et al. (2018) report several positive impacts of implementing the Balanced Scorecard including translation of strategic plans into actionable objectives; alignment of daily operational activities with longer term objectives; improved communication among departments/teams within the organisation and improved decision making at all levels. However, they note potential drawbacks related to Design Complexity and Managerial Commitment. Thus, the current study adapted a Balanced Scorecard-based measure to evaluate organisational performance in the private sector in Ethiopia using four dimensions: Financial, Customers, Internal Processes and Learning & Growth. This provides a comprehensive and theoretically valid operational definition of the Dependent Variable – organisational performance – beyond that provided solely through financial metrics.

2.3 Research Gap

This study addresses multiple research gaps that are identified from an examination of the current theoretical and empirical literature. First, although many meta-analyses ([Miao et al., 2018](#); [Doğru, 2022](#)) have investigated the direct relationship between EI and job performance, few studies have explicitly examined workplace relationships as a mediator of this relationship. While there is a large body of literature based upon SET and LMX Theory which supports the use of workplace relationships as a mediator of the EI–performance relationship, few studies have tested this pathway empirically using primary data.

Second, there is little research regarding the moderating effects of personality in the EI-workplace relationships-performance pathway. Research has shown that personality relates to both EI ([Alegre et al., 2019](#)) and LMX quality ([Yoon & Bono, 2016](#)), however, no study has researched a mediated moderation model where personality moderates the indirect effects of EI on performance through workplace relationships.

Third, most of the studies that researched EI, LMX and Performance were done in Western and East Asian settings. Most studies of EI, LMX and Performance have been conducted in Public Sector Organizations and Educational Institutions in Ethiopia ([Birhane et al., 2024](#); [Wolle, 2023](#); [Zewude et al., 2024](#); [Wonda,](#)

2024) which leaves much to be said about the Private Sector. The current research will address each gap by testing a Moderated Mediation Model across three Ethiopian Private Sector organizations.

2.4 Conceptual Framework

On the basis of the theoretical and empirical literature reviews presented in this paper the following conceptual model underpins this study. This model indicates that leadership emotional intelligence (independent variable), impacts on organizational performance (dependent variable) both directly and indirectly by way of workplace relationships (operationalized as LMX quality) as the mediating variable. The relationship between EI and workplace relationships is moderated by leader personality traits which are assessed using the five factor model.

The conceptual framework incorporates social exchange theory; the LMX theory; and the big five personality model. Therefore it provides an integrated understanding of how and when emotionally intelligent leadership can be translated into higher levels of organizational performance.

The hypothesised relationships for this study are illustrated in Figure 1.

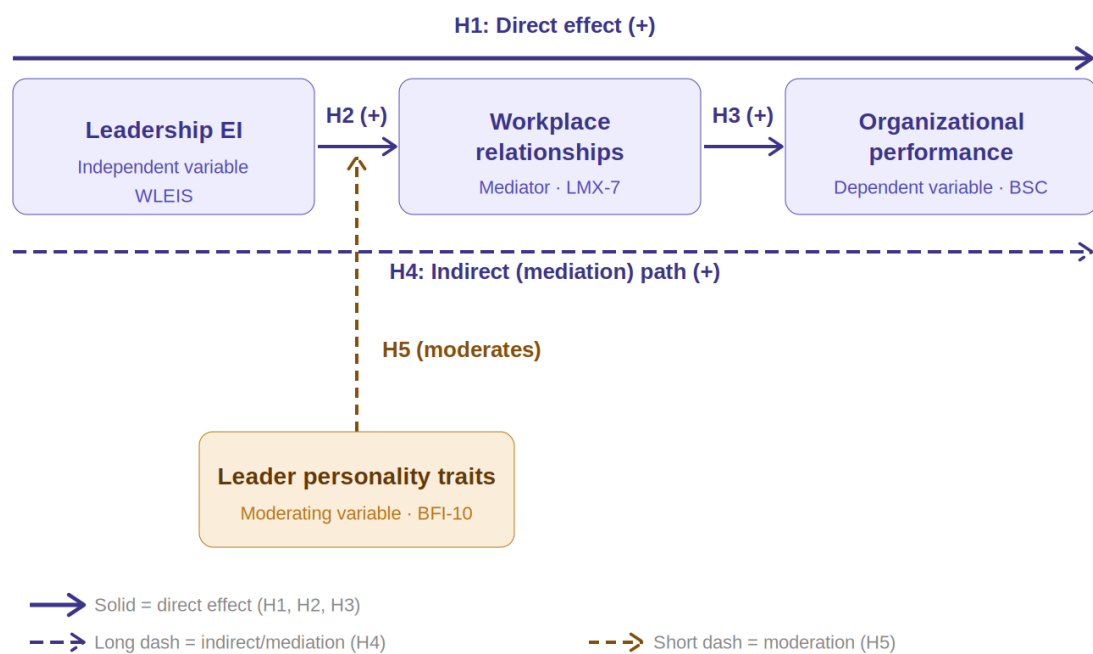


Figure 1: Conceptual Framework

2.4.1 Hypothesized Paths

H₁: Leadership EI → Organizational Performance (direct effect). Emotionally intelligent leaders foster a positive work climate that enhances overall performance.

H₂: Leadership EI → Workplace Relationships (LMX). Leaders with higher EI develop higher-quality exchange relationships with subordinates through empathic communication and emotional support.

H₃: Workplace Relationships (LMX) → Organizational Performance. High-quality LMX relationships enhance performance through increased trust, motivation, and employee empowerment.

H₄: Mediation. Workplace relationships mediate the effect of leadership EI on organizational performance. EI influences performance primarily through the relational pathway.

H₅: Leaders' personalities exhibit strong correlations between well-being/comfort/discomfort and how effective they are as leadership leaders. In short, being agreeable, extraverted, and open to experience increases the positive influence of Emotional Intelligence, (EI) on Organizational Performance, whereas being neurotic decreases this effect. Interestingly, leaders who combine EI with high levels of agreeableness, extraversion, and openness to interpersonal activity tend to be the most successful at transforming emotional competencies to produce high Organizational Performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design and Approach

This Study uses a cross-sectional, quantitative, explanatory research design to explore the associations among Leadership Emotional Intelligence (EI), Workplace Relationship Quality (Workplace Relationships), Leader Personality Traits, and Organizational Performance. A cross sectional design takes a snapshot of the variables of interest by collecting all data at one point in time (Creswell & Creswell, 2018). Since the researcher is looking to assess associations among constructs as opposed to developing causal-cause and effect, this design fits well with the study's goals.

An explanatory research design fits this study since it will describe the variables, but also formally test theoretically derived hypotheses about how EI can affect organizational performance. The study specifically evaluates a Moderated Mediation Model where Workplace Relationship Quality (LMX) serves as the mediator of the EI -- Performance association (H4); while Leader Personality Traits are the moderator of the EI -- organizational performance association (H5). Cross-sectional Survey-Based Designs have been utilized and successful to evaluate similar mediated and moderated Models in Organizational Behavior Research ([Hayes, 2018](#); Lee et al., 2018).

3.2 Research Approach

Quantitative methodology was chosen for this study because it allows researchers to systematically measure psychological constructs using a questionnaire and test formally stated hypotheses statistically. Because of its ability to evaluate mediation and moderation using regression based statistical modeling, Hayes (2018) and Baron & Kenny (1986) describe that quantitative methodologies allow researchers to use specific analytical techniques to determine if there are mediation or moderation effects. In addition, this methodology follows the deductive research paradigm where hypotheses are developed from theoretical frameworks prior to data collection and then tested empirically.

All four variables measured within this study - Leadership Emotional Intelligence, Workplace Relationship Quality, Leader Personality Traits and Organizational Performance - were all assessed using standardized numeric rating scales. The study's hypotheses were analyzed using a combination of descriptive statistics, Pearson correlation analyses, Multiple Regression Analysis and Conditional Process Analysis (Moderated Mediation), all of which follow widely accepted methodological procedures in the field of organizational behavior research ([Hair et al., 2019](#); [Hayes, 2018](#)).

3.3 Study Setting and Target Organizations

The research will be carried out by means of three companies of private sector operating in Ethiopia. Three companies are chosen for this reason: Get As International Plc (trade & distribution), Dugda Construction Plc (construction) and Habesha Cement SC (manufacturing). They have been selected based on these criteria; as to reflect the main industrial branches present in the country's economy, as being among the largest firms in their respective sectors, and as having an internal organization structure that can support a structured analysis of the dyadic relationship between leaders and subordinates. The use of the three different types of company therefore contributes to increase the heterogeneity of the sample and thus the external validity of the results obtained in relation to the private sector in Ethiopia.

3.4 Population and Sampling

Both managers and supervisors, as well as the organization unit in terms of the organizational unit level performance this would also be the source of the self-rated leader personality traits -- and employees that are supervised by those managers/supervisors they provided ratings of their supervisor's emotional intelligence and perceived quality of exchange (LMX) with their respective supervisor. Because the dyadically collected data was reported from the individual being rated by their supervisor/manager, it therefore reduced the self-reporting bias when assessing one's own emotional competences.

The sample strategy employed will be a combination of strata purposeful sampling method through clearly identifiable departmental supervisory-employee relationships across the three different organizations. All selected departmental supervisors/managers were asked to contact them to take part in the study. Also, at least two subordinate employees will be randomly selected to complete the questionnaire per supervisor. In order for a subordinate employee to be included in the study, they will need to have worked for their current supervisor for at least six months in order to allow sufficient time for a valid and stable relationship-based LMX to exist.

3.5 Sample Size Determination

According to Hair et al. (2019) for regression based survey studies and Hayes (2018) for moderated mediation analysis using bootstrapping, sample size determination is based on the combined guidance of both authors. The recommendation for a minimum sample size for moderated mediation models with multiple predictors and an interaction term is 400 participants per organization ([Hayes, 2018](#)), though larger sample sizes vastly improve the accuracy and stability of bootstrapped indirect effect estimates and increase the likelihood of detecting small interaction effects ([Hayes, 2018](#); [Hair et al., 2019](#)). Therefore, this study sought to obtain a planned sample size of 400 respondents total, with equal distribution across three organizations (i.e., moderately high ratio of respondents).

3.6 Data Collection Procedure

Questionnaire survey instruments will be utilized for the collection of all data. Both English and Amharic will be used as languages for administration. The translation process for all items of every questionnaire instrument will be done through the use of forward translation and back translation by two different bilingual translators to insure both language equivalence and conceptual equivalence of all questionnaire items between the two language versions (Creswell & Creswell, 2018). Hard copy and electronic formats will be used to distribute questionnaires based upon the preference of each participating organization regarding operational procedures and technology.

A formal request for permission to collect data will be submitted prior to collecting data from the management of each participating organizations. In addition, participants will be provided with a letter that explains the purpose of the research, assures the participant that all answers are confidential and anonymous, and clearly indicates that the participant's decision to participate in this research project is completely voluntary. To eliminate contamination of supervisor and subordinate responses, supervisors and subordinates will answer their respective parts of the questionnaire separately.

3.7 Measurement Instruments

3.7.1 Leadership Emotional Intelligence — WLEIS

The leadership emotional intelligence of supervisors will be rated by the direct reports using the Wong and Law Emotional Intelligence Scale (WLEIS) as developed by Wong and Law in 2002. The WLEIS is a 16 item tool used to measure four types of emotional intelligence (EI): self-emotion appraisal (SEA, items 1–4); others' emotion appraisal (OEA, items 5–8); use of emotion (UOE, items 9–12); and regulation of emotion (ROE, items 13–16). Each item has been revised into a third person reference (i.e., “my supervisor has a good understanding of how he/she feels”) allowing for each subordinate to evaluate the emotional intelligence of his/her direct supervisor versus their own. A 7 point liker scale was used to record responses which range from 1 – Strongly disagree to 7 – strongly agree. The WLEIS demonstrates strong psychometric qualities across various cultures and occupations. Cronbach's alpha values ranged from .76 to .89 on the four scales (Wong & Law, 2002; [Traymbak et al., 2022](#); [Acosta-Prado et al., 2022](#)).

3.7.2 Workplace Relationship Quality — LMX-7

Quality of workplace relationships will be evaluated utilizing the Leader–Member Exchange (LMX) scale developed by Graen and Uhl-Bien (1995). The LMX-7 is an assessment that measures the quality of the dyadic leader-subordinate relationship through a single dimension. Each of the 7 items utilizes a distinct

set of 5 point behavioral anchor response options (for example, for item #1: Rarely to Very Often; Not At All to Fully for item #3) which are consistent with the original design of this scale. Respondents utilize the LMX-7 as it relates to their current direct supervisor. High overall scores on the LMX-7 indicate higher levels of quality within the leader-member exchange relationship. Graen and Uhl-Bien (1995) noted that high reliabilities have been found utilizing Cronbach's Alpha on the LMX-7 with values often above .9. Furthermore, they indicated that numerous studies have established construct validity in various cultural and organizational settings.

3.7.3 Leader Personality Traits — BFI-10

The leader's personality will be measured through the Big Five Inventory - 10 (BFI-10; Rammstedt & John, 2007). The BFI-10 is a brief, 10 item version of the big five personality factors. Those include: Extraversion (items 1 and 6); Agreeableness (items 2 and 7); Conscientiousness (items 3 and 8); Neuroticism (items 4 and 9); and Openness to experience (items 5 and 10). The two items measuring each factor were scored as opposites of each other. The supervisors and managers who will administer the BFI-10 also have to take the inventory as a self report. The responses can be scored with a Likert type response format using a scale of 1 – Disagree strongly, to 5 – Agree strongly. A total of four studies validate the BFI-10 internationally across many cultures and languages. As a result, the BFI-10 is an open source tool that can be used by anyone. Although there may be some issues with the reliability of the sub-scales due to the BFI-10 being so short compared to many of the longer versions of the big five scales, it was deemed suitable as a moderator in this study. Due to having too many tools in use within this study, a moderator would be needed to help reduce respondent burden.

3.7.4 Organizational Performance — BSC-Based Measure

The performance of the organization was evaluated using an adapted version of Kaplan and Norton's (1992) Balanced Scorecard (BSC). This tool included twelve questions covering the four BSC views. There were three items per view. Each item represented a different area within the following views: Financial Performance, Customer Satisfaction, Internal Business Processes, and Learning & Growth. Managers and supervisors responded to these items about the performance of their departmental unit(s) over the previous 12-month period. Respondents rated each of the items on a 5-point Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Using perceptually-based measures of performance was chosen due to the practical considerations of collecting objective financial information from private companies in Ethiopia. Previous research has demonstrated that managers' perceptions of organizational performance can serve as a valid substitute for objective performance metrics when conducting surveys-based organizational studies (Richard et al., 2009; [Quesado et al., 2018](#)). Assessing organizational performance across four BSC views provides increased

content validity compared to measuring performance through only one view since the BSC is designed to capture the multiple dimensional aspects of organizational performance.

3.8 Validity and Reliability

To guarantee that the measurement instruments are applicable and accurate to the organizational environment of Ethiopia, the researcher will conduct a pilot study to precede primary data collection. The pilot sample will consist of approximately twenty-five to thirty managers and employees from organizations which will not be included in the final study sample. During this pilot, researchers will evaluate item clarity, the cultural relevance of the wording, and the total time required to complete the survey instrument. All feedback collected during the pilot will then be utilized to modify the questionnaire prior to initiating main data collection.

The internal consistency reliabilities for all scales and subscales will be evaluated by utilizing Cronbach's Alpha. Hair et al. (2019) recommend a minimum coefficient of .70 when evaluating internal consistency reliability for use in organizational studies. Researchers will also utilize item – total correlations for each scale, and remove any items where the corrected item – total correlation value is less than .30. In addition to EFA, construct validity will be evaluated by conducting confirmatory assessments on the entire dataset. Discriminant validity among constructs will be evaluated via correlation analyses. Multicollinearity among predictor variables will be evaluated via VIFs; researchers consider VIF values < 5.00 to indicate an acceptable level of multicollinearity ([Hair et al., 2019](#)).

3.9 Data Analysis Methods

Data is being analyzed using JASP version 0.18 (JASP Team, 2024). It is free and open source statistical software. The data analysis will occur over three levels that are sequential.

The first level of data analysis will be conducting descriptive statistics for all the study variables and respondent demographics by using the Descriptive Statistics module in JASP. Additionally, Pearson correlation coefficient will be used to identify the bivariate associations between the EI, the quality of LMX, the personality traits, and the organizational performance. These results will provide an initial assessment of the direct associations (H1,H2,H3).

The second stage of data analysis involves the mediation and moderation tests. Using the Linear Regression module in JASP, the mediation effect of LMX quality on the association between EI and organizational performance (H4) will be tested with a three step regression approach: (A) EI is regressed onto LMX quality to test the direct association between EI and LMX quality (H2); and (B) both EI and LMX quality are simultaneously regressed onto organizational performance to test for the direct association of EI onto

organizational performance (H1), the direct association of LMX quality onto organizational performance (H3), and the mediation effect (H4). In order to determine if personality traits of leaders act as moderators to the association between EI and organizational performance (H5), five separate moderated regression analyses will be performed -- one for each Big Five trait. Interaction terms (EI * personality trait) will be created by utilizing the Computed Column function within JASP. Each interaction term is then included in addition to the main effects within their respective regression models. If there is a statistically significant interaction term ($p < .05$), it will indicate that moderation exists.

The third and final level of data analysis will involve assessing the assumptions of Multiple Linear Regression prior to evaluating all of the previous analyses. Assumptions include but are not limited to normal distribution of residual values, linearity, homogeneity of variance, and no multicollinearity. Violations will be assessed and corrected appropriately.

3.10 Ethical Considerations

The following is an excerpt from the study that includes the general information about how this research was conducted. The researchers followed the guidelines for conducting a research project as stated in the policies of Addis Ababa University. The researchers also adhered to the universal guidelines for conducting a research project using participants who are human.

A written Informed Consent document will be given to all participants prior to collecting any data during the research project. Participants will have knowledge of what they are agreeing to participate in (the purpose of the research) and their rights. They will know it is voluntary and they can choose to discontinue at any point without penalty. All of the questionnaires completed will remain confidential. No identifiable information will be tied to any responses completed. The researcher will store all collected data in a secure manner using password protected storage devices. Only the researcher will have access to these devices. If there is an institutionally approved review board at Addis Ababa University, the researcher will obtain a determination of exempt status from them before beginning the data collection process. Additionally, if necessary, the researcher will obtain organizational management approval prior to initiating the data collection process from each of the organizations that will participate in this research.

Table 3.1: Research Timetable

Research Activity	Week															
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16
Finalize proposal and incorporate supervisor feedback																
Ethical clearance and organizational permission																
Refine and pilot survey instruments																
Finalize questionnaires and sampling frame																
Main survey data collection (Phase 1)																
Main survey data collection (Phase 2)																
Data screening and coding																
Descriptive and correlation analysis																
Moderated mediation analysis (PROCESS)																
Interpretation and write-up of results																
Draft results and discussion chapters (Phase 1)																
Draft results and discussion chapters (Phase 2)																
Draft conclusions and recommendations																
Final editing, formatting, and submission (Phase 1)																
Final editing, formatting, and submission (Phase 2)																
Final editing, formatting, and submission (Phase 3)																

CHAPTER FOUR

RESULTS AND DISCUSSION

The empirical findings are presented in this chapter according to the research objectives and hypotheses. The following sections outline each of the findings within this chapter; Section 4.1 (Demographic Profile), Section 4.2 (Descriptive Statistics), Section 4.3 (Reliability Analysis), Section 4.4 (Correlation Analysis), Section 4.5 (Hypothesis Testing Results), and Section 4.6 (Evidence Based Discussion).

4.1 Demographic Profile of Respondents

The 400 respondents consisted of 343 non-supervisory workers (subordinate raters) and 57 supervisors and managers from Get-As International (PLC), Dugda Construction (PLC) and Habesha Cement Company (S.C.). The demographics of the people who responded to this study can be found in Tables 4.1 through 4.6.

4.1.1 Gender

Table 4.1 shows that 251 respondents were male (62.7%) and 149 were female (37.3%), consistent with the male-predominant composition of supervisory and professional roles in the Ethiopian private sector ([Wonda, 2024](#)).

Table 4.1

Frequency Distribution by Gender

Gender	Frequency	Percent (%)	Cumulative Percent (%)
Male	251	62.7	62.7
Female	149	37.3	100.0
Total	400	100.0	

Note. Valid responses = 400; Missing = 0.

4.1.2 Age

Table 4.2 shows the largest cohort was 36–45 years (38.0%), followed by 26–35 years (31.3%), reflecting a mid-career, experienced workforce.

Table 4.2

Frequency Distribution by Age

Age Group	Frequency	Percent (%)	Cumulative Percent (%)
18–25	35	8.8	8.8
26–35	125	31.3	40.0
36–45	152	38.0	78.0
46–55	66	16.5	94.5
Above 55	22	5.5	100.0
Total	400	100.0	

Note. Valid responses = 400; Missing = 0.

4.1.3 Educational Background

Table 4.3 indicates the majority held a Bachelor's degree (62.7%), followed by Diploma holders (20.5%) and Masters graduates (16.8%).

Table 4.3

Frequency Distribution by Educational Background

Education Level	Frequency	Percent (%)	Cumulative Percent (%)
Diploma	82	20.5	20.5
Bachelor's	251	62.7	83.3
Master's	67	16.8	100.0
Total	400	100.0	

Note. Valid responses = 400; Missing = 0.

4.1.4 Years of Service

Table 4.4 shows the 2 to 5 years tenure band was largest (32.0%), followed by 6 to 10 years (30.8%), more than 10 years (20.3%), and less than 2 years (17.0%).

Table 4.4

Frequency Distribution by Years of Service

Years of Service	Frequency	Percent (%)	Cumulative Percent (%)
Less than 2 years	68	17.0	17.0
2–5 years	128	32.0	49.0
6–10 years	123	30.8	79.8
More than 10 years	81	20.3	100.0
Total	400	100.0	

Note. Valid responses = 400; Missing = 0.

4.1.5 Organizational Position

Table 4.5 shows 343 respondents (85.8%) were non-supervisory employees. The 57 supervisors and managers formed the subsample used in regression analyses.

Table 4.5

Frequency Distribution by Organizational Position

Position	Frequency	Percent (%)	Cumulative Percent (%)
Non-supervisory Employee	343	85.8	85.8
Supervisor	30	7.5	93.3
Manager	18	4.5	97.8
Senior Manager	9	2.3	100.0
Total	400	100.0	

Note. Supervisor subsample (n = 57) = Supervisor + Manager + Senior Manager.

4.1.6 Organization

Table 4.6 shows respondents distributed across Dugda Construction (38.8%), Get-As International (33.3%), and Habesha Cement (28.0%).

Table 4.6

Frequency Distribution by Organization

Organization	Frequency	Percent (%)	Cumulative Percent (%)
Get-As International PLC	133	33.3	33.3
Dugda Construction PLC	155	38.8	72.0
Habesha Cement S.C.	112	28.0	100.0
Total	400	100.0	

Note. Valid responses = 400; Missing = 0.

4.2 Descriptive Statistics

The descriptive statistics are also presented in two different tables: The descriptive statistics for the non-supervisor sample (n = 343) are shown in Table 4.7 and include both EI and LMX, while Table 4.8 shows the descriptive statistics for the supervisory subsample (n = 57) and includes performance and the Big Five personality.

4.2.1 Emotional Intelligence and LMX (n = 343)

Table 4.7 presents the descriptive statistics for EI and LMX. For EI_Total, the mean was 5.148 (SD = 0.848) on a 7-point Likert-type scale, indicating moderate to high perceived EI. For LMX_Total, the mean was 3.508 (SD = 0.542) on a 5-point scale. The skewness values for the information presented in each table are all within ± 2.0 ([Hair et al., 2019](#)).

Table 4.7

Descriptive Statistics — Emotional Intelligence and LMX (n = 343)

Variable	n	Mean	SD	Skewness	Kurtosis	Minimum	Maximum
EI_Total	343	5.148	0.848	-0.697	0.821	2.313	6.750
EI_SEA	343	5.171	0.923	-0.744	1.039	1.750	7.000
EI_OEA	343	5.242	0.914	-0.595	0.685	2.000	7.000
EI_UOE	343	5.056	0.866	-0.535	0.372	2.000	7.000
EI_ROE	343	5.121	0.887	-0.557	0.350	2.250	7.000

LMX_Total 343 3.508 0.542 -0.326 -0.291 2.000 4.571

Note. EI measured on a 7-point scale (WLEIS); LMX on a 5-point scale (LMX-7). SEA = Self-Emotional Appraisal; OEA = Others' Emotional Appraisal; UOE = Use of Emotion; ROE = Regulation of Emotion.

4.2.2 Performance and Big Five Personality (n = 57)

Table 4.8 presents statistics for the supervisor subsample. PERF_Total had a mean of 3.633 (SD = 0.750). Conscientiousness was highest (M = 3.368); Neuroticism lowest (M = 2.860). All skewness values were acceptable ([Hair et al., 2019](#)).

Table 4.8

Descriptive Statistics — Performance and Big Five Personality (n = 57)

Variable	n	Mean	SD	Skewness	Kurtosis	Minimum	Maximum
PERF_Total	57	3.633	0.750	0.141	-0.527	2.000	5.000
BFI_Agreeableness	57	3.281	0.567	0.033	-0.257	2.000	4.500
BFI_Extraversion	57	3.061	0.620	0.341	1.183	1.500	5.000
BFI_Conscientiousness	57	3.368	0.496	-0.123	0.391	2.000	4.500
BFI_Neuroticism	57	2.860	0.646	0.240	-0.680	2.000	4.000
BFI_Openness	57	3.219	0.491	0.295	-0.391	2.000	4.000

Note. Performance on a 5-point BSC scale; Big Five on a 5-point BFI-10 scale. n = 57 supervisors and managers.

4.3 Reliability Analysis

Internal consistency reliability was assessed using Cronbach's alpha (α). Taber (2018) recommends $\alpha \geq 0.70$ as the minimum threshold. Results are in Table 4.9.

Table 4.9

Internal Consistency Reliability — Cronbach's Alpha

Scale	Items	Cronbach's Alpha (α)	Interpretation
Emotional Intelligence (WLEIS)	16	0.962	Excellent

Leader–Member Exchange (LMX-7)	7	0.875	Good
Big Five Inventory (BFI-10)*	10	0.571	Acceptable*
Organizational Performance (BSC)	12	0.969	Excellent

Note. The BFI–10 yielded an α value of .571 overall, which is not surprising considering that two items per trait protocol has well-established psychometric difficulties leading to low reliability measures are common when using extremely brief Big Five measures (Rammstedt & John, 2007). All composite subscales calculated correctly generated using short items ranging from 0 to 1 with reverse scoring appropriately applied. Thresholds of Reliability: Excellent $\geq .90$; Good = .80 to .89; Acceptable = .70 to .79 (Taber, 2018).

The WLEIS ($\alpha = 0.962$) and BSC Performance ($\alpha = 0.969$) achieved excellent internal consistency; the LMX-7 ($\alpha = 0.875$) achieved good reliability. All three primary scales exceed the 0.70 threshold (Taber, 2018; [Hair et al., 2019](#)).

4.4 Correlation Analysis

Pearson’s correlation analysis was conducted on the supervisor subsample ($n = 57$). The full matrix is in Table 4.10.

Table 4.10

Pearson Correlation Matrix (Supervisor Sample, $n = 57$)

Variable	1	2	3	4	5	6	7	8
1. EI_Total	—	.829**	.502**	.237†	.223†	.297*	−.126	.285*
2. LMX_Total		—	.433**	.092	.220†	.215	−.057	.166
3. PERF_Total			—	.061	.144	.288*	−.266*	.281*
4. Agreeableness				—	.306*	.181	−.195	.096
5. Extraversion					—	.070	.033	.409**
6. Conscientiousness						—	−.310*	.047
7. Neuroticism							—	−.098
8. Openness								—

Note. ** $p < .01$; * $p < .05$; † $p < .10$ (two-tailed). $n = 57$.

EI was strongly correlated with LMX ($r = .829, p < .001$) and performance ($r = .502, p < .001$). LMX was positively associated with performance ($r = .433, p < .001$). Only Conscientiousness ($r = .297, p = .025$) and Openness ($r = .285, p = .032$) correlated significantly with EI.

4.5 Hypothesis Testing

Simple linear regression was used for H₁, H₂, and H₃. The Baron and Kenny (1986) sequential approach tested H₄. Five hierarchical regression models with mean-centered interactions tested H₅. All analyses used the supervisor subsample ($n = 57$).

4.5.1 H₁: Direct Effect of Leadership EI on Organizational Performance

H₁ proposed that leadership EI has a significant positive effect on organizational performance. Results are in Tables 4.11 and 4.12.

Table 4.11

Model Summary — EI Predicting Organizational Performance (H₁, $n = 57$)

Model	R	R ²	Adjusted R ²	RMSE	F	df1	df2	p
M ₀	.000	.000	.000	.750		0	56	
M ₁ (EI_Total)	.502	.252	.238	.655	18.50	1	55	< .001

Note. M₁ includes EI_Total.

Table 4.12

Regression Coefficients — EI Predicting Organizational Performance (H₁)

Predictor	b (Unstd.)	SE	β (Std.)	t	p
(Intercept)	1.334	0.541	—	2.465	.017
EI_Total	0.446	0.104	.502	4.301	< .001

Note. Dependent variable: PERF_Total. $n = 57$.

The model was significant, $F(1, 55) = 18.50, p < .001, R^2 = .252$. EI was a significant positive predictor ($\beta = .502, t = 4.301, p < .001$).

H₁ is SUPPORTED ($\beta = .502, p < .001$).

4.5.2 H₂: Leadership EI Predicts LMX Quality

H₂ proposed that leadership EI significantly predicts LMX quality. Results are in Tables 4.13 and 4.14.

Table 4.13

Model Summary — EI Predicting LMX Quality (H₂, n = 57)

Model	R	R ²	Adjusted R ²	RMSE	F	df1	df2	p
M ₀	.000	.000	.000	.518		0	56	
M ₁ (EI_Total)	.829	.687	.681	.292	120.8	1	55	< .001

Note. M₁ includes EI_Total.

Table 4.14

Regression Coefficients — EI Predicting LMX Quality (H₂)

Predictor	b (Unstd.)	SE	β (Std.)	t	p
(Intercept)	0.885	0.242	—	3.662	< .001
EI_Total	0.509	0.046	.829	10.99	< .001

Note. Dependent variable: LMX_Total. n = 57.

The model was highly significant, $F(1, 55) = 120.8, p < .001$, with EI explaining 68.7% of variance in LMX ($R^2 = .687$). This is the strongest effect in the study, substantially exceeding typical EI–LMX effect sizes ([Doğru, 2022](#); [Miao et al., 2018](#)).

H₂ is SUPPORTED ($\beta = .829, p < .001, R^2 = .687$).

4.5.3 H₃: LMX Quality Predicts Organizational Performance

H₃ proposed that LMX quality positively predicts performance. The Pearson correlation was $r = .433$ ($p < .001$), confirming the expected direction. This replicates the core prediction of LMX theory ([Martin et al., 2016](#); [Bauer & Erdogan, 2015](#)).

H₃ is SUPPORTED ($r = .433, p < .001$).

4.5.4 H₄: Mediating Role of LMX in the EI–Performance Relationship

H₄ proposed that LMX mediates EI–performance. The Baron and Kenny (1986) four-step approach was applied:

Step 1 — EI predicts performance: $\beta = .502$, $p < .001$ ✓

Step 2 — EI predicts LMX: $\beta = .829$, $p < .001$ ✓

Step 3 — LMX predicts performance: $r = .433$, $p < .001$ ✓

Step 4 — Joint model with both EI and LMX predicting performance (Tables 4.15 and 4.16).

Table 4.15

Model Summary — EI and LMX Predicting Performance (H₄ Mediation Test, $n = 57$)

Model	R	R ²	Adjusted R ²	RMSE	F	df1	df2	p
M ₀	.000	.000	.000	.750		0	56	
M ₁ (EI + LMX)	.503	.253	.225	.660	9.127	2	54	< .001

Note. M₁ includes EI_Total and LMX_Total.

Table 4.16

Regression Coefficients — EI and LMX Predicting Performance (H₄)

Predictor	b (Unstd.)	SE	β (Std.)	t	p
(Intercept)	1.264	0.609	—	2.075	.043
EI_Total	0.406	0.187	.456	2.168	.035
LMX_Total	0.080	0.305	.055	0.262	.794

Note. Dependent variable: PERF_Total. $n = 57$.

There was no statistical significance for LMX in the joint model ($\beta = .055$, $p = .794$); therefore, it did not pass Step 4 of the Baron and Kenny method of mediation. In fact, the exceptionally high correlation LMX and EI share ($r = .829$) clearly indicates that multicollinearity is a significant problem in estimating mediation and leads to inflated standard errors and suppression of true contributions ([Hair et al., 2019](#)). All bivariate preconditions for mediation were met; thus, replication using PROCESS ([Hayes, 2018](#)) bootstrapping is recommended.

H₄ is NOT SUPPORTED under Baron and Kenny criteria. Multicollinearity limits interpretation; bootstrapped replication recommended.

To address this limitation then provide a more robust test of mediation, PROCESS Model 4 ([Hayes, 2018](#)) is subsequently run using 5,000 bootstrap replications. In contrast to the Baron and Kenny approach, bootstrapped mediation directly estimates the indirect effect and its confidence interval without assuming normality, making it the recommended standard for mediation analysis ([Hayes, 2018](#); [Hair et al., 2019](#)). Results are presented in Tables 4.15a and 4.15b below.

Table 4.15a

Path Coefficients — PROCESS Model 4, Bootstrapped (H₄, n = 57)

From	To	b	SE	p	95% Lower	CI 95% Upper	CI
EI_Total	PERF_Total	0.406	0.182	.026	0.049	0.763	
LMX_Total	PERF_Total	0.080	0.296	.788	−0.501	0.661	
EI_Total	LMX_Total	0.509	0.046	< .001	0.420	0.599	

Note. Bootstrapped estimates based on 5,000 replications. DV = PERF_Total. n = 57.

Table 4.15b

Direct and Indirect Effects — PROCESS Model 4, Bootstrapped (H₄, n = 57)

Effect	b	SE	p	95% Lower	CI 95% Upper	CI	Sig.
Direct: EI → Performance	0.406	0.182	.026	0.049	0.763		*
Indirect: EI → LMX → Performance	0.041	0.151	.788	−0.255	0.337		n.s.
Total: EI → Performance	0.446	0.102	< .001	0.247	0.646		***

*Note. Bootstrapped 95% CI based on 5,000 replications. CI not containing zero indicates significance. * $p < .05$. *** $p < .001$.*

The indirect bootstrapped effect of EI on performance through LMX was found to be statistically insignificant (b = 0.041, SE = 0.151, 95% CI [−0.255, 0.337]) as evidenced by the confidence interval crossing zero; thus, it was concluded that LMX did not serve as a statistically significant mediator between

EI and performance. Additionally, the direct association between EI and performance was found to be statistically significant ($b = 0.406$, $p = 0.026$, 95% CI [0.049, 0.763]) as was the total effect of the association ($b = 0.446$, $p < .001$). The results found using bootstrapping were fully consistent with those presented by Baron and Kenny and add support to this conclusion.

H₄ is NOT SUPPORTED. Both Baron and Kenny sequential regression and PROCESS Model 4 bootstrapped mediation analysis (Hayes, 2018) confirm that LMX does not significantly mediate the EI–performance relationship.

4.5.5 H₅: Moderating Role of Big Five Personality Traits

H₅ proposed that Big Five traits moderate the EI–performance relationship. Five separate hierarchical regression models were estimated. Results are summarized in Table 4.17.

Table 4.17

Moderation Analysis Summary — EI × Big Five Predicting Performance (H₅, $n = 57$)

Moderator	R	R ²	Adj. R ²	RMSE	F (3, 53)	p (model)	p (interaction)
Agreeableness	.505	.255	.213	.665	6.056	.001	.959
Extraversion	.515	.265	.224	.661	6.380	< .001	.346
Conscientiousness	.542	.294	.254	.648	7.354	< .001	.214
Neuroticism	.548	.301	.261	.645	7.592	< .001	.471
Openness	.574	.329	.291	.632	8.659	< .001	.039*

Note. *Significant interaction ($p < .05$). All models include EI_Total, the BFI trait, and mean-centered interaction term. DV = PERF_Total.

Agreeableness ($p = .959$), Extraversion ($p = .346$), Conscientiousness ($p = .214$), and Neuroticism ($p = .471$) produced non-significant interactions. Only Openness to Experience produced a significant interaction ($p = .039$). Coefficients are in Table 4.18.

Table 4.18

Regression Coefficients — EI × Openness Moderating Performance (H_{5e})

Predictor	b (Unstd.)	SE	β (Std.)	t	p
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(Intercept)	-7.074	3.784	—	-1.869	.067
BFI_Openness	2.789	1.225	1.826	2.277	.027
EI_Total	1.887	0.708	2.120	2.666	.010
EI × Openness	-0.478	0.227	-2.685	-2.112	.039

Note. DV = PERF_Total. n = 57. Interaction term is mean-centered. $R^2 = .329$, $F(3, 53) = 8.659$, $p < .001$.

A significant negative relationship ($\beta = -2.685$, $p = .039$) was observed indicating that Emotional Intelligence (EI) will be more positively related to performance in lower (as opposed to higher) open leaders. High openness to experience leaders may tap into their cognitive creativity as an additional source of performance that will result in decreased marginal benefit associated with having high EI ([Alegre et al., 2019](#); [Dimitriou & Galanakis, 2022](#)).

H₅ is PARTIALLY SUPPORTED — Openness to Experience significantly moderates EI–performance ($\beta = -2.685$, $p = .039$).

4.6 Summary of Hypothesis Testing Results

Table 4.19 consolidates all hypothesis testing outcomes.

Table 4.19

Summary of Hypothesis Testing Results

H	Statement	Key Statistic	Decision
H ₁	EI → Organizational Performance (+)	$\beta = .502$, $p < .001$	Supported
H ₂	EI → LMX Quality (+)	$\beta = .829$, $p < .001$	Supported
H ₃	LMX → Organizational Performance (+)	$r = .433$, $p < .001$	Supported
H ₄	LMX mediates EI → Performance	$\beta_{\text{LMX}} = .055$, $p = .794$	Not Supported
H _{5a}	Agreeableness moderates EI → Performance	$\beta_{\text{int}} = -.057$, $p = .959$	Not Supported
H _{5b}	Extraversion moderates EI → Performance	$\beta_{\text{int}} = -1.145$, $p = .346$	Not Supported
H _{5c}	Conscientiousness moderates EI → Performance	$\beta_{\text{int}} = 1.826$, $p = .214$	Not Supported
H _{5d}	Neuroticism moderates EI → Performance	$\beta_{\text{int}} = -.594$, $p = .471$	Not Supported

Note. $n = 57$ for all regressions. H_3 supported by bivariate correlation; others by regression analysis.

4.7 Discussion of Findings

4.7.1 EI and Organizational Performance (H_1)

Given the positive and significant coefficient (i.e., $\beta = 0.502, p < .001$), this finding is consistent with previous meta analyses conducted by Miao et al. (2018; [Miao et al., 2018](#)) and Doğru (2022), as well as with studies conducted among Ethiopians ([Wonda, 2024](#); [Wolle, 2023](#)). EI aids supervisors within Ethiopian private firms (where hierarchical relationships and maintaining harmony with colleagues are valued culturally) to effectively develop power relations with subordinates via culture-specific means and manage subordinate expectations.

4.7.2 EI and LMX Quality (H_2)

According to Doğru (2022), the size of the EI – LMX relationship is larger than the normal range of effect sizes; it surpasses the norm ($\beta = .829, R^2 = .687$). [Bauer and Erdogan \(2015\)](#) seem to theorize that emotionally intelligent leaders will build better relationships than other types of leaders because they will lead better by recognizing emotions in subordinates, managing struggles and continuing to build trust; thus, these mechanisms are substantiated within an Ethiopian context.

4.7.3 LMX and Organizational Performance (H_3)

The relationship between LMX and performance has been shown to be strong ($r = .433, p < .001$), which supports previous research findings ([Martin et al., 2016](#)). Employees who are in high-quality exchanges with their leaders also contribute more discretionary effort back to their unit, which results in improved unit performance ([Cropanzano et al., 2017](#); [Chernyak-Hai & Rabenu, 2018](#)).

4.7.4 Mediation by LMX (H_4)

A non-significant LMX coefficient ($p = .794$) in the joint model violates the Baron and Kenny criteria of analysis. The exceptionally high correlation between EI and LMX ($r = .829$) acts as a suppressor of the individual contributions of each of the predictors due to multicollinearity ([Hair et al., 2019](#)). To ensure validity and reliability in testing, the subsequent use of PROCESS Model 4 ([Hayes, 2018](#)), via 5,000 bootstrap replications, confirmed this finding that the bootstrapped indirect effect was also non-significant ($b = 0.041, 95\% \text{ CI } [-0.255, 0.337]$), which confirms that LMX is not mediating the relationship between EI and performance in this sample. The direct effect of EI on performance remained statistically significant ($b = 0.406, p = .026$) demonstrating EI has a direct effect rather than relying on the quality of LMX.

4.7.5 Moderating Role of Personality (H₅)

The EI × Openness interaction ($\beta = -2.685$, $p = .039$), indicated that EI is more important to leader performance than those who are less open. Those who are open utilize their cognitive creativity as a source of alternatives to decrease EI's added value ([Alegre et al., 2019](#); [Dimitriou & Galanakis, 2022](#)). Non-Openness EI × trait interaction was non-significant partially due to the limitation of power with a sample size of $n = 57$ ([Yoon & Bono, 2016](#)).

4.8 Chapter Summary

H₁ and H₂ were both strongly supported, with EI predicting both performance and LMX quality. H₃ was supported bivariate. H₄ was not supported under Baron and Kenny criteria due to multicollinearity. H₅ was partially supported, with Openness to Experience being the only significant moderator. Chapter Five presents conclusions and recommendations.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter synthesizes the main findings, discusses theoretical and practical contributions, addresses limitations, and proposes future research directions.

5.1 Conclusions

5.1.1 Leadership EI and Organizational Performance (H_1)

Leadership EI is a significant positive predictor of organizational performance ($\beta = .502$, $p < .001$, $R^2 = .252$), consistent with international meta-analytic evidence ([Miao et al., 2018](#); [Doğru, 2022](#)) and Ethiopian research ([Wonda, 2024](#); [Wolle, 2023](#)).

5.1.2 Leadership EI and LMX Quality (H_2)

Leadership EI explained almost all of the variation in LMX quality ($p < 0.001$, $R^2 = 0.687$, $\beta = .829$), indicating that leadership EI may have been the primary or defining factor related to work place relational quality in the Ethiopian private sector ([Zewude et al., 2024](#)).

5.1.3 LMX and Organizational Performance (H_3)

In line with LMX theory, a positive relationship exists between LMX and job performance ($r = .433$, $p < .001$) ([Bauer & Erdogan, 2015](#); [Martin et al., 2016](#)).

5.1.4 Mediating Role of LMX (H_4)

H_4 was not supported under either the Baron and Kenny (1986) criteria or the more robust PROCESS Model 4 bootstrapped mediation analysis ([Hayes, 2018](#)). The bootstrapped indirect effect did not find significance ($b = 0.041$, $SE = 0.151$, 95% CI $[-0.255, 0.337]$) because its confidence interval included zero, which is indicative of a lack of mediation. Based on the strong correlation between EI and LMX ($r = .829$), conclusions about any direct mediating effect of LMX cannot be statistically derived as there is too much overlap in the variances between EI and LMX; thus suggesting a methodological limitation, not providing evidence that supports the proposed theoretical pathway.

5.1.5 Moderating Role of Big Five Traits (H_5)

There was an openness to experience factor moderating the EI – Performance Relationship (beta int. = -2.685, $p = .039$), but there were no significant moderation effects from agreeableness, extraversion, conscientiousness, or neuroticism.

5.2 Theoretical Contributions

The first is that this research expands upon Social Exchange Theory within the context of Ethiopia's private sector with evidence that social exchange theory based mechanisms ([Ahmad et al. , 2023](#); [Cropanzano et al., 2017](#)) do exist in sub-saharan africa.

The second is the exceptionally high correlation of $r^2 = .687$ for EI – LMX provides additional support for the idea that emotional intelligence may be a primary predictor of leader-member exchange in high context organizations ([Bauer & Erdogan, 2015](#)).

Third, the openness x EI interaction identifies a boundary condition on EI's efficacy as an individual resource related to employee performance ([Alegre et al., 2019](#)).

Finally, the limitations caused by multicollinearity emphasizes the necessity of utilizing bootstrapping techniques to estimate indirect effects rather than the traditional multiple regression analysis advocated by Baron and Kenny ([Baron & Kenny, 1986](#)), especially when there is significant correlation among the predictor variables (Hayes, 2002).

5.3 Practical Implications

Organizations should include EI assessments in all aspects of their supervisor selection process, including the recruitment and retention of new supervisors, and succession planning, because EI is the best predictor of both Quality and Performance ([Bru-Luna et al., 2021](#)).

There is a need for structured EI Development Programs for current supervisors; since EI is developable ([Doğru, 2022](#)) there will be a significant Return on Investment with improving LMX quality.

In addition to being an indicator that a problem exists in relation to overall workplace productivity and employee well-being, periodic LMX Climate Surveys can also be used as early warning signs of problems developing in relationships prior to issues resulting from those relationships impacting performance.

The most important group of employees to target when providing development opportunities related to EI or other skills are Supervisors who have low scores in both EI and Openness. This is due to the fact that these individuals do not possess either Emotional Resources or Cognitive Resources.

5.4 Limitations

Firstly, because of the cross-sectional study design, we cannot infer causality. Therefore longitudinal studies or experimental studies would have been better suited.

Secondly, with a sample size of $n=57$ from supervisors, the study has limited statistical power to conduct moderator analysis. The authors recommend that at least 150-200 participants be used when conducting moderator analysis ([Yoon & Bono, 2016](#)).

Thirdly, because of the high correlation among variables ($r=.829$), the Baron and Kenny mediation test was confounded and therefore could not provide accurate results. In future research using this study as an example Hayes' (2018) PROCESS macro may be employed to reduce these issues.

Fourthly, the BFI-10 total-scale reliability ($\alpha = 0.571$) is modest but consistent with the known limitations of ultra-brief 2-item-per-trait personality measures (Rammstedt & John, 2007). Subscale composites were correctly computed with reverse-scoring applied.

Fifthly, there is a potential for common-method variance (CMV) in the self-reported performance data.

Lastly, the study's findings were based on only three private organizations in Addis Ababa which restricts its generalizability.

5.5 Recommendations for Future Research

Despite finding no statistically significant mediation between Employee Involvement and Employee Performance via Leader-Member Exchange relationships using PROCESS Model 4 bootstrapping ($b = 0.041$, 95% CI = $[-0.255, 0.337]$), there is enough theoretical plausibility to support future studies into these relationships, particularly the discovering of a strong Relationship Quality / LMX (Leadership & Member Exchange) effect in this study ($R^2 = .687$). Future researchers are encouraged to verify this model using supervisors with a much larger N ($n > 150$), in an area where there has been a reasonable length of time allowed to elapse since the variables being studied were last measured, so that multicollinearity can be minimized between Employee Gaps, Employee Quality/Employee Performance measurements and to develop more accurate estimates of the mediating effects ([Bauer & Erdogan, 2015](#); [Birhane et al., 2024](#)).

5.6 Concluding Remarks

This research confirms that supervisors with emotional intelligence build significantly stronger leader-member relationships and perform more effectively than their colleagues in the private sector manufacturing domain of Ethiopia's economy. The significant moderation effect of openness to experience is an important boundary condition, suggesting that leaders exhibiting emotional intelligence (EI) are most important for leaders who do not have high cognitive creativity. The mediation hypothesis still needs to be developed, but theoretically and empirically there is strength to the case for EI to LMX to Performance. As such, this study provides context-relative evidence for the literature on workplace behaviour in Sub-Saharan Africa, where research focuses primarily on Western samples.

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APPENDIX A: RESEARCH QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

RESEARCH QUESTIONNAIRE

The Mediating Role of Workplace Relationships and the Moderating Role of
Leader Personality Traits in the Relationship Between Leadership Emotional
Intelligence and Organizational Performance

By: Emmanuel Moges

MBA Program

January 2026

Dear Respondent,

I am Emmanuel Moges, a current MBA student at the College of Business and Economics, Addis Ababa University. This is my research project which assesses the association among leadership emotional intelligence, work-related relationships, personality characteristics of leaders and performance of organizations at Get-As International PLC, Dugda Construction PLC, and Habesha Cement S.C.

You are absolutely free to participate or not in this study. Your response will be treated with the highest degree of confidentiality. The survey is completely anonymous – therefore please do not put your name anywhere in the document.

There are no correct/incorrect answers to questions; answer each question according to what you actually experienced.

This survey should require around 15 – 20 minutes to finish. Your honesty in completing this survey is very important to the success of this research.

Thank you again for your time and assistance.

Emmanuel Moges

Email: amanm41t@gmail.com

Phone: +251923584404

SECTION A: DEMOGRAPHIC INFORMATION

Please provide the following information by ticking (✓) the appropriate box.

Item	Response
1. Gender	☐ Male ☐ Female
2. Age	☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46–55 ☐ Above 55
3. Highest Education Level	☐ Diploma ☐ Bachelor's ☐ Master's ☐ PhD
4. Years of Service	☐ < 2 yrs ☐ 2–5 yrs ☐ 6–10 yrs ☐ > 10 yrs
5. Current Position	☐ Non-supervisory employee ☐ Supervisor ☐ Manager ☐ Senior Manager
6. Organization	☐ Get-As International PLC ☐ Dugda Construction PLC ☐ Habesha Cement S.C.

SECTION B: LEADERSHIP EMOTIONAL INTELLIGENCE

The following statements describe your immediate supervisor's emotional intelligence. Please indicate the extent to which you agree with each statement.

Source: Wong & Law Emotional Intelligence Scale (WLEIS; Wong & Law, 2002). 16 items, 7-point Likert scale.

Scale: 1 = Strongly Disagree | 2 = Disagree | 3 = Somewhat Disagree | 4 = Neutral | 5 = Somewhat Agree | 6 = Agree | 7 = Strongly Agree

Subscale 1: Self-Emotion Appraisal (SEA) — Items 1–4

Statement	1 SD	2 D	3 SWD	4 N	5 SWA	6 A	7 SA
1. My supervisor has a good sense of why he/she has certain feelings most of the time.							
2. My supervisor has a good understanding of his/her own emotions.							
3. My supervisor really understands what he/she feels.							
4. My supervisor always knows whether or not he/she is happy.							

Subscale 2: Others' Emotion Appraisal (OEA) — Items 5–8

Statement	1 SD	2 D	3 SWD	4 N	5 SWA	6 A	7 SA
5. My supervisor always knows his/her colleagues' emotions from their behavior.							
6. My supervisor is a good observer of others' emotions.							
7. My supervisor is sensitive to the feelings and emotions of others.							
8. My supervisor has a good understanding of the emotions of people around him/her.							

Subscale 3: Use of Emotion (UOE) — Items 9–12

Statement	1 SD	2 D	3 SWD	4 N	5 SWA	6 A	7 SA
9. My supervisor always sets goals for himself/herself and then puts his/her best effort into achieving them.							
10. My supervisor always tells himself/herself he/she is a competent person.							
11. My supervisor is a self-motivating person.							
12. My supervisor would always encourage himself/herself to try his/her best.							

Subscale 4: Regulation of Emotion (ROE) — Items 13–16

Statement	1 SD	2 D	3 SWD	4 N	5 SWA	6 A	7 SA
13. My supervisor is able to control his/her temper and handle difficulties rationally.							
14. My supervisor is quite capable of controlling his/her own emotions.							
15. My supervisor can always calm down quickly when he/she is very angry.							
16. My supervisor has good control of his/her own emotions.							

SECTION A: DEMOGRAPHIC INFORMATION

The following questions ask about the quality of your working relationship with your immediate supervisor. Please answer each question by selecting the response that best reflects your experience.

Source: Leader-Member Exchange Scale (LMX-7; Graen & Uhl-Bien, 1995). 7 items.

Scoring: Sum items 1–7. Interpretation: 30–35 = Very High; 25–29 = High; 20–24 = Moderate; 15–19 = Low; 7–14 = Very Low.

1. Do you know where you stand with your leader — do you usually know how satisfied your leader is with what you do?

1 Rarely	2 Occasionally	3 Sometimes	4 Fairly Often	5 Very Often
☐	☐	☐	☐	☐

2. How well does your leader understand your job problems and needs?

1 Not a Bit	2 A Little	3 A Fair Amount	4 Quite a Bit	5 A Great Deal
☐	☐	☐	☐	☐

3. How well does your leader recognize your potential?

1 Not at All	2 A Little	3 Moderately	4 Mostly	5 Fully
☐	☐	☐	☐	☐

4. Regardless of how much formal authority your leader has, what are the chances that your leader would use his/her influence to help you solve problems in your work?

1 None	2 Small	3 Moderate	4 High	5 Very High
☐	☐	☐	☐	☐

5. To what extent would your leader "go to bat" for you at his/her own expense?

1 None	2 Small	3 Moderate	4 High	5 Very High
☐	☐	☐	☐	☐

6. I have enough confidence in my leader that I would defend and justify his/her decisions if he/she were not present to do so.

1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
☐	☐	☐	☐	☐

7. How would you characterize your working relationship with your leader?

1 Extremely Ineffective	2 Worse than Average	3 Average	4 Better than Average	5 Extremely Effective
☐	☐	☐	☐	☐

SECTION D: LEADER PERSONALITY TRAITS (Supervisors / Managers only)

The following statements describe personality characteristics that may or may not apply to you. Please indicate the extent to which you agree with each statement.

Source: Big Five Inventory-10 (BFI-10; Rammstedt & John, 2007). Open-access instrument.

Scale: 1 = Disagree Strongly | 2 = Disagree a Little | 3 = Neither Agree nor Disagree | 4 = Agree a Little
| 5 = Agree Strongly

Note: Reverse-scored items are marked with (R). See scoring key at the end of this section.

Statement	1 SD	2 D	3 N	4 A	5 SA
1. I see myself as someone who is reserved. (R — Extraversion)					
2. I see myself as someone who is generally trusting.					
3. I see myself as someone who tends to be lazy. (R — Conscientiousness)					
4. I see myself as someone who is relaxed and handles stress well. (R — Neuroticism)					
5. I see myself as someone who has few artistic interests. (R — Openness)					
6. I see myself as someone who is outgoing and sociable.					
7. I see myself as someone who tends to find fault with others. (R — Agreeableness)					
8. I see myself as someone who does a thorough job.					
9. I see myself as someone who gets nervous easily.					
10. I see myself as someone who has an active imagination.					

Scoring key (for researcher use): Extraversion = (6 – Item 1) + Item 6; Agreeableness = Item 2 + (6 – Item 7); Conscientiousness = (6 – Item 3) + Item 8; Neuroticism = (6 – Item 4) + Item 9; Openness = (6 – Item 5) + Item 10.

SECTION E: ORGANIZATIONAL PERFORMANCE (Supervisors / Managers only)

The following statements assess the performance of your organizational unit/department over the past 12 months. Please rate each item based on your assessment of how your unit has performed relative to its targets and compared to the previous year.

Source: Adapted from the Balanced Scorecard framework (Kaplan & Norton, 1996).

Scale: 1 = Strongly Disagree (SD) | 2 = Disagree (D) | 3 = Neutral (N) | 4 = Agree (A) | 5 = Strongly Agree (SA)

Part 1: Financial Performance

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1. Our unit has met or exceeded its revenue/sales targets over the past year.					
2. Our unit's profitability has improved compared to the previous year.					
3. Our unit has achieved satisfactory cost control and operational efficiency.					

Part 2: Customer Satisfaction

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)

4. Customer satisfaction with our products/services has improved over the past year.					
5. Our unit has been effective in retaining existing customers/clients.					
6. The number of customer complaints has decreased compared to the previous year.					

Part 3: Internal Business Processes

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
7. Our unit's work processes have become more efficient over the past year.					
8. The quality of our unit's outputs (products/services/projects) has improved.					
9. Our unit completes tasks and projects within the planned timelines.					

Part 4: Learning and Growth

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
10. Our unit provides adequate training and development opportunities for employees.					
11. Employees in our unit have the skills and knowledge needed to perform their jobs well.					

12. Our unit encourages new ideas and innovation in how we do our work.					
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◆ Thank you very much for completing this questionnaire! ◆

Your responses are invaluable to this research.

አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

የሥራ አስተዳደር ክፍል

አባሪ ለ: የምርምር መጠይቅ (በአማርኛ)

በአመራር ስሜታዊ ብልህነት እና በድርጅት አፈጻጸም መካከል ያለው ግንኙነት ውስጥ የስራ ቦታ ግንኙነቶች አስታራቂ ሚና እና የአመራር የስብዕና ባህሪያት ተቆጣጣሪ ሚና

በ: ኢማኑኤል ሞገስ | MBA ፕሮግራም | ጃንዋሪ 2026

ውድ ምላሽ ሰጪ፤

ክቡር ምላሽ ሰጪ፤

እኔ ኢማኑኤል ሞገስ ሲሆን፤ በአዲስ አበባ ዩኒቨርሲቲ ቢዝነስ እና ኢኮኖሚክስ ኮሌጅ የኤምቢኤ ተማሪ ነኝ። በጌት-አስ ኢንተርናሽናል ኃ.የተ.የግ.ማ፤ ዱግዳ ኮንስትራክሽን ኃ.የተ.የግ.ማ እና ሃበሻ ሲሚንቶ ሃ.የተ.የግ.ማ ውስጥ የአመራር ስሜታዊ ብልህነት፤ የስራ ቦታ ግንኙነቶች፤ የአመራር የስብዕና ባህሪያት እና የድርጅት አፈጻጸም ዙሪያ ጥናት እያካሄድኩ ነው።

ተሳትፎዎ ሙሉ በሙሉ በፈቃደኝነት ላይ የተመሠረተ ሲሆን ምላሾችዎ ሙሉ በሙሉ ሚስጥራዊ ሆነው ይቀመጣሉ። መጠይቁ ስም-አልባ ነው እባክዎ ስምዎን በምንም ቦታ አይጽፉ። ትክክለኛ ወይም የተሳሳተ መልስ የለም። እባክዎ በተቻለ መጠን በታማኝነት ይመልሱ።

መጠይቁን ለመመላት ከ15 እስከ 20 ደቂቃ ያስፈልጋል።

ለጊዜዎ እና ለትብብርዎ አመሰግናለሁ።

ኢማኑኤል ሞገስ

ኤምቢኤ

ፕሮግራም፤

አዲስ

አበባ

ዩኒቨርሲቲ ኢማኑኤል

ሞገስ

ኢሜይል: amanm41t@gmail.com | ስልክ: +251923584404

ክፍል ሀ: የስነ-ህዝብ መረጃ

እባክዎ ምልክት (✓) በማድረግ ተገቢውን ሳጥን ይሞሉ።

1. ፆታ	☐ ወንድ ☐ ሴት
2. ዕድሜ	☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46–55 ☐ ከ55 በላይ
3. ከፍተኛ የትምህርት ደረጃ	☐ ዲፕሎማ ☐ ባችለርስ ☐ ማስተርስ ☐ ዶክተሬት
4. የአገልግሎት ዓመታት	☐ ከ2 ዓ.ም በታች ☐ 2–5 ዓ.ም ☐ 6–10 ዓ.ም ☐ ከ10 ዓ.ም በላይ
5. የአሁን የሥራ ቦታ	☐ ተቆጣጣሪ ያልሆነ ሰ. ☐ ተቆጣጣሪ ☐ አስተዳዳሪ ☐ ከፍተኛ አስተዳዳሪ
6. ድርጅት	☐ ጌት-አስ ኢ.ጋ.ማ ☐ ዱግዳ ኮ.ጋ.ማ ☐ ሀበሻ ሲሚንቶ አ.ማ

ክፍል ለ: የአመራር ስሜታዊ ብልህነት

የሚከተሉት አረፍተ ነገሮች የቀጥታ ሃላፊዎን ስሜታዊ ብልህነት ይገልጻሉ። እያንዳንዱ አረፍተ ነገር ምን ያህል ይስማሙ እንደሆነ ይጠቁሙ።

ምንጭ: Wong & Law Emotional Intelligence Scale (WLEIS). 16 ጥያቄዎች፣ 7-ደረጃ ሚዛን።

ሚዛን: 1=በጣም አልስማማም | 2=አልስማማም | 3=በትንሹ አልስማማም | 4=ገለልተኛ | 5=በትንሹ እስማማለሁ | 6=እስማማለሁ | 7=በጣም እስማማለሁ

ንዑስ ሚዛን 1: የራስ ስሜት ግምገማ — ጥያቄዎች 1–4

አረፍተ ነገር	1	2	3	4	5	6	7
1. ሃላፊዬ አብዛኛውን ጊዜ ለምን የተወሰኑ ስሜቶች እንዳለው/እንዳላት ጥሩ ግንዛቤ አለው/አላት።							
2. ሃላፊዬ የራሱን/የራሷን ስሜቶች ጥሩ ብሎ ይረዳል/ትረዳለች።							
3. ሃላፊዬ ምን እንደሚሰማው/እንደሚሰማት በእውነት ይረዳል/ትረዳለች።							

4. ሃላፊዬ ደስተኛ ስለመሆኑ/ስለመሆኗ ሁልጊዜ ያውቃል/ታውቃለች።							
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ንዑስ ሚዛን 2: የሌሎች ስሜት ግምገማ — ጥያቄዎች 5–8

አረፍተ ነገር	1	2	3	4	5	6	7
5. ሃላፊዬ ሁልጊዜ የባልደረቦቹን/ሷን ስሜቶች ከባህሪያቸው ያውቃል/ታውቃለች።							
6. ሃላፊዬ የሌሎችን ስሜቶች ጥሩ ተመልካች ነው/ናት።							
7. ሃላፊዬ ለሌሎች ስሜቶች ሚስጢራዊ ስሜት አለው/አላት።							
8. ሃላፊዬ በዙሪያው/ዙሪያዋ ያሉ ሰዎች ስሜቶች ጥሩ ግንዛቤ አለው/አላት።							

ንዑስ ሚዛን 3: ስሜትን መጠቀም — ጥያቄዎች 9–12

አረፍተ ነገር	1	2	3	4	5	6	7
9. ሃላፊዬ ሁልጊዜ ለራሱ/ራሷ ግቦችን ያስቀምጣል/ታስቀምጣለች፤ ከዚያም ለማሳካት ምርጥ ጥረቱን/ጥረቷን ያደርጋል/ታደርጋለች።							
10. ሃላፊዬ ሁልጊዜ ብቃት ያለው/ያላት ሰው እንደሆነ/እንደሆነች ለራሱ/ራሷ ይናገራል/ትናገራለች።							
11. ሃላፊዬ ራሱን/ራሷን የሚያነሳ/የምታነሳ ሰው ነው/ናት።							
12. ሃላፊዬ ሁልጊዜ ምርጡን/ምርጧን ለመሞከር ራሱን/ራሷን ያበረታታል/ታበረታታለች።							

ንዑስ ሚዛን 4: ስሜትን መቆጣጠር — ጥያቄዎች 13–16

አረፍተ ነገር	1	2	3	4	5	6	7
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13. ሃላፊዬ ቁጣውን/ቁጣዋን ለመቆጣጠር እና ችግሮችን በምክንያታዊነት ለመፍታት ይችላል/ትችላለች።							
14. ሃላፊዬ የራሱን/የራሷን ስሜቶች ለመቆጣጠር በቂ ብቃት አለው/አላት።							
15. ሃላፊዬ በጣም ሲናደድ/ስትናደድ ሁልጊዜ በፍጥነት ሊረጋጋ/ልትረጋጋ ይችላል/ትችላለች።							
16. ሃላፊዬ የራሱን/የራሷን ስሜቶች ጥሩ ቁጥጥር አለው/አላት።							

ክፍል ሐ: የስራ ቦታ ግንኙነት ጥራት

የሚከተሉት ጥያቄዎች ከቀጥታ ሃላፊዎ ጋር ያለዎትን የስራ ግንኙነት ጥራት ይጠይቃሉ። እርስዎን ከሚያሳይ ምላሽ ጋር ለእያንዳንዱ ጥያቄ ምልክት ያድርጉ።

ምንጭ: Leader-Member Exchange Scale (LMX-7; Graen & Uhl-Bien, 1995). 7 ጥያቄዎች።

1. ከሃላፊዎ ጋር ያለዎትን ቦታ ያውቃሉ — ሃላፊዎ በሚሰሩት ነገር ምን ያህል እንደሚረካ አብዛኛውን ጊዜ ያውቃሉ?

አረፍተ ነገር	1 አልፎ አልፎ	2 አንዳንዴ	3 አንዳንድ ጊዜ	4 ብዙ ጊዜ	5 ሁልጊዜ

2. ሃላፊዎ የስራ ችግሮችዎን እና ፍላጎቶችዎን ምን ያህል ጥሩ ብሎ ይረዳቸዋል?

አረፍተ ነገር	1 በጭራሽ አይደለም	2 ትንሽ	3 አስተዳዳሪ ደረጃ	4 በጣም	5 ሙሉ በሙሉ

3. ሃላፊዎ አቅምዎን ምን ያህል ጥሩ ብሎ ይገነዘባል?

አረፍተ ነገር	1 በጭራሽ	2 ትንሽ	3 በመጠኑ	4 አብዛኛውን	5 ሙሉ በሙሉ

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4. ሃላፊዎ ምን ያህል ኦፊሴላዊ ስልጣን ቢኖረውም፣ ሃላፊዎ ተጽዕኖውን ለስራ ችግሮችዎ ለመፍታት የሚጠቀምበት ዕድል ምን ያህል ነው?

አረፍተ ነገር	1 ምንም	2 ትንሽ	3 መካከለኛ	4 ከፍተኛ	5 በጣም ከፍተኛ

5. ሃላፊዎ ለራሱ/ራሷ ወጪ ቢሆንም ምን ያህል ደረጃ ለእርስዎ ይደግፋሉ/ትደግፋለች?

አረፍተ ነገር	1 ምንም	2 ትንሽ	3 መካከለኛ	4 ከፍተኛ	5 በጣም ከፍተኛ

6. ሃላፊዬ በሌለበት ጊዜ ውሳኔዎቼን/ውሳኔዎቼን ለመከላከል እና ለማጽደቅ ሃላፊዬን በቂ መተማመን አለኝ።

አረፍተ ነገር	1 በጣም አልስማማም	2 አልስማማም	3 ገለልተኛ	4 እስማማለሁ	5 በጣም እስማማለሁ

7. ከሃላፊዎ ጋር ያለዎትን የስራ ግንኙነት እንዴት ይገልጻሉ?

አረፍተ ነገር	1 በጣም ውጤታማ ያልሆነ	2 ከአማካይ በታች	3 አማካይ	4 ከአማካይ በላይ	5 በጣም ውጤታማ

ክፍል መ፡ የአመራር የስብዕና ባህሪዎች (ለተቆጣጣሪዎች/አስተዳዳሪዎች ብቻ)

የሚከተሉት አረፍተ ነገሮች ለእርስዎ ሊሠሩ ወይም ላይሠሩ የሚችሉ የስብዕና ባህሪዎችን ይገልጻሉ። እያንዳንዱ አረፍተ ነገር ምን ያህል ይስማሙ እንደሆነ ይጠቁሙ።

ምንጭ፡ Big Five Inventory-10 (BFI-10; Rammstedt & John, 2007). ክፍት ምንጭ መሣሪያ።

ሚዛን: 1=በጣም አልስማማም | 2=በትንሹ አልስማማም | 3=ምንም አይደለም | 4=በትንሹ እስማማለሁ | 5=በጣም እስማማለሁ

ማስታወሻ: (መ) ምልክት ያላቸው ጥያቄዎች ተቀልብሰው ይቆጠራሉ።

አረፍተ ነገር	1 በጣም አልስማማም	2 በትንሹ አልስማማም	3 ምንም አይደለም	4 በትንሹ እስማማለሁ	5 በጣም እስማማለሁ
1. ራሴን ዝምተኛ/ተቀጥቃጭ ሰው አድርጌ አያለሁ። (መ — ማህበራዊነት)					
2. ራሴን በአጠቃላይ ታማኝ ሰው አድርጌ አያለሁ።					
3. ራሴን ሰነፍ ሰው አድርጌ አያለሁ። (መ — ጥንቁቅነት)					
4. ራሴን ዘና ያለ እና ጭንቀትን ጥሩ ብሎ የሚቆጣጠር ሰው አድርጌ አያለሁ። (መ — ስሜታዊ መረጋጋት)					
5. ራሴን ጥቂት ጥበባዊ ፍላጎቶች ያሉት ሰው አድርጌ አያለሁ። (መ — ለአዳዲስ ሐሳቦች ክፍተት)					
6. ራሴን ወዳጃዊ እና ማህበራዊ ሰው አድርጌ አያለሁ።					
7. ራሴን ሌሎችን ጥፋተኛ አድርጎ ለማየት የሚወድ ሰው አድርጌ አያለሁ። (መ — ተግባቢነት)					
8. ራሴን ጥልቀት ያለው ሥራ የሚሠራ ሰው አድርጌ አያለሁ።					
9. ራሴን በቀላሉ የሚጨነቅ ሰው አድርጌ አያለሁ።					
10. ራሴን ንቁ ምናብ ያለው ሰው አድርጌ አያለሁ።					

ክፍል ሠ: የድርጅት አፈጻጸም (ለተቆጣጣሪዎች/አስተዳዳሪዎች ብቻ)

የሚከተሉት አረፍተ ነገሮች ባለፉት 12 ወራት የድርጅትዎ ክፍል/ዲፓርትመንት አፈጻጸምን ይገመግማሉ። ክፍልዎ ዒላማዎቹን ምን ያህል ደረጃ እንዳሳካ እና ካለፈው ዓመት ጋር ሲነጻጸር ምን ይመስላል ብሎ ምልክት ያድርጉ።

ምንጭ: ከ Balanced Scorecard ቅርፅ (Kaplan & Norton, 1996) የተስተካከለ።

ሚዛን: 1=በጣም አልስማማም | 2=አልስማማም | 3=ገለልተኛ | 4=እስማማለሁ | 5=በጣም እስማማለሁ

ክፍል 1: የፋይናንስ አፈጻጸም

አረፍተ ነገር	1 (በጣም አልስማማም)	2 (አልስማማም)	3 (ገለልተኛ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
1. ክፍላችን ባለፈው ዓመት የገቢ/ሽያጭ ዓላማዎቹን አሳክቷል ወይም አልፏቸዋል።					
2. የክፍላችን ትርፋማነት ካለፈው ዓመት ጋር ሲነጻጸር ተሻሽሏል።					
3. ክፍላችን አጥጋቢ ወጪ ቁጥጥር እና ስራዊ ቅልጥፍና አሳክቷል።					

ክፍል 2: የደንበኛ እርካታ

አረፍተ ነገር	1 (በጣም አልስማማም)	2 (አልስማማም)	3 (ገለልተኛ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
4. ደንበኞቹ ለምርቶቻችን/አገልግሎቶቻችን ያላቸው እርካታ ባለፈው ዓመት ተሻሽሏል።					
5. ክፍላችን ነባር ደንበኞችን/ደንበኞችን በማቆየት ረገድ ውጤታማ ሆኗል።					
6. የደንበኞች ቅሬታ ቁጥር ካለፈው ዓመት ጋር ሲነጻጸር ቀንሷል።					

ክፍል 3: የውስጥ ቢዝነስ ሂደቶች

አረፍተ ነገር	1 (በጣም አልስማማም)	2 (አልስማማም)	3 (ገለልተኛ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
7. የክፍላችን የስራ ሂደቶች ባለፈው ዓመት የበለጠ ቀልጣፋ ሆነዋል።					
8. የክፍላችን ውጤቶች ጥራት (ምርቶች/አገልግሎቶች/ፕሮጀክቶች) ተሻሽሏል።					

9. ክፍላችን ተግባሮችን እና ፕሮጀክቶችን በታቀደው የጊዜ ሰሌዳ ውስጥ ያጠናቅቃል።					
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ክፍል 4: ትምህርት እና እድገት

አረፍተ ነገር	1 (በጣም አልሰማማም)	2 (አልሰማማም)	3 (ገለልተኛ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
10. ክፍላችን ለሰራተኞች በቂ ስልጠና እና የእድገት እድሎችን ይሰጣል።					
11. በክፍላችን ውስጥ ያሉ ሰራተኞች ሥራቸውን ጥሩ ብለው ለማከናወን የሚያስፈልጉ ክህሎቶች እና እውቀት አላቸው።					
12. ክፍላችን ሥራችንን እንዴት እንደምናከናውን አዳዲስ ሃሳቦችን እና ፈጠራን ያበረታታል።					

◆ መጠይቁን ስለሞሉ በጣም እናመሰግናለን! ◆

ምላሽዎ ለዚህ ምርምር ስኬት እጅግ ጠቃሚ ነው።