Power of Emotional Intelligence on Good Governance

John N.N Ugoani

Abstract
Good governance is epitomized by predictable, open and enlightened policymaking, i.e. transparent processes, a bureaucracy imbued with professional ethos, an executive arm of government accountable for its actions, and a strong civil society participating in public affairs and behaving under the rule of law. Governance has to do with the institutional environments in which citizens interact among themselves and with government agencies and officials. The capacity of this institutional environment is important for development because it helps to determine the impact achieved by the economic policies the government adopts. This capacity then, and the governance quality it reflects, is a vital concern for all governments and citizens. Good governance can be undermined by a range of factors, including lack of transparency, integrity, self-respect, self-regulation, self-discipline, among others. Corruption is often both a cause and an effect of weak governance. The study which was an attempt to determine the power of emotional intelligence on good governance adopted the survey research design. Emotional intelligence is the index of competencies such as transparency, integrity, accountability, empathy, collaboration, humility, among other variables necessary for introducing and sustaining good governance. Good governance refers to the government devoid of corruption, dishonesty, cowardice, fraud, blackmail, pursuit of personal interest, contract “loading”, among other dysfunctional behaviours that have defied many prescriptions for a long time. The survey research design was adopted for the study. A sample size of 302 was determined through Yamane’s formula, and the respondents were picked through the simple random sampling technique. Data were analyzed through descriptive statistics and correlation analysis using SPSS version 17. The result showed r = .799*. With this result, it was found that there is significant positive relationship between emotional intelligence and good governance at 0.05 level of significance, meaning that emotional intelligence is a “powerful” predictor of good governance. This is our interest in the study. Ten recommendations were made based on the result of the study.

Keywords: Transparency, Integrity, Emotional intelligence, Good governance, Reciprocal, Corruption, Accountability, Emotional illiteracy, Political will, Dysfunctional behaviours, Governance.

1. Introduction
Since the publication of Goleman’s (1995) best selling book on Emotional Intelligence (EI), the concept has come to be regarded as the new science of success. Emotional Intelligence relates to the ability, capacity and skill to assess, manage and control our own emotions and the emotions of others and of groups. It encompasses self-awareness, self-regulation, self-motivation, resilience, integrity, humility, sincerity, vision, good judgment, initiative, and maturity among others. Bar-On (1997) hypothesizes that those people who have mastered these skills are more successful than those who are lacking such EI skills. Also Maxwell (2005) believes that understanding and managing of one’s emotional life serves at the heart of leadership, which implicates good governance, has frequently been associated with emotional intelligence. Current academic research in the area of leadership describes two distinct types of leadership: transformational and transactional. The transformational leader stimulates interest among colleagues, inspires a different outlook

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on work, generates awareness of goals, motivates others to consider the interest of the group over their own personal interests. Thus, transformational leadership and not transactional leadership is linked to the concept of emotional intelligence and capable of influencing good governance. Good governance is the government devoid of corruption, dishonesty, fraud, blackmail, pursuit of personal interest, among others. The quality of governance is crucial to determining practical and sustainable strategies for tackling corruption. (Agbakoba, 2011, Campos & Pradhan, 2007, Stapenhurst and Kpundeh, 1999) Governance refers broadly to exercise of power through a nation’s economic, social and political institutions that represent the laws, rules and regulations that together shape the incentives of public policymakers who oversee and provide public services. Good governance is epitomized by predictable, open and enlightened policymaking, i.e. transparent processes, a bureaucracy imbued with professional ethos, an executive arm of government accountable for its actions, and a strong civil society participating in public affairs and behaving under the rule of law. Governance has to do with the institutional environments in which citizens interact among themselves and with government agencies and officials. The capacity of this institutional environment is important for development because it helps to determine the impact achieved by the economic policies the government adopts. This capacity then, and the governance quality it reflects, is a vital concern for all governments and citizens. Good governance can be undermined by a range of factors, including lack of transparency, integrity, self-respect, self-regulation, self-discipline, among others. Corruption is often both a cause and an effect of weak governance. Poor governance and corruption can hurt the citizens through a multiplicity of ways. For example, in a corrupt and weak government, social interests and economic priorities play little role in the allocation of public resources. Problems of injustice and weak governance are inextricably linked. If power is abused or exercised in a weak or improper ways, those with the least power – the masses are most likely to suffer. Weak governance compromises the delivery of essential services and benefits to those who need them most. It generates and reinforces and subverts efforts to reduce it. Good governance on the other hand, involves considerations of the way its different arms work in areas ranging from execution of projects, human rights through legal systems and human resource management to details of social spending. (Klugman, 2002). In many, if not most instances, dysfunctional behaviours and institutions serve private interests. If public servants at any level are bending and cutting the formal rules in order to secure private gains, it points to corruption. In a situation of this nature the majority looses while the few in government gains. From the diagnosis, it seems very clear that emotional intelligence is the reciprocal of good governance and that poor governance is the reciprocal of emotional illiteracy and corruption in Nigeria because good governance is impeded by high level corruption. For example, Gbenga (2012) reports that there is too much corruption in Nigeria. He believes that people in government are embezzling public funds. It is known that ex-governors in Nigeria were arrested in connection with corruption and weak governance including scandals involving members of the Legislature. (Chiedozie, 2012, Akhaine & Musari, 2011). Even in the judiciary, learned Justices are struggling to follow the course of justice (Lawani, 2011). These are mere tips to suggest the obvious that Nigeria is in dire need of good governance. These failures are recorded not because the elected and appointed government officials lack high intelligence quotient (IQ) usually represented by high academic qualifications, but because they lack emotional intelligence which is the reciprocal of good governance. The beauty of emotional intelligence is that it is not fixed at birth. Although shaped by childhood and experience, it can be nurtured and strengthened throughout adulthood with immediate benefits to our relationships and governance. Traditional and patriarchal approaches to governance which bred weak and nonchalant attitudes should collapse and give way to a new governance paradigm that encompasses the attributes of emotional intelligence. (Stapenhurst, et al, 1998, Soeze, 2013, Aliyu, 2014). Writing of “open letters” by people who grossly enjoy government patronage among and across themselves betray deficiency in emotional intelligence. Humility sensitivity warm relationships wound have been the legacy over “open letters” because they may not contain “the whole truth, and nothing but the truth”. (Jibueze, 2013, Alli, 2013, Amaechi, 2014).

Good governance in the form of public institutions and policies that enforce human rights and obligations while restraining corruption is now widely viewed to be a necessary condition for long term economic growth. There is reason to assume that the architecture of the state, including the relationships between the executive, legislative and judiciary branches and other ministries, departments and agencies
should be seen in such a light that illuminates public confidence (North, 1990). This is important because corruption negates good governance (Stapenhurst & Kpunde, 1999, Campos & Pradhan, 2007, Cherniss & Goleman, 2001, Cavacco, & Brienza, 2002, Durojaiye, 2010, Goleman, Boyatzis, & McKee, 2002.) It is not too early nor late to open the chapter of emotional intelligence and good governance in Nigeria. (Agbonuwa, 2011, Madunagu, 2011, Alli, 2012, Na’Abba, 2006). Emphasizing the need of good governance, Fadipe (2012) states that participatory governance is strategic to achieving meaningful human development goals and economic growth. Indeed he sees good governance as an essential ingredient for the prosperity of any nation. But corruption is too much in Nigeria. For example, in 2005, the Federal Supreme Court in USA authorized the repatriation of $505.5million to the government of Nigeria, making Switzerland the first country to repatriate looted funds to an African country. (World Bank, 2006, TI, 2013). According to Irekamba, (2012) even the Church now links bad governance to skill gap. It is believed that some Nigerian leaders display acute lack of competence to occupy leadership positions. He purports that Nigeria needs better leaders. Corruption in high places continues to undermine good governance in Nigeria. For example, Daily Newswatch (2012) reports the discovery of about US$10bn not remitted to the Nigerian Extractive Industries Transparency Initiative by multinational oil companies. This means that corruption dimension is very wide. Famutimi (2012) reports Hawkins, a former US envoy lamenting that “Corruption is killing Nigeria’s potentials”. According to Kalu (2014) good governance is absolutely critical to the entrenchment of strong institutions in any society. Strong institutions lead to due process. Due process leads to discipline, which is manifest in both the governors and the governed. Societal discipline leads to the enthronement of merit, equal opportunities, justice and fair play. And a disciplined society is one in which corruption both in its broad and narrow senses will have little or no oxygen with which to thrive and flourish. In such a society not only the youth segment will be empowered. Every strata of society will be empowered. National development will be taken for granted. Individual development or self-enhancement will grow organically and with no impediments except any natural limitations. “Nigeria has lost much to corruption in 54 years. “Good governance is cardinal to the attainment of development while true participatory democracy ensures that development is equitable and sustainable. Public resources and conduct of public affairs in a manner that upholds the rule of law and that protects and promotes the realization of the rights of all citizens. The true measure of good governance is the ability of a government to realize people’s human rights and deliver sustainable and equitable development. Good governance is derived through transparency, accountability, participation and responsiveness to the needs of the poor and attentive to the aspirations of all”. Kalu opines that economic development can only be possible when empowerment and good governance are firmly rooted. Once there are gaps in either of them, addressing economic development may be difficult, if not impossible. The two factors are intertwined and in them transformation. “If we do not get our act together at this level any pursuit of economic development may be a futile exercise as these are the proofs on which a nation grows”. However, instead of empowerment, we have descended to the ignoble level of “cash-for-job” even from unemployed graduates: With over 54 percent of Nigerian youths unemployed youth empowerment remains a mirage, and this is not a parameter of good governance (Agomuo, 2014, Ogoigbe, 2014)

Statement of the problem

In many places and countries, corruption is characterized by conflicts of interest, nepotism, and cronyism, favoritism, stealing and blackmail, among other major factors militating against good governance. When an individual public officer is influenced or capable of being influenced by personal considerations against the wider interest of the state it will negatively affect performance in the public interest. Cronyism involving many situations in which preferences are given to friends and colleagues is a serious impediment on good governance in Nigeria. According to Pope (2007), “in Britain, cronyism is captured in such expressions as the ‘old school tie’, or the ‘old boys’ club”. Even though Nigeria was under British colonial influence, it can still come out of the “cronyism club”, through emotional intelligence.

Corruption in many and high places in Nigeria continues to undermine the process of good governance and for which the country has become notorious. For example Salaudeen (2013) reports that Nigeria has been rated 41st out of 52 African countries on poor governance culture by Mo Ibrahim Foundation for Good Governance in Africa. The report says Nigeria is poorly rated due to lapses in safety, rule of law,
participation and human rights, and other corruptive issues in low and high places, including the N32.8bn police pension fraud as well as the oil subsidy scam involving billions of naira. In the case of the celebrated oil subsidy show of shame, government is yet to successfully prosecute any of the alleged offenders. According to Fagbemi (2013) a former US Secretary of State believes that corruption is the greatest challenge to Nigeria’s development, and that for the country to develop corruption and insecurity must be checked. (Ebiri, 2013). For example, The Federal Government has uncovered 46,821 ghost workers in 215 ministries, departments and agencies while ₦118.9bn has been saved in pay roll cost since the implementation of the integrated payroll and personnel information system and additional, N704.8m and N10.65m respectively have also been recovered that would have been stolen through “ghost workers” (Oneyidika, 2013) Cases where foreign currencies are moved about in private homes instead of the banks are capable of affecting good governance. For example, the Delta State Government has lost its bid to claim the US$15m Ibori bribe money dumped in a private home in Abuja by an unknown person. The cash estimated at N4.6bn is described by the court “as fund derived from an unlawful act” (Ikhilae, 2013), Public corruption is monumental in Nigeria ranging from buying expensive cars at inflated prices to misdirection of public funds. A senate report shows that N1,518,871,426.64tn has been diverted and used as slush funds for cronies, states, ministries, departments and agencies. And that out of the N1,518,871,357,426.64bn a total of N578,583,374,000.05 is now regarded as bad loans which are unrecoverable. (Folasade-Koyi, 2013, Odunga et al, 2013) Even cash meant for natural disasters are embezzled in Nigeria. According to Anumihe, (2013) the National Assembly has accused some state Governors of misappropriating funds meant for flood relief. Also private sector corruption is severe. Adedepun (2013) reports that government loses about N156m yearly to capital flight in information technology sector alone. These types of corruption continue to thrive in our country where over 67m youths are unemployed and the global working poor estimated at 870 million. (Oseho 2012, Olayinka 2013) We seem to have forgotten “accountability” which is a factor of emotional intelligence. According to Musawa (2013) at the root of Nigeria’s poor governance culture lies a deep lack of accountability. And with that lack of accountability and responsibility come the lack of consequences and sanction for bad behavior. “And with the lack of consequences and sanction for bad behavior comes free for all that gives way to the dangerous combustible combination we are seeing today in the country”. Some bodies have been established to fight corruption in Nigeria. The courts are there to enforce anti-corruption laws. What does not seem to be present is the political will to fight corruption. When bodies already established to fight corruption and force government officials to be accountable lack resources, clear directives, powers to combat graft, it suggests that we have developed a syndrome where no one takes accountability for anything (Olouwu, 1993, Obayuwana, 2013). An apostle of good governance, Babalola (2009) while advising public officers states: “Superior resource management, quality expenditure, and visionary leadership are imperative at this critical time”. Babalola’s (2009) classic pontification raises three fundamental questions: (a) does the purchase of cars at ridiculous prices “at this critical time” amount to quality expenditure? (b) Does dumping of US$15m in cash in a private home by an unknown person amount to visionary leadership? (c) Does abandoning projects worth trillions of naira amount to superior resource control? Answers to questions like these are imperative for good governance in Nigeria. Such answers may also help in explaining the level of our emotional blindness. Public corruption pervades almost all areas of our public life including an area as sensitive as the aviation industry. Experts in this area for example believe that “Corruption expressing itself through impunity is substantially responsible for the crises in the aviation sector. For safety reasons, they frown at the licensing of 43-year-old aircraft. This leads us to reason that public corruption contributes to loss of lives through the use of rickety aircrafts in Nigeria. (Onochie, et al, 2013). Nigerians require legacy projects and not the legacy of “abandoned projects and open Letters”. Nigerians want democratic governance, economic development, broad prosperity, justice, equity, moral purpose, and human dignity. It is doubtful if comparing the pay of senators, ministers and judges as done by elected officials, is a legacy of good governance. (Sobowale, 2013, Alli 2012, Obogo 2013) Due to high level corruption in Nigeria, some now think that Nigerian leaders are “thieves”, and that the agencies established to check corruption are often scared to probe cases of public corruption. Nigeria, they say needs judges that cannot be bought with money. (Baiyewu & Okpi 2013, Ebije & Alabelewe 2013, Alechenu, et al, 2013) Good governance is being undermined by frequent reports of missing cash in billions of naira and dollars,
involving about $49.83, N22b, N500b and more from the government treasury, to be safe, nobody is sure of
how much money that is missing not even the Central Bank of Nigeria is sure. (Jimoh & Meya, 2013,

Purpose of the Study

It should be noted that the primary focus of this study is on the relationship between emotional
intelligence and good governance. The study hypothesizes that emotional intelligence has positive
relationship with good governance. Therefore, the present study will test these two hypotheses to provide an
examination of the empirical validity of these two competing assumptions regarding emotional intelligence
and good governance.

Hypotheses

To guide the course of this study, these hypotheses were formulated and tested at 0.05 level of
significance.

\[ H_0: \] Emotional intelligence has no relationship with good governance.

\[ H_1: \] Emotional intelligence has significant relationship with good governance

Delimitation of the Study

The study was delimitated to Aba and its environs due to the high population density and business
locations in the areas within the South-East geopolitical zone in Nigeria.

Limitations of the Study

The study was constrained by lack of finance. However, the paucity of funding never impaired the
originality and academic content of the research.

2. Literature Review

Good governance cannot thrive in a corrupt society and this underscores the reason countries all over
the world are intensifying the fight against corruption. Previous studies emphasize that political will is
necessary to fight against corruptive actions. Kpundeli and Dininio (2006) state that legislators can play a
powerful role in curbing corruption. They opine that through their legislative, financial, oversight and
representative roles, legislators can help to strengthen systems of accountability, reduce opportunities for
corruption, improve incentives for official probity and channel popular demand for integrity. Their efforts
can complement anti corruption efforts that may be on in other branches of government or in civil society
and can serve as a check on corruption in the executive arm of government. The political will of legislators to
fight corruption is critical to good governance. This political will is the reflection of complex circumstances
that incorporate the aspirations of individual leaders, a calculation of the benefits and loss that would result
from changes in roles and behaviours, and belief in the ability to muster adequate support to overcome
state that the first indicator of political will is the domestic origin of the initiative. They emphasize that this
indicator examines if the advocates of reforms really perceive corruption as an issue that poses as threat to
good governance. A second indicator is a high degree of analysis that a regime has applied to understand the
context and causes of corruption. A regime rooting for good governance must recognize the complexities that
give rise to aberrant behaviours. There will be need to identify and develop measures to deal with such
institutions, mandates, groups, and behaviours that either impede or promote integrity in government
governance must appreciate that dialogue and participation enhance opportunities for success. Good
leadership is crucial to the policymaking process, shared ownership is equally essential to ensuring
sustainability. Effective implementation of reforms requires educated and emotionally intelligent officials
who are responsible for reform implementations. Curbing corruption for good governance requires the
dedication of adequate financial and material resources for anti-corruption exercise. According to Olowu
(1993) as the examples of superficial reforms in Nigeria and Russia demonstrate an easy way for regimes to enjoy the appearance of fighting corruption without really doing so is to establish new procedures and offices without providing adequate funding for them to function properly. Kpundeh and Dininio (2006) hypothesize that the political will theory suggests that fighting corruption is a long-term process – shifting the frame of reference from weeks and months to years. It is also a process that unleashes opposition to reform. According to them to sustain an effective anti-corruption campaign, political will must be broadly based. Broadening political participation popularizes the mandate for accountability and enhances the array of tools and strategies that can be utilized to deal with corruption, and make good room for good governance. They insist that political will is most effective when it is inclusive – incorporating the interests of a wide range of significant others. Also political will to fight corruption is frequently most enduring when it is institutionalized and not dependent on the personality and intentions of particular individuals. Experts in the areas of good governance confirm that development and poverty reduction have occurred where there is now good governance. They theorize that “good governance” in the form of public institutions and policies that enforce property rights and contracts while restraining corruption is now widely viewed to be a necessary condition for long-term economic growth. North (1990) and many others believe that removing corruption through good policies is imperative for good governance. According to Olowu (1993) in Nigeria “political actors often talk of accountability, and integrity but this by itself does not translate into genuine commitment to detect and penalize unethical behaviours. Even when anti-corruption agencies are created, they are usually denied the resources to achieve their stated purpose”. Corruption is equally at the heart of poverty in Nigeria. And poverty is never a sign of good governance. According to Ajayi, (2013) “Nigeria is a country flowing with milk and honey. The 6th largest oil producing country in the world should not have anything to do with poverty. We make billions of dollars from oil and other mineral resources annually without anything significant to show for it. The ostentatious life style of our leaders is a cause of concern to all well meaning Nigerians. Corruption in all strata of our economic life is increasing on daily basis. Profligate spending particularly by top government officials is also largely responsible for our economic predicament. Our overhead expenses have become unreasonably high as a result of fat salaries and allowances which they allocate to themselves. The syndrome of grab, grab and protect personal interest has further brought the economy to its knees. Our leaders waste money on birthdays, house warming, naming ceremonies, burial ceremonies, expensive cars, and live in very expensive villas. They live in absolute luxury while majority of Nigerians live in abject poverty. “Conspicuous consumption of valuable goods is a means of reputation of the gentleman of leisure, “Thorstein Veblen, 1857 – 1929 in Ugoani, (2013)” Many Nigerians continue to plead for good governance. For example, Gbaji (2013) says: “we still make reference to what Gowon did as a person. People do not make reference to other presidents, governors, and ministers that have acquired so much wealth from public treasury. History has forgotten them. There is really indiscipline in the land”. According to the World Bank (2006) “Nigeria represents an example of how people in a rich country could be wallowing in poverty in the face of rampant corruption with about 70 percent of the people now living on less than one US dollar a day, contrasted with the fact that over the past 54 years billions of US dollars have been stolen from the country” (Olatunbosun, 2006). Even, state governors are agitated about the state of bad governance in Nigeria. According to Kabir, (2014) the Jigawa State governor feels that the “greatest problem facing the nation is the manner the ruling party is now run, which has affected the governance of the nation and many of the members are not happy” (Onochie, et al, 2014). Today most Nigerians agree that the major reason for our underdevelopment is poor political leadership “Truly, leadership stock is in short supply in all sectors in our country but it is most acute in political governance. From the Federal to the State, and unto the Local Government levels, Nigeria has had fractured political leadership that has proven chronically incapable of lifting this nation to its destiny” (Ohuabenwa, 2010). Richardson (2010) posits that “a vital ingredient in national progress is the existence of competent leadership at the corporate, community and national levels.” Therefore, “Good public governance ensures the enactment and execution of development policies and programmes that create an efficient, effective and responsive public service” Ohuabenwa (2010) insists that good governance is characterized by some ingredients including but not limited to: elimination of gross poverty, full employment, reduction in maternal mortality, HIV/Aids and malaria controls, improved
infrastructure, improved life expectancy, human capital development, safety of lives and property as well as the restoration of the dignity of man. (Ogoigbe, 2014)

3. Research Methodology

This study employed the survey research design. The universe of the study comprised of 1267 individuals engaged in various occupations in Aba and its environs. A sample size of 302 was derived through Yamane’s formula, while the respondents were chosen through the simple random sampling technique to ensure that each respondent had equal opportunity of being selected. Data were generated through questionnaire and personal interviews. The questionnaire was based on a 5-point Likert scale, over 30 items relating to emotional intelligence and good governance and rated: Very Low (1) Low (2) Neutral (3) High (4) and Very High (5). The two methods of data collection were used so as to validate data through each other. Reliability of the instrument for data collection was 0.92 calculated using the Cronbach’s Alpha technique thereby ensuring its internal consistency. To minimize errors and omissions, data generated were organized, filtered and coded before they were classified. To systematically analyze data, tables, frequencies, percentages and correlation analysis were used, through Statistical Package for Social Sciences, Version 17. Correlation analysis measures the degree of relationship existing between two or more variables. The degree of relationship connecting three or more variables is called multiple correlation. (Koutsoyiannis,2003). This degree of relationship is referred to as the correlation coefficient, r. In correlation analysis, unlike in regression analysis, both variables under study are assumed to be random, (Gujarat; 2003).

If $r = 1$, we say that there is perfect positive linear correlation between the two variables, X and Y;
If $r = -1$, we say that there is perfect negative linear correlation between the two variables, X and Y;
If $r = 0$, then, we say that there is no linear relationship between the variables. The nearer ‘r’ is to -1 or 1, the more linearly related the variables are. Opinions, recommendations and conclusions were made based on the results of the analyses.

4. Representation of Results

<table>
<thead>
<tr>
<th>Table1: Population distribution of the study</th>
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<tbody>
<tr>
<td><strong>Area of study</strong></td>
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<tr>
<td>Aba north</td>
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<tr>
<td>Aba south</td>
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<tr>
<td>Obingwa</td>
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<tr>
<td>Osisioma ngwa</td>
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<td>Ukwa</td>
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<td><strong>Total</strong></td>
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Source: field work, 2014

<table>
<thead>
<tr>
<th>Table 2: Profile of Respondents</th>
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</thead>
<tbody>
<tr>
<td><strong>Variables</strong></td>
</tr>
<tr>
<td>Sex</td>
</tr>
<tr>
<td>Female</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
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</tbody>
</table>
Table 3: Emotional intelligence factor score with good governance variables

<table>
<thead>
<tr>
<th>Variables of interest</th>
<th>Emotional Intelligence factor score (X)</th>
<th>Good Governance variable (Y)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>-0.73318</td>
<td>4.1</td>
</tr>
<tr>
<td>Integrity</td>
<td>-0.17648</td>
<td>3.2</td>
</tr>
<tr>
<td>Collaboration</td>
<td>0.10319</td>
<td>6.3</td>
</tr>
<tr>
<td>Corruption</td>
<td>-0.74414</td>
<td>1.1</td>
</tr>
<tr>
<td>Humility</td>
<td>0.06927</td>
<td>10.2</td>
</tr>
<tr>
<td>Accountability</td>
<td>-1.10093</td>
<td>1.2</td>
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</tbody>
</table>

Source: Coded Data of the study, 2014

Correlations

Table 4: Descriptive Statistics

<table>
<thead>
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<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence</td>
<td>-43038</td>
<td>.497711</td>
<td>6</td>
</tr>
<tr>
<td>Good governance</td>
<td>4.35</td>
<td>3.461</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: SPSS, version, 17
### Table 5: Results of Correlations Analysis

<table>
<thead>
<tr>
<th></th>
<th>Emotional intelligence</th>
<th>Good governance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Emotional int</strong></td>
<td>Pearson Correlation</td>
<td>Sig. (1-tailed)</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>.799*</td>
</tr>
<tr>
<td></td>
<td><strong>Sig. (1-tailed)</strong></td>
<td><strong>N</strong></td>
</tr>
<tr>
<td></td>
<td>.028</td>
<td>6</td>
</tr>
<tr>
<td><strong>Good gov</strong></td>
<td>Pearson Correlation</td>
<td>Sig. (1-tailed)</td>
</tr>
<tr>
<td></td>
<td>.799*</td>
<td>.028</td>
</tr>
<tr>
<td></td>
<td><strong>Sig. (1-tailed)</strong></td>
<td><strong>N</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>6</td>
</tr>
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</table>

* Correlation is significant at the 0.05 level (1-tailed). Source: SPSS, version 17

5. **Interpretation of Result**

From the correlation analysis in table 5, \( r = 0.799^* \). This showed that there is significant positive relationship between emotional intelligence and good governance at 0.05 level of significance. Therefore, \( H_0 \): was rejected, while \( H_1 \): was accepted. This result technically means that any increase in emotional intelligence would lead to significant increase in good governance. The coefficient of determination \( r^2 \) (0.799)\(^2\) 0.638 or 63.89 implies that emotional intelligence alone would be accountable for 63.8% in good governance. This is the crux of the study. This result is never an exaggeration of the potency of emotional intelligence, rather it supports the study of Goleman, et al (2002) that emotional intelligence leads to good leadership with implication for good governance. This result agrees with the work of Goleman (1998b) who found that emotional intelligence was significantly related to transformational leadership style. Transformational leadership translates to good governance regime. Goleman (1998a) in a study of success and failure profiles of 515 leaders found that EI accounted for 74% successes while outstanding intelligence quotient accounted for 71% of failures. He posits that leaders high in emotional intelligence are key to leadership success. By implication good leaders are frequently the apostles of good governance culture. The present result equally agrees with the work of Bass (2002) which found positive significant relationship between emotional intelligence and leadership.

6. **Discussions**

The present result showing that emotional intelligence has a strong correlation \( r = .799^* \) with good governance is very interesting at this time when many nations are under-governed. What this result technically implies is that if adopted, emotional intelligence could make a “powerful” contribution of about 64.00% to enhance the quality of governance. Research on the predictive significance of emotional intelligence over intelligence quotient in executive positions was spurred by Goleman’s publication on the topic which claims that emotional intelligence could be “as powerful and at times more powerful than intelligent quotient”(Goleman, 1995,P.34). His theory that when individuals are being compared to a narrow pool of people in certain organizations, specifically in the higher levels, the predictive power of intelligence quotient weakens greatly. In this circumstance, emotional intelligence would be the stronger predictor of individuals who out-perform others. Since the publication some national organizations have shifted attention to emotional intelligence as a measure of ensuring quality leadership. For example, in an effort to establish guidelines and standards for effective leadership, the Public Service Commission of Canada specified fourteen emotional intelligence competencies for Assistant Deputy Ministers (ADMS) and Senior Executives. These competencies which involve: Cognitive capacity, creativity, visioning, action management, organizational awareness, teamwork, partnering, interpersonal relations, communication, stress resistance, ethics and values, personality, behaviour flexibility, and self confidence, have been found supportive of good governance. In a study examining transformational leadership and emotional intelligence in 32 individuals in higher executive positions it was found that the level of emotional intelligence was significantly related to transformational leadership style (\( R = .50 \)) (Bar = On, 2006). The highlight of this result implies that political leaders who are emotionally intelligent will have the ability to understand and
respond strategically to the complexities of governance, respond to challenges in innovative, unconventional ways, share the vision of governance with others in an enthusiastic, compelling, and motivational way. Such leaders will have the capacity to accomplish governance objectives in spite of crises and distraction, and develop awareness of key players, act in a collaborative rather than competitive manner, be able to form partnerships with a diverse group of others who share common goals in order to provide good governance. They would have the political will to interact effectively with a diverse group of individuals so as to achieve governance objectives. To ensure good governance, political leaders need emotional intelligence competencies to conduct themselves in a manner which upholds the personal, social and ethical norms of society, to the extent of scorning corruptive tendencies. Strong personality that ensures the ability to set goal, and maintain stability, control, focus, and composure in challenging situations, the ability to adjust behaviour to adapt to different situations, people, and groups while learning new and more effective behaviours are emotional intelligence attributes critical for good governance. High energy levels, the ability to be secure and self-confident, make independent decisions, and handle criticisms constructively are embedded in emotional intelligence and needed for good governance. Some Nigerian governors now preach integrity and good character as necessary requirements for good governance.

Scope for Further Research

Further research should focus on emotional intelligence and justice to find out if it will help in the dispensation of good judgment in Nigeria among judicial officers.

7. Recommendations

i. Governance denotes the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development. Therefore, policymakers should avail themselves of emotional intelligence skills to be relevant to the vast majority of people.

ii. Integrity is key to governance success and corruption often both a cause and effect of weak governance, policymakers should endeavor to avoid corruption in high places in Nigeria so as to give good governance a little chance.

iii. Good governance can be undermined by factors such as lack of transparency, weak accountability, poor structure, lack of responsiveness, inefficiencies, and poor motivation. These are the opposite of the index of emotional intelligence. Thus, government officials should be exposed to emotional intelligence training to help them perform better.

iv. Corruption is equally high in multinational organizations in Nigeria. The case of the alleged unremitted US$10bn can only take place in a country where people are highly and too corrupt. Government should always insist on people of proven integrity to head multinational companies in Nigeria.

v. Several instances in Nigeria whereby elected officials leave government houses for the prison houses leaves much to be desired. To invert the situation, what is needed is committed leadership at the top, through new governance paradigm shift, away from the traditional and patriarchal approaches that encourage corruption.

vi. The issue of immunity for President, Vice-president, Governor, etc. in Nigeria should be revisited, because it is being used as a shield to sustain poor governance. If corrupt officers are made to face the law at the time of crime they would endeavor to play down on dysfunctional behaviours and pursue the course of good governance.

vii. The issue of human resources development should be taken very seriously. High profile human resources development institutions like the National Institute for Policy and Strategic Studies (NIPSS), Jos, and National War College (NWC), Abuja should evolve courses in emotional intelligence competencies like self control, transparency, etc, to equip participants for the task of good governance. Nigeria society should stop worshiping national wealth to avoid urgently situation like this.
viii. A former leader in Nigeria has been listed as the world’s fourth most corrupt leader in recent history by Transparency International, having put away billions of dollars from Nigeria’s treasury through a number of property crimes, including embezzlement, fraud, forgery and money laundering. Such primitive accumulation of wealth can only be possible by insensitive leaders suffering from emotional illiteracy and kleptomania.

ix. The judiciary should ordinarily serve as the place of last resort, but the judiciary is also involved in corruption in Nigeria. The legislative arm of Government should pass a law making it possible for any judicial officer involved in corrupt practices to be dismissed, not retired from service. This will help to protect the integrity of the judiciary and go a long way in enforcing good governance. The present thing of merely “retiring” corrupt judicial officers with full benefits seems like glorifying factors of poor governance.

x. To lay the foundation for good governance in Nigeria efforts should be made to minimize the intentional distortions in the prescribed implementation of existing laws, rules and regulations to provide advantage and private gains to public officials. To achieve this, an enabling legal and regulatory framework are necessary. Too much discretionary powers should be avoided for people on top of government money, to reduce the temptation to steal.

8. Conclusions

Good governance can be undermined by factors such as lack of transparency, weak accountability, poor structure, lack of responsiveness, inefficiencies, and poor motivation. These are the opposite of the index of emotional intelligence. Thus, government officials should be exposed to emotional intelligence training to help them perform better. Establishing good governance requires good enabling legal and regulatory framework that foster conditions for accountability. Good governance calls for a range of actions and factors that involve emotional intelligence. Emotional intelligence is the only reciprocal of good governance encompassing integrity, transparency, self-control, self-respect, empathy, self-awareness, initiative, accountability among other attributes. Introduction of good governance in Nigeria requires major cultural and attitudinal changes that will ultimately lead to a new governance paradigm shift. This study found that emotional intelligence is the reciprocal of good governance and therefore needed for its introduction in Nigeria. The result agree with previous research results on the efficacy of emotional intelligence in related areas including leadership. The result is interesting because Klugman (2002) has implicated the efficacy of emotional intelligence on good governance when he said “accountability and transparency provide strong incentives for good governance. They are essential characteristics of well-functioning institutions and good public sector performance. Their existence is closely linked to the architecture of the state, which defines the relationships among the executive, legislature and judiciary and the extent to which they are able to scrutinize each others behaviours”. The frequent allegations of missing billions of dollars from government treasury suggest that good governance is asleep. This study found a correlation of \( r = 0.799^* \) between Emotional Intelligence and good governance, giving the implication that emotional intelligence alone would be accountable for about 63.8% of good governance ingredient in Nigeria. This breakthrough result supports the results of Goleman (1998) and others that emotional intelligence is the most supportive factor of transformational leadership and good governance.

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