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Employee State of Emotional Intelligence and their Level of Job Performance in Federal Civil Service Sector of Ethiopia

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Abstract

This research aims at investigating employees' state of emotional intelligence and its role on employee job performance. More specifically, it embarks on the link between the nature of emotional intelligence and job performance. Two variables are considered in this study: emotional intelligence and job performance. As such, this probe cans a kind of help for managers and researchers to better realize the link between these two variables. It can also inform and assist organizational practitioners to have a better understanding of the relationship between the mentioned factors. The study employed quantitative inquiry. Descriptive statistics and correlation are conducted to identify employee level of emotional intelligence and job performance as well as the relationships between the variables respectively. Standardized questionnaire is employed to collect a relevant data. Random sampling specifically stratified random sampling was used for the study because it allows dividing the population into sub-groups and taking equal proportion of research participants from the whole population. The descriptive statistics indicates that employees have fairly high level of emotional intelligence dimensions and job performance. The correlation analysis also shows that there is a significant positive relationship between the five dimensions of emotional intelligence and the three dimensions of job performance.

Keywords: Emotional Intelligence, Job Performance, Motivation

1. Introduction

According to Mayer and Salovey (1997) "emotional intelligence involves the ability to perceive accurately, appraise, and express emotion; the ability to access and generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth." Based on the evidences, emotional intelligence has been recognized to be the most important conceptualization that is progressively recognized in social psychology. Recently, emotional intelligence has been given much attention in public or private organizations in order to achieve organizational goals. It is regarded as one of the crucial elements of a successful life as well as psychological well-being.

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As the data obtained from training facilitators from public sector organizations, 2021 it is evident from various base line data that there are various constraints in the provision of customer services in civil service sector organizations. This study pointed out the major issues and questions in relation to employee job performance and emotional intelligence.

2. Statement of the Problem

Employee job performance can be seen as the total expected value to the organization of the distinct behavioral episodes that a person carries out over a standard period of time (Stephan J. and Harrison, 2019). Most scholars agree that employees who perform the organizational demand manifests high level of energy and identify strongly with their work and organization they are often fully absorbed in their job (Bakker et al., 2008).

Emotional intelligence became one of the key elements in organizational behavior which can affect the overall performance and effectiveness of an organization. The term emotional intelligence can be defined as the capacity of recognizing and regulating emotions in oneself and in others (Goleman, 2001). Mayer and Salovey (1997) defined the concept of emotional intelligence as "the ability to perceive and express emotions, assimilate emotion in thought, understand and reason with emotion and regulate emotion in the self and others". This definition shows that emotional intelligence is a wide concept which is linked with the psychological, social, spiritual, work and other facets of a human being. It is one of the key elements which affect organizational behavior such as employee job performance (Nowack, 2000). Different scholars expressed emotional quotient(EQ) is the foundation of just a few of the critical skills such as team work, time management, decision making, flexibility, and accountability, which account for 90% of top job performers possessing high EQ (Bradberry, 2015).

Public service organizations are the heart of the community which provides various services and facilities in Ethiopia. Their effective operation is core to stimulate growth and development in the country. Developing and empowering a public servant with a strong performing capacity is central to the effective performance of public service organizations which in turn fosters holistic change. To this end, various strategies such as personal development plan, result oriented plan, Total Quality Management (TQM), BPR, BSC, etc. have been implemented by the Ethiopian government to maximize employee engagement and performance in work place so as to bring quality service and maximized organizational performance Senay, 2019.

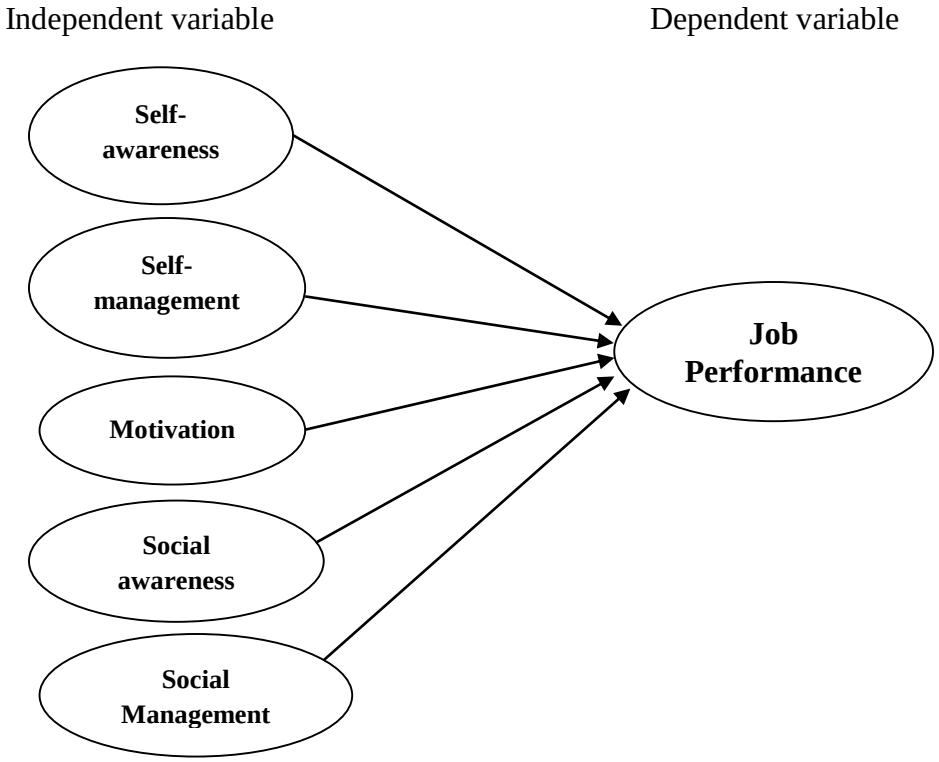
Nevertheless, engaging the full potential of the work force in the public service sector remained a challenge. Service quality can be influenced by various factors such as employees' state of emotion, inclination to the particular line of work, leadership style and employee engagement which eventually impact organizational performance as well (Corry Yohana, 2018). There are few studies conducted on this area in Ethiopia. For instance, Senay K. studied the effect of emotional intelligence on organizational citizenship behavior at commercial bank of Ethiopia (Senay K., 2019). Tsedey A., (2015) also studied the effect of emotional intelligence on employee satisfaction at save the children. These studies have been conducted in business and NGO settings. The researchers did not come across a study conducted on federal or regional civil service organizations and on the role of emotional intelligence for job performance. This research focused on examining employee state of emotional intelligence and their level of job performance in federal civil service sector of Ethiopia. To this end, it addresses the following research objectives: a) to investigate employee state of emotional intelligence in selected federal civil service organizations; b) to examine the level of employee job performance in selected

federal civil service organizations; and c) to find out the relationship between emotional intelligence and employee job performance in the selected federal civil service organizations.

3. Conceptual Framework

The conceptual framework of the research is presented below with its major concepts, dependent and independent variables. It presents the relationship among self-awareness, self-management, social awareness, motivation, empathy and social skill with job performance.

Figure 3.1 Conceptual Framework



Source: Developed by the researchers, 2020.

3.1 Research Methodology

The purpose of this study is to find out employee state of emotional intelligence and their level of job performance in selected federal civil service organizations. The study is also intended to investigate the relationship between emotional intelligence and employee job performance in the selected demographic factors to understand the links in the context of the study area. In order to meet this purpose, quantitative research method is selected to gather quantified data through standardized scale for each variable.

3.2 Data Collection Instrument

The questionnaire used in the study is a standardized questionnaire in which the validity and reliability of it is tested by specialized professionals on the discipline. Pilot test (pre-test) is conducted prior to the survey. This research is guided by the emotional intelligence model developed by Mayer, Salovey and Caruso (2002). The study employed EIQ 25 (Emotional Intelligence Questionnaire) which is formed based on emotional intelligence model. This model of emotional intelligence has five key branches which in the EIQ 25 are named as self-awareness, self-management, social awareness, motivation and social management. To evaluate job performance Individual Work Performance Questionnaire (IWPQ) is used. IWPQ was originally developed by Campbell which evaluates four dimensions of individual work performance.

3.3 Sampling Technique

Stratified random sampling is used for the study because it allows dividing the population into sub-groups and taking equal proportion of research participants from the whole population. Therefore, the researchers took equal proportion of men and women employees from the whole study population.

3.4 Sample Size Determination

The study population comprises 2129 employees who are working in the selected federal civil service sector organizations. These federal institutions are sampled based on the recent government cluster classification as social, economic, justice and administrative organizations. They are taken from each category considering the frequency of trainings they took from Civil Service University. Among these organizations, 410 employees are sampled to participate on the study.

Table 3.1 Total number of Respondents

No	Organizations	Population	Sample	Proportion
1	Ministry of trade	700	700* 410 /2129 =134	%
2	Small and Medium Manufacturing Promotion Authority	300	300*410 / 2129 = 59	%
3	Minister of Mining & Energy	350	350*410/2129= 67	%
4	Human Right Commission	402	402*410 / 2129 =77	%
5	Ministry of Social Affair	377	377*410 / 2129 =73	%
	Total	**2129**	**410**	**100%**

Source: Human Resource Department in respective Civil Service Institutions

3.5 Data Interpretation and Discussion

The researchers distributed 410 questionnaires to gather the required data whereas only 375 questionnaires were fully filled out and returned which makes the return rate 93.75%.

Table 3.2 Reliability Analysis of the Item

No.	Description	Cronbach's Alpha	Number of Items
1	Job Performance	.704	13
2	Emotional Intelligence	.916	25

Source: Survey 2021

The Cronbach's alpha results presented above measure the internal consistency or reliability of the instruments or scales used in the study. The cronbach alpha results satisfy the criteria set by Field because all of them are above the minimum threshold set by Field. Field suggested cronbach alpha values of .7 to .8 to be an acceptable value (Field, 2009). Similarly, Gliem provided the following rules of thumb by quoting George and Mallery: "_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and_ < .5 – Unacceptable" (Gliem, J. A., and Gliem, R., 2003).

4. Results of the Percentage Analysis and Descriptive Statistics

The frequencies, percentages, means and standard deviations of the variables of the study are shown in the descriptive statistics below.

Table 4.1 Descriptive statistics of the various dimensions of the study

	N	Minimum	Maximum	Mean	Std. Deviation
Task Performance	375	1.00	5.00	4.0613	.78691
Contextual Performance	375	1.20	5.00	4.0427	.70164
Counter Work Behavior _	375	1.60	5.00	3.3253	.75259
Self-Awareness	375	1.20	5.00	3.7861	.72586
Self-Management	375	1.00	5.00	3.9477	.72940
Social Awareness	375	1.40	5.00	3.7797	.72112
Motivation	375	1.60	5.00	3.7605	.74356
Social Management	375	1.40	5.00	3.6635	.75638
Valid N (listwise)	375				

Source: Survey 2021

The above table presents the reactions of research participants on the various question items that were later associated to the various dimensions addressed in this study. The means and standard deviations among the variables of the study are shown in the descriptive statistics and displayed in the table.

As shown in the above table descriptively the mean or the average response of the respondents about Task Performance was 4.06 (SD=.78) on a 5 point Likert scale while the average response of the respondents about contextual performance was 4.04 (SD=.70). The

average response of respondents regarding Counter Work Behavior was 3.32 and (SD= .75). The average response of respondents regarding the three dimensions of job performance is moderate. This implies that most participants put the level of their performance as moderate.

As shown in the above table, the average response of research participants regarding self-awareness was 3.78 (SD=.72) on a five point Lickert scale. The average response of respondents regarding social-awareness and motivation were 3.77 (SD=.72) and 3.76 (SD=.74) respectively. Furthermore, the average response of respondents and standard deviation of social management was 3.66 (SD=.75). Thus, the five dimensions of emotional intelligence are moderate.

On the three dimensions of employees' job performance is presented in the above table. The result showed the average response of respondents regarding employees' task performance and contextual performance were 3.89 (SD=.79) and 3.98 (SD=.69) respectively while the average response for employees' counterproductive behavior was 3.34 (SD=.81).

The questionnaire contained 25 items intended to measure the level of employees emotional intelligent out of which five indicators are supposed to measure their level those are self-awareness, self-management, social awareness, motivation and social management. As can be seen in table 4.2, when we discuss the result that obtained from respondents related with employees level of self-awareness 4.44%, 9.72%, 22.74 %, of respondents replay as they never, rarely and sometimes consecutively aware on self-awareness parameters. On the other hand, 35.1 % and 28% of respondents replay usually and always consecutively. Most of the respondents even though level of redundancy differ from each other's 63.1% of respondents are aware of the physical reactions like twinges, aches, sudden changes that signal a "gut reaction, take a break or use another active method of increasing energy when they sense that their energy level is getting low, respondents also take time every day for quiet reflection, usually identify the emotion they are feeling at any given moment, they are clear about their own goals and values.

Employees Level of Job Performance

Table 4.2 Employees Level of Emotional Intelligence

	Self-Awareness		**Self-Management**		**Social Awareness**		**Motivation**		**Social-Management**	
	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent
Never	64	4.44	64	4.44	72	3.84	68	4.7	95	5.08
Rarely	163	9.72	132	**7**	177	9.44	158	8.36	168	8.86
Sometimes	408	22.74	316	16.86	419	22.34	440	22.46	471	25.1
Usually	715	35.1	689	36.74	660	35.58	662	35.3	680	36.44
Always	525	28	674	36	547	29.18	547	28.8	461	24.52
Total	1875	100	1875	100	1875	100	1875	100	1875	100

Source: survey data/SPSS, 2021

a. Employee level of self-management

When we discuss the result that obtained from respondents related with employees' level of self-management 4.44% respondents' replay as they never, 7%, of respondents replay as they rarely

16.86%, of respondents replay as they sometimes performing self- management parameters related with their work. On the other hand, 36.74% and 36% of respondents replay as they usually and always perform self- management parameters consecutively.

Even though level of redundancy differs from each other's majority of the respondents around 72.74% of respondents could manage their self-emotion the respondents let go of problem, anger or hurts from the past and they can move beyond these, communicate with people appropriately, refrain from making up their mind on issues and expressing their opinion until they have all the facts, neither bury their anger nor let it explode on others, they are good at managing their moods and seldom bring negative emotions to work.

b. Employee level of social awareness

As far as concerned Employees level of social awareness 3.84% of respondents replay they never maintain social awareness parameters in their work, 9.44% of respondents replay they rarely keep social awareness parameters in their work, 22.34% of respondents replay they sometimes practice social awareness parameters in their work, 35.58% of respondents replay they usually, 29.18% of respondents replay they always, majority of the respondents 64.76% practice social awareness indicators like they generally have an accurate idea of how another person perceives them during a particular interaction. They can engage an interaction with another and pretty well size up that person's mood based on non-verbal signals. They have a number of people they can turn to and ask for their help when they need it. They can show empathy and match their feelings with those of another person in an interaction. They focus their full attention on another person when they listen to them, employees apply the above mentioned social awareness indicators in their work place.

c. Employee level of motivation

With regards to Employees level of motivation 4.7% of respondents replay they never motivate in the work place, 8.36% of respondents replay they rarely motivate, 22.46% of respondents replay they sometimes motivate, 35.3% of respondents replay they usually, and 28.8% of respondents replay they always apply motivation indicators, most of the respondents 64.1% replay they always apply social management indicator like they have several important things in their life that they are enthusiastic about and they let it show.

Others usually feel inspired and encouraged after talking to them. They try to find positive in any given situation. They can keep going on a big project, despite obstacles. They believe that the work they do day to day has meaning and value to society. They perform the above stated motivation indicator in their work place.

d. Employee level of social management

Related with Employees level of social management 5.08% of respondents replay they never apply social management indicators,8.86% of respondents replay they rarely apply social management indicators, 25.1% of respondents replay they sometimes apply social management indicators, 36.44% of respondents replay they usually apply social management indicators, 24.52% of respondents replay they always apply social management indicators.

Most of the respondents 60.96% replay they always apply social management indicators such as they can easily meet and initiate conversation with new people when they have to. They have no trouble making presentations in front of group or conducting meetings. They can deal calmly, sensitively and proactively with the emotional displays of others. They are respected and liked by others, even when they do not agree with them. They can effectively persuade others to adopt their point of view without coercing them Thus, it can be seen that the level of employees practice social awareness components in the work place.

To sum up, employees level of emotional intelligence is in all components are in high score minimum level 60.96% (Social Management) and maximum level 72.74% (Self-Management) the remains are between the two ranges respondents are applying social management parameters in work places. So we can say employees are emotionally intelligent based on their own perception towards work performance. As shown on table 4.2 the percent of emotional intelligence level rated 60% and above this indicates that most of the respondents most likely perform emotional intelligence parameters in their day to day work.

Finally, we could conclude that employees of federal civil service organizations have high level of emotionally intelligence. The result of this study is similar to study conducted by Senay, 2019 employees of Commercial Bank of Ethiopia have high level of organizational citizenship behavior.

Employee Level of Job Performance

The questionnaire of job performance incorporated 13 questions which are intended to measure the three dimensions of job performance namely task performance, contextual performance and counter work performance.

Table 4.3 Responses on the level of Job Performance

	Task Performance		**Contextual Performance**		**Counter Work Performance**	
	Frequency	Valid percent	Frequency	Valid percent	Frequency	Valid percent
Strongly disagree	31	2.8	49	2.6	203	10.8
Disagree	75	6.7	110	5.9	426	22.7
Neutral	89	7.9	202	10.8	288	15.4
Agree	529	47.0	865	46.1	474	25.3
Strongly agree	401	35.6	649	34.6	484	25.8
Total	1125	100	1875	100	1875	100

a. The Level of Task Performance

As indicated in the above table a significant portion of respondents (47% & 35.6%) agreed and strongly agreed or rated the level of their task performance between 4 and 5. A small portion of the respondents (7.9%) are neutral which did not either agreed or disagreed on their level of task performance. The rest 2.8 and 6.7 per cent of the respondents disagreed or rated their task performance within the range of 1 and 2.

Therefore, the level of employees' task performance in the sample organizations is said to be fairly high as 82.6 per cent of the respondents are agreed and strongly agreed to the questions.

b. The Level of Contextual Performance

Among the 13 items of the questionnaire of job performance, five of the questions measures employee level of contextual performance. As it is demonstrated in the table 4.3, the majority of the research participants rated their level of contextual performance between 4 and five or 46.1percent of them are agreed and 34.6% of them are strongly agreed. Few respondents (10.8%) have chosen neutral or rated 3. The rest 2.6% and 5.9% of the participants rated their level of contextual performance as 1 (strongly disagree) and 2 (disagree) respectively. Thus, it can be said that employees of civil service organizations in the sample are good in contextualizing themselves with their work environment.

c. The Level of Counter Work Performance

The questionnaire included five questions planned to measure employees' counterproductive behaviour. The replies of research participants were required to be reversed as the questions were negative statements (Field, 2009). Therefore, these reverse-scored items are reversed in order to avoid response bias. As indicated in the above table, 25.3% and 25.8% of the participants of the study rated their counterproductive behaviour within the range of 4 and 5 or agree and strongly agree respectively. Besides a fairly significant amount of employees (10.8% and 22.7%) responded on the range between 1 and 2 or disagree and strongly disagree. The other 15.4% of employees put themselves into neutral or 3.

Correlation Analysis

Correlation analysis was conducted to see the relationship between employee level of emotional intelligence and employee job performance.

Relationship of Job Performance with the five dimensions of Emotional Intelligence

Table 4.4 Correlation Analysis of Job Performance with the five dimensions of Emotional Intelligence

		Job Performance	Self-Awareness	Self-Management	Social Awareness	Motivation	Social Management
Job Performance	Pearson Correlation	1	.905**	.891**	.905**	.915**	.876**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	375	375	375	375	375	375
**. Correlation is significant at the 0.01 level (2-tailed).							

As the above table indicated the relationship between employee job performance and emotional intelligence dimensions as it is indicated in Table 4.4 there is a significant positive relationship(r=.905**, p=.000) between job performance and self-awareness. There is also a significant positive relationship (r=.891**, p=.000) between job performance and self-management. When we see the relationship between job performance and social –awareness, there is a significant relationship (r=. 905**, p=.000).

There is a significant positive relationship (r=.915**, p=.000) between job performance and motivation. When we see the relationship between job performance and social –management, there is a significant relationship (r= .876**, p=.000). To conclude the result indicates that there is significant and positive relationship between job performance and emotional intelligence dimensions (self-awareness, self-management, social awareness, motivation and social management). Consequently, the results of Pearson Correlation Coefficient revealed that emotional intelligence and job performance are positively associated.

Moreover, the result of this research was consistent with former studies namely, Shamsuddin and Rahman, (2014). These researchers postulated that emotional intelligence plays a crucial role to enhance the level of job performance.

Conversely, as Shooshtarian, Ameli, and Lari, (2013) stated in their study, emotional intelligence and job performance were not related. However, previous studies found the significant and positive association between administrators' emotional intelligence and their job performance. Also, the results of this study were in line with other prior researchers such as (Vahidi, M., Namdar, A. & Arshadi, B. 2016; Greenidge,D., Devonish, D., & Alleyne, P, 2014; and other outstanding researchers namely, Goleman, (2007) who argued that individual with a higher level of emotional intelligence achieve a higher level of success and performance in organizations.

Table 4.5 Relationship between Emotional Intelligence and the three Dimensions of Job Performance

Correlations				
		Task Performance	Contextual Performance	Counter Work Performance
Emotional intelligence	Pearson Correlation	.738**	.757**	.511**
	Sig. (2-tailed)	.000	.000	.000
	N	375	375	375
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

The above table indicated the relationship between employee emotional intelligence and job performance dimensions. As indicated in Table 4.5 there is a significant positive relationship(r=.738, p=.000) between emotional intelligence and task performance. There is also a significant positive relationship (r=.757, p=.000) between emotional intelligence and contextual performance. When we see the relationship between emotional intelligence and counter work performance, there is a significant relationship (r= .511, p=.000).

This finding is supported by a research conducted on the area that emotional intelligence contributed for positive job attitude and job performance ShumailaNaz and Cai Li (2019). Besides, the result is supported by Shahhosseini et.al. Who confirmed that emotional intelligence

has a key role in the increase of job performance as individuals with a high-level of emotional intelligence have also exhibited excellent job performance (Shahhosseiniet.al. 2012). Thus the finding of this study is in line with contemporary studies on the area.

5. Conclusion

Based on the analysis described above conclusion is made. As the analysis revealed, emotional intelligence plays an important role to increase the job performance of employees in the sampled civil service organizations. The positive relationship observed between emotional intelligence and job performance implies high state of emotional intelligence fosters good work behaviors and contributes to high level of job satisfaction. So organizations who work to develop the emotional intelligence of their work force will take the advantage of employees' potential and achieve success in the job. Besides, emotional intelligence is a combination of both perceptual and technical skills, and the progress of individuals in job performance is determined by the level of emotional intelligence.

It has been investigated that the way the selected federal civil service sectors manage emotional intelligence competencies, significantly influenced performance and behaviors. Consequently, federal civil service sectors who have a higher level of emotional intelligence behave positively towards employees to encourage them to promote the level organizational work achievement. There is positive and significant relationship between emotional intelligence and job performance. Therefore, we can conclude that the employee's emotional intelligence has a positive direct impact on job performance. Employee's emotional intelligence can also have a positive effect on organizational performance.

As there is a relationship between the nature of organizational job and personnel's knowledge level, attitude, motivation, and have an understanding of client views, emotional intelligence is closely associated with job performance. Stressing the organizations' need to have an understanding of the importance of emotional intelligence in the increase of job performance, this study can have a contribution to the human resource development body of knowledge.

6. Recommendation

Demonstrating emotional intelligence behaviors, which were shown to have positive relationship with job performance, improve individual job performance. Thus, federal civil service organizations should provide trainings on emotional intelligence to leaders and staff in order to create awareness about the positive impact of emotional intelligence which brings a positive difference on employees' job performance. In addition, federal civil service organizations should encourage the work force to exhibit all dimensions of emotional intelligence so as to use the best out of them.

Civil service organizations should also design continues coaching, mentoring, learning and development programs in order to make employees embody all dimensions of emotional intelligence so that organizational performance will be enhanced.

Human Resource Development (HRD) policies should also take into account the importance of emotional intelligence during assessment, design and implementation as it is central for organizational productivity.

Further researches have to be conducted on this area to uncover the role of emotional intelligence on additional organizational behaviors such as job engagement, job satisfaction, and organizational citizenship behavior and so on by using diverse measurement instruments.

Organizations should invest on employees' emotional intelligence as common developing soft skill in order to achieve organizational goals and set continues measurement programs for employees.

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