

**THE EFFECT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR: THE CASE OF MINISTRY OF REVENUE
ETHIOPIA, ADDIS ABABA**



**A Thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Requirements for the Award of the Degree of Master
of Business Administration (MBA)**

BY:

AMILU SHIFA

Advisors:

AREGU ASMARE (Assist. Prof)

ABERA JELETA (MBA)

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Addis Ababa, Ethiopia

June, 2020

APPROVAL SHEET

JIMMA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Main Advisor	Signature	Date
_____	_____	_____
Co advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
_____	_____	_____
Chair Person	Signature	Date
_____	_____	_____

DECLARATION

I declare that the research Report entitled the Effect of Emotional Intelligence on Organizational Citizenship Behavior: the case of Ministry of Revenue of Ethiopia, Addis Ababa submitted to Research and Postgraduate Studies' Office of Business and Economics College is original and it has not been submitted previously in part or full to any university.

Name: Amilu Shifa

Date: _____

CERTIFICATE

We certify that the Research Report entitled The Effect of Emotional Intelligence on Organizational Citizenship Behavior: the case of Ministry of Revenue of Ethiopia, Addis Ababa was done by Mr. **Amilu Shifa** for the partial fulfillment of Master's Degree under our Supervision.

(Main Advisor)

(Co-Advisor)

ACKNOLEWDGEMENT

First, I would like to acknowledge Almighty **God** to whom I owe all of my life's achievement. I would also like to acknowledge my thesis advisor **Mrs. Aregu Asmare** for her constructive comments, advises as well as guidance and monitoring throughout the course of this thesis. I owe a great deal of respect to her- many thanks! I also especial thanks to my family and friends for their supporting me during my thesis work and then my deepest gratitude goes to employer of Revenue Ministry of Ethiopia in Addis Ababa for their willingness to contribute to the study by being the source of necessary data and information during the questionnaire and interview.

Finally, I thank all those who in one way or another have contributed to the success of the study.

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ACRONYMS AND ABBREVIATIONS

ANOVA- Analysis of Variance

EI- Emotional Intelligence

EQ - Emotional Quotient

IQ - Intelligence Quotient

LTO - large tax payer office

MOCB - Mean of organizational citizenship behavior

MREM - Mean of relationship management

MSAW - Mean of self-awareness

MSM - Mean of self-management

MSOAW - Mean of social awareness

MTO - medium tax payer branch

OCB - Organizational Citizenship Behavior

OCBI - Organizational citizenship behavior of an individual

OCBO - Organizational citizenship behavior of an organization

RA - Regression Analysis

SET - Social exchange Theory

SPSS - Statistical Package for the Social Sciences,

STO - Small tax payer Eastern branch

STO- Small tax payer western branch office

WEIS - Wang and Law emotional intelligence scale

Abstract

The purpose of the study was to examine the effect of emotional intelligence on organizational citizenship behavior at Ministry of Revenue of Ethiopia at four branches (large tax payer branch, medium tax payer branch, Small tax payer western branch office and Small tax payer Eastern branch) of Addis Ababa. To achieve the objective of this study the researcher used a mixed research approach. Questionnaire was distributed for 319 employees and returned 278 of the questionnaire were filled correctly. The data was analyzed by using tables, percentages and SPSS version 21 software computer was adapted to analyze the data. The study randomly selected four branches, by using the four dimensions of emotional intelligence: self-awareness, self-management, social awareness and relationship management were used. Therefore, the finding of the study regression analysis concluded that, the mean of self-awareness, relationship management and social awareness had statistically significant impact on the organizational citizenship behavior at ministry of revenue Addis Ababa. Finally, the study forwarded the recommendation that organization should focus more on the enhancement of emotional intelligence in the work place. The managers should try to measure the problems encountered by the employees and provide them training in order to overcome the fear of unknown and for the success of organizational performance through different contributions emotionally intelligent employees' deliver to the Revenue.

Key words: Emotional intelligence, organizational citizenship behavior, self-awareness, social awareness, self-management and relationship management

CHPATER ONE

1. INTRODUCTION

This chapter provides brief explanation on introduction to the reader, so that she/he can have full picture of the context where the study was conduct. Hence, this study is concerned the effect of emotional intelligence on organizational citizenship behavior at Revenue Ministry of Ethiopia at four branches in Addis Ababa.

1.1. Background of Study

According to Daniel and spring (2001) in today's competitive and dynamic environment companies need to boost their leading role in the market. Companies without competitive and capable employees can't cope up with the dynamic and globalized world. Firstly the concept of emotional intelligence was introduced by Micheal Beldoch in 1964 as the awareness of and the ability to regulate one's own emotions and tune in to others'. According to Zhou and George (2003) emotional intelligence as a leadership quality which promotes and enables follower's creativity, leaders with higher level of emotional intelligence have ability to encourage, support and awaken creativity between the employees of an organization. Similarly employees with higher level of emotional intelligence abilities have greater chance to gain success than the people with lower level of emotional intelligence competencies (Anari, 2012).

Employees need to enhance their emotional intelligence skills, apart from technical skills, which in turn will enhance their productivity on the job. Management of emotional intelligence by the team members will help in developing interpersonal skills of the team members. The organizations must coach their employees in developing their interpersonal skills and coach them to perform effectively on the job with other employees in the organization (Reuven Bar-On et al, 2007).Organization's to be successful, need to develop employee's emotional intelligence skills to work effectively in the organization, (Bob Wall, 2008).

1.2. Statement of the problem

Studies done in different part of the globe shows that, there is positive relationship between emotional intelligence of employees on their job performance and organizational citizenship. For example: Goleman (1998b; Goleman, Boyatzis, & McKee, 2002) has reported that EI is positively related to a person's leadership quality, performance, and effectiveness. Other evidence has suggested that EI is essential for effective performance (Cooper & Sawaf, 1998; Druskat & Wolff, 2001; Salovey & Shiyster, 1997). George & Brief, (1996) have theorized that job performance is influenced by the employees' ability to use emotions to facilitate performance.

Emotional intelligence significantly impacts organizational performance in the health sector as well (Ghalandari et al. 2013). In this vein, employee performance is reckoned as a measure of organizational performance. According to Ghalandari et al. (2012), emotional intelligence among health professionals facilitates employee performance, on which business performance is pivoted (Ghalandari et al. 2012; Pahuja & Sahi, 2012).

Emotional intelligence is the individual group level input which affects their job performance and organizational citizenship, which in turn this affects the organizational performance. In previous studies, relationship between emotional intelligence and citizen ship behavior has been determined but in different fashion. However, none of the study has tested these relationships in such integrated fashion as have been proposed in the present study while applying the moderating role of service providing sector. Numerous researchers used Emotional intelligence as cornerstone to attain the organizational citizenship (Druskat & Wolff, 2001; Salovey & Shiyster, 1997)).

This study was addressed how emotional intelligence affects organizational citizenship behavior, because most of our business companies didn't concern about personal development trainings and tools rather they concern about giving and developing their procedures and internal structures. Skill developing and knowledge developing trainings are not provided in the companies. Hence, the study was showed that the very importance of emotional intelligence of employees in any organization and they would have given more emphasis on developing personal and emotional intelligence skills of employees.

The key reason why the researcher is motivated to study this issue was, due to limited research has been done so far on the issue both in the region and in the country. And, due to a strong belief that the researcher had on the issue, hence for a little bit the researcher had have less know concerning to the effect of emotional intelligence on employee organizational citizenship behavior of employees in Ministry of Revenue of Ethiopia. Therefore, the researcher conducted the study on the effect of emotional intelligence on employee organizational citizenship behavior at Ministry of Revenue of Ethiopia, the case of Addis Ababa city to investigate those problems and put some strategic solutions which mentioned at the above text. This research therefore, tries to identify the effect of emotional intelligence on employee organizational citizenship behavior of employees at Ministry of Revenue of Ethiopia, the case of Addis Ababa.

Research Questions

1. What is the effect of self-awareness on employee's organizational citizenship behavior at the study area?
2. What is the effect of self-management on employee's organizational citizenship behavior at the study area?
3. What is the effect of social awareness on employee's organizational citizenship behavior at the study area?
4. What is the effect of relationship management on employee's organizational citizenship behavior at the study area?

1.3. Objectives of the study

1.3.1. General Objective

The main objective of the study was to investigate the effect of emotional intelligence on organizational citizenship behavior of employees at Revenue Ministry of Ethiopia, the case of Addis Ababa.

1.3.2. Specific objectives

1. To assess the effect of self-awareness on employees organizational citizenship behavior.
2. To investigate the effect of self-management on employees organizational citizenship behavior.
3. To examine effect of social awareness on employees organizational citizenship behavior.
4. To analyze the effect of relationship management on employees organizational citizenship behavior.

1.4. Research hypothesis

After reviewing the theoretical and empirical studies that cover the effect of emotional intelligence on organizational citizenship behaviour employees at Ministry of Revenue of Ethiopia, the study has been identified and formulated the following null hypothesis:

H₀₁ - Self-awareness has no significant impact on organizational citizenship behaviour

H₀₂ - Self-Management has no significant impact on organizational citizenship behaviour

H₀₃ - Social awareness has no significant impact on organizational citizenship behaviour

H₀₄ - Relationship Management on employees has no significant organizational citizenship behaviour

1.5. Significance of the Study

The findings of this study would be useful, firstly, as contribution to literature on emotional intelligence in a different context. Secondly, the findings will be important for the companies who have engaged in public development as well as country development, manufacturing, service and others, because the result will help those organization to give more emphasis on emotional intelligence of their employees to be successful and achieve their organizational vision and that brings for the contribution of people's skills in service delivery. Lastly, Ministry of Revenue of Ethiopia, Addis Ababa will be benefited more, because without competitive and emotionally intelligent employees it can't achieve the vision 2025 (to cover country expenditure with Inland Revenue).

1.6. Scope of the Study

Revenue of Ethiopia has a many branches throughout the country. But geographically, the study was delimited to randomly select the four branches: Large tax payer branch (LTO), medium tax payer branch (MTO), Small tax payer western branch office (STO) and Small tax payer Eastern branch (STO). The intention behind this is that even if it is possible but it is difficult to cover all areas and branches throughout the country due to lack of time, financial and man power.

1.7. Limitations of the Study

The limitation of the study was, there are likely to be other factors contributing to organizational citizenship behavior will not be investigated in this study. This issue needs comprehensive study, which involve different methods, human and material resource. However, due to limited time and resource, the researcher had limited the data only on Addis Ababa, four district of Ministry of Revenue.

1.8. Organization of the Paper

The study is classified in to five chapters. Chapter one is an introductory part which consists of back ground of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study and organization of the study. Chapter two discusses review of related literatures on areas of the research topic. In chapter three the study covers the research methodology applied to conduct the study. This chapter constitutes description of the study, research design, types of data, sources of data, sampling and sample size determination, data collection methods and instruments, data analysis and presentation and ethical issues will be considered in the study. The result and discussion of the study builds the fourth chapter. The fifth chapter includes major findings, the conclusion and recommendation of the research. Other accompanying parts are presented as preface and appendix at the beginning and ending part of the study.

CHAPTER TWO

2. REVIEW OF LITERATURES

This literature review is a description of the literature relevant to a particular field or topic. It gives an overview of what has been said, who the key writers are, what are the prevailing theories and hypotheses, what questions are being asked, and what methods and methodologies are appropriate and useful. As such, it is not in itself primary research, but rather it reports on other findings.

2.1. Theoretical Literature

2.1.1. Evolution and Definition of Organizational Citizenship Behavior

In 1966 Katz and Kahn noticed the difference between employees who put more effort than others in doing work. The concept organizational citizenship behavior has its origins from the Chester Bernard's concept of the "willingness to cooperate" and Daniel Katz's distinction between dependable role performance and "innovative and spontaneous behaviors". (Podsakoff, et al., 2000). The combination of these two concepts is citizenship behavior of employees.

The first author who put these two concepts together and defined the concept of organizational citizenship behavior is Organ in 1988. By his definition "OCB's have been defined as behaviors that an employee voluntarily engages in that promote the effectiveness of the organization but are not explicitly rewarded by the organization.

Employees engage in citizenship behavior only because they want to, it is not a question of obligation. Definition of OCB offered by Polat considers OCB as "The informal behaviors which are displayed by workmen in organizations" (Polat, 2009).

OCB relates to the effort which one employee use to do extra things in organization's interest. Helping co-workers to complete job or provide support during work performance is good thing from superior point of view because time for doing more important work assignments is longer. By Bateman and Organ there are two reasons for this kind of behaviour. First, it is considered by social exchange theory that people want to return the favour if they are satisfied with job conditions so they behave the best they can. And the second one is the fact that more satisfied people tend to fulfil OCB (Bateman and Organ, 1983).

In 1983, Bateman and Organ introduced the term “citizenship” as behaviors that lubricate the social machinery of the organization. The number of published papers related to OCB or other related constructs increased significantly from 13 papers during 1983 -1988 to more than 122 papers during 1993-1998 (Podsakoff et al., 2000). This indicates the importance of OCB in the current business world. However, the concept of OCB is not new; this concept can be traced back to the early works of Barnard (1938), who stated that employees should be willing to contribute efforts to cooperative systems for achieving organizational goals. According to few researchers for effective functioning of an organization, cooperative behaviours beyond traditional job requirement are also essential (Katz, 1964).

The term OCB was coined by Organ in the year 1988. He defined OCB as “Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behaviour is not an enforceable requirement of the role of the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishment”. Later in the year 2006 when his book was revised, Organ, Podsakoff, and MacKenzie added “in the aggregate promotes the efficient and effective functioning of the organization” within the framework of OCB.

OCB in aggregate contributes to organizational effectiveness by enhancing the social and psychological environment that supports task performance. It can also increase the efficiency of the organization through its linkage with efficiency of operation, customer satisfaction, financial performance and growth in revenues (Organ, et al., 2006).

The concept of OCB based on the works of Organ and colleagues has been widely accepted. Much published literature related to OCB usually referred to the definition of OCB based on the works of Organ and colleagues, such as Becker and Randall (1994), Dalton and Cosier (1988), Love and Forret (2008), and Pare and Tremblay (2007). Although some researchers have tried to propose their own OCB definitions, these definitions tend to show great similarity with the works of Organ and colleagues. For example: Niehoff and Moorman (1993) defined OCB as behaviours that are not included in an employee’s job description. Van Dyne, Graham, and Dienesch (1994) proposed the concept of OCB which was developed mainly from civic citizenship research in philosophy, political science, and social

history. Civic citizenship means all positive community-relevant behaviours of individual citizens (Van Dyne et al., 1994).

Based on this perspective, they conceptualized OCB as “a global concept that includes all positive organizationally relevant behaviours of individual organization members” (Van Dyne et al., 1994). Thus, it can be concluded that the OCB concept is still much influenced by Organ and colleagues.

However, based on a review of several studies related to similar concepts to OCB, such as prosocial organizational behaviours and organizational spontaneity, Podsakoff et al. (2000) revealed an underlying problem about the unclear distinctions in the widespread definition of Organ and colleagues. Some studies have revealed that, in practice, OCB is not perceived purely as behaviour that is beyond formal job requirements as Organ (1988) and Organ and colleagues (2006) defined. If a behaviour creates positive effects on the social, psychological, organizational, and political contexts, than on the technical context” (Farh et al., 2004), that behaviour can be considered an OCB. So this suggestion is quite helpful to distinguish the difference between formal job requirements and OCB.

2.1.2. Organizational Citizenship Behavior

OCB is defined as the behavior of employees which is not recognized by the formal reward system, is not restricted to formal job scopes, and enhance the overall performance of organizations (Organ, 1988). Later, the description of OCB has been improved, where it is defined as the behaviour of employees that supports social and psychology of organizations (Organ, 1997). Further definition was described by Kinicki and Kreitner (2008), where OCB is exhibited when employees work beyond formal responsibilities, such as assisting colleagues to solve problem, and taking care of the property in workplace. Dick and Ellis (2006) viewed OCB as the behaviour of developing and maintaining social relations with the co-workers or colleagues, which in turn enhancing the overall performance. Furthermore, Luthan (2011) stressed that, OCB should be exhibited by employees voluntarily, instead of being influenced by reward system in workplace.

There are five dimensions developed by Organ (1988). Firstly, altruism or helping is described as voluntary action where employees offer support to co-workers to complete particular tasks (Organ, 1988; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Next, conscientiousness is exhibited by employees when they obey company’s rules and focus on

punctuality (Organ, 1988). Followed by third dimension, employees exhibit sportsmanship behaviour when they show willingness in handling unfavorable condition without anger (Newland, 2012). The fourth dimension is known as civic virtue. Civic virtue is exhibited when employees are responsible to take part in politics of workplace, and have certain level of knowledge on critical issues in company (Organ, 1988). The last dimension is courtesy, where employees with courtesy tend to prevent issues to happen in workplace (Organ, Podsakoff, & MacKenzie, 2006).

2.1.3. Dimensions of Organizational Citizenship Behavior

Different scholars have different views about OCB dimensions. Scholars have developed a variety of taxonomies to classify these citizenship behaviors. After Bateman and Organ introduced the term “Organizational citizenship behavior” in 1983 researchers have identified thirty different forms of OCB (Podsakoff, et al., 2000). In 1983, Smith, et al. (1983), conducted factor analysis taking 16-item measure of OCB which resulted in two factors, altruism and generalized compliance (also called conscientiousness). Later on Organ developed a five factor model by deconstruction which was composed of five dimensions: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue.

Altruism: refers to voluntarily helping others with a specific work related task, such as assisting a co-worker with heavy work load. **Courtesy** involves discretionary behaviours that aim at preventing work related problems, for example-providing advance notice to colleagues when something is changed by you which may affect them. **Conscientiousness:** refers to exceeding the minimum role requirements of the organization (Law, Wong, & Chen, 2005). It involves punctuality, adherence to company rules, regulations and procedures when no one is watching.

Sportsmanship: means willingness of employees to tolerate less-than-ideal organizational situations without complaining and sacrificing one’s own personal interest.

Civic virtue: refers to employees deep concerns and active attention in the existence of the organization (Organ, et al., 2005), such as giving one’s own suggestions for development in a meeting. Most of the conceptualizations of OCB focus on some variations among these five dimensions as suggested by Organ (1988). In 1991, Lin developed a six dimension scale

which includes identification with the organization, assistance to colleagues, harmony, righteous, discipline, and self-improvement.

Later on Williams and Anderson (1991) categorized OCB in terms of target of the behaviour. They organized OCB construct by dividing into two dimensions of OCB consisting of OCB -individuals (OCBI) and OCB-organization (OCBO). OCBI: contributes to the organization indirectly by benefiting peers and co-workers. It is directed towards other individuals in the organization like altruism and courtesy, for example -making additional copies of the meeting agenda for the co-workers, helping a new employee in performing his tasks etc.

OCBO: includes behaviour's intended for the organization as a whole, like punctuality, making suggestions for organization advancement and obeying rules. Van Dyne, et al. (1994) introduced three dimensions for OCB. Those are obedience, loyalty and participation. Obedience: refers to respect for orderly structures and processes. Loyalty: involves promoting and protecting community and contributing additional Effort for the common good. Participation: involves contributing to the process of community self-governance. However, the dimensions developed by Organ are widely accepted. The literature reviewed describe unanimous acceptance of these five dimensions. The dimensions developed by other scholars are overlapping in nature and in some other cases the dimensions are inadequate to describe the entire framework of OCB.

2.1. 3. Social Exchange Theory

The concept of OCB had its origin from social exchange theory that illustrates that people feel obligated to reciprocate when they feel benefited from the same other person's or some entity's action (Coyle- Shapiro, et al.,2004). Thus, it is a kind of mutual exchange where both the parties get benefitted. People with strong Organizational Citizenship Behaviour will exert greater efforts to master a challenge while those with weak are likely to reduce their efforts or even quit (Bandura and Schunk, 1981; Brown and Inouyne, 1978;Weinberg et al., 1979; Staples et al., 2005; Sariolghalam and Noruzi, 2010).

Homan (1961), use the idea to explain phenomena such as the exercise of power and authority, cooperation, conformity and completion, structure of sentiment and interaction, status and influence, satisfaction and productivity, leadership distributive justice and the

emergency of stratification. He addressed these social phenomena primarily in terms of the nature of the interpersonal relations involved.

2.1. 4. Emotional Intelligence

Recent years, the EI concept of Salovey & Mayer's (1990) has been emerged among scholars, where EI is an ability in distinguishing emotional information to adapt to life and problem solving. In addition, EI is defined as one's ability to process emotional information competently, and to use the emotional information to do activity of cognitive, such as solving problems of life (Salovey et al., 2002). This suggests that, EI is crucial in life because it can predict one's life outcomes and action. It was claimed that, if one has low level of EI, the individual tends to have weak mental health, poor social relation, and less probability to be successful in job (Ciarrochi et al., 2001). Then, EI theory has been extended to several life aspects, such as real-world, personal intelligence, and societal (Cantor & Kihlstrom, 1987; Gardner, 1983; Sternberg, 1985). Besides Mayer and Salovey (1990), there were

EI developers that developed different concepts. For instance, Bar-On (1988) named EI as 'emotional quotient' instead of 'emotional intelligence'. Based on the concept of Bar-On (1997), EI is about non-cognitive capability, aptitudes, and skills, which will influence one's ability to manage life's demands and stress. This suggests that, Bar-On (1988) EI concept is different to Mayer and Salovey (1990) EI concept, where Mayer & Salovey (1990) assimilated both cognitive and emotions functions, while Bar-On (1998) focused non-cognitive aspect only. It can be seen that Mayer & Salovey (1990) EI concept is more comprehensive, and it has been receiving much recognition in academic world.

2.1.5. Evolution and Definition of Emotional Intelligence

Firstly the concept of emotional intelligence was introduced by Salovey and Mayer in 1990. Emotional intelligence is an ability of monitoring and discriminating the emotions of one's own and others for the purpose of use information to guide thinking and action. Zhou and George (2003) explained the emotional intelligence as a leadership quality which promotes and enables follower's creativity, leaders with higher level of emotional intelligence have ability to encourage, support and awaken creativity between the employees of an organization. Similarly employees with higher level of emotional intelligence abilities have greater chance to gain success than the people with lower level of emotional intelligence competencies (Anari, 2012).

EI has gain intensive attention of researchers from different fields. Concept of EI is derived from the concept of social intelligence which was described by Thorndike in 1920, who defined social intelligence “the ability to understand and manage men and women, boys and girls to act wisely in human relation. “Number of scholars has proposed many definitions of this concept, Wong and Law described four components of EI: self-emotion appraisal, others emotion appraisal, regulation of emotion and use of emotion (Law et al., 2004; Wong and Law, 2002).

Other scholars, including Bar On (1997) and Goleman (1995), have derived alternative models of EI; these models define in the sense of personality factors and traits (assertiveness and motivation). Mayer and Salovey criticized to the trait model and argued that talent and trait must be separate from EI. Trait is a characteristic of personality or way of behaving whereas talent can be defined as a non-intellectual ability.

Mayer et al., (1999, 2004) suggested a mix model. These all model have a lot of critics, For example overlapping in measures of EI personality traits measures (Davies et al., 2008). In the view of these responses of criticism validity is established of Mayer and Salovey’s model (Ciarrochi et al., 2000; Mayer, 2001; Mayer et al., 1999, 2004) two scholars invented the concept and defined as “the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth” (Mayer and Salovey, 1997).

Mayer and Salovey (1997) EI concept includes two component, intelligence and emotions psychologist made a three part division of mind (i.e. cognition, affect and motivation) intelligent belong to cognition and emotion belong to affect sphere. Motivation is third part which encourages towards learning goal achieving behaviour. In this way ability model focuses on cognitive abilities and emotions. Gadot and Meisler (2010) argued there is a consensus about emotional intelligence that it is an ability to establish accurate reasoning of emotions, ability to enhance thought through proper utilization of emotions, feelings and emotional knowledge.

Gadot and Meisler (2010) emotional intelligence include two concepts (i.e intelligence and emotion) intelligence is relates to the ability to understand information and emotion involves to a coordinated behavior towards environment. Importance of EI in human lives has

succeeded to get attention of researcher from different fields. EI plays a very vital role at work arena which forced researcher to explore EI at workplace. For Example, researchers tested the relationship between EI and other employee's work attitudes or behavior's including emotional commitment, job satisfaction and turnover intentions (Carmeli, 2003; Jordan and Troth, 2011; Vigoda-Gadot and Meisler, 2010). The emotional intelligence helps employees to get optimistic results when they encounter with a situation of stress (Tsarenko and Strizhakova, 2013). Emotional intelligence has four components according to Goleman (1995) new model. These are as follows:

2.1.6. Self-awareness

According to Goleman (1995, 1998), Goleman et al., (2002) self-awareness is the foundation for the rest of the components. It is the ability to recognize which emotions, moods, and impulses one is experiencing and why. It is associated with emotional awareness, accurate self-assessment, and self-confidence. Goleman (1995, 1998) argues that it is not only related to an individual's psychological insight and self -understanding; it also plays a key role in determining how an individual exhibits behavior's and interacts with others. Indeed, individuals who are highly confident, self-efficacious, and aware of their emotions promote attributions of high performance (Gardner &Avolio, 1996).

Prior research has shown that a person with high levels of self-awareness can master his/her destiny effectively (Bandura, 1986; Frankl, 1992). Goleman (1998) argues self-awareness is critical to understanding others and exhibiting empathy. The competencies in the self-awareness domain enable individuals to be recognized their own feelings and thoughts, as well as personal strengths and weaknesses. Emotional Self-Awareness: The first component of emotional intelligence is emotional self-awareness, knowing what one feels and why. According to Goleman (2002), emotional self-awareness is the ability to recognize one's emotions and their effects on self and others.

Accurate Self-Assessment: Self-awareness is key to realize one's own strengths and weaknesses. Individuals who score high in accurate self-assessment are aware of their abilities and limitations, seek out feedback and learn from their mistakes, and know where they need to improve and when to work with others who have complementary strengths. Self-Confidence: Self-Confidence is a belief in one's own capability to accomplish a task and select an effective approach to a task or problem (Goleman, 1998). This definition includes

confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decisions or opinions.

2.1.7. Self-Regulation

Self-regulation is the ability to handle feelings as they are being experienced, and it encompasses managing techniques such as knowing when to comfort oneself and when not to let every emotion overcome one's being (Goleman, 1995, 1998). It is associated with self-control, trustworthiness, conscientiousness, adaptability, and innovation. Goleman et al., (2002) contend that individuals with emotional self-control find ways to manage their disturbing emotions and impulses and even to channel them in useful ways. It has been proposed that self-emotional control and self-monitoring are related to high performance (Gardner & Avolio, 1996; Shamir, 1991). Self-management covers the emotional intelligence competencies of motivation, optimism, and emotional control.

Emotional Self-Control: Goleman (1998) identified emotional self-control as —the ability to keep one's impulsive feelings and emotions under control and restrain from negative actions when provoked, when faced with opposition or hostility from others, or even when working under pressure. **Transparency:** referred as an integrity, is having one's actions consistent with what one says. It includes communicating intentions, ideas, and feelings openly and directly, and welcoming openness and honesty, even in difficult situations. **Adaptability:** is the ability to be flexible and work effectively within a variety of changing situations and with various individuals or groups. Superior managers have been shown to exhibit this competence.

Achievement Orientation: is not just accomplishing things. Rather, it is accomplishing things through one's own efforts, against a clear, challenging standard of excellence. This competency is most effectively engaged in situations that provide immediate, concrete feedback from a credible source. **Initiative:** is the ability to identify a problem, obstacle, or opportunity and take action in light of that to address current or future problems or opportunities. **Optimism:** Goleman (1998) defined optimism as the persistence to pursue goals despite obstacles and setbacks. Optimism is a key ingredient of achievement because it can determine one's reaction to unfavorable events or circumstances.

2.1.8. Social awareness

It means that an individual knows what is socially and morally accepted from him| her in the society and how he/she should response to the situation. An empathic employee is socially aware of the feelings and concerns of other employees (Shahzad, et al, 2011). Social aware individual should have the ability to comprehend the general motives of the organization and the political dynamics they exist in group networking and coalition building which makes the employee to exerts some influences on other people irrespective of the individual professional affiliation (Shalzad et al, 2011). Social Awareness includes three competencies: empathy, organizational awareness, and service orientation. Social Awareness competencies determine how we handle relationships.

Empathy: gives people an astute awareness of others 'emotions, concerns, and needs. The empathic individual can read emotional currents, picks up nonverbal cues such as tone of voice or facial expression (Goleman, 1998). Organizational Awareness: refers to one's ability to understand and learn the internal and external power relationships in an organization. The organizational awareness competency includes one's ability to identify real decision-makers and individuals with influence (Goleman, 1998). Service Orientation: is a desire to help or serve others, in order to meet their needs. It means focusing one's efforts on discovering and meeting the customer's or client's needs and distinguishes star sales performers from average ones.

2.1.9. Relationship Management

Relationship management includes a set of competencies such as essential and basic social skills, the ability of analyzing and influencing the emotions and actions of others and also persuading desirable responses in them in return. According to Spencer (1993) and Goleman (2000), the quality of relationship management must be an essential skill of supervisors and managers or leaders who can control their subordinates effectively. According to Goleman (1998), effective communication channels are needed for the success of organizations as effective communications channels will help the leaders to give and take information from the customers. This will also help the leaders to recognize the emotions of customers. Therefore, good listening skills are the useful factor in judging the relationship management because a good listener always welcome the ideas, emotions and knowledge conveyed from the speaker's side. According to Ganesan (1993), conflict management is

an important determinant of finding the level of relationship management skill because only people having good relationship management skill can resolve the conflicts because of their understanding of other's emotions.

Relationship management requires definite line of authority which is a vital factor in corporate success. Effective communication permits workers to offer and receive emotional information; it also aids good listening ability and encourages sharing of knowledge and accepting good and bad news (Goleman, 1998). Employees prefer to work with those managers who possess strong competency for relationship management (Goleman, 1998)

2.1.10. Models of Emotional Intelligence

All of the theories and models in conceptualization of EI are under the umbrella of three main lines of thought including: trait approach, ability approach and mixed approach these are the models proposed by Mayer and Salovey, Bar-on and Goleman. Each of their theoretical framework conceptualize emotional intelligence from one of two perspectives: as a form of pure intelligence consisting of mental ability only or as a mixed intelligence consisting of both mental ability and personality characteristics like optimism, adaptability and well-being. Till now, the only ability model of emotional intelligence is that proposed by Mayer and Salovey, they considered EI as a form of pure intelligence consisting of cognitive ability only.

The two mixed models distinguish from each other; the differences in which are attributed to the varying beliefs of what constitutes emotional intelligence. Reuven Bar-On conceptualized a model with personality dimensions, emphasizing the co-dependence of the ability aspects of emotional intelligence with personality traits and their application to well-being. On the other hand, Daniel Goleman proposed a mixed model in terms of performance by combining an individual's abilities and personality implementing their corresponding effects in the workplace.

2.1.11. Mayer-Salovey-Caruso Ability Model

Peter Salovey and John Mayer first coined the term "emotional intelligence" in 1990 and have continued to conduct research on the significance of the construct. They conceptualized ability based Emotional Intelligence Model which was based on the work of Gardner and his view on personal intelligence. Their model entails five broad areas: knowing one's own emotions, managing one's own emotions, self-motivation, recognizing emotions of others and handling relationships with others. Salovey and Mayer redefined emotional

intelligence and proposed four branches; the first branch, emotional perception, is the ability to be self-aware of emotions and to express emotions and emotional needs accurately to others.

It also includes the ability to distinguish between accurate and inaccurate or honest and tricky emotional expressions. The second branch, emotional assimilation, is the ability to distinguish among the different emotions one is feeling and to identify those that are influencing their thought processes by directing attention to important information. Just like Emotional mood swings change the individual's thinking pattern from optimistic to pessimistic, encouraging consideration of multiple points of view. Emotional states distinctively encourage specific problem-solving approaches such as happiness state facilitates inductive reasoning and creativity. The third branch, emotional understanding, is the ability to understand complex emotions and the ability to identify transitions from one emotion to the other such as the transition from anger to satisfaction or from anger to shame. Lastly, the fourth branch, emotion management, is the ability to stay open to both pleasant and unpleasant feelings, the ability to reflectively connect or detach from an emotion depending upon it being judged to be informative or utility and regulate emotions in both ourselves and in others.

2.1.12. Goleman's Competency Model

Daniel Goleman popularized the concept of emotional intelligence in 1995, when he wrote the landmark book "Emotional Intelligence". He defined emotional intelligence as "abilities of being able to motivate oneself and survive in the face of frustrations; to control impulse and delay gratification; to manage one's moods and keep distress from swamping the ability to think; to empathize and to hope".

Goleman's model outlines the four constructs of emotional intelligence. Self-awareness is the ability to identify one's emotions and recognize their impact while using gut feelings to guide decisions. Self-management involves controlling one's emotions and impulses and thereby adapting to changing circumstances. Social awareness consists of the ability to sense, understand, and react to other's emotions while comprehending social networks. Finally, relationship management entails the ability to inspire, influence, and develop others while managing conflict. Goleman's model includes a set of emotional competencies within

each construct of emotional intelligence, he opined that Emotional competencies are not innate talents, rather learned capabilities that must be worked on and developed to achieve outstanding performance.

2.1.13. Bar-On's Mixed Model

Bar-On introduced the term “Emotional Quotient” (EQ) in his doctoral dissertation as an analogue to Intelligent Quotient (IQ). His model of emotional intelligence can be viewed as a mixed intelligence, also consisting of cognitive ability and aspects of personality, health and well-being. It relates to the potential for performance and success and is considered process-oriented rather than outcome-oriented. He defined emotional intelligence as —an array of non-cognitive capabilities, competencies and skills that influence one’s ability to succeed in coping with environmental demands and pressures. The definition encompasses a number of areas like emotional self-awareness, assertiveness, self-regard, self-actualization, independence, empathy, interpersonal relationship, social responsibility, problem solving, reality testing, flexibility, stress tolerance, impulse control, happiness and optimism. Insufficient emotional intelligence can mean a lack of success and the existence of emotional problems. Bar-On, considers that emotional intelligence and cognitive intelligence contribute equally to a person’s general intelligence, which eventually indicates potential success in one’s life.

2.2. Empirical Literature

Relation of Self Awareness and Organizational Citizenship Behaviour Boyatzis (2002) mentioned in the study that self-awareness is the strong forecaster and tool of performance in any organization. Smith, et al. (1983) described two dimensions of OCB; altruism and general compliance. Organ (1988) repurposed OCB model, he deconstructed the general compliance concept and made an addition in the shape of dimensions and this resulted a five dimensional model (i.e. Civic virtue, courtesy, altruism, sportsmanship and conscientiousness). Employees with high level on EI also have empathy towards the organization which encourages them to act in a way which can be beneficial for the organization (Cohen and Abedallah, 2014).

EI is a predictor to enhance the altruistic behaviour which helps an individual to transform easily from negative emotions to positive emotions and people with positive emotions are more likely to help others (Carmeli and Josman, 2006). Previous research and logical argumentation show a clear relationship between EI and OCB.

2.2.1. Relation of Self-Management and Organizational Citizenship Behaviour

According to Rahim & Psenicka (1996), self-management is the way of managing oneself. They stated that self-management is basically the crucial factor which can affect the performance of the employees and other people of organizations. Barrick & Mount (1991) stated that self-discipline is also an important part of the self-management which focuses on fulfilling all responsibilities that can bring high level of performance in return in almost all level of organizational hierarchy.

According to Spencer (2008), the quality of adaptability is also the important element of the self-management because if a leader possesses this quality of adaptability, he or she can create a high level of employee's productivity and performance in the organization. This quality is also being used by all the superiors of the organizations for getting success in short period of time. Spencer (1993) added one other factor in measuring the level of self-management by stating that self-management can be gauged on the basis of achievements (that has been achieved) because performance can be measured by studying all the achievements that the leaders possessing high level of self-management has achieved.

Schulman (1995) in his research mentioned that the ability of being proactive is also an important part of self-management which can augment the performance of the overall organizational activities. He further mentioned that optimism also adds to the self-management as it indicates high level of self-management because this quality of optimism can only be achieved if a person controls his emotions of pessimism in an effective way.

2.2.2. Relation of Social Awareness and Organizational Citizenship Behavior

Goleman (1998) stated in his study that only socially aware person can put himself or herself in the place of others in order to understand the emotions of others and then move forward to perform suitable actions accordingly. According to Spencer (1993), product development teams mainly focus on the emotions of others as they have to satisfy their needs and demands accordingly. So the managers of product development organizations create their products by reading the emotions of the customers in order to enhance the product demand. Making products on the basis of customer's demands will also motivate the innovations and augment the overall performance of the employees.

According to Goleman (1998), empathy can be used as a factor to measure the level of the social awareness of emotional intelligent people. Steele (1997) stated that the quality of empathy can be used to evade all performance shortfalls among the organizations of the diverse working environment. According to Mc Bane (1995), in service industry, social awareness plays an important role as this sector needs to work on the basis of demands and emotions of its customers. Their products and services indicate the customer's point of view. Service sector industry uses the emotions of the customers in designing their services packages according to the customer's preferences.

2.2.3. Relation of Relationship Management and Organizational Citizenship Behavior

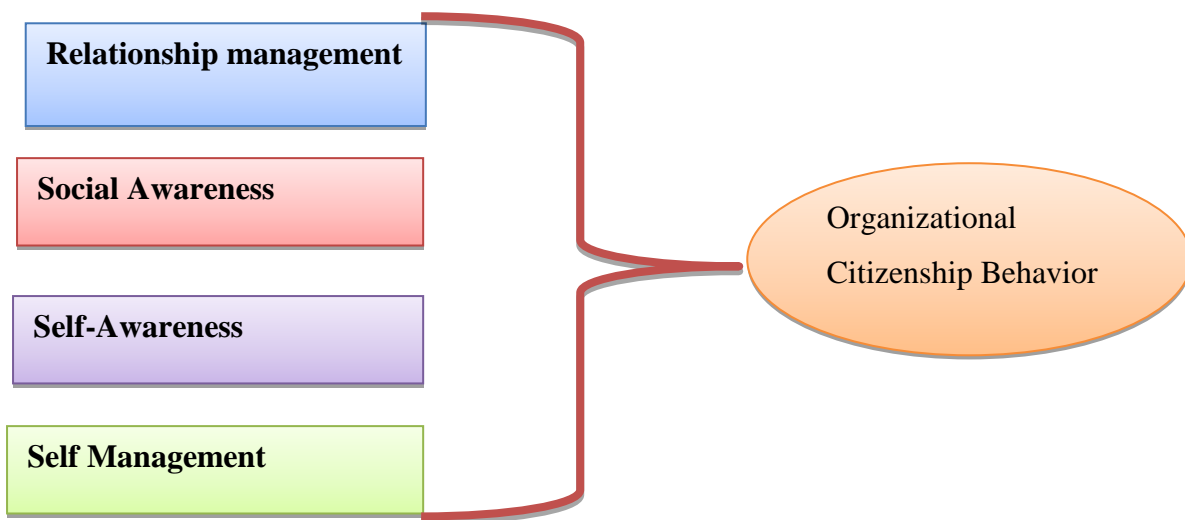
OCB has numerous positive outcomes which contribute positively in the betterment of an organization OCB comes from supportive organizational environment and positive job attitude which leverages the positive environmental consequences which helps the organization to restrain and attract competent employees (Organ, 1988; Organ et al., 2006; Becton et al., 2008). Emotionally well-equipped employees have a better understanding of others emotion and feelings, if they feel that their coworker is frustrated they hopefully offer help or encouragement. Emotionally intelligent individuals can easily handle the critical emotional situation such a way that is not specified in their job description, contract agreement or organization's roles (Cohen and Abedallah, 2014).

According to Goleman (1998), effective communication channels are needed for the success of organizations as effective communications channels will help the leaders to give and take information from the customers. This will also help the leaders to recognize the emotions of customers. Therefore, good listening skills are the useful factor in judging the relationship management because a good listener always welcome the ideas, emotions and knowledge conveyed from the speaker's side. According to Ganesan (1993), conflict management is an important determinant of finding the level of relationship management skill because only people having good relationship management skill can resolve the conflicts because of their understanding of other's emotions.

2.3. Conceptual Framework

The research conceptual framework was derived from the literature and that shows the interaction of independent variables, i.e self-awareness, self-management, social awareness and relationship management with the dependent variable organizational citizenship behaviour. Their relationship was assumed to be there is positive significant relationship between independent and dependent variables.

Figure 1: Conceptual framework of the Study



Source: Designed by the Researcher, 2020

CHAPTER THREE

3. RESEARCH AND METHODOLOGY

This chapter presents a description of the methodology that employed in the study. Specifically the chapter covers research design, research approach, sources of data and data collection., target population & sampling methods, method of data analysis and presentation validity and reliability ,model specification, variable descriptions and their tools of measurement and ethical considerations presented as follows.

3.1. Research Design

The research design used for this study is explanatory research design. The purpose of this study was to assess the effect of emotional intelligence on employee's organizational citizenship behavior at Ethiopian Revenue at Addis Ababa four branches. An explanatory research design was used to achieve the objectives of the study. Because explanatory research aids to connect ideas, to understand cause and effect, meaning researchers want to explain and what is going on. The researcher designing semi-structure interview to managers and vise-managers (purposively), because qualitative interview attain the objectives set, by probing data from those who are directly or indirectly involved at the of revenue ministry of Ethiopia in Addis Ababa that is why qualitative research was importance.

3.2. Research Approach

This study has adopted mixed research approach (quantitative and qualitative) research approach. Mixed research approach provides more comprehensive evidence for studying a research problem than either quantitative or qualitative research alone (Creswell, 2014). According to (Dawson, 2002), qualitative data content analyses were utilize to secure evidence that is more comprehensive and to investigate the cases of revenue ministry of Ethiopia in Addis Ababa. Therefore, qualitative research explores attitudes, behavior and experiences, through such methods as interviews and it attempts to get an in-depth opinion from participants. Then quantitative research approach addressed in the form of questionnaire to those team leaders, coordinators and generally, these employers of the revenue by random sampling. Concerning to this, open-ended questions and closed ended questions were employed for.

3.3. Sources of Data and Data Collection

In this study, the researcher used both primary and secondary sources of data, to examine the impact of emotional intelligence on organizational citizenship behavior: the case of minster of Ethiopia revenue in Addis Ababa. The primary sources of data were from Addis Ababa four district of the revenue: Large tax payer branch (LTO), medium tax payer branch (MTO), Small tax payer western branch office (STO) and Small tax payer Eastern branch (STO).Furthermore, the researcher used secondary sources of data through reviewing relevant materials such as documents, books, annual statistical reports, journals, web sites, and published thesis.

Therefore, the data collected and analyzed from the primary information in the form of questionnaire and semi- structured interviews. In addition, secondary data collected from the customers' and some documents and were analyzed which was gained from minster of Ethiopia revenue in Addis Ababa

3.3.1. Data Collection

This study employed both qualitative and quantitative research approach in order to touch important aspects of the situation. Therefore, it used multiple data collection tools such as both open-ended and closed-ended questionnaire, interview for managers' and vis managers which was semi structure interview and observation, which serve as a data collection instruments.

3.3.1.1. Questionnaire

As mentioned above since, the principal purpose of this study is to examine the impact of emotional intelligence on organizational citizenship behavior: the cases of revenue ministry of Ethiopia in Addis Ababa, the possible instrument used to collect information in such method (descriptive). Questionnaire was very useful to study in breadth and to give an overview about the issue to study. Thus, to determine reasons to examine the impact of emotional intelligence on organizational citizenship behavior: the case of minster of Ethiopia revenue in Addis Ababa.

3.3.1.2. Interview

Interview is important way of collecting data from information rich participants. It is very useful in securing information that the researcher cannot get either from documents or

through observation. In this research, the researcher made interviewed as one important means of data collection. For effective data collection through interview, the researcher made advanced planning and preparation how best can conduct interview in order to gather detailed data from the appropriate people. Patton (2002) has noted the importance of interview and reported that it is sometimes difficult to observe things; it is difficult to observe actions that took place at some previous point in time. Interview helps to find out from people those things we cannot directly observe.

Therefore, the researcher used semi structure interview (SSI) that is types of survey where questions are delivered in a face-to-face encounter by the interviewer. The interview was like a conversation and had the purpose of obtaining information relevant to a particular research topic. According to (Kothari, 2004), the interview method of data, collection involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method used through personal interviews, self-developed after consulting relevant literature. It was consisted open-ended interview items for managers and vis-managers.

3.4. Target Population & Sampling Methods

A population consists all elements (individuals, items or objects) whose characteristics are being studied (Mann, 1995). Since this research confined to the minster of Ethiopia revenue in Addis Ababa four districts; Large tax payer branch (LTO), medium tax payer branch (MTO), Small tax payer western branch office (STO) and Small tax payer Eastern branch (STO) the population consist only individuals who have experience as a managerial, Senior staffs and Clerical from the ministry of Ethiopia revenue in Addis Ababa, four districts. In addition, from the data 2019/20 the total employers of the revenue from four branches are 1576 in number (378 from Large tax payer branch (LTO), 389 from medium tax payer branch (MTO), 395 from Small tax payer western branch office (STO) and 414 from Small tax payer Eastern branch (STO).

From the total population of 1576 from these four districts, (378 from large tax payer branch (LTO), 389 from medium tax payer branch (MTO), 395 from Small tax payer western branch office (STO) and 414 from Small tax payer Eastern branch (STO). Hence, the researcher had taken a sample size of 319 of the total population

Moreover, the researcher taken a sampling technique for the sample size by using the formula

$n = \frac{N}{1 + N(e^2)}$ which is developed by (Taro Yemane's Formula).

Where, n is indicating for sample size, N is for population and e is for the standard error, which is 0.05 or 5 %. Over the entire researcher has put the sample size by using the above formula.

From the above formula sample size, $n = \frac{N}{1 + N(e^2)}$, then substitute the value of N, and e2 to the above equation. Therefore, $n = \frac{1576}{1 + 1576(0.05)^2} = \frac{1576}{1 + 1576(0.0025)} = \frac{1576}{1 + 3.94} = \frac{1576}{4.94} = \underline{\underline{319}}$

3.4.1 Proportional Allocation

Sample size for each stratum determined by the formula: $I = n(N_i/N)$

Where: - I = is the number of sample in each stratum

- N_i = number of population in each stratum
- N = total population
- n = total number of sample need for the study

Table 3.1 Proportion allocation of sample size

Category	Number of people strata	$I = n(N_i/N)$	Sample from the strata	Percentage of contribution from the sample
LTO	378	$319(378/1576)$	76	23.8
MTO	389	$319(389/1576)$	79	24.7
STO	395	$319(395/1576)$	80	25.5
STO	414	$319(414/1576)$	84	26
Total	1576		319	100

Source: Own computation/survey, 2020

3.5. Method of Data Analysis and Presentation

In order to make the analysis procedure simpler, the collected data carefully tallied organized and mathematically tabulated according to their similarities and their difference. Data analysis and interpretation carried out by using different descriptive statistics; however, tables, charts, SPSS version 21, figures and percentage used as the main tools for summarizing the data. The qualitative data obtained through these data gathering tools were analyzing together in order to address the research questions. The reason behind the researcher used qualitative method was to assess the data that would be collected by depth interview and the reason to use quantitative was to qualify the data. In addition, as Babbie (2007) stated this type of data analysis are used in a simple but powerful way of manipulating data in order to attain research conclusion.

More over as the study focuses on the effect of independent variable (emotional intelligence) on dependent variable (organizational citizenship behavior) different statistical analysis that could show the effect between the two have been used. Data is analyzed quantitatively by statistical techniques i.e. descriptive and inferential statistics. Descriptive analysis; mean, and standard deviation are used to describe the profile of respondents, employee's emotional intelligence levels and level of organizational citizenship behavior.

Pearson correlation test was used to determine the nature, direction and significance of the relationship between employee's emotional intelligence and organizational citizenship behavior. Regression analysis was executed to test the acceptability of the research hypothesizes to determine their acceptance or rejection of hypothesized statements on the study.

3.6. Validity and Reliability

To ensure the quality of the research design, content and construct validity of the study was checked. The questionnaire is adopted from reviewed literatures. The questionnaires validity was tested by different academic researchers and practitioners in the researches done earlier. Kothari, (2004) stated that Pilot testing was done to check the validity and reliability of the instrument of data collection before using it. Validity is concerned with the extent to which an instrument measures what it is supposed to measure. Reliability on the other hand is concerned with consistency in measurement and can be examined through assessing the degree of consistency between multiple measures of a latent variable

(Hair et al, 2006). The reliability of the items in the instrument was measured using Cronbach's alpha which is the most frequently used reliability test to measure internal consistency when using Likert scale.

According to Brymanan Bell, (2003) stated that Cronbach's Alpha reliability test was run the data collected to determine the reliability of the data. If the reliability results test values were above 0.70 (70%) indicating acceptable reliability. The overall Cronbach's alpha result of the 31 items was 0.814 (81.4%) which is still higher than the minimum alpha value set as acceptable (i.e. 0.70). The Cronbach alpha result summary obtained from SPSS is shown on the following table.

Table 3.2 Summary of reliability statistics (Cronbach's Alpha)

Reliability Statistics	
Cronbach's Alpha	N of Items
.814	36

Source: SPSS output, 2020

3.7. Model Specification

To develop the regression models in the study, the theoretical and empirical arguments that specify the significant factors determining Organizational citizenship behavior flows were reviewed there by the impacts of emotional intelligence on organizational citizenship behavior can be vigorously analyze in the regression which incorporate all the significant control variables. The component of this study is the relationship between emotional intelligence and citizenship behavior.

$$OCB_i = \alpha + \beta_i + EI\varepsilon_i$$

The review of literature suggests that OCB depend on key factors such as Self-awareness, Self-management, social awareness and Relationship management from the aforementioned citations the standard model will be:

$$OCB_i = \alpha + \beta_1 SAW_i + \beta_2 SEM + \beta_3 SOAW + \beta_4 REM + \varepsilon_i \dots \dots \dots \text{Equation 1}$$

Where;-

OCB_t is the organizational citizenship behavior

α = Constant term

β = Coefficient

SAW is for self-Awareness

SEM is for self-management,

SOAW is for social awareness

REM is for Relationship management

Whereas ε_t is the error term

3.8. Variable descriptions and their tools of measurement

This section presents the description and measurement of dependent and independent variables as per the empirical review.

Table 3.3 Description of variables used in regression model

Variables	Symbol	Definition and Measurement	Expected sign
Organizational citizens behavior	OEB	Is a term that encompasses anything positive and constructive that employees do, of their own choice which support co-workers and benefits the company?	NA
Self-Awareness	SAW	is the ability to focus on yourself and how your actions, thoughts or emotions do or don't align with your internal standards	Positive
Self-Management	SEM	Management by oneself or one's affairs is about finding the self-control and mastery needed to control of one's work.	Negative
Social awareness	SOAW	Being aware of the problems that different societies and communities face on a day to day basis and to be conscious of the difficulties and hardships of society	Negative
Relationship management	REM	Is a strategy in which an organization maintains an ongoing level of engagement with its audience and also create a partnership b/n an organization and its patrons instead of viewing the relationship as merely transaction.	Negative
			Positive

Source: Researchers' compiled, 2020

3.10. Definition of variables

Emotional Intelligence: Emotional intelligence means self-awareness, self-regulation, motivation, empathy, social skills, impulse control, persistence, good moods, hope, and optimism. (Goleman, 1995).

Self-Awareness: The ability to read one's emotions and recognize their impact while using gut feelings to guide decisions. (Goleman, 1998).

Self-Management: Involves controlling one's emotions and impulses and adapting to changing circumstances. (Goleman, 1998) Management by oneself or one's affairs is about finding the self-control and mastery needed to control of one's work.

Social Awareness: The ability to sense, understands, and reacts to others' emotions while comprehending social networks. (Goleman, 1998).

Relationship Management: The ability to inspire, influence, and develop others while managing conflict. (Goleman, 1998).

Organizational Citizenship Behavior: Organizational Citizenship Behavior (OCB) has been defined as the extra-role, discretionary behavior that helps other members in the organization to perform their jobs. OCB also includes showing support and conscientiousness towards the organization (Smith, Organ, and Near 1983).

3.11. Ethical Considerations

To make the respondents feel confidence, the purpose of the study were disclosed in the introductory part of the questionnaire and they were not be required to write their name and other information that easily identify them. The researcher assured that their responses will be used only for this research paper and inform them strict confidentiality of their responses.

Also, the researchers has used proper citation, follow systematic collection and analysis of data techniques, maintain data confidentiality, obtained the consent of the case organizations and staffs and based on their consent to meet the ethical obligation of research. Furthermore, the researcher avoided misleading or deceptive statements in the questionnaire that were distributed only to voluntary participants.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

The purpose of this paper was to investigate the emotional intelligence level (self-awareness, self-management, social awareness and relationship management) of employees in revenue Minister and its effect on organizational citizenship behavior. To achieve this purpose, relevant literature was reviewed and methodology was set in chapters two and three respectively. This chapter outlines the result of data analysis obtained from data collected from respondents. The information gathered is analyzed, and the results are presented in the following sections.

4.1 Response Rate of Respondents

A total of 319 likert scale questionnaires and open ended questionnaires were distributed to four branches of Addis Ababa revenue by the researcher to collect primary data.

Table 4.1 Response Rate

	LTO	MTO	STO	STO	Total
Distributed	76	79	80	84	319
Returned	70	58	72	78	278
Response Rate	92.1%	73.34%	90%	92.85%	87.1%

Source: own survey, 2020

A total of 278 questionnaires were returned with complete responses, which 70 were from Long tax payer branch, 58 were from Medium tax payer branch, 72 were from small tax payer western branch office and 78 were from small tax payer eastern branch, which results in a response rate of 92.1%, 73.34%, 90%, 92.85%, respectively. In general, out of 319 questionnaires 157 were returned which provides 87.1% response rate.

4.2. Demographic Profile of Respondents

Table 4.2 Demographic profile of the respondents

Gender				
		Frequency	Percent	Valid Percent
Valid	Male	195	70.14	70.14
	Female	83	28.86	28.86
	Total	278	100	100
Age				
		Frequency	Percent	Valid Percent
Valid	19 – 25	48	17.27	17.27
	26 – 33	124	44.60	44.60
	34 – 45	76	27.34	27.34
	Greater than 46	30	10.79	10.79
	Total	278	100	100
Level of Education				
		Frequency	Percent	Valid Percent
Valid	Diploma	13	4.68	4.68
	First Degree	247	88.85	88.85
	Second degree and above	18	6.47	6.47
	PhD	-	-	
	Total	278	100.0	100.0
Work Experience				
		Frequency	Percent	Valid Percent
Valid	0 to 3 years	75	26.98	26.98
	4 to 7 years	91	32.73	32.73
	8 to 9 years	80	28.78	28.78
	Ten to eighteen	28	10.07	10.07
	Greater than eighteen	4	1.44	1.44
	Total	278	100.0	100.0
Job Category				
		Frequency	Percent	Valid Percent
	Managerial	16	5.75	5.75
	Senior staff	86	30.93	30.93
	Clerical	176	63.32	63.32
	Total	278	100	100

Source: own computation/SPSS out Put 2020

As depicted on the above table 4.2, most of the respondents, in terms of gender were 195 (70.13 %) were male and 83(29.86%) were female which they are very few in number as compared to males. This shows that females are less in number at Ethiopian Ministry of the Revenue at all the study areas.

Regarding the age of respondents, the sample population is largely dominated by the age group of 26-33 ages in number 124 (44.60%) followed by the group comprise age of 34-45 in number 76 which is 27.34%. This indicates that most of the sample populations are adults. The remaining groups of respondents consist of 19-25 ages and in number 48 (17.27%) employees and the others are greater than 46 which they are 30 (10.79%) in numbers which they are less amount when compared with others.

Mentioning to the data we can say that the employees of Ministry of the Revenue of Ethiopia is dominated by adult group who are emotionally aware and can transform their organization to the future. In terms of education, the distribution is not very equally distributed; Diploma 13(4.68%) which they are few in numbers. First Degree 247(88.85%) and the rests are Master's Degree 18(6.47%). From this the researcher can concluded that most of the respondents are degree holders. However, some of them participants are diploma which they need encourages to upgrade their education, whereas, the master's degree are appreciated and it is important to upgrade their degree to the PhD level.

When looking at the tenure of respondents in the company, most of the respondents (91)32.7% have served the revenue from 2-5 years followed by 80(28.78%) who have served for three to seven. Employees who have served about one year to three years are 75 (26.98) % and also those who have stayed for Ten to eighteen are 28(10.07%). Whereas the restless in number 4(1.44%) are greater than nineteen years they work at the revenue.

Furthermore, the majority of the respondents 176(63.32%) are in clerical staff job category, 86 (30.93%) are senior staffs and the remaining 16(5.75%) of the respondents are Managerial position. This shows that most of the employees at Ministry of the revenue of Ethiopia are clerical staffs in terms of job category.

4.3 Descriptive Statistics

In order to see the general insight of the respondents regarding the selected dimensions in the subject branches, the researcher has summarized the measures with the respective means and standard deviations. Thus, the mean indicates to what extent the sample group averagely agrees or disagrees with the different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single sample Marczyk, et al. (2005). The mean values and standard deviation values for each variable are presented in table 4.3.

Table 4.3 Descriptive analysis on the level of employees Emotional Intelligence

	Variables	Mean	Std. deviation
S/N	Self-awareness Dimension		
1	I have good sense of why I have certain feelings most of the time	5.12	0.472
2	I have good understanding of my own emotions.	4.83	0.418
3	I really understand what I feel	4.19	0.679
4	I always know whether or not I am happy	4.44	0.656
	Total	5.12	0.472
S/N	Self-Management Dimension	Mean	Std. deviation
1	I always set goals for myself and then try my best to achieve them	5.2	0.681
2	I always tell myself I am a competent person	4.43	0.615
3	I am a self-motivated person	4.61	0.401
4	I would always encourage myself to try my best	4.88	0.53
	Total	4.03	0.42
S/N	Social awareness Dimension	Mean	Std. deviation
1	I always know my friends emotions from their behavior	4.33	0.687
2	I am a good observer of other emotions.	4.32	0.614
3	I am sensitive to the feelings and emotions of others.	4.52	0.581
4	I have good understanding of the emotions of people around me	4.89	0.516
	Total	4.515	0.5995
S/N	Relationship Management Dimension	Mean	Std. deviation
1	I am able to control my temper and handle difficulties rationally	4.31	0.557
2	I am quite capable of controlling my own emotions.	4.46	0.609
3	I can always calm down quickly when I am very angry.	4.45	0.691

4	I have good control of my own emotions.	4.57	0.542
Total		4.4475	0.59975

Source: Own computation, 2020/ SPSS out put

As shown in table 4.3 above, the mean score for self-awareness is high (M=5.12, SD=0.472), this shows that most of the employees of ministry of revenue has aware about themselves. Most of them agree that; they have good sense of why they have certain feelings most of the time, the have good understandings of their own emotions, really understand what they feel and know whether they are happy or not. The mean for self-management is (M=4.03, SD=0.42) which indicates that most of the employees intelligent to manage their emotion. This implies the majority of the respondents strongly agree that they set their own goals and try their best to archive them, they tell themselves they are competent, self-motivated and they encourage themselves to try their best.

Table 4.3 shows that the third dimension of emotional intelligence also exhibits high mean (M=4.51, SD=0.59) which similarly shows that employees are highly aware about their environment and workmates. Most of the respondents know their friends emotions from their behavior, good observers, sensitive to the feelings and emotions of others and have good understanding of emotions of people around. The mean for relationship management is relatively high (M=4.4, SD 0.6) which indicates that the employees' intelligence on controlling their temper and handle difficulties rationally, capable of controlling their own emotions, calming down quickly when they are anger and have good control of their own emotions is high.

Finally, from the mean values of the four dimension of EI we can conclude that employees Revenue Minister of Ethiopia have high level of EI, because their mean is above 4 that of 5 Likert scale measuring statements.

4.4. PEARSON CORRELATION ANALYSIS

As noted by Gujarati (2004), the correlation analysis is made to describe the strength of relationship or degree of linear association between two or more variables. In Pearson correlation matrix, the values of the correlation coefficient range between -1 and +1. A correlation coefficient of +1 indicates that the two variables have perfect positive relation; while a correlation coefficient of -1 indicates as two or more variables have perfect negative relation. A correlation coefficient of 0(zero), on the other hand indicates that there is no linear

relationship between two variables. In determining the strength of the relationship based on Pabachnic and Fidell, 2007 the value of the coefficient of correlation between 0 & 1 are interpreted as follows $r=.10$ to $.29$ or $r= -.10$ to $-.29$ weak $r=.30$ to $.49$ or $r= -.30$ to $-.49$ moderate and $r=.50$ to 1 or $r= -.50$ to -1.0 strong the correlation analysis. As depicted on table 4.4, correlation analysis mean of organizational citizenship behavior (MOCB) and independent variables are as follows: : mean of self-awareness (MSAW), mean of social awareness (MSOAW), mean of self-management (MSM) and mean of relationship management (MREM) positive correlation with 0.75, 0.072, 0.399 and 0.16, respectively with organizational citizenship behavior. The mean of self-awareness has strong relationship with organizational citizenship behavior (0.75) while mean of social awareness has weak relationship with organizational citizenship (0.072).

Table 4.4 Pearson Correlation of Emotional Intelligence

		MOCB	MSAW	MSOAW	MSEM	MREM
MOCB	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	278				
MSAW	Pearson Correlation	0.75	1			
	Sig. (2-tailed)	0.144				
	N	278	278			
MSOAW	Pearson Correlation	0.072	-0.041	1		
	Sig. (2-tailed)	0.162	0.422			
	N	278	278	278		
MSEM	Pearson Correlation	.399**	0.077	.145**	1	
	Sig. (2-tailed)	0	0.132	0.005		
	N	278	278	278	278	
MREM	Pearson Correlation	.114*	0.071	0.017	\	1
	Sig. (2-tailed)	0.026	0.165	0.742	0	
	N	278	278	278	278	278

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

* . Correlation is significant at the 0.05 level (2-tailed).

Note: MSAW= mean of self-awareness,

MSOAW=mean of social awareness,

MSM= mean of self-management,

MREM= mean of relationship management,

MOCB=mean of organizational citizenship behavior.

4.5 Tests for the Classical Linear Regression Model (CLRM)

Assumptions

To maintain the data validity of the regressed result of the research, the basic classical linear regression model (CLRM) assumptions must be tested for identifying any misspecification and correcting them so as to augment the research quality (Brooks,2008). There are different CLRM assumptions that need to be satisfied and that are tested in this study, which are: multicollinearity and Normality test.

4.5.1 Test for multicollinearity

The test for multicollinearity helps to identify the correlation between explanatory variables and to avoid double effects of the independent variables. It describes the relationship between explanatory variables, when the explanatory variables are highly correlated with each other their existence of multicollinearity problem, (Brooks, 2008). As shown on table 4.5 all predictors' tolerance is more than 0.2 and also the value for VIF is less than 10. Hence we can see that the study doesn't have multicollinearity problem.

Table 4.5 test of multicollinearity test

Model		Collinearity Statistics	
		Tolerance	VIF
1	MSAW	0.884	1.131
	MSOAW	0.785	1.274
	MSEM	0.929	1.076
	MREM	0.769	1.3

Source: SPSS out Put, 2020

4.5.2. Normality Test

According to Brown (2017), a normal distribution of data's skewness and excess kurtosis is

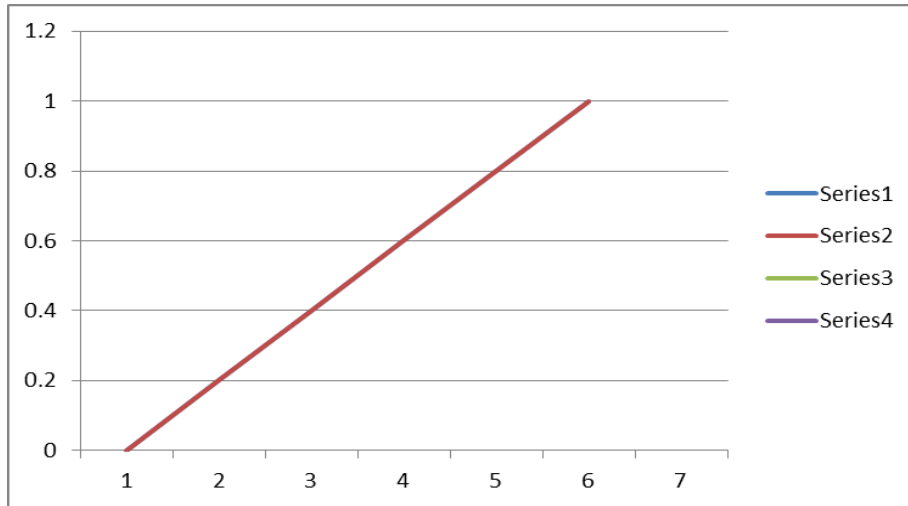
0. As explained the way to interpreting the value: if skewness is less than -1 or greater than +1, the distribution is highly skewed, or if skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed, or if skewness is between -0.5 and +0.5, the distribution is approximately symmetric. Besides, if the kurtosis is close to 0, then a normal distribution is assumed, or if the kurtosis is less than 0, then the distribution is light tail, or if the kurtosis is greater than 0, then the distribution has heavier tails. This implies that the skewness of the data is approximately symmetric and the kurtosis of the data is approximately normal distribution.

Table 4.6: Skewness and Kurtosis

	Mean of Self-awareness	Mean of Social awareness	Mean of Self-management	Mean of Relationship management
Skewness	-.437	-.482	-.532	-.675
Std. Error of Skewness	.128	.128	.128	.128
Kurtosis	.508	-.121	-.259	.171
Std. Error of Kurtosis	.255	.255	.255	.255

Source: SPSS output and own computation, 2020

Figure. 2 Normal P-P Plot Graph



Source: SPSS output and own computation, 2020

As shown on the above figure, based on the actual values the normality is very good. It shows the residuals are normally distributed

4.6 REGRESSION ANALYSIS

Regression analysis was applied to test identify the effect of independent variables on the dependent variable. Coefficient of determination R² is the measure of proportion of the variance of dependent variable about its mean that is explained by the independent or predictor variables (Hair et.al, 1998). Higher value of R² represents greater explanatory power of the regression equation. To know about the impact of the organizational citizenship behavior, multiple regressions were run and the model as follows:-

$$MOCB = \alpha + \beta MSAW + \beta MSOAW + \beta MSEM + \beta MREM + \varepsilon$$

Table 4.7 Regress Independent Variable on organizational citizenship behavior

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.741	.728	.738

Source: SPSS output and own computation, 2020

. From the above table 4.14 it can show as the coefficient of determination i.e. the R square (R²) value is 0.741, which is represents that 74.1% variation of the dependent variable is due

to the independent variables, which in fact, is a strong explanatory power of regression and the other unexplored variables may explain the variation in organizational citizenship behavior which accounts 25.9 % of it. The researcher concludes that 74.1% of the portion of the dependent variable is explained by the independent variables that are included in this study.

Table 4.8 Regression analysis on Organizational citizenship with independent variables

Coefficients ^a						
Model		Unstandardized coefficient		Standardized coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.664	0.585		2.844	0.005
	M _{SAW}	-0.413	0.049	-0.399	-8.443	0.000
	M _{SOAW}	0.249	0.093	0.207	2.68	0.008
	M _{SEM}	-0.06	0.094	-0.045	-0.635	0.526
	M _{REM}	0.428	0.088	0.38	4.853	0.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS output and own computation, 2020

As depicted on table 4.8, the result of this study found that the mean of self-awareness had negative (-0.413) and statistically significant at 1% significance level on organizational citizenship behavior, Which means that the result of regression reveals that, being other

variables constant 1% change on self-awareness had a resulted on 41.3% changed on organizational citizen ship behavior in opposite direction during the study period.

Mean of relationship management has positive (0.428) and statistically significant at 1% significance level on organizational citizenship behavior at Addis Ababa revenue ministry, Which means that the result of regression reveals that being other variables constant 1% change on relationship management had a resulted on 42.8% changed on organizational citizen ship behavior in Positive direction during the study period.

Mean Social awareness has positive (0.249) and statistically significant at 1% significance level on organizational citizenship behavior at Addis Ababa revenue ministry, Which means that the result of regression reveals that being other variables constant 1% change on Social awareness had a resulted on 24.9% changed on organizational citizen ship behavior in Positive direction during the study period but in this study the mean of self-management has negative and statistically insignificant. Based on the above regression analysis the study concluded that, the mean of self-awareness, relationship management and social awareness has highly affect the organizational citizenship behavior ministry of revenue at Addis Ababa branches.

4.7. HYPOTHESIS TEST

This section deals with testing previously formulated null hypothesis based on the finding of regression analysis depicted on table 4.8.

HO1 - Self-awareness has no significant impact on organizational citizenship behaviour

According to regression analysis, the mean of self-awareness had significant impact on organizational citizenship behavior at Addis Ababa revenue ministry at 1% significance level. Thus the null hypothesis was rejected

HO2 - Self-Management has no significant impact on organizational citizenship behaviour

According to regression analysis, the mean of self-management had insignificant effect on organizational citizenship behavior at Addis Ababa ministry of revenue. Thus the null hypothesis was accepted.

HO3 - Social awareness has no significant impact on organizational citizenship behaviour

According to regression analysis, the mean of social awareness had significant effect on organizational citizenship behavior at Addis Ababa revenue ministry of revenue. Thus the null hypothesis was rejected.

HO4 - Relationship Management on employees has no significant organizational citizenship behaviour

According to regression analysis, the mean of relationship management had significant impact on organizational citizenship behavior at Addis Ababa revenue ministry at 1% significance level. Thus the null hypothesis was rejected

4.8 Interview Result and Discussions

According to (Lam and Kirby, 2002), Emotional intelligence enables workers to not just see and direct their feelings however the feelings of clients too. In spite of a large numbers of researches conducted on the significance of Emotional intelligence, very few organizations actually focus on it.

During the interview, some of this interviewee (K, S, T and W. manager) said that: Both these two variables these are Emotional Intelligence and Organizational citizenship behavior that affect the performance of the employees''. This indicates that the organization should focus more on the enhancement of emotional intelligence in the work place. He added that ''I don't know the problems but there is a problem encountered by the employees''. Here the researcher was amazing by the response of the manager, what's behind to that these employees make fear of unknown.

From another interviewee the researcher has heard that: There is a significant positive impact of Emotional Intelligence on Organizational Citizenship Behavior. Furthermore there is a positive impact of Self-Awareness and Relationship Management on Organizational Citizenship Behavior''.

From the interview the researcher understand that there is no any impact of two dimensions namely Self- Management and Social-Awareness on Organizational Citizenship Behavior but the others there is high level of emotional intelligence amongst the employees of the Revenue; most of the Revenue employees possess a good level of emotional intelligence.

And they are able to overcome any negative emotions like stress, tension, depression that he or she encounters daily”.

Therefore, the researcher strongly stated that today emotional intelligence has become very important for the success of any organization. It is expanding its horizons day by day. The success of any organization solely depends on how the organization harnesses the emotional competencies of its people. So, emotional intelligence is also very critical for increasing the effectiveness of any individual. However, very few organizations have employees who can skillfully manage their own emotions and that of others. The ability to identify, understands, and manages ones as well as others emotions in positive ways so as to get relieved from stress and communicate effectively can be defined as Emotional intelligence.

With the help of Emotional Intelligence, individual can empathize with others easily and can overcome challenges more conveniently. Because emotional intelligence as the capacity to see precisely, evaluate, and express feeling, the capacity to get to as well as produce sentiments when they encourage thought, the capacity to comprehend feeling and emotional knowledge and the capacity to direct feelings to advance emotional and scholarly development. Emotional intelligence enables workers to not just see and direct their feelings (Lam and Kirby, 2002), however the feelings of clients too. In spite of a large numbers of researches conducted on the significance of Emotional intelligence, very few organizations actually focus on it.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter explained summary of the major findings of the study, conclusions based on the findings and recommendations forwarded in line with the major findings of the study.

5.2. Findings

The main purpose of this study was to examine the effect of emotional intelligence on employee organizational citizenship behavior of employees in Revenue of Ministry of Ethiopia, the case of Addis Ababa, at four branches (Large tax payer branch (LTO), medium

tax payer branch, Small tax payer western branch office and Small tax payer Eastern branch. The study used both qualitative and quantitative research approach. In addition, primary and secondary data sources used to collect the necessary data and there were 278 participants participated by simple random method and purposive methods.

Hence, the following major findings were made from the results that have been discussed in the previous chapter.

- The numbers of male respondents in the sample population is higher 195 (70.13%), 83(29.86%) female and it is largely dominated by the age group of 26-33 (44.60%) which shows that majority of branches are dominated by adults.
- The largest group of the population comprises first-degree holders, which accounts 247 (88.85%) of the total respondents. Furthermore, 32.73% of the respondents have 3-7 years of experience in the company and these take the majority of the respondents more than a half of the employees 70.86% are single employees.
- Pearson coefficients implies that social awareness is positively related with organizational citizenship behavior within 0.341 which is significant at $p < 0.01$ level and that of relationship management is correlated positively with in 0.451, but the two dimensions of emotional intelligence; self-awareness and self-management are not correlated with organizational citizenship behavior. Findings from the multiple regression analysis show, 23.8% variation in organizational citizenship behavior is explained by emotional intelligence (where by R square is .238 and adjusted R square is .219%).
- According to the data analyzed employees of Ministry of the Revenue of Ethiopia have shown high level of organizational citizenship behavior in two dimensions of emotional intelligence, in relationship management and social awareness. Hence, there is positive correlation between employee emotional intelligence and organizational citizenship behavior.

5.3. Conclusion

According to data analyzed the researcher has concluded that:

There is high level of emotional intelligence amongst the employees of the revenue. The descriptive analysis results help to conclude that most of the Revenue employees possess a

good level of emotional intelligence. And they are able to overcome any negative emotions like stress, tension, depression that he or she encounters daily. And there is high level of organizational citizenship behavior amongst the employees of the revenue. The descriptive analysis results also capture high level of organizational citizenship behavior which means employees take initiative to help others employees of organization with work related problems and they voluntarily take part in various initiatives which can benefit others. Although, emotional intelligence is related to organization citizenship behavior because, emotional intelligence along with its dimensions is related to organization citizenship behavior. Hence, there was found a positive relationship between overall emotional intelligence and organization citizenship behavior.

- ✚ Therefore, emotional intelligence effects organization citizenship behavior. That means when an employee has higher levels of emotional intelligence he/she will possess higher levels of citizenship behavior.
- ✚ Also, there is high level of emotional intelligence in Ministry of the Revenue and organizational citizenship behavior is more affected by the relationship management among the four dimensions on emotional intelligence. There is positive and significant relationship between emotional intelligence and organizational citizenship behavior. Although, we can conclude that the employee's emotional intelligence has a positive direct impact on organizational citizenship behavior. The organizational citizenship behavior can also have an effect on organizational performance.
- ✚ Generally, the researcher could conclude that citizenship behavior and emotional intelligence are positively perceived by most respondents that mean it is much related. Thus Emotional Intelligence is that variable which is necessary to be possessed by employees in order to carry out organizational citizenship behaviors because employees with emotional skills and the interpersonal efficiency are more satisfied which would in turn result in organizational effectiveness and productivity. More in depth study can be done make the theory of emotional intelligence and organizational citizenship behavior more relevant and systematic. Hence, this study should be quite useful to the further research in the areas of organizational citizenship behavior and emotional intelligence.
- ✚ Therefore, over the entire researcher concluded that there is positive and significant relationship between emotional intelligence and organizational citizenship behavior at

individuals as well as team level which also leads to organizational performance but problems encountered by the employees and they fear by the unknown.

- ✚ Finally the results of the study showed that there is a significant positive impact of Emotional Intelligence on Organizational Citizenship Behavior. Furthermore there is a positive impact of self-awareness and relationship management on organizational citizenship behavior. There was no effect of one dimensions which is self-management on organizational citizenship behavior. Moreover results indicated that among the dimensions of EI, Relationship Management dimension plays a considerable effect on organizational citizenship behavior of the staff employees in the ministry of Revenue.

5.4. Recommendations

The main purpose of this study was to examine the effect of emotional intelligence on employee organizational citizenship behavior of employees in Revenue of Ministry of Revenue of Ethiopia, the case of Addis Ababa. Therefore, based on the findings of the study the researcher recommended to Ethiopian Revenue (the organization) should focus more on the enhancement of emotional intelligence in the work place.

- Specially, all manager should try to measure the problems encountered by the employees and provide them training in order to overcome the fear of unknown. This will make them emotionally determined and thus they will more incline towards displaying emotional intelligence or organizational citizenship behavior. Afterward , which will make employees to achieve both organizational and individual goals and increase the effectiveness of organization. Among the four dimensions, relationship management contributes more to organizational citizenship behavior and hence the Revenue should focus more on this dimension of emotional intelligence.
- Emotional Intelligence and Organizational citizenship behavior affect the performance of the employees. Therefore, based on the findings of the study the researcher recommended to Ethiopian Revenue (the organization) should focus more on the enhancement of emotional intelligence in the work place.
- Emotional intelligence affects the organization, so it is suggested that these managers of the Revenue should consider the emotional intelligence of employees while recruiting them and also thereafter developing their emotional intelligence skills so

that they can perform organizational citizenship behavior which facilitates in the realization of goals which subsequently increases the organizational effectiveness. Such types of behaviors can be strengthening by encouraging or implementing appropriate reward system. It is required that employees should be given training so that they can understand and execute their emotional and behavioral part. For future investigation, the organization should analyses additional dimensions of Emotional intelligence which can influence organizational citizenship behavior and see the reasons behind the difference in emotional intelligence levels across different categorical groups.

- Finally, the Revenue authority should assessing for the organization continuous measurement of employee's emotional intelligence level, assessing emotional intelligence practices throughout the organization and taking timely action on issues identified as crucial and important is recommended.

5.5. Suggestion for Future Research

As this research was confined to Revenue Ministry of Ethiopia in Addis Ababa, other interested researcher may conduct research on long term Revenue employers by using combining quantitative and qualitative method of data collection instrument. In addition, the future research may also be directed to analyze the effect of the effect of emotional intelligence on employee organizational citizenship behavior of employees in Revenue of Ministry of Ethiopia, the case of Addis Ababa by adding other dimensions of the effect of emotional intelligence on employee organizational citizenship behavior of employees in the Revenue of Ministry of Ethiopia, the case of Addis Ababa to overcome the short coming of this study.

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APPENDICES

APPENDIX - I

JIMMA UNIVERSITY

DEPARTMENT OF BUSINESS ADMINISTRATION

Master's Thesis questionnaire to be filled by Coordinators, team leaders, Super visors and other Employers

The main purpose of this questionnaire is to collect relevant and appropriate data concerning to the impact of emotional intelligence on organizational citizenship behavior: the case of Revenue Ministry of Ethiopia, Addis Ababa and to provide some possible recommendations for the encountered problems if there are any.

Thus, your genuine, frank and timely response is quite vital to determine the success and completeness of the study. Hence, I cordially request your high collaboration in filling it honestly and responsibly.

Note: Dear participant please read carefully the instructions below before starting to fill the questionnaire.

1. I strongly ensure that your responses will be used for academic purpose, nothing else. So, the responses will be kept privately and confidentially.
2. Writing your name is not necessary
3. Please read each question orderly, and then indicate your response by circling the letter, or by putting the mark “X” in the given blank space, or by giving short responses where necessary.
4. Please be as brief as possible in responding the open- ended questions.

Thank you for your co-operation!

Background of Participants

I. Give short answers for the following questions

1. Sex: A. male_____ B. female_____
2. Age: A. 19-25 _____ B. 26-33_____ C. 34- 45_____ D. above 46_____
3. Educational qualification:
 - A. Diploma _____ B. First Degree _____ Master’s Degree _____ D. PhD _____
 - E. Others _____
4. Work experience in your current organization in years: A. 0-2 years _____ B. 3-6 years _____ C. 7-10 _____ D. 11-20 _____ E. Above 21 _____
- B. 36-50 years_____ D. 65 and above_____
5. Job Category: A. Managerial_____ B. Senior staffs_____ C. Clerical _____
6. Marital status: A. married_____ B. single_____ C. divorced_____ D. Widowed _____
7. Religion: A. Orthodox _____ B. Muslim_____ C. protestant _____ D. traditional belief _____ E. Other_____

Part two: Wang and Law emotional intelligence scale (WLEIS)

Please give your rating as your response to each of the following statement

Note: SA= strong agree, A= agree, DA= disagree, and N=number

Questions Concerning to Self Awareness

No	Item	Customers response		
		SA	A	DA

		N	%	N	%	N	%
1	Self-Awareness						
1.1.	I have good sense of why I have certain feelings most of the time I spend with my friends.						
1.2.	I have good sense of why I have certain feelings most of the time.						
1.3	I always know whether or not I am happy						
1.4.	I really understand what I feel						
1.5	I have good understanding of my own emotions						

Questions Concerning to Social Awareness

No	Item	Customers response					
		SA		A		DA	
		N	%	N	%	N	%
2	Social awareness						
2.1.	I always know my friends emotions from their behavior						
2.2.	I am a good observer of other emotions.						
2.3	I am sensitive to the feelings and emotions of others.						

2.4.	I have good understanding of the emotions of people around me						
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No	Item	Customers response					
		SA		A		DA	
		N	%	N	%	N	%
3	Self-management						
3.1.	I always set goals for myself and then try my best to achieve them						
3.2.	I always tell myself I am a competent person						
3.3	I am a self-motivated person						
3.4.	I would always encourage myself to try my best						

Questions on Relationship Management

No	Item	Customers response					
		SA		A		DA	
		N	%	N	%	N	%

4	Relationship management						
4.1.	I am able to control my temper and handle difficulties rationally.						
4.2.	I am quite capable of controlling my own emotions						
4.3	I can always calm down quickly when I am very angry						
4.4.	I have good control of my own emotions.						

Part three: Organizational citizenship behavior check list (OCB-C)

How often have you done each of the following things on your present job?

No	Items	Never	Once or twice	Once or twice a month	Once or twice a week	Every Day
1	Picked up meal for others at work					
2	Took time to advice, coach, or mentor a co-worker.					
3	Helped co-worker learn new skills or shared job knowledge					

4	Helped new employees get oriented to the job					
5	Lent a compassionate ear when someone had a work problem					
6	Lent a compassionate ear when someone had a personal problem.					
7	Changed vacation schedule, work days, or shifts to accommodate coworker's needs					
8	Offered suggestions to improve how work is done					
9	Offered suggestions for improving the work environment					
10	Finished something for co-worker who had to leave early.					
11	Helped a less capable co-worker lift a heavy box or other object					
12	Helped a co-worker who had too much to do.					
13	Volunteered for extra work assignments					
14	Took phone messages for absent or busy co-worker.					
15	Said good things about your employer in front of others					
16	Gave up meal and other breaks to complete work.					

17	Volunteered to help a co- worker deal with a difficult customer, vendor, or co-worker					
18	Went out of the way to give co-worker encouragement or express appreciation.					
19	Decorated, straightened up, or otherwise beautified common work space					
20	Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor					

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21. If you have additional comments, suggestions and recommendations on the effect of emotional intelligence on organizational citizenship behavior at Revenue Ministry of Ethiopia at Addis Ababa or if any you are welcome!

Thank you!

APPENDIX - II

JIMMA UNIVERSITY

DEPARTMENT OF BUSINESS ADMINISTRATION

Master's thesis interview for Managers and Vis-managers

Interview guide questions

1. Can you please tell me about yourself and your experience in the education system (qualification, experience?)
2. Can you tell me about your experience in the revenue industry experience, trainings or some else?
3. What do you think are the major problems you observe in your life long here?
4. Questions to Self-Awareness to Response by saying Strong agree, Disagree or Agree
 - 4.1. I have good sense of why I have certain feelings most of the time I spend with my friends.
 - 4.2. I have good sense of why I have certain feelings most of the time.
 - 4.3. I always know whether or not I am happy
 - 4.4. I really understand what I feel
 - 4.5. I have good understanding of my own emotions
5. Questions Concerning to Social Awareness to Response by saying Strong agree, Disagree or Agree
 - 5.1. I always know my friends emotions from their behavior
 - 5.2. I am a good observer of other emotions.
 - 5.3. I am sensitive to the feelings and emotions of others.
 - 5.4. I have good understanding of the emotions of people around me

6. Questions Concerning to Self-management to Response by saying Strong agree, Disagree or Agree

6.1. I always set goals for myself and then try my best to achieve them

6.2. I always tell myself I am a competent person

6.3. I am a self-motivated person

6.4. I would always encourage myself to try my best

7. Questions on Relationship Management to Response by saying Strong agree, Disagree or Agree

7.1. I am able to control my temper and handle difficulties rationally.

7.2. I am quite capable of controlling my own emotions

7.3. I can always calm down quickly when I am very angry

7.4. I have good control of my own emotions.

8. If you have additional comments, suggestions and recommendations on the effect of emotional intelligence on organizational citizenship behavior at Revenue Ministry of Ethiopia at Addis Ababa or if any you are welcome!

Thank you!