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The Role of Emotional Intelligence on Leadership Effectiveness in the case of Hibret Bank, Addis Ababa

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A thesis submitted to School of Commerce, Collage of Business and Economics, Addis Ababa University in partial fulfillment of the requirements for the award of Master of Arts Degree in Business Leadership.

Adviser: Dr. Wubshet. B

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

MASTER OF BUSINESS LEADERSHIP (MBL)

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STATEMENT OF DECLARATION

I, Eshetu Abebe, have independently conducted a research project titled "**The Role of Emotional Intelligence on Leadership Effectiveness: the case of Hibret Bank of Ethiopia in Addis Ababa** " in partial fulfillment of the requirements for the Master of Arts in Business Leadership. I affirm that this project is my original work, and I have properly acknowledged all sources of materials used in the project.

Declared by:

_____	_____	_____
Name of the researcher	Signature	Date

CERTIFICATE

This is to certify that the project work entitled "The Role of Emotional Intelligence on Leadership Effectiveness: the case of Hibret Bank of Ethiopia in Addis Ababa ", prepared by Eshetu Abebe for the partial fulfillment of the requirements for the degree of Master of Arts in Business Leadership, is an original work and complies with the regulations of the University and meets the accepted standards.

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Name of advisor

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**The Role of Emotional Intelligence on Leadership Effectiveness: the case of Hibret
Bank of Ethiopia in Addis Ababa**

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Acronyms

ANOVA - Analysis of variance

EI – Emotional intelligence

SD – Standard deviation

SPSS - Statistical package for social science

Abstract

This research explains the impact of emotional intelligence (EI) on leadership effectiveness at Hibret Bank. The study aims to assess the leaders' emotional awareness, communication perception, recognition and response to team members' emotions, and effectiveness in managing emotions. The study used both quantitative and qualitative techniques to collect the data through structured questionnaires and semi-structured interviews provided to 262 leaders from Addis Ababa branches of Hibret Bank. Statistical analyses, including correlation and regression, were conducted using SPSS version 26. The findings reveal a generally positive perception of leaders' EI, with significant correlations between EI components and leadership effectiveness, particularly in emotion regulation. However, areas for improvement include empathy and self-management. Recommendations include standardizing conflict management practices, enhancing communication, and providing comprehensive EI training. By integrating quantitative data and qualitative insights, the study provides actionable recommendations to cultivate a more emotionally intelligent and cohesive organizational culture at Hibret Bank, ultimately aiming to enhance leadership effectiveness and employee well-being. Further research is recommended to investigate emotional intelligence (EI) on leadership effectiveness in organizational settings.

Key words: *Emotional Intelligence (EI), Leadership Effectiveness, emotional awareness, Empathy, Emotion Regulation, Organizational Culture and communication.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In the realm of leadership research, emotional intelligence (EI) has emerged as a cornerstone concept. It complements traditional leadership models that primarily emphasized traits like decisiveness and strategic thinking (Prati et al., 2003). EI encompasses a leader's ability to not only perceive, understand, and manage their own emotions but also to do the same for those of others (Goleman, 2002).

The multifaceted competency translates into effective leadership by enabling leaders to motivate and Inspire Employees excel at fostering a positive work environment. They achieve this by building trust and rapport with their team members (Ayele, 2021). They can effectively communicate a vision that inspires enthusiasm, fostering a sense of belonging and purpose within the team. By acknowledging the emotional undercurrents that exist within a team or organization, leaders with high EI can make choices that are not only strategically sound but also considerate of employee well-being (Tsedey, 2017). This allows them to take into account the emotional impact of decisions and make choices that minimize stress and foster a sense of fairness.

Leaders with high EI possess the skills to manage interpersonal friction constructively. This minimizes disruption and fosters collaboration within the team. They can identify the root causes of conflict, utilize empathy to understand different perspectives, and guide teams towards solutions that address everyone's concerns (Mesfin, 2023).

Recent studies conducted within Ethiopia provide compelling evidence that further strengthens this vital link. Research on Zemen Bank (Tsedey, 2017) suggests a positive correlation between EI and leadership effectiveness. The study suggests that leaders with high EI are perceived as more effective by their teams and contribute to a more positive work environment. Similarly, a study on employee satisfaction at Save the Children Ethiopia (Ayele, 2021), highlights the role of emotionally intelligent leadership in fostering a positive work environment. This study suggested that employees working under emotionally intelligent leaders report higher levels of satisfaction and engagement.

1.2 Background of the Organization

Hibret Bank, established in 1998, stands as one of the pioneering private banks in Ethiopia, with its name reflecting its founding principles of collaboration and synergy. Since its inception, the bank has become a reputable brand by focusing on innovative financial solutions. With a network of over 470 branches and sub-branches and a workforce exceeding 4,700 employees, Hibret Bank is favored by both international and local businesses. Its iconic 37-story headquarters, "Hibir Tower," symbolizes the bank's commitment to excellence and innovation in Ethiopia's financial sector.

Hibret Bank places a high priority on customer satisfaction and innovation, playing a crucial role in driving economic growth and promoting financial inclusion in Ethiopia. Its dedication to excellence, integrity, and professionalism has solidified its reputation as a reliable financial partner both domestically and internationally.

Understanding the significance of emotional intelligence (EI) in creating a positive work environment, boosting employee morale, and achieving organizational success, Hibret Bank integrates EI into its leadership practices. Leaders at the bank are expected to exhibit strong EI competencies, including self-awareness, self-regulation, empathy, and social skills, enabling them to effectively lead and inspire their teams.

The study titled "The Role of Emotional Intelligence in Leadership Effectiveness: Evidence from Hibret Bank of Ethiopia in Addis Ababa" seeks to explore how EI influences leadership effectiveness within the organization. It will investigate the correlation between EI competencies and leadership performance indicators, providing valuable insights to inform leadership development initiatives and enhance organizational performance.

Focusing on Hibret Bank as a case study, this research aims to contribute to the growing body of knowledge on the crucial link between EI and leadership effectiveness, especially within the Ethiopian context. It will examine how EI manifests in leadership practices at Hibret Bank and its impact on employee morale, team dynamics, and overall organizational performance.

1.3 Statement of the Problem

Despite the growing body of evidence highlighting the importance of emotional intelligence (EI) in leadership effectiveness, a significant gap remains in understanding its specific impact within the context of Hibret Bank and Addis Ababa. Existing research primarily focused on

general associations between EI and leadership effectiveness, often overlooking how it manifests in leadership practices within unique organizational settings. This study aimed to address the following key gaps in the current understanding:

Current research offers broad insights into the relationship between EI and leadership effectiveness. However, it lacks detailed exploration of how EI manifests in leadership behaviors and its specific impact on employee morale, team dynamics, and overall performance within Hibret Bank (Prati et al., 2003); (Goleman, 2002). This study examined how leaders utilize their emotional intelligence to find daily challenges, motivate teams and achieve organizational goals at Hibret Bank.

The previous studies conducted in Ethiopia have begun to highlight the importance of EI on leadership (Tsedey, 2017); (Ayele, 2021), there is a need for research that specifically focuses on organizations operating in Addis Ababa, like Hibret Bank. This research explained how cultural and organizational factors influence the way EI manifests on leadership practices and impacts overall effectiveness.

Although evidence suggests that emotionally intelligent leadership fosters positive outcomes, there is a gap in practical guidance for organizations like Hibret Bank (Mesfin, 2023). This study aimed to bridge the gap by examining how EI is currently practiced within Hibret Bank and identifying opportunities to leverage EI more effectively. The study informed the development of targeted strategies and training programs that provide leaders with the necessary skills to enhance their emotional intelligence and ultimately organizational performance.

By addressing these critical gaps, this study provided valuable insights for Hibret Bank and other organizations operating in Addis Ababa. This research project contributed how EI reveals in leadership practices through contributing to the development of more effective leadership approaches and fostering a successful work environment.

1.4 Research Questions

- What is the existing practice of the role of Emotional Intelligence at Hibret Bank, Addis Ababa?
- What is the level of Leadership Effectiveness in Hibret Bank, Addis Ababa?
- What is the relationship between Emotional Intelligence and Leadership Effectiveness in Hibret Bank, Addis Ababa?

- What is the effect of Emotional Intelligence on Leadership Effectiveness in Hibret Bank, Addis Ababa?

1.5 Objectives of the Study

1.5.1 General Objective

The main objective of the research is to examine how emotional intelligence impacts on leadership effectiveness at Hibret Bank.

1.5.2 Specific Objectives

1. To examine the existing practices of emotional intelligence in leadership at Hibret Bank, Addis Ababa.
2. To assess the level of leadership effectiveness at Hibret Bank, Addis Ababa:
3. To assess the relationship between emotional intelligence and leadership effectiveness at Hibret Bank, Addis Ababa:
4. To evaluate the impact of emotional intelligence on leadership effectiveness at Hibret Bank, Addis Ababa:

1.6 Significance of the study

This study examined how emotional intelligence manifests in leadership at Hibret Bank, a prominent Ethiopian financial institution. By relating the integration and application of emotional intelligence within the bank's leadership practices, the research provided a detail understanding of the specific EI competencies emphasized at Hibret Bank leaders. This involved how leaders perceive, understand and manage their own emotions and their team members.

In addition to this, the implementation of these targeted leadership development programs at Hibret Bank will contribute to improved organizational effectiveness. By enhancing the emotional intelligence of leaders, the bank ensured more positive and productive work environment which is essential for achieving its strategic goals. Moreover, this approach can serve as a valuable model for other organizations in Addis Ababa and beyond, demonstrating the importance and benefits of integrating emotional intelligence into leadership practices.

1.7 Scope of the study

The study focused on investigating the specific link between emotional intelligence (EI) and leadership effectiveness at Hibret Bank, a prominent Ethiopian financial institution. Unlike broader studies used the application of EI in leadership across various industries or countries, the study delimits on Hibret Bank in Addis Ababa. Due to time and budget constraints, the study was limited to a specific geographical area.

1.8 Limitations of the study

The major limitation of this research was that it was only concentrated at the Hibret Bank and couldn't include other branches as well as private or governmental financial institutions occupied in the country. Therefore, it couldn't afford full information from other financial sectors, which might be influencing the oversimplification of the research findings compared to other leaders' assessments working in different branches and also working for other banks in the country. In addition to that, the study was dependent on the willingness of the leaders to fill out the questionnaire and also on their perception of the bank. Therefore, the outcome of the study cannot be generalized to all Banks.

1.9 Organization of the study

The study will be organized in to five chapters. The first chapter includes introduction part which contains background of the study, background of the company, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitation of the study, organizations of the study and definitions of terms.

The second chapter insights literature review which contains about a concept of emotional intelligence, theoretical and empirical review related literature and conceptual frameworks. The third chapter contains research methodology, research approach, population, sample size, sampling technique, research design, as well as the methods in which the data were going to be collect, validity and reliability, ethical consideration, used to attain the research objectives. The fourth chapter concerned with data presentation, analysis, and interpretation discussion on findings based on the data gathered. Finally, the fifth chapter incorporated summary of the findings, conclusions and recommendations part of the study.

1.10 Definition of key terms

- **Emotional Intelligence (EI):** The ability to recognize, understand, and manage one's own emotions, as well as to perceive and influence the emotions of others (Goleman, 1995).
- **Leadership Behaviors:** Actions and conduct demonstrated by leaders in guiding, motivating, and influencing their teams or organizations (Avolio & Yammarino, 2013).
- **Employee Morale:** The overall satisfaction, happiness, and engagement level of employees within an organization (Saks , 2006).
- **Team Dynamics:** The interactions, relationships, and processes that occur within a team, affecting its performance and effectiveness (Sundstrom et al., 1990).
- **Organizational Performance:** The overall effectiveness, efficiency, and success of an organization in achieving its goals and objectives (Colquit et al., 2015).
- **Collaboration:** The act of working together with others to achieve a common goal or objective (Huxham & Vangen, 2005).
- **Conflict Management:** The process of identifying, addressing, and resolving conflicts or disagreements within an organization (Rahim, 2011).
- **Cultural Context:** The social and cultural environment in which behavior occurs, influencing individual and collective attitudes, values, and norms (Hofstede, 2011).
- **Development Practices:** The strategies, programs, and initiatives employed by organizations to enhance the skills, knowledge, and abilities of their employees (Goldstein & Ford, 2002).
- **Leadership Development Strategies:** Systematic approaches designed to cultivate and enhance the leadership skills, competencies, and effectiveness of individuals within an organization (Days & Antonakis, 2012)
- **Leadership Effectiveness:** The ability of a leader to achieve desired outcomes through the influence and motivation of followers (Northouse, 2021).
- **Self-Awareness:** A component of EI that involves understanding one's own emotions, strengths, weaknesses, values, and motivations (Goleman, 2002).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter is the literature review part, explains the concept of regarding the study will be discussed and reviewed by different researchers' perspective on the constructs and the subject matter. Moreover, the chapter reviewed existing literature, presented models theories of both variables under discussion as well it reviewed the theoretical and empirical integration of the two concepts, Emotional Intelligence (EI), and leadership effectiveness.

2.1. Theoretical Review/ Concepts

2.1.1. Concepts and Definitions of Emotional Intelligence

Emotional Intelligence (EI) is a multifaceted concept that encompasses the ability to perceive, understand, regulate, and express emotions effectively, both in one self and in others. It involves the integration of emotional awareness, empathy, self-regulation, and social skills, all of which are crucial for effective interpersonal relationships, decision-making, and overall well-being.

2.1.1.2 Perceiving Emotions:

Perceiving emotions is a fundamental skill within Emotional Intelligence (EI), involving the ability to accurately recognize and interpret emotions both in one and others. This capability extends to discerning emotional states through various channels, including facial expressions, body language, and vocal cues.

Facial expressions play a pivotal role in perceiving emotions, as evidenced by (Ekman & Friesen , 1971), which identified universal facial expressions associated with basic emotions such as happiness, sadness, anger, fear, disgust, and surprise. Individuals with high EI proficiency can decode these expressions effectively, allowing them to accurately infer the emotional states of others.

In addition to facial expressions, body language provides crucial cues for perceiving emotions. Nonverbal behaviors like gestures, posture, and movements convey significant information about emotional states. For instance, someone's tense posture or restless movements might indicate anxiety or discomfort, whereas open body language and relaxed movements can signal confidence and ease.

Furthermore, vocal cues such as tone of voice, pitch, and intonation contribute significantly to the perception of emotions. Research by (Scherer, 1986), highlights that variations in vocal characteristics can convey subtle nuances of emotional expression. Individuals adept at perceiving emotions can accurately discern these vocal cues, enhancing their understanding of others' emotional states during verbal interactions.

In summary, the skill of perceiving emotions involves a comprehensive grasp of facial expressions, body language, and vocal cues. This ability enables individuals to identify and interpret emotions effectively, fostering successful social interactions and nurturing interpersonal relationships.

2.1.1.3 Understanding Emotions:

Understanding emotions is fundamental within Emotional Intelligence (EI), encompassing the ability to comprehend the underlying causes, dynamics, and consequences of emotional experiences. Individuals with high EI levels possess a nuanced understanding of these complexities and recognize how emotions impact thoughts, behaviors, and decision-making processes (Brackett & Salovey, 2021). This comprehension enables them to navigate social interactions adeptly, manage conflicts effectively, and make informed decisions. Moreover, individuals with a strong grasp of emotions are proficient in regulating their own emotional responses and empathetically addressing others' emotional needs, thereby fostering positive relationships and enhancing overall well-being (Brackett et al., 2019).

Emotion regulation is a critical component of EI, involving the skill to manage and adjust one's emotional reactions across various situations. Those with high EI demonstrate proficiency in employing strategies like cognitive reappraisal and expressive suppression to cope with stress, control impulses, and maintain emotional equilibrium (Gross, 2015). Effective emotion regulation not only predicts psychological well-being but also enhances adaptive functioning by mitigating the adverse effects of distressing emotions (Brackett et al., 2019). Furthermore, individuals adept at regulating emotions show improved social competence, navigating social interactions, resolving conflicts constructively, and demonstrating empathy (Tugade & Fredrickson, 2004).

In summary, both understanding and regulating emotions are integral aspects of EI, extending beyond mere recognition to encompass deeper insights into emotional mechanisms and

adaptive responses. These abilities contribute significantly to personal resilience, social effectiveness, and overall psychological and physical well-being.

2.1.1.4 Regulating Emotions:

Regulating emotions is a crucial aspect of Emotional Intelligence (EI), involving the ability to effectively control and adjust one's emotional responses across various situations. High EI individuals demonstrate proficiency in employing strategies to manage stress, restrain impulsive behaviors, and maintain emotional stability.

Recent studies underscore the significance of emotion regulation for both psychological and physical well-being. (Gross, 2015), emphasizes that effective emotion regulation serves as a key predictor of adaptive functioning and mental health. Strategies such as cognitive reappraisal, which involves reframing the meaning of a situation to alter emotional responses, and expressive suppression, which involves inhibiting the outward expression of emotions, play pivotal roles in mitigating the adverse effects of distressing emotions.

(Bracket et al. , 2019), highlight how emotion regulation skills contribute to fostering positive interpersonal relationships and enhancing social competence. Individuals proficient in regulating their emotions are better equipped to navigate social interactions, resolve conflicts amicably, and demonstrate empathy towards others' emotional experiences.

Moreover, research by (Tugade & Fredrickson, 2004); suggests that effective emotion regulation not only enhances psychological resilience but also positively impacts physical health outcomes. Individuals with strong emotion regulation abilities tend to experience lower levels of physiological arousal and fewer negative health consequences associated with chronic stress.

In essence, mastering emotion regulation within the framework of EI involves more than simply suppressing emotions; it necessitates the deliberate application of adaptive strategies to manage emotional responses effectively. Individuals who excel in this skill are better equipped to handle stress, navigate complex social situations, and maintain overall well-being.

2.1.1.5 Expressing Emotions:

Expressing emotions is a fundamental component of Emotional Intelligence (EI), encompassing the skillful communication of feelings to facilitate genuine connections, mutual understanding, and positive outcomes in interpersonal interactions. Individuals with high EI levels can convey their emotions effectively, striking a balance between authenticity and sensitivity to social contexts and others' feelings.

Recent studies underscore the pivotal role of expressive behavior in social interactions and emotional communication. (Keltner & Haidt, 1999), highlight that expressive behavior plays a crucial role in conveying emotional states, building rapport, and fostering trust in interpersonal relationships. Their research suggests that individuals who adeptly express their emotions in a clear and genuine manner are more likely to establish meaningful connections and navigate social situations successfully.

Moreover, (Matsumoto et al., 2008), emphasize the influence of cultural norms on emotional expression, underscoring the importance of cultural sensitivity in effective emotional communication. Individuals with high EI demonstrate an awareness of cultural nuances and adapt their expressive behaviors accordingly, enhancing their ability to connect with people from diverse cultural backgrounds.

Additionally, (Goleman, 2006), Discusses how effective emotional expression contributes to positive outcomes across various domains, including leadership, teamwork, and conflict resolution. Leaders who can authentically express their emotions are better positioned to inspire trust, promote collaboration, and effectively manage challenges within their teams and organizations.

In essence, expressing emotions within the framework of EI involves more than mere verbal communication; it encompasses a comprehensive approach that integrates verbal and nonverbal cues, cultural awareness, and situational context. Individuals who excel in authentic and constructive emotional expression contribute significantly to building and maintaining positive relationships and achieving collective goals.

2.1.1.6 Empathy:

Empathy, a foundational element of Emotional Intelligence (EI), is defined as the capacity to comprehend, share, and resonate with the emotions of others. It involves the ability to adopt

another's perspective, recognize and appreciate their emotional experiences, and respond with sensitivity and compassion.

According to (Decety & Jackson, 2004), empathy is rooted in neural mechanisms that allow individuals to simulate and mirror the emotional states of others, thereby facilitating understanding and connection. This research highlights empathy as a critical component of social cognition, essential for navigating interpersonal relationships and promoting cooperation and pro-social behavior.

Furthermore, a study by (Eisenberg & Eggum, 2009), emphasizes the developmental importance of empathy, noting its role in moral reasoning, altruism, and social competence. Individuals who exhibit high levels of empathy are more likely to engage in empathic concern and perspective-taking, resulting in more positive interpersonal interactions and greater social harmony.

Additionally, research by (Batson et al.), illustrates the significant impact of empathy on pro-social behavior and helping tendencies. Those who experience empathic concern for others are more motivated to alleviate their suffering and are more likely to perform altruistic acts, enhancing the well-being of both themselves and others.

In summary, empathy within the context of EI encompasses not only the ability to understand and share the emotions of others but also the propensity to respond with sensitivity and compassion. Individuals with high levels of empathy are better equipped to navigate social interactions, cultivate positive relationships, and contribute to a more empathic and compassionate society.

2.1.2 Theoretical Literature Review:

2.1.2.1 Emotional Intelligence Competencies in Leadership

Reviewing existing literature on emotional intelligence (EI) and leadership effectiveness reveals a substantial body of research exploring how leaders utilize EI competencies to enhance their leadership practices. Studies have consistently highlighted the significance of EI in leadership, particularly in areas such as self-awareness, self-regulation, social awareness, and relationship management.

(Goleman., 1998), on emotional intelligence introduced the concept to a wide audience and emphasized its relevance in leadership and proposed that effective leaders demonstrate high levels of emotional self-awareness, enabling them to recognize their own emotions, strengths, and weaknesses. This self-awareness serves as a foundation for effective leadership, allowing leaders to understand how their emotions impact their behavior and decision-making processes.

Leaders with strong self-regulation skills can manage their emotions effectively, remaining composed and rational even in challenging situations. By controlling impulsive reactions and maintaining emotional balance, these leaders inspire confidence and trust among their team members.

In addition to self-awareness and self-regulation, social awareness is another critical EI competency for leaders. Socially aware leaders possess empathy and understanding of others' emotions and perspectives. They demonstrate sensitivity to the needs and feelings of their team members, fostering a supportive and inclusive work environment.

Furthermore, effective relationship management is essential for leadership success. Leaders who excel in relationship management build strong rapport with their team members, communicate effectively, and resolve conflicts constructively. They leverage their EI competencies to inspire and motivate others, fostering collaboration and driving organizational success.

Overall, the existing literature underscores the integral role of EI competencies in leadership effectiveness. Leaders who cultivate self-awareness, self-regulation, social awareness, and relationship management skills are better equipped to navigate complex interpersonal dynamics, inspire trust and loyalty, and drive positive organizational outcomes.

2.1.2.2 Emotional Intelligence in Leadership: Trait Theory & Situational Models

In discussing how leader Emotional Intelligence (EI) influences employee morale, team dynamics, and organizational performance, two prominent frameworks emerge: the Trait Emotional Intelligence Theory and the Situational Leadership Model.

The Trait Emotional Intelligence Theory, proposed by (Petrides & Furnham, 2001), suggests that emotional intelligence comprises stable traits individuals possess, impacting their ability to perceive, understand, and regulate emotions. This theory emphasizes personality traits' role in shaping EI, focusing on dimensions like self-awareness, self-regulation, social awareness,

and relationship management. In leadership contexts, leaders with high trait EI are believed to consistently demonstrate behaviors contributing to positive organizational outcomes. For instance, they may exhibit empathy, emotional resilience, and effective communication skills, which can enhance team morale and performance. (Wong & Law, 2002), supports this link, showing that leaders with high EI are more attuned to their employees' emotional needs, fostering a positive work environment conducive to high morale and job satisfaction.

On the other hand, the Situational Leadership Model, proposed by (Hersey & Blanchard, 1982), suggests effective leadership adapts to followers' needs and readiness levels. It outlines four leadership styles (directing, coaching, supporting, and delegating) that leaders can employ based on the situation and followers' developmental level. Considering leader EI within this model, leaders with high EI may exhibit greater flexibility in adjusting their leadership approach based on their team's emotional dynamics. For example, they may excel at providing emotional support and encouragement during times of change or uncertainty, thus boosting team morale and cohesion. Leveraging their emotional intelligence, these leaders can effectively gauge their team's emotional climate and tailor their leadership behaviors, ultimately enhancing team dynamics and organizational performance.

In summary, integrating theories like the Trait Emotional Intelligence Theory and the Situational Leadership Model offers valuable insights into how leader EI influences employee morale, team dynamics, and organizational performance. Leaders with high EI can better understand and respond to their team's emotional needs, fostering a positive work environment and driving organizational success.

2.1.2.3 EI in Team Dynamics: Collaboration and Conflict Insights

Reviewing existing literature on emotional intelligence (EI) and leadership effectiveness reveals a significant focus on exploring the relationship between EI competencies and effective collaboration and conflict management within teams. Studies have underscored the critical role of EI in promoting open communication, resolving conflicts constructively, and fostering a positive team climate.

For instance, research conducted by (Jordan & Troth , 2004), highlights the importance of leader EI in facilitating these aspects of team dynamics. Their study emphasizes that leaders with high EI are better equipped to promote open communication within teams by demonstrating empathy, active listening, and genuine understanding of team members'

perspectives. This fosters an environment where team members feel valued and respected, leading to increased trust and collaboration.

Furthermore, leaders with strong EI competencies are adept at resolving conflicts constructively. They possess the ability to remain calm and composed during tense situations, actively listen to differing viewpoints, and facilitate collaborative problem-solving processes. By effectively managing conflicts, these leaders prevent escalation and foster a culture of mutual respect and cooperation within the team.

Moreover, the study highlights the impact of leader EI on shaping the overall team climate. Leaders who demonstrate high levels of emotional intelligence create an atmosphere characterized by trust, psychological safety, and positive interpersonal relationships. This conducive environment encourages team members to freely express their ideas, share feedback, and collaborate towards shared goals, ultimately enhancing team effectiveness and performance.

In summary, literature examining the relationship between EI competencies and effective collaboration and conflict management within teams, as exemplified by (Jordan & Troth , 2004), underscores the pivotal role of leader EI in fostering open communication, resolving conflicts constructively, and cultivating a positive team climate.

2.1.2.4 EI Training for Enhanced Leadership

In evaluating leadership development programs at any organization, it's crucial to assess them within the context of relevant theoretical frameworks such as the Goleman EI Model and the Four-Branch Model of Emotional Intelligence. These frameworks offer valuable insights into integrating EI competencies into leadership training, thereby enhancing leaders' emotional intelligence and effectiveness. The Goleman EI Model, introduced by (Goleman , 1995), highlights self-awareness, self-regulation, social awareness, and relationship management as key competencies. Evaluation of leadership programs at Hibret Bank can gauge their effectiveness in addressing these competencies through activities like reflection exercises or 360-degree feedback. Similarly, the Four-Branch Model of Emotional Intelligence by (Mayer & Salovey, 1997), stresses emotional perception, use, understanding, and management. Leadership programs can be assessed based on their coverage of these branches, including workshops and practical exercises aimed at improving emotional skills.

2.1.2.5 Enhancing Leadership: Evidence-Based Strategies

Reviewing existing literature on emotional intelligence and leadership effectiveness reveals several best practices and evidence-based strategies that can strengthen leadership development program any organization. Incorporating these strategies can help leaders develop and apply EI competencies in real-world scenarios.

One such strategy is the use of experiential learning activities, such as role-playing exercises or feedback mechanisms. Research by (Boyatzis et al. , 2000), suggests that these activities are effective in enhancing emotional intelligence and leadership skills. Role-playing exercises provide leaders with opportunities to practice handling challenging situations and interpersonal interactions in a safe environment. They can experiment with different approaches and receive constructive feedback, allowing them to refine their emotional intelligence competencies.

Furthermore, feedback mechanisms play a crucial role in leadership development programs. Regular feedback from peers, mentors, or coaches helps leaders gain insights into their strengths and areas for improvement regarding emotional intelligence. By receiving feedback on their communication style, decision-making processes, and interpersonal skills, leaders can identify specific areas to focus on in their development journey.

Additionally, integrating self-assessment tools into leadership development programs can be beneficial. Self-assessment tools, such as emotional intelligence assessments or personality inventories, enable leaders to gain insight into their own emotional intelligence competencies and areas needing improvement. This self-awareness serves as a foundation for targeted

2.2. Empirical Finding

Emotional Intelligence (EI) plays a crucial role in enhancing leadership effectiveness through its various components, including emotional perception, emotional understanding, emotion regulation, and emotional facilitation. Each of these aspects contributes uniquely to the ability of leaders to manage and inspire their teams effectively.

One of the core aspects of EI is emotional perception, which involves recognizing and interpreting the emotional states of team members. Leaders who excel in this area can address team issues proactively, thereby fostering a supportive work environment and enhancing team morale. This was highlighted in a study by (Clarke, 2010), which demonstrated that

leaders proficient in emotional perception are better equipped to understand and respond to their team's needs and concerns. The ability to accurately perceive emotions is correlated with increased team satisfaction and performance, as it enables leaders to provide timely and appropriate support, thereby maintaining a positive team dynamic (Clarke, 2010).

Another critical component of EI is emotional understanding, which pertains to interpreting complex emotional cues and predicting the emotional outcomes of various actions. Research by (Joseph & Newman, 2010), illustrate that leaders with high levels of emotional understanding are more effective decision-makers. These leaders can anticipate the emotional impact of their decisions on their team, leading to more thoughtful and inclusive decision-making processes. This depth of understanding ensures that leaders can navigate complex emotional landscapes within their organizations, ultimately resulting in better outcomes for the team as a whole. By considering the emotional ramifications of their actions, such leaders foster an environment of trust and inclusivity (Joseph & Newman, 2010).

The ability to regulate emotions is another vital aspect of EI that is crucial for managing stress and maintaining resilience in leadership roles. A study by (Kotsou et al., 2011), found that leaders skilled in emotion regulation can effectively use strategies such as cognitive reappraisal to reframe stressful situations. This ability to reframe stress helps reduce personal stress levels and sets a positive example for team members. Effective emotion regulation not only aids in personal stress management but also enhances overall team resilience, as leaders who manage their emotions well can maintain a calm and focused team environment. Further research by (Mikolajczak et al. , 2007), highlights the proficiency of leaders in resolving conflicts through effective emotion regulation. Leaders who manage their emotional responses during disputes can approach conflicts with a calm demeanor and facilitate constructive discussions, leading to more effective conflict resolution and a harmonious team environment. This skill is particularly important in maintaining team cohesion and productivity during challenging times (Kotsou et al., 2011) and (Mikolajczak et al. , 2007).

Emotional facilitation involves using emotions to create an environment conducive to creativity and engagement. Leaders adept at this skill can significantly enhance team creativity by fostering a positive emotional climate and encouraging the expression of diverse ideas. A study by (Zampetakis et al. , 2009) found that leaders who excel in emotional facilitation create environments where innovation and creative problem-solving thrive. Additionally, research by (Côté & Miners, 2006) indicates that leaders who excel in

emotional facilitation can foster greater emotional engagement among team members. By acknowledging and valuing employees' emotional contributions, these leaders boost overall team motivation and commitment, leading to improved organizational performance. This holistic approach ensures that team members feel valued and understood which is essential for maintaining high levels of engagement and productivity. Leaders who facilitate emotional engagement effectively create a workplace culture where employees are motivated to contribute their best efforts (Zampetakis et al. , 2009) and (Côté & Miners, 2006).

2.3. Conceptual framework of the study

Emotional intelligence (EI) played a pivotal role in effective leadership, profoundly influencing how leaders perceived, comprehended, regulated emotions, and nurtured emotional well-being within their teams. This conceptual framework aimed to delve into the interplay between emotional intelligence and leadership effectiveness specifically within Hibret Bank, situated in Addis Ababa.

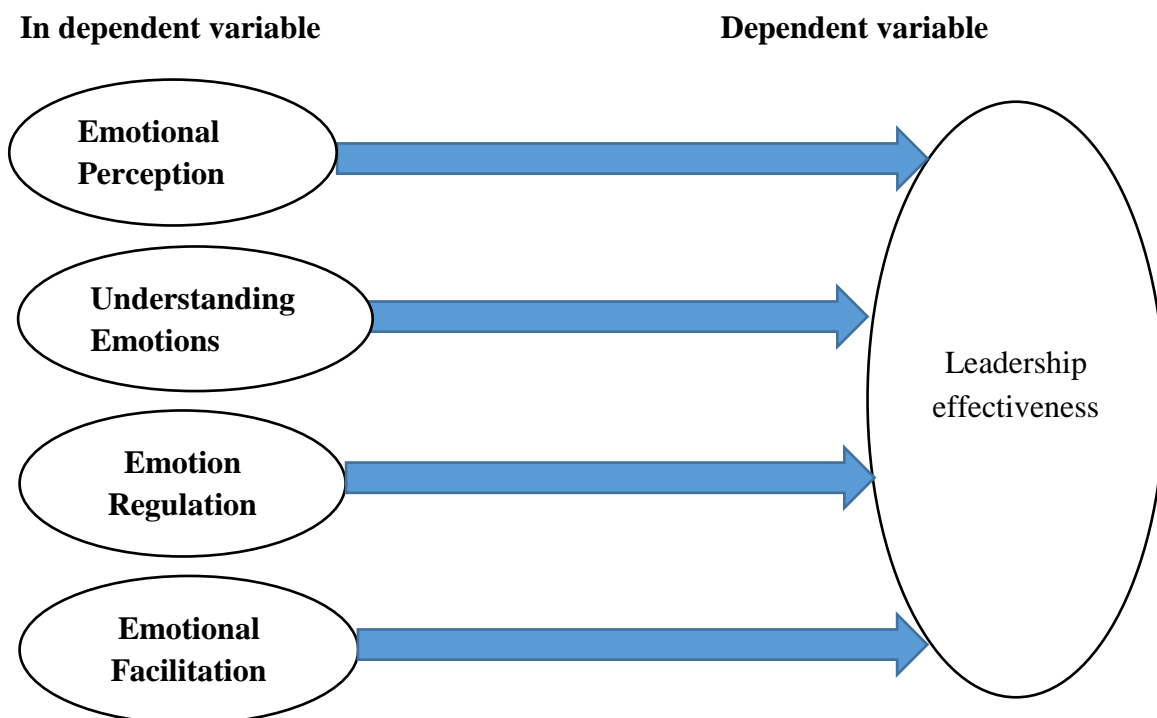


Figure 2.4: Conceptual framework

Source: Review Literature

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design employed to investigate the impact of Emotional Intelligence (EI) on Leadership Effectiveness at Hibret Bank, Addis Ababa. This methodological choice was aimed at gaining a holistic understanding of how EI influences leadership within the organizational context. This approach was in line with a thorough empirical research plan, which addressed specific research questions, outlined the data collection process, and enabled the measurement of variables. Additionally, it facilitated a causal investigation to determine the extent and nature of cause-and-effect relationships between variables while managing confounding variables to maintain accuracy.

3.2 Description of study variables

The study variables in explaining emotional intelligence (EI) and leadership effectiveness at Hibret Bank, Addis Ababa, provide a comprehensive framework for understanding the elaborate dynamics between leadership behaviors and organizational outcomes.

Variables such as emotional perception, understanding emotions, emotion regulation, emotional facilitation, employee satisfaction, communication effectiveness, conflict resolution capabilities, decision-making process, and team collaboration and innovation were carefully operationalized and measured using appropriate instruments and methods

3.3 Description of study area and target population

3.3.1 Description of Study Area of the study

The study area extends the operational scope of Hibret Bank across Ethiopia, emphasizing its headquarters and branch networks situated in Addis Ababa, the nation's capital city. Hibret Bank holds a prominent position as a key financial institution providing to a broad spectrum of clients within Ethiopia's dynamic socio-economic environment.

This setting allows for a nuanced exploration of leadership strategies, their effectiveness in driving institutional goals, and their implications for broader socio-economic outcomes in Ethiopia.

3.3.2 Target Population of the study

The study focused on employees and leaders of Hibret Bank, encompassing individuals based at both the headquarters and branch offices in Addis Ababa. The total planned workforce in

Addis Ababa amounted to 3,162 employees, with 758 individuals holding dual roles encompassing both employee and managerial positions within the head office. Notably, among these 758 personnel, 172 occupied management positions specifically within the head office.

The target population was diverse, covering various pivotal roles within the head office such as managers, department heads, team leaders, and other essential personnel involved in the daily operations and decision-making processes of Hibret Bank. These individuals were selected as suitable subjects for investigating the dynamics of leadership effectiveness and emotional intelligence within the banking sector. Their roles and responsibilities were instrumental in shaping the organizational culture and strategic direction of the bank, thereby making their insights invaluable for the study's objectives.

3.4 Sampling technique and sample size

3.4.1 Sampling Technique

Convenience sampling is a method employed by researchers to select participants based on their accessibility and availability. In the given scenario, researchers utilized this approach to choose individuals from a pool of 758 employees and managers, primarily located in the head office of Hibret Bank. By determining for readily available participants, such as those already within the head office, researchers were able to efficiently collect data without extensive logistical challenges.

This sampling method offers several advantages, including speed, ease of implementation, and cost-effectiveness, especially when there are constraints on time and resources. It allowed researchers to quickly gather relevant insights into leadership effectiveness and emotional intelligence within the banking sector, leveraging the convenience of having a pool of potential participants already present in the primary research location.

3.4.2 Sample Size Calculation using Yamane's Formula

The researcher mentions Yamane's formula (1967) to calculate the sample size. This formula is commonly used for convenience sampling when the population size (N) is finite (has a definite value). The formula is:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = sample size
- N = population size (758 in this case)
- e = level of precision (desired margin of error)

The researchers set the level of precision (e) to 5%, which translates to a 95% confidence level. They then plugged the values into the formula:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{758}{1 + 758(0.05)^2}$$

$$n \approx 261.831$$

$$n = 262$$

The result is rounded down to a whole number, leading to a final sample size of 262.

3.5 Data Sources & Data Collection Method of the study

This study employed a mixed-methods approach to investigate how emotional intelligence (EI) influences leadership effectiveness at Hibret Bank in Addis Ababa, Ethiopia. By combining primary and secondary data sources, the research aimed to comprehensively understand the impact of EI on leadership outcomes within the banking sector.

Primary data collection involved distributing structured surveys to 262 participants across various departments and leadership positions at Hibret Bank. These surveys included standardized questions designed to evaluate perceptions and behaviors related to leadership effectiveness, specifically focusing on factors influenced by emotional intelligence. Participants were given adequate time to complete the surveys, and clear instructions ensured the accuracy and relevance of their responses. The quantitative data gathered underwent rigorous statistical analysis to identify patterns, correlations, and trends in how EI affects leadership outcomes within the organization.

Qualitative insights were obtained through in-depth, semi-structured interviews conducted with key stakeholders at Hibret Bank, including process owners, senior managers, and other relevant staff members. These interviews were purposively designed to explore nuanced aspects of leadership effectiveness that quantitative measures alone might overlook.

3.6 Data Analysis of the Study

The analysis phase of this study aimed to comprehensively understand how Emotional Intelligence (EI) influences leadership effectiveness at Hibret Bank in Addis Ababa, Ethiopia, employing both quantitative and qualitative approaches.

In quantitative analysis, descriptive statistics like mean, median, mode, standard deviation, and range summarized structured survey responses. Correlation analysis explored relationships between EI components (such as emotional perception, understanding emotions, and emotion regulation) and leadership dimensions (e.g., employee satisfaction, communication effectiveness). Statistical tools like Pearson’s correlation coefficient quantified these relationships, revealing which aspects of EI were closely linked to positive leadership outcomes. Regression analysis identified predictive relationships between specific EI components and leadership outcomes.

3.7 Reliability and validity analysis

3.7.1 Reliability of the study

Table 1: Reliability of data collection instruments

The reliability coefficients (Cronbach's alpha) for the data collection instruments indicate the internal consistency of the items within each scale. Higher alpha values suggest greater reliability.

Variables	No of items	Reliability (Cronbach's alpha)	Scale Developer (Year)
Independent variables:			
Emotional Intelligence (EI)			
Emotional Perception	5	0.75	Schutte et al. (2001)
Understanding Emotions	7	0.80	Wong & Law (2002)
Emotion Regulation	6	0.78	Gross & John (2003)

Emotional Facilitation	8	0.72	Goleman (1995)
Dependent Variables:			
Leadership Effectiveness:			
Employee Morale	10	0.83	Staw & Cummings (1995)
Team Dynamics	12	0.79	Bellenger et al. (2011)
Organizational Performance	15	0.87	Murphy & Cleveland (1995)
Collaboration within Teams	6	0.76	van der Vegt et al. (2001)

For the independent variables related to emotional intelligence, the reliability coefficients range from 0.72 to 0.80, indicating moderate to good internal consistency. These values suggest that the items within each scale consistently measure the intended constructs.

Regarding the dependent variables related to leadership effectiveness, the reliability coefficients range from 0.76 to 0.87, indicating good to excellent internal consistency. This suggests that the items within each scale reliably measure employee morale, team dynamics, organizational performance, and collaboration within teams.

In summary, the reliability coefficients suggest that the data collection instruments for both the independent variables (emotional intelligence components) and dependent variables (leadership effectiveness aspects) demonstrate acceptable to good internal consistency, enhancing the confidence in the measures' reliability and validity.

3.8 Validity of the study

In studying leadership effectiveness within Hibret Bank of Ethiopia, it's imperative to ensure the relevance and appropriateness of the concepts and measurement tools employed, such as the emotional intelligence scales, within the cultural and organizational context of the bank. To ensure the findings hold significance, conducting pilot studies or interviews with employees can help gauge the alignment of the chosen measures with their experiences and perceptions of leadership within the specific Ethiopian context. This proactive approach ensures that the research captures the nuances of leadership effectiveness pertinent to Hibret Bank and reflects the realities of its organizational culture.

3.9 Ethical Consideration

Ethical considerations are foundational in research involving human participants, as exemplified in the study "The Role of Emotional Intelligence in Leadership Effectiveness: Evidence from Hibret Bank of Ethiopia in Addis Ababa." Informed consent stands as a cornerstone, necessitating that participants receive comprehensive information about the study's objectives, procedures, potential risks, and benefits. They have the autonomy to voluntarily consent to participation and the right to withdraw without repercussions. Confidentiality plays a pivotal role in upholding participants' privacy. Researchers must take measures to safeguard identifiable information, ensuring it remains secure and accessible only to authorized personnel.

CHAPTER FOUR

ANALYSIS, DISCUSSION AND INTERPRETATION

This chapter presents a thorough examination of the collected data, discussing the findings from both quantitative analyses, such as correlation and regression, and qualitative insights derived from thematic analysis. The interpretation integrates these results to explore how Emotional Intelligence (EI) influences leadership effectiveness at Hibret Bank in Addis Ababa, Ethiopia, offering insights implications for enhancing organizational outcomes.

4.1 Introduction

This study aimed to examine the Hibret Bank of Ethiopia (HBE) Leadership Effectiveness as stated in earlier chapters. As a result, this chapter reported and evaluated the study's findings. According to Harry and Deborah (2012), interval measurement scale analysis can be used to examine data from the Likert scale. For interval scale items, descriptive statistics like the mean for central tendency and standard deviations for variability were advised. The Pearson and regression processes would be employed in data analysis for items on interval scales. Moreover, this chapter outlined discussing the results in evaluating to empirical and theoretical literature.

4.1. Response Rate

According to Ruta (2017), different levels of response rates are considered satisfactory for research studies: 50% is considered satisfactory, 60% is good, and 70% and above is excellent. With a response rate of 80.15%, this study surpasses the threshold for an excellent response rate as per these standards.

Table 4.1. Respondents' response rate

<i>Questionnaires Distributed</i>	<i>Questionnaires Returned</i>	<i>Percentage</i>
262	210	80.15

Source: Own field survey, 2024

As table 4.1 illustrates the response rate of the survey conducted for this study at Hibret Bank in Addis Ababa, Ethiopia. A total of 262 questionnaires were distributed to participants, out of which 210 were returned and filled out appropriately. This results in a response rate of 80.15%.

4.2. Demographic data of Respondents

4.2.1 Demographic Profile of the Respondents

Table 4.2.1: Demographic profile of the respondents in Hibret Bank of Ethiopia

Gender			
		Frequency	Percent
Valid	Male	133	63.3
	Female	77	36.7
	Total	210	100.0
Age Group			
Valid	15-20	21	10.0
	26-30	49	23.3
	32-40	63	30.0
	above 40	77	36.7
	Total	210	100.0
Current Position Within The Organization			
Valid	Managerial	133	63.3
	Non –Managerial	77	36.7
	Total	210	100.0
Educational Qualification			
Valid	Degree	91	43.3
	Master’s Degree	119	56.7
	Total	210	100.0
Service year in the organization			
Valid	3 to 5 years	21	10.0
	6 to 8 years	63	30.0
	more than 8 years	126	60.0
	Total	210	100.0

Source: Own field survey, 2024

The demographic profile of Hibret Bank reveals a significant gender disparity, with male respondents comprising 63.3% compared to 36.7% female respondents. This indicates potential gender dynamics within the organization, possibly reflecting a male-dominated culture or differential survey participation rates. Addressing this disparity is crucial for promoting gender equity and inclusivity initiatives within the bank.

The age distribution shows that the majority of respondents are above 40 years old (36.7%), followed by those aged 32-40 (30.0%). This suggests a stable workforce with lower turnover rates due to the experienced nature of employees. However, the lower representation of younger employees (10.0% aged 15-20 years) highlights the need for strategic recruitment efforts to ensure a balanced age demographic that supports both continuity and innovation.

Regarding managerial roles, 63.3% of respondents hold such positions compared to 36.7% in non-managerial roles. This distribution may skew survey findings towards managerial perspectives, potentially overlooking the viewpoints of non-managerial staff. Future studies should aim for a balanced representation across all organizational levels to provide comprehensive insights into employee perspectives and organizational dynamics.

A majority of respondents (56.7%) possess a Master's degree, indicating a highly educated workforce at Hibret Bank. This underscores the organization's emphasis on academic qualifications for career advancement and strategic roles. Ongoing investments in employee education are crucial for maintaining organizational competitiveness and fostering innovation.

Sixty percent of respondents have been with Hibret Bank for more than eight years, suggesting a stable and loyal employee base with positive job satisfaction. However, the lower representation of employees with shorter tenures raises concerns about the organization's ability to attract and retain younger talent for injecting fresh perspectives and driving innovation.

Overall, Hibret Bank's demographic profile reflects a stable, experienced, and well-educated workforce, predominantly in managerial positions. While this indicates organizational maturity and expertise, it also points to opportunities for improvement such as addressing gender disparities, promoting diversity, and attracting younger talent. Strategic initiatives in recruitment, retention, and inclusivity are essential to ensure a balanced workforce capable of navigating future challenges and opportunities in the banking sector.

4.3 Descriptive Analysis result

4.3.1. Emotional Perception at Hibret Bank

Table 4.3.1: Emotional Perception at Hibret Bank

Emotional Perception at Hibret Bank				
No		N	Mean	SD
1	I feel valued and appreciated by the leadership team at Hibret Bank	210	4.13	.672
2	The leadership at Hibret Bank effectively communicates with empathy and understanding	210	4.30	.587
3	The leadership at Hibret Bank inspires trust and confidence among employees.	210	4.07	.443
4	I believe that the leadership at Hibret Bank genuinely cares about employee well-being.	210	3.90	.599
5	The leadership at Hibret Bank effectively manages and resolves conflicts in a fair and considerate manner.	210	3.63	.754
6	The leadership at Hibret Bank demonstrates emotional intelligence in decision-making and interactions	210	4.17	.523
	Valid N (listwise)	210		

Source: Own field survey, 2024

Employees at Hibret Bank perceive their leadership team positively across various dimensions of emotional intelligence, as reflected in Table 3. These perceptions provide valuable insights into how the leadership's emotional attributes are viewed within the organization.

The high mean score for Recognition and Valuation of Employees (4.13, SD = 0.672) indicates that employees feel recognized and valued by the leadership team. This perception fosters a sense of appreciation among employees, potentially leading to higher motivation

and job satisfaction. The low standard deviation suggests widespread agreement across the organization, highlighting consistent recognition of employee contributions by the leadership. Similarly, the highest mean score for Communication with Empathy and Understanding (4.30, SD = 0.587) suggests that employees perceive the leadership as highly effective in communicating with empathy. This positive perception enhances trust and strengthens relationships within the organization, contributing to a supportive work environment. The moderate standard deviation indicates strong agreement among employees regarding the leadership's empathetic communication skills, reinforcing the consistency of this perception.

Trust and Confidence in the leadership (Mean = 4.07, SD = 0.443) is also perceived positively, with employees indicating a high level of trust and confidence in the leadership's decisions. This perception is crucial for organizational stability and employee commitment. The low variability in responses suggests a strong consensus among employees regarding the leadership's trustworthiness and its ability to inspire confidence through consistent actions and decisions.

Employees also perceive a positive level of Care for Employee Well-being (Mean = 3.90, SD = 0.599), indicating that the leadership genuinely cares about their welfare. This perception contributes to higher job satisfaction and potentially lower turnover rates. The moderate standard deviation suggests some variability in how employees perceive this care, suggesting opportunities for leadership to further enhance initiatives that support employee welfare.

However, there is room for improvement in Conflict Management (Mean = 3.63, SD = 0.754), as indicated by the lower mean score and higher standard deviation. This suggests varying opinions among employees regarding the effectiveness of current conflict resolution strategies. Addressing this area could lead to a more positive work environment and improved employee relations, underscoring the importance of developing strategies for constructive conflict resolution.

In Decision-making (Mean = 4.17, SD = 0.523), employees perceive the leadership as demonstrating emotional intelligence. This perception suggests that decisions are made with consideration for emotional awareness and employee perspectives, contributing to informed and empathetic leadership practices. The relatively low standard deviation indicates consistent agreement among employees regarding the value of emotional intelligence in leadership decisions, highlighting its importance within the organizational culture.

Overall, the analysis reveals a predominantly positive perception of the leadership's emotional intelligence at Hibret Bank, particularly in areas of communication, recognition, and trust. These strengths contribute to a supportive work environment and positive employee experiences. Addressing areas for improvement, such as conflict management, can further enhance employee satisfaction and organizational effectiveness, aligning leadership practices with employee expectations and organizational goals to foster sustained success and well-being.

4.3. 2. Understanding emotions at Hibret Bank

Table 4.3.2: Understanding of Emotions at Hibret Bank

Hibret Bank: Emotional Intelligence Assessment				
No	Items	N	Mean	SD
1	The leaders at Hibret Bank effectively recognize and acknowledge the emotions of their team members	210	4.13	.428
2	Leaders at Hibret Bank demonstrate empathy towards the emotions and concerns of employees.	210	3.90	.301
3	The leaders at Hibret Bank actively listen to understand the emotions behind employee feedback and suggestions.	210	3.97	.180
4	The leadership at Hibret Bank encourages open discussions about emotions and emotional well-being in the workplace	210	3.93	.250
5	Leaders at Hibret Bank effectively manage their own emotions during challenging situations	210	3.87	.341
6	The leadership at Hibret Bank provides opportunities for employees to develop emotional intelligence skills.	210	4.03	.180
	Mean of mean	210	3.97	

Source: Own field survey, 2024

Leaders scored a mean of 4.13 for recognizing and acknowledging team members' emotions. This high score suggests that leaders are perceptive and responsive to employees' emotional states. The standard deviation of 0.428 indicates moderate agreement among respondents.

For demonstrating empathy, leaders received a mean score of 3.90, indicating a positive view of their empathy skills. The low standard deviation (0.301) suggests high agreement among employees, reinforcing the perception that leaders understand and respond empathetically to the emotions of their team members.

Active listening to understand emotions behind feedback and suggestions scored a mean of 3.97, indicating that leaders are effective listeners. The very low standard deviation (0.180) indicates strong consensus among employees.

Encouraging open discussions about emotions received a rating of 3.93, indicating leaders are fairly effective in promoting emotional expression among employees. The moderate standard deviation (0.250) shows that there is agreement among employees on this attribute, suggesting that leaders create an environment conducive to discussing emotions openly.

Managing their own emotions during challenging situations received a mean score of 3.87, the lowest among the attributes assessed. The standard deviation of 0.341 suggests variability in responses, indicating that while some employees perceive effective emotional management, others may see opportunities for enhancement in this area.

Providing opportunities for employees to develop emotional intelligence skills scored a mean of 4.03, demonstrating leaders' support for personal development in emotional intelligence. The low standard deviation (0.180) indicates strong agreement among employees, highlighting leaders' commitment to fostering emotional intelligence skills among their team.

4.3.3. Emotion regulation.

Table 4.3.3: Managing Emotions in the Workplace

Managing Emotions in the Workplace				
No	Items	N	Mean	SD
1	The leaders at Hibret Bank effectively manage their own emotions during stressful situations	210	3.87	.341
2	Leaders at Hibret Bank provide guidance and support to employees on how to regulate their emotions in the workplace	210	4.03	.315

3	The leadership at Hibret Bank promotes a culture where employees feel comfortable expressing their emotions without fear of judgment.	210	4.07	.250
4	Leaders at Hibret Bank effectively manage conflicts and disagreements in a way that promotes positive emotional outcomes.	210	3.87	.428
5	The leaders at Hibret Bank set clear expectations and boundaries for emotional expression in the workplace.	210	3.97	.408
6	The leadership at Hibret Bank provides resources and training for employees to develop effective emotion regulation skills.	210	4.13	.563
	Mean of mean	210	3.99	

Source: Own field survey, 2024

The data from Table 3 provides insights into how leaders at Hibret Bank manage emotions within the workplace, highlighting both strengths and areas for improvement in their leadership practices.

Leaders at Hibret Bank demonstrate effective management of their own emotions during stressful situations, with a mean score of 3.87 and a relatively low standard deviation of 0.341. This consistent perception among employees suggests that leaders set a positive example by maintaining emotional control, thereby contributing to a stable work environment.

Leaders excel in providing guidance and support to employees on regulating their emotions, scoring a high mean of 4.03 with a low standard deviation of 0.315. This uniform agreement emphasizes employees' perception of robust support in learning and applying emotion regulation strategies, which enhances overall emotional intelligence across the workforce.

The culture at Hibret Bank encourages open emotional expression among employees, evidenced by a mean score of 4.07 and the lowest standard deviation of 0.250 among all items. This strong consensus indicates a positive emotional climate where employees feel safe and valued in expressing their feelings, which can significantly boost job satisfaction and overall engagement.

However, in managing conflicts, leaders received a mean score of 3.87 with a slightly higher standard deviation of 0.428. While generally competent in conflict management, the variability in perceptions suggests inconsistencies in practices. This highlights a need for standardized approaches or additional training to ensure more effective conflict resolution strategies across the organization.

Leaders are effective in setting clear expectations for emotional expression with a mean score of 3.97, yet a standard deviation of 0.408 indicates moderate agreement among employees. This suggests room for improvement in communicating these expectations consistently across the organization, which could reduce variability in employee experiences and strengthen emotional stability.

Leadership's provision of resources and training for emotion regulation is highly rated with a mean score of 4.13. However, the highest standard deviation of 0.563 suggests varying opinions on the effectiveness and accessibility of these resources. This disparity underscores the importance of ensuring equitable access to training and resources to develop emotional intelligence uniformly across the organization.

4.3.4. Emotional Wellbeing & Collaboration at Hibret Bank

Table 4.3.4: Wellbeing & Collaboration at Hibret Bank

Wellbeing & Collaboration at Hibret Bank				
No	Items	N	Mean	SD
1	I have observed a leader at Hibret Bank effectively encourage open expression of emotions in the workplace	210	3.93	.575
2	Leaders at Hibret Bank can better support and validate the emotional experiences and well-being of their team members	210	3.97	.548
3	Leaders can implement strategies to promote collaboration and sharing of positive experiences among team members	210	4.10	.301
4	I have witnessed a leader at Hibret Bank handle a conflict or challenge in a way that promoted positive emotional outcomes.	210	3.73	.729
5	Leaders at Hibret Bank can provide support and resources to help employees manage stress, maintain emotional well-being, and	210	4.03	.483

	achieve a healthy work-life balance			
6	Leaders can encourage self-reflection and emotional awareness among team members.	210	3.95	.693
	Mean of mean	210	.95	

Source: Own field survey, 2024

The data from Table 6 provides insights into the strategies employed by leaders at Hibret Bank to foster emotional well-being and collaboration among employees. Analyzing each item reveals both strengths and areas for improvement in leadership practices.

Leaders at Hibret Bank are relatively effective in encouraging open expression of emotions in the workplace, with a mean score of 3.93. The standard deviation of 0.575 indicates some variability in employee experiences regarding how well leaders support emotional expression.

Leaders are perceived as supportive and validating of their team members' emotional experiences and well-being, as reflected by a mean score of 3.97 and a standard deviation of 0.548. While generally seen as supportive, the variability suggests opportunities for improvement.

Leaders at Hibret Bank excel in promoting collaboration and sharing positive experiences among team members, scoring a mean of 4.10 with a low standard deviation of 0.301. This high level of agreement indicates strong leadership efforts to foster a collaborative and positive work environment, which enhances team cohesion and morale.

In handling conflicts to promote positive emotional outcomes, leaders scored 3.73 with the highest standard deviation of 0.729 among the items. The significant variability suggests varying approaches to conflict management across the organization, highlighting the need for standardized conflict resolution training.

Leaders are perceived as effective in providing support and resources to help employees manage stress, maintain emotional well-being, and achieve work-life balance, scoring a mean of 4.03 with a standard deviation of 0.483. While generally supportive, the variability indicates that not all employees may feel equally supported. Enhancing and standardizing these resources can ensure equitable support for all employees, promoting overall well-being.

Leaders are fairly effective in encouraging self-reflection and emotional awareness among team members, scoring a mean of 3.95 with a standard deviation of 0.693. The variability

suggests inconsistent practices in fostering these skills. Enhanced training for leaders can promote more uniform development of emotional awareness and self-reflection among employees, contributing to overall emotional intelligence.

3.3.5. Measuring of Leadership effectiveness

Table 3.3.5: Leadership effectiveness at Hibret Bank

Leadership effectiveness				
No	Items	N	Mean	SD
1	I am enthusiastic, dedicated, and satisfied with my work, and my leader inspires and supports me.	210	3.67	.980
2	My leader clearly communicates, actively listens, and promotes open information sharing within the organization.	210	3.53	.848
3	My leader effectively manages disagreements, finds solutions that benefit everyone, and helps the team learn from conflicts.	210	3.43	.957
4	My leader considers all information, weighs both logic and emotions, makes timely and informed decisions, and is open to feedback	210	3.51	.871
5	I feel valued, my team is supportive and collaborative, we are encouraged to be innovative, and we consistently achieve our goals	210	3.47	.848
	Mean of mean	210	.52	

Source: Own field survey, 2024

The data from Table 7 provides insights into the perceived effectiveness of leadership at Hibret Bank across various criteria, highlighting both strengths and areas for improvement in their leadership practices.

Employees generally feel enthusiastic, dedicated and satisfied with their work, believing that their leaders inspire and support them, as indicated by a mean score of 3.67. However, the high standard deviation of 0.980 suggests significant variability in employee experiences.

Leaders are perceived as fairly effective in communicating clearly, actively listening, and promoting open information sharing, scoring a mean of 3.53 with a standard deviation of 0.848. While communication skills are relatively strong, variability in perceptions suggests room for improvement.

Leaders' ability to manage disagreements, find mutually beneficial solutions, and help teams learn from conflicts is rated at 3.43, with a high standard deviation of 0.957. This variability indicates notable differences in how conflict management is perceived across the organization, highlighting it as a weaker area.

Leaders are seen as reasonably effective in making timely and informed decisions by considering all information, weighing logic and emotions, and being open to feedback, scoring a mean of 3.51 with a standard deviation of 0.871. While decision-making is generally effective, variability in perceptions suggests that improvements can be made.

Employees feel somewhat valued, supported, and encouraged to be innovative, with their teams consistently achieving goals, as reflected by a mean score of 3.47 and a standard deviation of 0.848. While perceptions are generally positive, variability suggests that experiences of feeling valued and supported may not be uniform across all teams.

4.4 Inferential Analysis

4.4.1. The relationship between independent variables and dependent variable

Field (2005) asserts that the correlation coefficient is a highly helpful tool for encapsulating the link between two variables in a single value that ranges from -1 to +1. The correlation coefficient is commonly represented by the letter "r". Therefore, a perfect positive relationship ($r = +1.00$) denotes a direct relationship, and a perfect negative relationship ($r = -1.00$) denotes the opposite. Therefore, a two-tailed test of statistical significance at the level of 95% significance, $P < 0.05$, was utilized in this study to assess the link between the training process practice and employees' performance.

Table 4.4.1: Analysis of Relationship (Correlation)

Correlations						
		Emotional Perception	Understanding of Emotions	Emotion Regulation	Building Wellbeing & Collaboration:	Leadership effectiveness
Emotional Perception	Pearson Correlation	1	.632**	.746**	.840**	.755**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	210	210	210	210	210
Understanding of Emotions	Pearson Correlation	.632**	1	.756**	.763**	.628**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	210	210	210	210	210
Emotion Regulation	Pearson Correlation	.746**	.756**	1	.877**	.669**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	210	210	210	210	210
Building Wellbeing & Collaboration:	Pearson Correlation	.840**	.763**	.877**	1	.722**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	210	210	210	210	210
Leadership effectiveness	Pearson Correlation	.755**	.628**	.669**	.722**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	210	210	210	210	210

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Own field survey, 2024

The correlation matrix provides a comprehensive view of the relationships between various aspects of emotional intelligence and leadership effectiveness. A closer look at the correlation coefficients reveals several key insights.

Firstly, Emotional Perception is moderately correlated with Understanding of Emotions (0.632), indicating that individuals who excel at perceiving emotions tend to also understand them well. The correlation between emotional perception and Building Wellbeing & Collaboration is notably strong (0.840), highlighting that perceiving emotions significantly contributes to creating a collaborative and positive environment. The correlation with Leadership Effectiveness (0.755) highlights those leaders who are adept at perceiving emotions are generally more effective in their roles.

In terms of Understanding of Emotions, there is a strong correlation with Emotion Regulation (0.756), showing that a good understanding of emotions is closely associated with the ability to regulate them. This skill also correlates strongly with Building Wellbeing & Collaboration (0.763), indicating that understanding emotions is crucial for fostering a positive and collaborative environment. Although the correlation with Leadership Effectiveness (0.628) is slightly weaker, it still suggests that understanding emotions contributes to effective leadership.

Emotion Regulation is crucial, as evidenced by its very strong correlation with Building Wellbeing & Collaboration (0.877), the highest in the matrix. This indicates that the ability to regulate emotions is essential for creating a collaborative atmosphere. The correlation with Leadership Effectiveness (0.669) further stresses the importance of emotion regulation in leadership contexts.

Building Wellbeing & Collaboration itself shows a strong correlation with Leadership Effectiveness (0.722), suggesting that leaders who can build a positive and collaborative environment are generally more effective.

The highest correlation (0.877) between building wellbeing & collaboration and emotion regulation suggests that creating a collaborative environment heavily depends on the ability to regulate emotions. This finding highlights the central role of emotional regulation in leadership.

4.4.2 The effect of independent variables on dependent variable

Regression analysis relies on several key assumptions to ensure the validity and reliability of its results. These assumptions include linearity, independence of residuals, homoscedasticity, normality of residuals, and no multicollinearity.

4.4.2.1 Normality test

This test was applied to control whether a data is well-modeled by a normal distribution or not, and to calculate in what way likely an underlying random variable is designate normally distributed. If the residuals are normally distributed, the histogram should be bell-shaped.

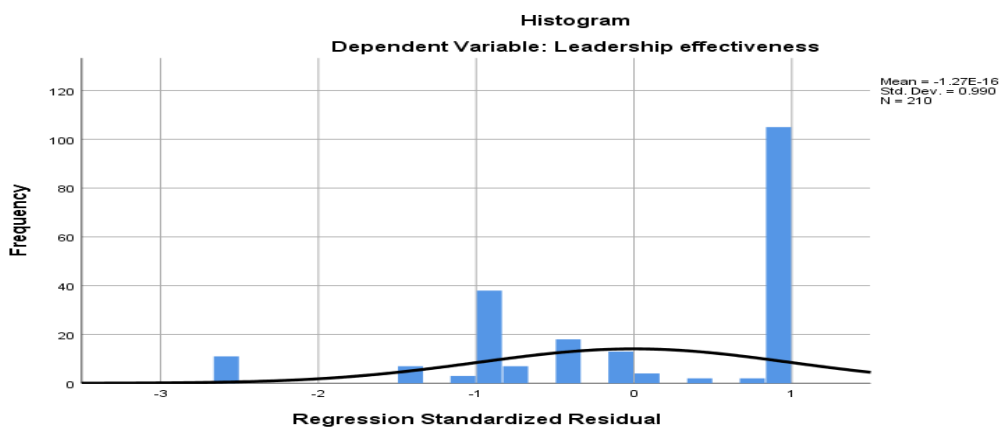


Figure 4.4.2.1: Normality test

Source: Own field survey, 2024

The histogram provided displays the distribution of the regression standardized residuals for the dependent variable, Leadership Effectiveness, based on the regression model. This histogram illustrates the frequency of the standardized residuals, which are the differences between the observed values of leadership effectiveness and the values predicted by the regression model.

Key statistics from the histogram include a mean of approximately zero (1.27E-16), indicating that, on average, the model's predictions are very close to the actual values. The standard deviation of the residuals is 0.990, close to one, suggesting that the residuals are well spread around the mean. With a sample size (N) of 210, the analysis is robust.

The residual pattern reveals some clustering around specific values, with a significant peak at a standardized residual of 1. This suggests that many observations had residuals around this value. There are fewer residuals at extreme values (both negative and positive), indicating

that most predictions are close to the actual values, with fewer extreme errors. The histogram's shape deviates from a perfect normal distribution, particularly with the pronounced peak at a standardized residual of 1, indicating some skewness in the residuals.

To improve the model, one could investigate potential variables that might account for the observed deviations. Considering transformations or adding interaction terms in the regression model might address the clustering issue. Checking for outliers and influential points can also help enhance the model's performance.

4.4.2.2 Linearity test

Linearity refers to the relationship between the independent and dependent variables being linear, which can be checked visually through scatterplots of residuals against predicted values (NCL, 2024).

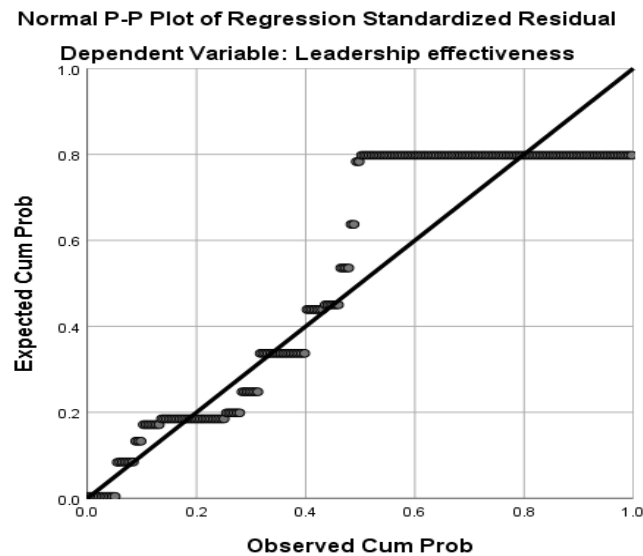


Figure 4.4.2.1.2: Linearity test

Source: Own field survey, 2024

The graph is a Normal P-P (Probability-Probability) Plot of Regression Standardized Residuals, which is used to assess the normality of residuals in a regression model. In this case, the plot evaluates "Leadership effectiveness" as the dependent variable.

The diagonal line on the plot represents the line of perfect normality. If the residuals are normally distributed, the data points should fall approximately along this line. The data points themselves represent the observed cumulative probabilities plotted against the expected cumulative probabilities from a normal distribution. Ideally, these points should be close to the diagonal line if the residuals are normally distributed.

The normality assumption of residuals is critical for certain inferential statistics and confidence intervals in regression analysis. The observed deviations in the plot suggest that the residuals are not perfectly normally distributed, which could impact the validity of these inferential statistics. If the residuals deviate significantly from normality, it may affect the reliability of hypothesis tests (such as t-tests and F-tests) and confidence intervals.

4.4.2.3 Multicollinearity test

Table 4.4.2.3: Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Emotional Perception	.293	3.410
	Understanding of Emotions	.384	2.604
	Emotion Regulation	.213	4.700
	Building Wellbeing & Collaboration:	.141	7.086
a. Dependent Variable: Leadership effectiveness			

Source: Own field survey, 2024

In the current model, the collinearity statistics indicate that all the VIF values are below 10 and tolerance statistics are above 0.1. Thus, it is safe to summarize that there is no collinearity issue in the current study.

Moreover, collinearity statistics indicate moderate to high levels of collinearity among predictors, particularly pronounced in "Building Wellbeing & Collaboration." To address this, variable removal or combination, PCA or Factor Analysis, regularization techniques, or sample size increase are recommended approaches.

4.4.2.4 Homoscedasticity test

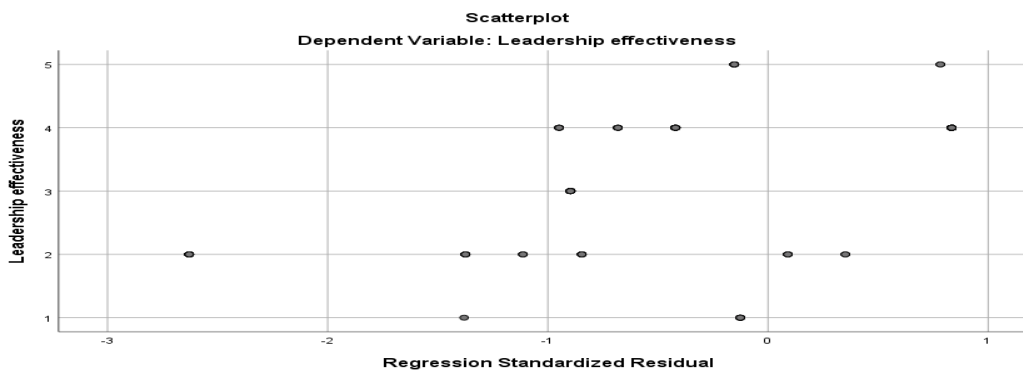


Figure 4.4.2.4: Homoscedasticity test

Source: Own field survey, 2024

The scatterplot provided offers valuable insight into the behavior of the errors (residuals) in the leadership effectiveness model. Ideally, these residuals should be randomly scattered around zero, and the plot you sent suggests this might be the case.

In linear regression, the researcher build models to explain the variation in a dependent variable (leadership effectiveness in this case) based on one or more independent variables. The residuals represent the unexplained portions of this variation. Random residuals are crucial because they ensure the errors aren't systematically linked to the predicted values of leadership effectiveness. This prevents them from skewing the interpretation of the relationships between the variables in the model.

4.4.2.5 No autocorrelation

Table 4.4.2.5: No autocorrelation

Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
1	.613	81.012	4	205	.000	.092
a. Predictors: (Constant), Building Wellbeing & Collaboration: , Understanding of Emotions , Emotional Perception , Emotion Regulation						
b. Dependent Variable: Leadership effectiveness						

Source: Own field survey, 2024

The R square change value of 0.613 suggests that approximately 61.3% of the variability in leadership effectiveness can be explained by the predictors included in the model. This indicates a strong relationship between the predictors (including "Building Wellbeing & Collaboration," "Understanding of Emotions," "Emotional Perception," and "Emotion Regulation") and the dependent variable.

In this case, the Durbin-Watson statistic of 0.092 indicates the presence of strong positive autocorrelation in the residuals. Therefore, while the model demonstrates strong overall explanatory power and significance, the presence of autocorrelation in the residuals suggests that further investigation and potential remedial actions, such as including additional predictors or transforming the variables, may be necessary to improve the model's reliability and predictive accuracy.

4.4.2 Regression Analysis

4.4.2.1. Model Summary and ANOVA

Table 4.4.2.1 Model Summary

Model Summary^b									
Model	R	R Square	Adjusted R	Std. Error of	Change Statistics				
			Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.783 ^a	.613	.605	.577	.613	81.012	4	205	.000
a. Predictors: (Constant), Building Wellbeing & Collaboration: , Understanding of Emotions , Emotional Perception , Emotion Regulation									
b. Dependent Variable: Leadership effectiveness									

Source: Own field survey, 2024

Table 4.4.2.2: ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	108.062	4	27.015	81.012	.000 ^b
	Residual	68.362	205	.333		
	Total	176.424	209			
a. Dependent Variable: Leadership effectiveness						
b. Predictors: (Constant), Building Wellbeing & Collaboration: , Understanding of Emotions , Emotional Perception , Emotion Regulation						

Source: Own field survey, 2024

The analysis the tables provided examines the relationship between leadership effectiveness and four factors: Building Wellbeing & Collaboration, Understanding of Emotions, Emotional Perception, and Emotion Regulation. It uses two statistical tables, Model Summary and ANOVA, to summarize the findings.

The Model Summary table tells us how well the model fits the data. The R value of 0.783 indicates a strong positive correlation between the combined effect of all four factors and leadership effectiveness. R-squared, at 0.613, means that over 61% of the variation in leadership effectiveness can be explained by these factors. The R square value of 0.605 indicates that 60.5% of the variation in the dependent variable is explained by the independent variables. The remaining 39.5% of the variance is explained by other variables not included in this study. This percentage of R square is indicative of a better measurement of model and this suggesting that a portion of the variance in the dependent variable due to the independent variables is accounted for the current study.

The ANOVA table focuses on how much the model improves over a simple baseline model. The high F-statistic (81.012) and its tiny p-value (0.000) show a statistically significant improvement. This means the model with all four factors explains leadership effectiveness much better than a model with just a constant term (representing the average leadership effectiveness).

4.4.2.3. Coefficients of independent variables and dependent variable

Table 4.4.2.3: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.763	.584		-4.729	.000
	Emotional Perception	.725	.114	.508	6.329	.000
	Understanding of Emotions	.541	.209	.181	2.583	.010
	Emotion Regulation	.154	.212	.069	.728	.467
	Building Wellbeing & Collaboration:	.151	.182	.096	.831	.407

a. Dependent Variable: Leadership effectiveness

Source: Own field survey, 2024

The unstandardized coefficient (B) for Emotional Perception is 0.725, indicating that for each one-unit increase in Emotional Perception, Leadership Effectiveness increases by 0.725 units, assuming all other variables are held constant. The standard error of 0.114 measures the average amount that this coefficient is expected to vary due to sampling variability. The standardized coefficient (Beta) of 0.508 shows a strong positive relationship between Emotional Perception and Leadership Effectiveness. The high t-value of 6.329, along with a p-value of 0.000, indicates that Emotional Perception is a significant predictor of Leadership Effectiveness. The zero-order correlation of 0.755 and partial correlation of 0.404 indicate a strong positive relationship, even when controlling for other variables. The part correlation of 0.275 represents the unique contribution of Emotional Perception to the prediction of Leadership Effectiveness.

This data implies that Emotional Perception is a significant and strong positive predictor of Leadership Effectiveness. Leaders with higher emotional perception are more effective, suggesting that the ability to accurately perceive emotions is crucial for leadership success.

Therefore, training programs focusing on enhancing emotional perception could significantly improve leadership effectiveness.

For Understanding of Emotions, the unstandardized coefficient (B) is 0.541, indicating that each one-unit increase in Understanding of Emotions leads to a 0.541-unit increase in Leadership Effectiveness. The standard error is 0.209, and the standardized coefficient (Beta) is 0.181. With a t-value of 2.583 and a p-value of 0.010, Understanding of Emotions is a significant predictor of Leadership Effectiveness. The zero-order correlation is 0.628, while the partial and part correlations are 0.178 and 0.112, respectively. Leaders should develop both their perception and understanding of emotions to enhance their effectiveness.

The unstandardized coefficient (B) for Emotion Regulation is 0.154, suggesting that each one-unit increase in Emotion Regulation corresponds to a 0.154-unit increase in Leadership Effectiveness. However, the standard error of 0.212, standardized coefficient (Beta) of 0.069, t-value of 0.728, and p-value of 0.467 indicate that Emotion Regulation is not a significant predictor. The zero-order correlation is 0.669, while the partial and part correlations are 0.051 and 0.032, respectively. This suggests that Emotion Regulation, while positively related to Leadership Effectiveness, is not statistically significant. Other factors may play a more crucial role in determining leadership effectiveness, so leaders should focus on other emotional skills that have a more direct impact on their effectiveness.

The unstandardized coefficient (B) for Building Wellbeing & Collaboration is 0.151, indicating a small positive effect on Leadership Effectiveness. However, with a standard error of 0.182, standardized coefficient (Beta) of 0.096, t-value of 0.831, and p-value of 0.407, it is not a significant predictor. The zero-order correlation is 0.722, while the partial and part correlations are 0.058 and 0.036, respectively. Despite a positive relationship, Building Wellbeing & Collaboration is not statistically significant and this suggesting that its unique contribution is limited. Leaders should prioritize other areas that have a more direct and significant impact on their effectiveness.

Overall, the model shows that Emotional Perception and Understanding of Emotions are significant predictors of Leadership Effectiveness, with Emotional Perception having the strongest positive impact. Emotion Regulation and Building Wellbeing & Collaboration, while positively related, are not significant predictors. This model suggests that emotional skills, particularly perception and understanding, are crucial for effective leadership. The findings imply that enhancing Emotional Perception and Understanding of Emotions could lead to significant improvements in Leadership Effectiveness. Training programs and

development initiatives focusing on these areas should be prioritized. While Emotion Regulation and Building Wellbeing & Collaboration are beneficial, they do not significantly predict leadership effectiveness in this model, suggesting that resources may be better allocated towards improving emotional perception and understanding among leaders.

4.5 Qualitative Analysis

Table 4.5: Respondents' response

No	Question	The responses of respondents
1	Overall emotional awareness of leaders	<p>* Varies among leaders. Some are attuned to their own and others' emotions, while others seem less aware.</p> <p>* Needs more observation to make a definitive judgment. Can share specific examples if needed.</p>
2	Effective communication of emotions by leaders	<p>* Some leaders communicate emotions clearly and appropriately, building trust and rapport. (Provide examples if possible)</p> <p>* Leaders tend to have a more formal communication style, not openly expressing emotions.</p>
3	Recognition and acknowledgement of team member emotions	<p>* Some leaders actively check in on team member emotions and acknowledge them, creating a supportive environment.</p> <p>* Haven't observed many leaders actively checking in on team member emotions; focus seems to be on task completion.</p>
4	Leaders effectively responding to team member emotions	<p>* Witnessed leaders responding empathetically and supportively to stressed or overwhelmed team members. (Provide examples if possible) * Can't recall specific instances of leaders directly addressing team member emotions.</p>

5	Overall emotional climate and leader contribution	<p>*The emotional climate feels (positive/neutral/negative). Approachable and empathetic leaders contribute to a positive climate, while distant or critical leaders create a stressful environment. (Provide examples)</p> <p>* Difficult to say definitively; emotional climate might vary by department or team.</p>
	Strategies to improve employee emotional well-being	<p>* Implement emotional intelligence programs to help leaders understand and manage their own emotions and recognize others' emotions.</p> <p>* Encourage open communication, opportunities to share concerns, promote work-life balance, and offer stress-reduction resources.</p>
6	Encouraging collaboration and sharing positive emotions	<p>* Team-building activities, social events, and leader recognition of successes can foster collaboration and positive interactions.</p> <p>* Leaders can set the tone by expressing appreciation, sharing positive experiences, and encouraging team members to do the same.</p>

At Hibret Bank, the landscape of emotional intelligence (EQ) among its leaders appears multifaceted, with varying levels of awareness observed. While some leaders exhibit robust EQ by effectively understanding and responding to both their own emotions and those of their teams, others seem less attuned in this regard. A more comprehensive observation is necessary to gain a clearer understanding of the overall emotional intelligence landscape within the leadership.

In terms of communication styles, it's noted that certain leaders adeptly convey their emotions, fostering trust and rapport within their teams. This indicates recognition of the significance of emotions in nurturing positive relationships. However, there's a prevailing tendency towards formality in communication, with emotions often not openly expressed by

leaders. This formal approach might inadvertently create a sense of distance between leaders and their team members.

Acknowledgment of team members' emotions emerges as a positive aspect, with instances of leaders actively checking in on and recognizing the emotional states of their teams. Such actions contribute to the creation of a supportive environment, showcasing strong emotional intelligence in practice. Yet, these instances appear somewhat limited, with many leaders primarily focused on task completion, potentially overlooking the emotional well-being of their teams.

While examples of leaders responding supportively to team members' emotional distress exist, the interviewee's inability to recall numerous instances of such responses hints at a potential gap in how leaders address emotional situations directly.

The overall emotional climate at Hibret Bank seems nuanced, likely influenced by individual leaders and their respective teams. Approachable and empathetic leaders contribute to a positive environment, while those perceived as distant or critical may foster a more stressful atmosphere. This underscores the considerable impact leaders wield on their teams' emotional well-being.

To address areas for improvement, implementing emotional intelligence programs for leaders emerges as a transformative solution. These programs would furnish leaders with the necessary skills to comprehend and manage their own emotions, as well as recognize and respond to those of others.

Additionally, fostering open communication, providing platforms for team members to voice concerns, advocating for work-life balance, and offering resources for stress reduction are identified as key strategies to cultivate a more positive and supportive workplace environment.

In promoting collaboration and positive interactions among team members, initiatives such as team-building activities, social events, and leader acknowledgment of successes hold significant value. Leaders who actively express appreciation, share positive experiences, and encourage team members to do the same can further fortify positive emotions within the workplace.

While pockets of strong emotional intelligence leadership exist at Hibret Bank, there's evident room for enhancement. By implementing the suggested strategies, the overall

emotional well-being of employees could substantially improve, potentially translating into enhanced company performance.

4.5.1 Triangulate the Quantitative and Qualitative Finding

The quantitative findings, represented by mean scores and standard deviations, suggest a generally positive perception of leadership's understanding and management of emotions at Hibret Bank. However, there are clear areas for improvement, particularly in empathy and self-management during challenging situations. These findings are corroborated by the qualitative analysis, which highlights variations in emotional awareness among leaders, occasional gaps in acknowledging and responding to team members' emotions, and inconsistencies in the emotional climate across different leadership styles.

The qualitative findings provide context and depth to the quantitative results. For instance, while the mean scores suggest overall proficiency in managing workplace emotions, the qualitative analysis identifies specific areas, such as standardizing conflict management practices and ensuring consistent communication of expectations, where improvements are needed. Similarly, while the mean score for fostering emotional well-being and collaboration is positive, the qualitative analysis underscores the importance of initiatives like open communication platforms and stress reduction resources in achieving this goal.

By triangulating the quantitative and qualitative findings, it becomes evident that while leaders at Hibret Bank generally demonstrate competency in emotional intelligence, there are nuanced challenges and opportunities for improvement. For instance, while leaders may excel in certain aspects of emotional intelligence, such as recognizing and acknowledging team members' emotions, there may be inconsistencies in their responses or communication styles that impact overall effectiveness.

Moreover, the correlation analysis reinforces the importance of emotional intelligence in leadership effectiveness, highlighting the significant positive relationship between emotional intelligence components and building well-being and collaboration in the workplace. This underscores the need for targeted interventions to enhance emotional intelligence skills among leaders, thereby fostering a more supportive and collaborative organizational culture.

Overall, triangulating quantitative and qualitative findings allows for a comprehensive understanding of emotional intelligence at Hibret Bank, identifying strengths, weaknesses, and areas for improvement. This integrated approach provides valuable insights for developing targeted strategies to enhance leadership effectiveness and employee well-being.

4.6 Major Findings in Comparison with Previous Studies

The quantitative findings of the current study indicate a generally positive perception of leadership's emotional intelligence (EI) at Hibret Bank, as reflected by mean scores and standard deviations. Leaders are perceived as competent in managing workplace emotions, but there are areas for improvement in empathy and self-management during challenging situations. This aligns with Goleman's research on emotional intelligence, which suggests that leaders with high EI tend to foster better team dynamics, improved job satisfaction, and higher overall performance. The positive perception at Hibret Bank supports Goleman's findings that emotionally intelligent leaders can create a supportive work environment. This implies that Hibret Bank's leadership training programs should continue to emphasize EI, with a particular focus on enhancing empathy and self-management skills.

However, qualitative data reveal variations in leaders' emotional awareness and occasional gaps in acknowledging and responding to team members' emotions. There are inconsistencies in the emotional climate across different leadership styles, and specific areas like conflict management and communication need standardization. These findings echo the research by Mayer, Salovey, and Caruso, who emphasize the importance of empathy and self-regulation in leadership. Bar-On's research further suggests that while many leaders excel in cognitive intelligence, they often fall short in empathy and self-regulation. This indicates that the challenges identified at Hibret Bank are not unique and are common in many organizational contexts. It implies that targeted training in empathy and self-regulation could address these gaps, enhancing overall leadership effectiveness.

Inconsistencies in how leaders at Hibret Bank handle emotions, particularly in conflict situations and communication of expectations, can impact the overall effectiveness of leadership. Research by Ashkanasy and Daus on emotional climate in organizations has shown that inconsistent emotional management and varying leadership styles can lead to a fragmented workplace environment. The findings at Hibret Bank corroborate this, suggesting a need for more uniform training and development programs focused on EI. This implies that standardizing leadership practices related to emotional management and communication could help create a more cohesive and effective organizational environment.

The qualitative findings also stress the need for initiatives such as open communication platforms and stress reduction resources to foster emotional well-being and collaboration. The importance of open communication and stress management is well-documented in organizational behavior literature. Studies by Dutton and Ragins highlight how supportive

communication networks and stress reduction practices are essential for building resilience and enhancing team performance. The current findings align with these studies, suggesting that Hibret Bank would benefit from implementing such initiatives. This implies that by enhancing open communication and providing stress reduction resources, the bank can improve both employee well-being and overall performance.

Correlation analysis shows a significant positive relationship between emotional intelligence components and leadership effectiveness, emphasizing the importance of EI in fostering well-being and collaboration. Numerous studies, including those by Boyatzis and McKee, have demonstrated a strong link between emotional intelligence and leadership effectiveness. The current study's correlation analysis is consistent with these findings, underscoring that enhancing EI skills is crucial for leadership development.

By integrating quantitative and qualitative findings, the study provides a comprehensive understanding of the strengths, weaknesses, and areas for improvement in emotional intelligence at Hibret Bank. Triangulating quantitative and qualitative data is a recognized approach in social sciences to obtain a holistic view of complex phenomena. This method has been advocated by researchers like Creswell and Plano Clark, who emphasize that mixed-methods research can provide deeper insights and more robust conclusions. The current study's triangulation approach aligns with these methodological best practices, offering a well-rounded perspective on leadership EI. This implies that Hibret Bank's strategies for enhancing leadership effectiveness should be informed by a comprehensive understanding of both quantitative and qualitative insights.

In conclusion, comparing the major findings of the current study with previous research highlights both the alignment with established theories and the unique insights specific to Hibret Bank. While the general positive perception of leadership's emotional intelligence and the critical areas needing improvement are consistent with broader research, the specific context of Hibret Bank provides a nuanced understanding that can inform targeted strategies for enhancing leadership effectiveness and employee well-being in the organization. This implies that tailored interventions based on these findings could lead to significant improvements in leadership practices and organizational outcomes at Hibret Bank.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This study examined the perceptions of employees regarding their leaders' emotional intelligence, highlighting both strengths and areas for improvement. By focusing on key components such as empathy, self-management, and emotion regulation, the research aimed to identify how these factors influence overall well-being and collaboration within the bank. The findings underlined the importance of continuous improvement and standardized practices to enhance leadership effectiveness and employee satisfaction. Through integrating quantitative data and qualitative insights, this study provided a comprehensive view of the current state of emotional intelligence at Hibret Bank, offering actionable recommendations for cultivating a more emotionally intelligent and cohesive organizational culture.

5.2. Summary of the Major Finding

The study revealed a strong positive relationship between emotional intelligence components and leadership effectiveness at Hibret Bank, with emotional perception emerging as the most significant predictor. Leaders who can accurately perceive emotions tend to be more effective, highlighting the importance of this skill in leadership.

Regression analysis further supported this finding, indicating that emotional perception and understanding of emotions are significant predictors of leadership effectiveness. Among these, emotional perception has the strongest impact. While emotion regulation and building well-being and collaboration are positively related to leadership effectiveness, they are not statistically significant predictors in this model.

The emotional climate at Hibret Bank varies significantly and is influenced by individual leadership styles. Approachable and empathetic leaders create a positive environment, while distant or critical leaders contribute to a more stressful atmosphere.

5.3. Conclusion

In conclusion, the study highlighted the critical importance of emotional intelligence in enhancing leadership effectiveness at Hibret Bank, with emotional perception identified as the most significant predictor. Leaders who demonstrate high levels of emotional perception and understanding are notably more effective, yet there are evident inconsistencies in emotional awareness and communication styles among the bank's leadership.

The study indicated a pressing need for targeted emotional intelligence training programs aimed at enhancing leaders' skills in emotional perception, empathy, and self-management. Additionally, standardizing leadership practices related to emotional management and communication is recommended to ensure consistency and effectiveness across the organization. Implementing such training and standardization can significantly improve the emotional well-being and collaboration among employees.

Overall, while takes of strong emotional intelligence leadership exist within Hibret Bank, there is considerable room for improvement. Addressing the identified areas through targeted training and standardized practices can lead to a significant enhancement in leadership effectiveness and create a more positive and collaborative work environment.

5.4. Recommendation

Based on the findings and conclusions of the study on emotional intelligence and leadership effectiveness at Hibret Bank, several key recommendations are proposed to enhance organizational practices and improve overall performance.

- Implement structured emotional intelligence training programs for all levels of leadership. These programs should focus on enhancing skills such as emotional perception, empathy, and self-management.
- Use standardizes emotional management practices within leadership roles. Clear guidelines should be established to encourage leaders to integrate emotional awareness into their decision-making processes and daily interactions with teams.
- Promote empathetic leadership styles among Hibret Bank leaders. Leaders should be encouraged and supported to prioritize understanding and responding to team members' emotions effectively.
- Provide Coaching and mentorship opportunities to help leaders develop empathetic skills, thereby enhancing their ability to create positive and supportive work environments.

5.5 Suggestion for further study

Based on the findings of the current study on emotional intelligence and leadership effectiveness at Hibret Bank, several suggestions for further research can be proposed

A longitudinal study tracking emotional intelligence skills of leaders over time can assess how these skills impact leadership effectiveness. Comparing emotional intelligence practices across different banks can identify best practices specific to Hibret Bank.

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Appendix-One

Addis Ababa University
College of Business and Economics
School of Commerce
Master of Business Leadership

Dear participants at Hibret Bank

I am Eshetu Abebe, a student from the College of Business and Economics at Addis Ababa University. I am conducting an academic research project titled " The Role of Emotional Intelligence in Leadership Effectiveness: Evidence from Hibret Bank of Ethiopia in Addis Ababa." I would like to invite you to participate in my study by answering a set of interview questions.

Any information you provide during the interview will be kept confidential and used solely for academic purposes. I kindly ask that you answer the questions honestly and impartially. Your candid and unbiased feedback is essential to the success of my study.

Thank you in advance for your time and cooperation. I look forward to speaking with you soon.

Sincerely,

Eshetu Abebe

Email: eshetuabebe56@gmail.com

Phone Number: +251913938156

Part Two: The Role of Emotional Intelligence in Leadership Effectiveness.

This sets of statements aims to test your feelings and perceptions regarding “The Role of Emotional Intelligence in Leadership Effectiveness”. You are asked to rate yourself in relation to each statement to show your level of agreement with what the statement is suggesting, where the following ratings are:

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

N.B. Please mark your preferences by placing a tick (√) in the corresponding box.

1. To Assessing leaders at Hibret Bank to assess emotional perception.

Table 1: Assessing Emotional Perception at Hibret Bank

N.B 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	Assessing Emotional Perception at Hibret Bank					
1	I feel valued and appreciated by the leadership team at Hibret Bank.					
2	The leadership at Hibret Bank effectively communicates with empathy and understanding.					
3	The leadership at Hibret Bank inspires trust and confidence among employees.					
4	I believe that the leadership at Hibret Bank genuinely cares about employee well-being.					
5	The leadership at Hibret Bank effectively manages and resolves conflicts in a fair and considerate manner.					
6	The leadership at Hibret Bank demonstrates emotional intelligence in decision-making and interactions.					

2. Leaders at Hibret Bank to assess understanding emotions

Table 2: Assessing Understanding of Emotions at Hibret Bank

N.B 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	Assessing Understanding of Emotions at Hibret Bank					
1	The leaders at Hibret Bank effectively recognize and acknowledge the emotions of their team members.					
2	Leaders at Hibret Bank demonstrate empathy towards the emotions and concerns of employees.					
3	The leaders at Hibret Bank actively listen to understand the emotions behind employee feedback and suggestions.					
4	The leadership at Hibret Bank encourages open discussions about emotions and emotional well-being in the workplace.					
5	Leaders at Hibret Bank effectively manage their own emotions during challenging situations.					
6	The leadership at Hibret Bank provides opportunities for employees to develop emotional intelligence skills.					

3. Leaders at Hibret Bank to assess emotion regulation.

Table 3: Assessing Emotion Regulation at Hibret Bank

N.B 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	Assessing Emotion Regulation at Hibret Bank					
1	The leaders at Hibret Bank effectively manage their own emotions during stressful situations.					
2	Leaders at Hibret Bank provide guidance and support to employees on how to regulate their emotions in the workplace.					
3	The leadership at Hibret Bank promotes a culture where employees feel comfortable expressing their emotions without fear of judgment.					

4	Leaders at Hibret Bank effectively manage conflicts and disagreements in a way that promotes positive emotional outcomes.					
5	The leaders at Hibret Bank set clear expectations and boundaries for emotional expression in the workplace.					
6	The leadership at Hibret Bank provides resources and training for employees to develop effective emotion regulation skills.					

4. Ffostering Emotional Wellbeing and Collaboration at Hibret Bank:

Table 1: Building Wellbeing & Collaboration: Strategies for Hibret Bank Leaders.

N.B 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	Building Wellbeing & Collaboration: Strategies for Hibret Bank Leaders.					
1	I have observed a leader at Hibret Bank effectively encourage open expression of emotions in the workplace					
2	Leaders at Hibret Bank can better support and validate the emotional experiences and well-being of their team members					
3	Leaders can implement strategies to promote collaboration and sharing of positive experiences among team members.					
4	I have witnessed a leader at Hibret Bank handle a conflict or challenge in a way that promoted positive emotional outcomes.					
5	Leaders at Hibret Bank can provide support and resources to help employees manage stress, maintain emotional well-being, and achieve a healthy work-life balance					

6	Leaders can encourage self-reflection and emotional awareness among team members.					
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5. Measuring of Leadership effectiveness at Hibret Bank

Table 1: Leadership effectiveness at Hibret Bank

N.B 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

No	Items	1	2	3	4	5
	Leadership effectiveness					
1	I am enthusiastic, dedicated, and satisfied with my work, and my leader inspires and supports me.					
2	My leader clearly communicates, actively listens, and promotes open information sharing within the organization.					
3	My leader effectively manages disagreements, finds solutions that benefit everyone, and helps the team learn from conflicts.					
4	My leader considers all information, weighs both logic and emotions, makes timely and informed decisions, and is open to feedback.					
5	I feel valued, my team is supportive and collaborative, we are encouraged to be innovative, and we consistently achieve our goals.					

1. Structural interviewed questions

1. How would you describe the overall emotional awareness of leaders at Hibret Bank?

2. In what ways do you perceive leaders at Hibret Bank effectively communicating emotions in the workplace?

3. From your observations, how well do leaders at Hibret Bank recognize and acknowledge the emotions of their team members?

4. Have you experienced situations where a leader at Hibret Bank effectively responded to team members' emotions?

5. How do you perceive the overall emotional climate at Hibret Bank, and what actions or behaviors from leaders contribute to this climate, positively or negatively?

6. In your opinion, what strategies or initiatives could leaders at Hibret Bank implement to improve emotional well-being among employees?

7. How can leaders at Hibret Bank encourage collaboration and the sharing of positive emotional experiences among team members? Can you suggest any specific approaches or activities?

THANK YOU!