Impact of Emotional Intelligence on the Organizational Citizenship Behaviour of Employees with Moderating Role of Impression Management, A Study of Private Health Sector of Pakistan.

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DEPARTMENT OF MANAGEMENT SCIENCES
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ABSTRACT

Much has been written regarding emotional intelligence and organizational citizenship behaviour. The emotional intelligence directly impact the OCB of employees. This research endeavours to unearth the impact of emotional intelligence upon the OCB of Pakistan's private health sector employees. Regression analysis of the empirical data collected from 250 doctors, nurses and administration staff of private hospitals located in Rawalpindi, Islamabad and Lahore, validates the hypothesized research model. These results suggest that emotional intelligence dimensions such as Self-awareness, Self-Management, Social-Awareness and Relationship management can be used as determinants of the organizational citizenship behaviours. Convenience Sampling is used comprising of Age, Gender, Education, Experience, Marital status and Job Nature as for the sample, where the study is cross-sectional and follows descriptive research. The results of the study depicts the positive and significant relation between emotional intelligence and organizational citizenship behaviour whereas impression management has a positively significant moderating impact on this relationship. The research is based upon a limited sample size and demands further validation through a larger and wider sample size, meanwhile research conducting area is limited i.e. Lahore, Rawalpindi and Islamabad which should be increased in further researches.

Key Words: Organizational Citizenship Behaviour, Emotional Intelligence, Self-Awareness, Private Health Sector, Pakistan

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List of Abbreviations

EI	Emotional Intelligence
SA	Self Awareness
SM	Self Management
SOA	Social Awareness
RM	Relationship Management
OCB	Organizational Citizenship Behaviour
IM	Impression Management
DV	Dependent Variables
IV	Independent Variables
Std. Error	Standard Error
Min.	Minimum
Max.	Maximum
SEM	Structural Equation Modelling
VIF	Variance Inflation Factor
EFA	Exploratory Factor Analysis
GFI	Goodness-of-Fit Index
CMIN/DF	Minimum discrepancy, divided by its degrees of freedom
RMSEA	Root Mean Square Error of Approximation
TLI	Tucker-Lewis Index
CFI	Comparative Fit Index
CR	Composite Reliability
AVE	Average Variance Extracted
CMV	Common Method Variance

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CHAPTER 1

INTRODUCTION

This is the business world today. It's the era of competition and the effective human resources are the key elements for efficiency of the businesses and profits. Also, the efficient administration of organizations and workforce is becoming increasingly difficult in this period. The organizations are starving for the competitive advantage which can be possible with highly competitive and effective employees who are loyal to the organization. As the world is progressing to much more complicated and competitive environment, the need for the good and effective employees is growing with the time. In the present epoch of globalization, technology and competition the organizational survival is linked with the most constructive utilization of employees (Seval and Caner, 2015). The effectiveness and satisfaction of the employees also represents itself in the discretionary roles played by the employees. Performing the tasks and doing the duties beyond requirements are highly regarded in the business world. It is necessary to investigate the main factors that encourage the employees to do things beyond their duties. That kind of commitment and extra work is considered as Organizational Citizenship Behaviour (OCB) of employees (Gupta et al, 2017). The concept of Organizational Citizenship Behaviour was initially introduced by Dennis Organ (1983, 1990) as a "good soldier syndrome". OCB is seen as the positive outcome of the organization with higher marginal employee performance.

Organ (1988) discussed OCB as an intended behaviour of the employees that helps in the functioning of organizations, but is not directly or explicitly acknowledged in the proper reward system. Organ (1988) developed the concept of OCB as behaviours that are not rewarded against demonstration and neither employees are punished for not exercising such behaviours, such acts

are not required according to the job description and there is no proper training given to the employees for such behaviours. The major work and empirical support on Citizenship Behaviour has been found through Organ's (1988) conceptualization and model (MacKenzie, Podsakoff, & Fetter, 1991).

Traditionally OCB is seen as positive factor in organizational growth and effectiveness and generally it's true that the employees perform certain duties which are actually not part of their job description and show their higher and extra ordinary commitment to the organization but while doing so they have to bear some cost against it, while performing organizational tasks they lend their own time in which they are supposed to do their personal or family work. In that scope the study of employees' OCB becomes extremely important and is also crucial to find out and formulate the key factors that lead employees to the Citizenship Behaviour.

The question of employee's organizational citizenship behaviour has been debated for quite a long time. It has been discussed that for OCB the employees should have some set of traits for example vision, passion, persistence, self and social knowledge and self and social awareness, and also must be able to manage relationships. Studies show that going beyond the duties and sacrificing the energy, time and commitment requires higher emotional stability of an employee. While performing discretionary tasks for the organization and not regretting upon it in future, the employee must possess the higher level of emotional intelligence (EI).

The capacity to be familiar with own and others feelings, self motivation and own emotional management and relationship management, can be seen as emotional intelligence (Goleman, 1995). From the last two decades the concept of Emotional Intelligence has drawn serious attention of the number of researchers. The relationship between EI and various other variables has also been tested. It has been seen that the Lack of EI results in employees' poor performance

which effects organizational outcomes (Butt et al. 2017). Furthermore, low emotional intelligence negatively affects the behaviour of employees and reduces the level of courtesy, sportsmanship, attitude of helping others and altruism that ultimately results in poor performance of organization. Whereas, Day and Carroll (2004) argued that emotional intelligence also impacts positively on the career and work related tasks, that means lower turnover intentions, low EI results in higher intentions of leaving organization (Law & Wong, 2002; Carmeli, 2003; Law et al., 2008; Gerits et al., 2004; Meisler, 2013), consequently EI develops organizational citizenship behaviour among employees.

Cameli (2003) argued that emotional intelligence enhances altruistic behaviours of individuals, and a person with high EI can shift his moods from negative to positive. After a decade of research, Hemmati (2013) found evidences that positive emotions encourage positive thinking and increase social interactions. Law & Wong (2002) even, claimed that job satisfaction and work experiences are emotional intelligence functions. Tort (2011) asserts that individuals with high emotional intelligence are likely to be more dedicated to the organization and its operations. With emotional intelligence it is also important how the individuals are being seen by others, i.e. Impression Management of employees. People show great concern that how they are being observed by others, especially in the work environment (Leary & Kowalski, 1990; Leary, 1995). Employees are perilously worried regarding their right image in front of supervisors, co workers, subordinates and customers. Bolino et al. (2008) asserted that the image of employees in others' mind affects their performance, competency, commitment and goal orientation. The empirical and theoretical studies on Impression Management can be traced back to Goffeman's (1959) research work but in the context organizational research it got attention in the 1980's (Schlenker,

1980). Bolino et al. (2008) argued that IM is vital organizational phenomenon and had wider implications for organizations and individuals.

It has been argued in the recent studies of Rioux & Penner (2001) and Law (2000) that employees uses impression management tactics to improve their image in supervisor's mind and considered to be a "good soldier" of organization, which is a higher level of organizational citizenship behaviour. In other terms the employees use IM strategies to convince supervisors that they are willing to go for an extra mile in organizational tasks by helping other co-workers, tolerating difficulties, encouraging other workers when they are down, attending non-mandatory workshops for skill development and so on. It is possible to use IM tactics for better OCB ratings (Bolino et al, 2006).

It has been proven that the employees who are satisfied with the job demonstrates citizenship behaviours. This study is examining the OCB's of Private Health Sector Employees. Whereas, Kumar et al. (2013) found that only 41% of the health sector employees in Pakistan showed satisfaction with their jobs whereas 45% are somehow satisfied but the 14% are highly dissatisfied from their jobs, although the study was based upon the Public Health Sector Islamabad.

The recent studies of Podsakoff, MacKenzie, Paine & Bachrach (2000), Organ (1988), and LePine, Erez, & Johnson (2002) also found evidences that IM tactics influence the OCB of employees but most of the researches relied on the supervisors assessment for the determination of the employees OCB. Although, Bentein et al. (2005) argued that, like the judgment of employees job performance effected by supervisor biasness, the OCB rating can also be affected by it.

This research thesis is concerned about the better understanding of the Emotional Intelligence (EI), its distinctive characteristics and its effects on the Organizational Citizenship Behaviour (OCB) of employees. It also has been focused to improve the knowledge that how the Impression Management (IM) influences the relationship between EI and OCB in the scenario of Pakistan' Private Health Sector.

1.1. Background of the Research

The literature shows that an extensive research has been conducted on the EI and Organizational Citizenship Behaviour separately as well as the relationship between them. Smith, Organ, and Near (1983) had primarily inspected the organizational citizenship behaviour. They also devised dimensions such as generalized compliance and altruism. Organ (1988) further developed its dimensions; conscientiousness, altruism, sportsmanship, civic virtue and courtesy. Whereas, Williams and Anderson (1991) discussed it under OCBI and OCBO.

Van Scotter and Motowidlo (1996) discussed OCB as job dedication and interpersonal facilitation. Van Dyne, Graham, and Dienesch (1994) distinguished OCB as functional participation, loyalty, obedience, and social participation. Morrison (1994) seen Organizational Citizenship Behaviour as involvement, conscientiousness, altruism, keeping up with changes and sportsmanship. Coleman and Borman (2000) created three dimensions of OCB; job citizenship performance, interpersonal citizenship performance and organizational citizenship performance. The classification of OCB over the last two decades can be examined in the table 1.1.

Emotional Intelligence has also been widely discussed topic in the psychological and social sciences. Weber (1968) considered emotions as irrational attitude. Salovey & Mayer (1990) described EI with three adaptive abilities; appraise & express emotion, regulate emotions and utilize emotions for the solution of problems. The Goleman's (1995, 1998) Emotional

Intelligence model has four divisions, self awareness, self management, social awareness and relationship management. Bar On (1997) suggested a non-cognitive intelligences model which comprises of five wide areas of skills that contribute to success. Dulewicz and Higgs (1999) presented seven components for Emotional Intelligence i.e. self awareness, motivation, intuitiveness, influence, interpersonal sensitivity, emotional resilience and integrity & conscientiousness. Petrides & Furnham (2000) derived three EI models i.e. hierarchical model, ability model, and mixed models. This study is following Goleman's (1995) classification of EI. Impression Management is being considered as moderator in this study, it's relatively new variable in comparison to the other two. Although it was conceptualized by Erving Goffman in 1969 but there is need for the extensive research. Jones and Pittman (1982) explored five tactics for IM; ingratiation, self promotion, exemplification, intimidation, supplication. IM significantly impacts the social interaction, the research study of Lao Q et al. (2017) shows that individuals uses different strategies to manipulate their social image in other's mind. Present study is aiming to explore IM as moderator between EI and OCB in the employees of private health sector of Pakistan.

Table 1.1: *Classification of organizational citizenship Behaviours*

Classification of organizational citizenship Behaviours		
1983	Smith, Organ, and Near	Altruism Generalized Compliance
1988	Organ	Courtesy Altruism Sportsmanship Conscientiousness Civic Virtue
1991	William and Anderson	OCBI OCBO
1994	Van Dyne, Graham, and Dienesch	Obedience Social Participation Functional Participation Loyalty
1994	Morrison	Involvement Altruism Sportsmanship Conscientiousness Keeping up with Changes
1996	Van Scotter and Motowidlo	Job Dedication Interpersonal Facilitation
2000	Coleman and Borman	Organizational Citizenship Performance Interpersonal Citizenship Performance Job/Task Citizenship Performance

1.2. Problem Statement

There has been very limited research conducted in the health sector of Pakistan in the context of

employees organizational citizenship behaviour and commitment. In the previous researches and

articles it has been seen that the number of employees of Pakistan health sector are not satisfied with their jobs and don't express the loyalty towards the organization. Pakistan has vast shortfall of human resource in terms of health sector (Kumar, 2013). Similarly, the patient to hospitals and staff ratio shows huge difference. This shortfall leads to the huge work load burden and multiple duty shift of the employees. Consequently, the employees do not show interest in Organizational Citizenship Behaviours. Another problem is seen that the employees took impression management as deceiving tactics. The literature shows that OCB and IM can be developed with the emotional intelligence and the current study is aiming to empirically test this argument in the employees of Private Health Sector of Pakistan.

1.3. Research Gap

Indeed, there has been a lot of research work done in respect of Emotional Intelligence and Organizational Citizenship Behaviour and the impacts they have upon each other and in the international research scope the relationship between the two is now evident. In the context of developing countries like Pakistan more research work is required in this filed. Although researches has been conducted in the area of emotional intelligence as well as organizational citizenship in Pakistan but their relationship requires more empirical evidences in local context. Nurul et al. (2017) considered emotional intelligence as the key determinant of effectiveness. Previous researches led this study to analyze employee's emotional intelligence and its components as the forecaster of OCB. Different models has been utilised for the exploration of relationship between emotional intelligence and organizational citizenship behaviour.

Chahal & Mehta (2010) examined the relationship between organizational citizenship behaviour and organizational effectiveness with different antecedents and consequences of OCB in the context of health sector, the study found that OCB reduces turnover and absenteeism of

employees while increases the satisfaction of employees as well as consumers. Boselie (2010) examined the effects of high performance work practices on the commitment and OCB of the employees of Dutch general hospital and found that if the employees are given opportunity to develop the abilities and also motivated they are willing demonstrate discretionary behaviours. OCB has also been studied in the services sector of Pakistan such as education sector but there has been very minimal research conducted on OCB in the health sector employees of Pakistan, more specifically private health sector.

OCB has many different strong research basis over the period of time that developed the classifications of organizational citizenship behaviour (for example Van Scotter and Motowidlo, 1996; Coleman and Borman, 2000; Smith, Organ and Near, 1983; William and Anderson, 1991; Morrison, 1994; Organ, 1988; Van Dyne, Graham, and Dienesch, 1994). Therefore choosing the most fit model for the research context is quite a difficult task.

Similarly, there had been solid different opinions regarding EI, its classifications and models. Mayer & Salovey's (2004) stressed emotional intelligence as an ability and also developed measuring test of it named as Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT). Whereas some stressed it as an trait model (Kahneman, Fredrickson, Schreiber, & Redelmeier, 1993; Rosenberg & Ekman, 1994) and some scholars used mixed model to measure EI (Petrides & Furnham, 2000; Dulewicz and Higgs, 1999). Goleman's (1995) work had been criticized by the scholars, even though it is the most important research to this date. His model can be considered as a Mixed Model. Emotional intelligence is an non-cognitive ability as Bar On (1997) thought of it. Md-Nawi, Redzuan, and Hamsan (2017) recommended the evaluation and analysis of emotional intelligence to be measured with SA, SOA, SM and RM that mean self awareness, social awareness, self-management, and relationship management respectively. They

adopted Goleman's (1995) classification of EI. Margavio et al. (2012) compared the emotional intelligence among the students of United States and China. He found that United states students have high emotional intelligence than China but the old students of China has high emotional intelligence than young students. These evidences show that the emotional intelligence differs in different cultures and demographics. This current study is aiming to explore EI in the Pakistani society in general and specifically in the employees of private health sector.

The study is also analysing the impact of employee's impression management as moderator between the affection of employee's emotional intelligence and organizational citizenship behaviour of employees. Jain (2012), Cole and Rozell (2011) and Tarek, Isis & Mariam (2016) found significant relationship between Emotional Intelligence and Impression Management. They stressed that impression management is a new factor in the research work and it needs to explored further. The examination of social context, attitudes, actions and behaviours of employees in the work environment is continuously increasing and new factor are being introduced the research fields. Although, the previous literature established the link of impression management (IM) and Organizational Citizenship Behaviour (OCB), But the empirical evidences of this argument are low in numbers, to this date.

Jones & Pittman (1982), Bozeman & Kacmar (1997) and Melburg, Rosenfeld, Riess, & Tedeschi, (1984) conducted researches and formulated different frameworks and conceptualization of impression management. Wayne and Ferris (1990) developed the most important conceptualization of Impression Management. The study of Bolino et al. (2006) found positive relationship between organizational citizenship behaviour and impression management but it mostly coordinates with supervisor for the ratings of individuals OCB. Same ambitions have been seen in previous literature i.e. Vandenberg et al. (2005).

1.4. Purpose of the Study

The relationship of emotional intelligence and citizenship behaviour has been heavily researched and proved. The past studies have used different components and categorization of the emotional intelligence and also of OCB. The current study is aiming to examine that emotional intelligence of the employees has positive impacts on the organizational citizenship behaviours while impression management of the employees further strengthen the relationship in the context of Pakistan's Private Health Sector. The study is aiming to analyse the affections and impacts of variables using traditional classifications of the variables. This study is considering relationship management, social awareness, self management and self awareness as emotional intelligence and Organizational Citizenship Behaviour towards Organization-OCBO and Organizational Citizenship Behaviour towards Individuals-OCBI as organizational citizenship behaviours of employees with the moderation of impression management.

1.4.1. Research Question

Following are the key research questions of current study;

- o What does the emotional intelligence and its dimensions have impact on the organizational citizenship behaviour of employees?
- o Does impression management moderate the impact of emotional intelligence and its dimensions on the organizational citizenship behaviour of employees?

Following are the sub-question linked to the study;

- o How self awareness impact on the organizational citizenship behaviour of employees?
- o Does social awareness affect the organizational citizenship behaviour of employees?

o Does relationship management affect organizational citizenship behaviour of employees?

o Is self management affect organizational citizenship behaviour of employees?

1.5. Objective of the Research

This research study aspires to help the organizations and managerial staff by establishing the fact that emotional intelligence of the employees of private health sector of Pakistan results in organizational citizenship behaviour, and the impression management of these employees further strengthens this relationship. Health sector is crucially important sector of Pakistan and the research aims to make employees, entrepreneurs, investors, and leaders aware of the importance of emotional competitiveness of the employees. This research will help both the individual and organization regarding the understanding of emotional intelligence and its impacts on the citizenship behaviour. The study also aims to examine the relationship with the literature provided models and measures it in the Pakistan's health sector context, specifically, Goleman's (1995) defined emotional intelligence's impacts on William and Anderson's (1991) scaled organizational citizenship behaviour. While the objective of study includes to examine Wayne and Ferris's (1990) developed impression management of employees and its impacts on the relationship between EI and OCB.

I. To examine the influence of emotional intelligence and its four dimensions on the OCB of private health sector employees.

II. To analyse how impression management affects the EI and OCB.

1.6. Significance of the Study

It's an important study in regard of examining the citizenship behaviour of Pakistan's private health sector employees. Pakistan ranks at 154 from 159 countries in respect of quality health

accessibility (Daily Times, 2018). A huge part of the population is deprived from basic health facilities. In addition to that the imposition of neo-liberal economic policies of privatization, restructuring and downsizing are proving more fatal for these masses as well as the employees. Khan (2018) says that more than 78 per cent of population rely on the private health sector whereas there are 145,797 doctors, 10,693 and 55,165 nurses registered for the population of over 200 million. It shows enormous difference between patients and hospital staff that results in multiple shifts, huge work load and hectic duty hours that make personalities harsh. Pakistan has considerable shortfall human resource in terms of health sector (Kumar, 2013). The employees shows their satisfaction in various forms and organizational citizenship behaviours are one of those forms. It is important to examine the emotional states of health sector employees and how these affect their loyalty towards the job and organization as well. The empirical evidences of this study will help the health sector staff specially doctors, nurses and administration to recognize the importance of having self & others' knowledge and relationship management. It is important to make them realize that the emotional management is not once and for all thing. If someone lacks in certain competency it doesn't mean that the person will starve for that competency till the end of his life. The development, enhancement and formulation of emotional intelligence is possible with certain knowledge, techniques, tactics and most importantly practice. As Nelis and Kotsou (2011) argued that EI competencies can be developed even in the adulthood.

The study is considering the role of impression management in its theoretical argument. Impression management is relatively new factor in the research study of Pakistan context. The study highlights the importance of projecting oneself in the work environment. Being good to others and organization is not enough on its own, expressing yourself in that manner is equally

important. As it has been said in the ancient Chinese proverb that "If you wish to know the mind of a man, listen to his words." That's the Impression, and it's all about how you project yourself to others. Nobody knows how good or bad you are, it's the way you develop or project your image, that people knows about you. Impression Management helps employees to show how worthy they are and how much they deserve. With management of impressions the employees can manipulate the situations in their favour.

Pakistan not falls into those countries' list in which governments ensure the public health via insurance or other. The public hospitals are not enough to meet the supply of patients. In addition to that due to the long queues and bureaucratic delays most of the people avoid the public health sector. That is the reason that health sector is most attractive for the private investors and indeed, it's the most profitable sector. This study is also important for the organizations as well. Due to the work load, duty shifts and other problem that has been discussed in literature and in the study as well, the need to retain the work force is basic necessity for the private health sector organizations. Literature shows, with much stress, that the retention and making employees loyal, in other words for the OCB of employees, emotional intelligence is an important factor. The study will make organizations to realize that the employees with high EI performs better which consequently results in organizations effectiveness.

The employees' OCB is not only favourable for the organizations it equally favours employees who perform such behaviours. As a natural effect it has been seen in literature that the employees with high OCB are more internally satisfied than the employees with low OCB.

All the variables of this study are interlinked with each other and this is the purpose of the study to empirically establish this theoretical relation. The employees with high EI are supposed to

have good relationship with others which is an important constraint of OCB and simultaneously IM helps the employees to establish this relationship.

1.7. Scope of the Study

The study is focusing on the examination of emotional intelligence, it's four dimensions and the impacts that they have on the citizenship behaviours among the private hospital employees and the impression management of the employees and how it moderates this relationship. The lower ranked jobs and employees such as sweepers, peons and guards etc... have been excluded from the study as most of these jobs are linked with third party. The most upper layer such as board of directors etc... of the hospital are also excluded from the study as it is difficult to reach them and gather data from them. The study has chosen three key job functions of private hospital employees i.e. Doctors, Nurses and Administration for the examination. Unlike doctors and nurses, the administration includes those tasks that are not restricted with the health sector only but are essential for any organization of any sector, this study considered reception/registration staff, managers, finance department and most importantly the human resource department employees as the administration staff. The paramedic jobs and other supporting jobs such as radiology has been excluded from the research, although these jobs are the key components in the health sector but due to limited resources and most importantly lack of time made the study to compromise on the examination of these supporting jobs. The limited number of private hospitals from Islamabad, Rawalpindi and Lahore has been focused for the examination. This study paves way for the organizations to stress upon the emotional development of the employees to generate organizational citizenship behaviour and effectively compete in the market by efficiently attaining the organizational goals. The study formulates the role of impression management for exhibiting the employees' worth to others. This study will be proven

as an important source for the researchers not only in the investigation of employees emotional intelligence but it will open many avenues for the exploration of the constraints of social relationships of workers. This study also has the aim to contribute in the academic field of social and management sciences.

1.8. Design for Further Chapters

This research work based on five chapters such as;

Chapter 1: deals with the concise introduction of the overall thesis and it arguments

Chapter 2: argues with previous literature such as the already done works on the variables and dimensions which are used in this study such as Emotional Intelligence, Organizational Citizenship Behaviours and Impression Management and how these variable impact each other.

Chapter 3: relates to the methodology of data collection, the instruments, questionnaire source and techniques to collect the data. Also has the design of research, literature supported definitions of the variables

Chapter Four: shows the complete results and analysis interpretation.

Chapter Five: concludes the findings of the study. Limitations of study's framework and concept and how it can be implemented practically with future direction of research.

CHAPTER 2

LITERATURE REVIEW

2.1. Emotional Intelligence

Emotions can be considered as signals to respond the change of environment and individuals' relationship (Mayer et al., 2000). Different researchers and scholars considered emotional intelligence differently. Mayer & Salovey (1990) proposed concept of emotional intelligence as an ability of having knowledge of own feelings and other surrounding people for understanding them and using them for better adjustment to the environment. The environment meant to be the people to whom people interact and develop relationships. It has been argued that better understanding of emotions helps in the management, regulation and planning of the environment. Mayer, Salovey & Caruso (2000) illustrated Emotional Intelligence as the ability to identify the importance of emotions and its relationships and associations to solve the problems and reasoning on its base. Mayer & Salovey (1990) described three adaptive abilities; appraise & express emotion, regulate emotions and utilize emotions for the solution of problems. Mayer and Salovey's work in the emotional intelligence context is crucially important as they have classified it into a set of skills: identifying the emotions, understanding the emotions, using emotions for thoughts facilitation and management of emotions.

Identifying the emotions: is the ability of recognizing how an individual and those around them feel.

Understanding the emotions: meant to understanding the complexity of emotions, the process and linkage of different emotions, and emotion shifting from one to another stage

Using emotions for thought facilitation: generation of emotions and it's reasoning.

Management of emotions: the management of own and other's emotions.

There had been many research studies which developed several models for the components of EI. Petrides & Furnham (2000) derived three models for EI i.e. the ability model which is cognitive in sense, the hierarchical model, and the mixed model which is combination of cognitive and trait variables. Dulewicz and Higgs (1999) presented described seven components for Emotional Intelligence i.e. self awareness, motivation, intuitiveness, influence, interpersonal sensitivity, emotional resilience and integrity & conscientiousness. Whereas Bar On (1997) considered EI as non-cognitive skill and capability to meet environmental pressures and demands effectively. Bar On suggested a non-cognitive intelligences model which comprises of five wide areas of skills that contribute to the accomplishments. This classification includes intra-personal skills, general mood, interpersonal skills, stress management and adaptability.

Goleman (1995), in his book "emotional intelligence: why it matters more than I.Q", shed light on the significance of emotional intelligence during task performance. He argued it as an critical trait and considered it as an important factor for individual's success even for the parents, students, managers etc... He described EI into four dimension which are relationship management, self awareness, social awareness, and self management. Kerr et al. (2007) found that high rated emotional intelligent people were more bendable in adapting change of the environment and tend to develop strapping compassionate networks. For the effectiveness, the individuals should have strong knowledge of own emotions and how their actions affect the surrounding people. The successful individuals are emotionally intelligent, there are many arguments for this, one is that other people want them to be in their teams, argued Panait, C. (2017).

Before Goleman, the concept of emotions was largely considered as negative factor that leads to favouritism and other disastrous results. In the study of Weber (1968) the emotions were

considered as irrational attitude, which contributes to the counterproductive behaviour in the work station. Whereas other scholars like Ashforth and Humphrey (1995) think that emotions are essential for the commitment and development of positive morale, it also helps in decision making if managed properly. Goleman's (1995) book created a lot controversy as it challenged the whole previous concept regarding the role of emotions in the effectiveness of an individual. He even argued that in many cases EI is more important than IQ for the success. Goleman's work stressed that people with the low EI can experience hyper tension, anger, mood swings, jealously and fear which eventually leads to the failure. And the people with high EI are not only stable in personality but also can influence other peoples' performance as well. After the decades of debates and researches most of the scholars are now consider emotional intelligence not only an essential factor for the success but also stress upon the positive outcome of it in the organizational development and the growth.

Not only the role emotional intelligence has been a conflicted area but the measurement of EI also holds different opinions. Some of the scholars (Salovey & Mayer, 1990) stressed that the measurement of EI should be considered under the "ability" items, whereas some (Smith, Saklofske, & Yan, 2015; Petrides & Furnham, 2003) consider EI to measured under the trait items. Whereas a third point of view consider the measurement of EI under the mix of ability and trait items (Emmerling & Boyatzis, 2012; Bar-On, 2002; Boyatzis, Brizz, & Godwin, 2011). A recent study of Miao, Humphrey & Qian (2017) considered this conflict in their research work and conducted a meta analytical study where they re-interpreted the method of Ashkanasy and Daus (2005) by classifying three stream scale. In that process stream 1 linked with ability, stream 2 linked with self report and stream 3 consists of mixed competency model. This kind of division can also be seen in the previous literature and research (Humphrey, 2013; Walter et al., 2011;

O'Boyle, Humphrey, Pollack & Story, 2011). Miao, Humphery & Qian (2017) established that emotionally confident individuals are good organizational employees and they proved that these three classifications of Emotional Intelligence are positively linked to Organizational Citizenship Behaviour. Other meta-analysis such as Schutte et al. (2007) and Martins, Morin, & Ramalho (2010) argued that EI is also effects the cognitive sense, thinking ability and physical health and also psychosomatic of the individuals.

The lack of EI results in poor performance of the employees which put impacts on the organizational outcomes (Butt, Nisar, Nadeem, & Baig, 2017). According to Day and Carroll (2004) high Emotional Intelligence level positively impacts on the desired results in the matter of career and work. Other studies Carmeli (2003), Gerits (2004), Meisler (2013), and Law & Wong (2002) discussed the impact of emotional intelligence on the intentions of turnover intentions of employees. They formulated the argument that the turnover intentions in the employees with high level of Emotional Intelligence are low whereas the high turnover intention are seen in the employees with low level of emotional intelligence. Chen, Hui, & Sego (1998) had argued in their study that the turnover intention or the turnover itself is negatively related to OCB of employees, high turnover shows the low level of OCB which means the employees with low OCB are more likely to leave the organization in comparison to the employees with high level of OCB.

Goleman's (1995, 1998) Emotional Intelligence has four dimensions, relationship management, self awareness, social awareness and self-management.

The dimensions of Relationship Management has eight further dimensions;

> *Conflict management* deals with resolving agreements skills.
>
> *Change catalyst* relates with individual's skills of instigating & managing change.

Influence is the ability of exercising the interpersonal tactics.

Communication entails can be defined as a skill to send clear & convincing messages.

Visionary leadership meant to Inspire and guide the people.

Developing other deals with the skill set of analyzing others' needs and their ability boosting.

Teamwork and collaboration deals with skills of an individual to create synergy and shared vision in team for the attainment of common shared goals.

Building bonds means the ability of an individual cultivate instrumental relationship.

Self awareness: it has further three divisions;

Self-assessment: the capacity of understanding self strength & weaknesses.

Self awareness: having knowledge of own internal condition, resources, preference, and insight. It meant to identify self emotions and their effects

Self confidence is the sense of self worth and own potential.

Goleman (1998) identified Social Awareness has been further classified into three other dimensions;

Service orientation demands of having the ability to identify and meet the demands and needs of customers.

Empathy means that the individual understands other and takes interest in their concerns.

Organizational awareness is the individual's empathizing level of organization.

Self management is about adjust the upsetting emotions i.e. anger and anxiety and reducing the emotional impulsiveness" (Goleman, 1998). It has further six dimensions;

Conscientiousness means the capability of indicating self management.

Self-control is about the control upon the disruptive emotions.

Initiative means an person is ready for action, always.

Trustworthiness is the ability of exhibiting honesty and reliability.

Achievement orientation mean that the individual can meet his own standards of excellence.

Adaptability is a skill of flexibility in adapting the changing situations or overcoming obstacles.

The research work of Chidambaranathan, Sunder, Meera and Sayeed (2006) found that emotionally intelligent employees considered as the most valued workforce as they broadly contribute in the potential of organization. From the last 20 years, the interest of general public, scholars and researchers are growing in emotional intelligence. Generally, the concept of EI is about dealing with the intrapersonal and interpersonal emotional information (Petrides, Furnham, 2003). Specifically, EI deals that how the individual identifies, understands, regulates, expresses and uses own emotions and also of others (Mayer, Salovey, 1997; Mikolajczak, 2009).

Brasseur, Grégoire, Bourdu, & Mikolajczak (2013) stressed upon the examination of Emotional Intelligence (EI) should be conducted as Emotional Competence (EC), as EC can be learned and taught which is not case of EI (Kotsou et al., 2011)

According to the literature, Individuals' emotions difference can be conceptualized into three forms such as abilities (Mayer, Salovey & Caruso, 2000), traits (Petrides & Furnham, 2001) and mix of both (Bar-On, 2006). These difference of opinions opens more ways for research and debates. Trait are personality features whereas ability relates to the cognitive capability. That's why EI being trait can be accessed through personality tests and as ability can be measured through intelligence tests. With this continuing debate different model has been proposed, Mikolajczak M, (2009) proposed a model that has three levels: knowledge, traits and abilities. In

his model knowledge is about knowing of emotions, ability is about the application of that knowledge in the real situation for example the individuals might have the knowledge that accepting a certain situation helps in overcoming the anxiety but sometimes refuse to accept that they are anxious. Trait is a tendency of behaving in a specific way in a literal emotional state, here it doesn't mean how people think or might do but how they typically react repeatedly, their typical performance, for instance people might exercise acceptability upon asking to do so but don't apply it in their routine or daily life. The literature shows that these three difference are contacted to each other but not strongly. The study of Lumley, Gustavson, Partridge & Labouvie-Vief (2005) shows weak correlations between these three measures of EI. It means knowledge is not always transmitted into ability and abilities cannot always be translated into traits or practices.

The literature made it evident that Emotional Intelligence plays critical role in many spectres of individual's life from self assessment and management to relationship development. But it can be assumed that all the EI components do not participate in all the effects. So, no tool is capable enough to measure the different competencies. Ultimately, the practical arena can prove that which competency participate for which outcome. The recent studies of Nelis and Kotsou (2011) argues about the possibility that certain EI competencies can be developed, even in the adulthood.

2.2. Organizational Citizenship Behaviour

In the early 1980's the term of Organizational Citizenship Behaviour (OCB) was coined by the Dennis Organ and his fellow researchers. Organ (1988) explained Organizational Citizenship Behaviour as the discretionary behaviour of individual's which isn't directly regarded in formal rewards system and helps in the functioning of organization in an effective manner. With the

continues changing environment and innovations and the evolution of personal and professional life balance the concept of OCB revisited as the contribution in maintenance and enrichment of socio-psychological context that assist in performing the tasks. A recent study of Marinova et al. (2010) argued that with the passage of time OCB is not only considered as the discretionary behaviour of the individuals but it is also taken as the part of the job and even some companies recognized OCB in the reward system. The definitions of OCB highlighted two main aspects - Task performance and Contextual Performance.

Most companies nowadays consider employees as the most valuable assets and also tries to capitalize them (Govaerts, Dochy, Kyndt, & Baert, 2011). Stressing upon the importance of human capital many scholars argued that organizations are feeling the necessity to preserve and manage their workforce (Parasız, Şahin, Ilgar, & Koç, 2017; Reihaneh, Hamid, & Siroos, 2016; Lin et al. 2017).

Organizational Citizenship Behaviour is an valid indicator which results in positive performance and outcomes of employees by generating extra, discretionary act which is not related to the system of compensation. (Walsh & Kinnie, Deery, & Rayton, 2017).

OCB includes employee's productive and positive actions, which support the organization and help co-workers and benefits companies (Kumari & Thapliyal 2017). OCB grabs the attention of practitioners and academicians as well, it is considered as one of the serious issues and need to be examined in organizational behaviour areas (Podsakoff et al., 2009; Martinez & Podsakoff, 2016; Rurkkhum & Bartlett, 2017). Practitioners and researchers are keen to investigate OCB for the understanding of its mechanism in the organizations (Purba, Van Der Molen, Born, & Oostrom, 2015; Wang & Bowling, 2016). Yadav and Punia (2013) maintained the argument that

the knowledge in the field of OCB has been increased but still it needs new research areas that display the issues with the development of new theory.

Schnake (1991) stressed OCB is an additional role and pro-social action that is directed towards the individuals and the organization. Katz and Kahn (1978) warned the organizations to crumple if their employees are confined within certain junction of performing only those tasks that are required by the organization (according to the employment contract or job description). Organ stressed upon the OCB importance for the efficiency of organization and also the effectiveness and adaptableness within diverse organizations. Organizational Citizenship Behaviour meant to go for an extra mile or being a good citizen of organization. Some of the examples of such behaviours include a person's willingness in helping others for solving the problems that related to the tasks or taking certain actions with co-workers to prevent the problems and obeying the rules, policies and procedures of the organization (Chompookum, 2003).

The effectiveness of the employee activities can be defined as the task performance (Borman & Motowidlo, 1993). All those performances that are directly related to the practical tasks or the portion of these or the indirect interaction with the work related to the services or tasks can be seen as employees activities (Borman & Motowidlo, 1997). The same research work described relative performance as the attempt of an individual which is not part of his job directly but it can form the socio-psychological situation which performs the functions of catalyst in the performance of tasks and activities. So, the contextual activities are not the formal activities but are related to the tasks.

Most importantly the definition of Organizational Citizenship Behaviour should be taken in line with the effectiveness of organization (Organ, 1997). Organizational effectiveness, as defined by Etzioni (1964), is the efficiently accomplishment of the tasks that organization executes

successfully. Studies found that OCB has greater impact on the organizational effectiveness (Schnake & Hogan, 1995). The OCBs must align with the norms and culture of the organization and these should be considered positively among the officials of the organization. The OCB has been classified into different categories. Smith, Organ and Near (1983) devised two classifications of OCB, Altruism and Generalized Compliance. The first deals with the direct helping someone in performing a task (for example helping a co-worker with heavy workloads) the second is about supporting organizational functioning and can be considered as the standards of a good worker (for example avoid wasting time unnecessarily, being on time, punctuality) Organ (1988) expanded these classification and derived 5 major categories under Organizational Citizenship Behaviour:

Altruism: helping colleagues in the performing organizational tasks

Sportsmanship: high level of tolerance and ignore complaining

Conscientiousness: performing tasks or duties beyond requirements (a more precise type of generalized compliance)

Courtesy: being respectful to others

Civic Virtue: taking part for betterment of the organization, keeping organizational issues up to date.

However, it has been seen that the managers and leaders face certain difficulty in the differentiation of the dimensions of the OCB derived by Organ (1988). William & Anderson (1991) created new dimensions of the OCB on the basis of direction of such behaviours:

OCBI: The discretionary behaviour which is directed in the benefit of individuals.

OCBO: The discretionary behaviour which is directed in the benefit of organization.

Podsakoff et al. (2000) discussed OCBO in the context of organizational compliance which involve the internalization of the policies and rules of the organization. Whereas, Williams and Anderson (1991) defined OCBO as those behaviours of individuals which hold organizational policies and rules and volunteer to committees while benefiting the organization, generally. The OCBI are those that immediate beneficiary is a specific individuals but also supports for the organizational effectiveness, indirectly (Williams and Anderson, 1991).

Under the OCBI categorization of Williams and Anderson's (1991), the altruism and courtesy behaviours of Organ's (1988) can be considered whereas conscientiousness, sportsmanship and civic virtue can be examined in OCBO.

Van Dyne, Dienesh and Graham (1994) added Loyalty, Social Participation, Obedience and functional participation. The first three components have somehow same characteristics as the Organ's (1988) classification but Functional Participation was added for the first time in the OCB category.

Morrisson (1994) developed a hypothetical argument of OCB and his identification of Altruism matches with Organ's (1988) Altruism and Courtesy whereas he reduced the concept of Organ's Conscientiousness. Morrison added sportsmanship and a new classification, Involvement, which has the mechanism of Van Dyne et al.'s Loyalty and Organ's Civic Virtue. Morrison (1994) also added "keeping up with changes" as the component of OCB.

Van Scotter and Motowidlo (1996) developed new classification as Job dedication of employees and Interpersonal Facilitation. The interpersonal facilitation includes altruism and courtesy of Organ (1988), altruism of Morrisson's (1994) and social participation of Van Dyne et al. (1994), whereas some features of Organ's (1988) conscientiousness, sportsmanship and civic virtue and

also some idea of functional participation of Van Dyne (1994) was included in the job dedication.

One of the recent classification of OCB is developed by Coleman & Borman (2000). Their study developed three components i.e. interpersonal citizenship performance, organizational citizenship performance and job or task citizenship performance. The first component can include Organ's (1988) courtesy and altruism, the second component can include conscientiousness, sportsmanship and civic virtue. Whereas the job or task citizenship performance was relatively new component and was not discussed in traditional OCB studies but it was close to the Van Dyne et al.'s (1994) concept of functional participation and Job dedication of Van Scotter and Motowidlo (1996).

OCB has also been tested with various other factors such as Leon and Finkelstein (2016) found a relationship between OCB, citizenship motives and well-being of the employee. Purba et. al (2015) examined the relationship between personality and OCB in the non-western culture with the mediating role of affective commitment, the study collected data from the cement factory employees of an Indonesian company and found 'affective commitment' mediated the relationship, to some extent, between extraversion and OCB directed towards individual (OCB-I) and organization (OCB-O). A study by Wei (2014) found the relationship between OCB and job performance. It was found that OCB-I and OCB-O has a positive impacts on job performance of employees. Kataria et. al (2013) argued that OCB enhance the relationship between organizational effectiveness and employee engagement. The study of Boiral & Paillé (2012) found the significant relationship between OCB and employee retention. Wei et al. (2010) examined and found that there is positive association in the high performance employees'

practices and OCB. Podsakoff and Mackenzie (2009) have argued that OCB has a considerable influence on the performance quality of an organization and financial performance as well.

The study of LePine, Johnson and Erez (2002) argued that there are 40 different citizenship behaviours that had been developed in the review of previous literature. Here, it is also important that Organ's (1988) modelling of OCB is one of the trusted modelling to the date due to various arguments. At first, this model has been considered in most of the research studies and secondly it has gained a large amount of empirical evidences. The Organ's (1988) derived five components of OCB;

Conscientiousness: these behaviours indicate that individuals pay special attention while carrying out the work, e.g. sticking with protocol or SOP's or keeping specifically with working schedule.

Civic Virtue: these behaviours exhibits a sense regarding organizational responsibility, e.g. advising and suggesting or trying to resolve the problems, thus improving effectiveness.

Sportsmanship: behaviours that shows the loyalty and positive attitude towards the company, focusing best features of organization or evading the least positive features.

Altruism: these actions exhibit the willingness of helping the co-workers during task performance, for example supporting new workers, sharing the heavy workload of a worker.

Courtesy: these behaviours indicate special attention in creating relationships described by kindness, assistance and co-operation, e.g. avoiding urging and eager for other's interests.

The studies are in agreement that some categories of OCBs require more time than others (Nielsen, Bachrach, Halfhill & Sundstrom, 2012). These behaviours require additional personal resources and pose a risk or threat to the individuals regarding strain and work overload (Munyon, Perrewé, Hochwarter & Ferris, 2010). These Behaviours deflect employees from job responsibilities therefore can be seen as costly in the circumstances where performance is considered and rewarded in the terms of objective outputs (Nielsen et al., 2012; Bolino et al., 2013).

2.3. Impression Management

In social psychology, one of the broadly discussed area is the social influence. In the last analysis, majority of the social influence theories are merely the effort to understand the pattern through which individual been influenced to switch their decisions and observations. The individuals may want to manoeuvre how they are being seen by their co-workers, customers, and subordinates during the task performance. By effective influence in this relationship, employees could generate such an work station image which can ultimately influence their performance appraisals (Wayne & Liden, 1995; Wayne & Kacmar, 1991) and it can be also helpful for the distribution of tasks and additional responsibilities (Becker & Martin, 1995). In a simple phrase, changing image or perception in the minds of others is management of impressions.

The mindful or subconscious interaction by which individuals try to manipulate other's perceptions is Impression Management. This can be done by the regulation and control of information in the social exchange. Sometimes the self presentation is synonymously considered as Impression management, that is not entirely true according to the literature. The individual tries to manipulate the image that other observe. Initially, the impression management used to be implemented on face-to-face interactions, but over time it was expanded by applying it in the

artificial intelligence communication systems. Impression management is also valid in the domain of academic fields like social psychology and also in the practical spectrum like corporate media and communication.

Impression Management (IM) theorized by Erving Goffman (1969) and later was expanded by him. In many studies the Impression Management has been discussed as behaviours that individuals use to shape their image in the others' minds at work station (Rosenfeld et al. 1995; Bozeman & Kacmar 1997). The employees who posses those behaviours termed as actors whereas those people who see them in that behaviour dubbed as targets which can be supervisors, subordinates, co-workers, customers etc... Impressions can be managed either by the attempt of creating new distinguished image or through the maintenance or protection of the current vibe of image (Tedeschi & Melburg 1984; Bozeman & Kacmar 1997; Bolino et al. 2008). This process of IM can be mindful and strategic by which employees deliberately cultivate a specific image of themselves but IM can be unconscious act i.e. habitual.

It seems that IM is deceiving trait, in its core, but the researcher argued that Impression Management is not necessarily meant to be an act by which employees create false image of themselves. Even when individuals were engaged in authentic IM, sometimes, it can have negative results on co-workers' side (Turnley et al., 2013). With the increasing theoretical work on the employee competencies the researchers are now digging deep into the impression management and discussing it's broader implications. Studies found that most of the time the impression management and influence tactics were used as interchangeable (Wayne & Ferris 1990; Judge & Bretz 1994; Higgins & Judge 2004; Higgins et al. 2003). Whereas the influence tactics are much broader than impression management although it includes some components of impression management such as ingratiation, besides that there are many other influence tactics

i.e. inspirational appeals, upward appeals, sanctions, rational persuasion, consultation, coalition and exchange (Yukl & Falbe 1990; Kipnis et al. 1980; Bolino & Turnley 2003). Jones and Pittman (1982) explored five components or tactics which are associated with Impression Management;

Ingratiation: to be considered as likeable e.g. opinion compliance

Self Promotion: regarded as competent e.g. taking credits

Exemplification: regarded as dedication such as appearing busy

Intimidation: means menacing like making threats

Supplication: regarded as needy for example playing dumb

Each of these five desired images are also attached with negative notion and while exhibiting these behaviours IM can backfire i.e. needy, threaten, dedicated, competent and likeable can be seen as incompetent, blusterers, selfish, braggarts (Turnley & Bolino 2001, Jones & Pittman 1982).

The researchers had found more than 30 tactics or behaviours as forms of IM (Bolino et al. 2008). Although many of these overlap each other considerably. Bolino et al. (2008) also suggested the possibility of categorizing these tactics on the basis of actor or target. Cialdini (1989) divided IM into two categories; direct techniques and indirect techniques. Direct techniques deals with the presentation of individual's information, abilities, traits and accomplishments whereas indirect techniques are about protecting the individual's image by controlling the information of his associating things and people.

While some researchers also discussed the defensive and assertive tactics of IM. Tedeschi & Norman (1985) and Mohamed et al. (1999) explained that while exercising the assertive tactics,

the individuals grabs the opportunity to boost his image as actor, while in defensive tactics the person tries to repair his damaged image in the others mind.

There have been many types of impression management and according to the researchers these behaviours or tactics can be classified differently. Most of the studies focused on the assertive behaviours to form the images in others' minds or for the attainment of a particular job or task. The most researched categories of impression management are self promotion and ingratiation, precisely in the interview context or during the evaluation of performance (Wayne & Ferris 1990, Swider et al. 2011, Ferris et al. 1994, Stevens & Kristof 1995, Wayne & Liden 1995, Wayne & Kacmar 1991). On the other side, minor attention have been given to the defensive categorize of IM. Similarly very few attention have been given to the behaviours of IM which deals with 'being less desirable'. Some studies found that Impression Management motives have been less credited while studying proactive behaviour and OCB (Huang et al. 2013; Lam et al. 2007; Grant et al. 2009). Various aspects of workplace Impression Management like teamwork, performance appraisals, interviews, and promotion ratings that has been researched by Turnley & Bolino (2001), Wayne & Kacmar (1991), Wayne & Liden (1995), Kristof, Barrick, & Franke (2002) & Stevens & Kristof (1995) and McFarland, Ryan, & Kriska (2003) respectively.

It requires a model that represents the beliefs, thoughts and desires of other peoples (Amodio and Frith, 2006; Frith, 2005; Sanfey, 2007) and to manipulate the perceptions in other's minds it send signals (Tennie et al., 2010), for such complex operations it requires sophisticated tactics and strategies. IM significantly impacts the social interaction and Lao Q et al. (2017) argued that individuals uses different strategies to manipulate their social image in other's mind.

Although, in the initial researches, many scholars used self presentation and impression management interchangeably and thought that both terms share most of the basic characteristics

(Greenwald & Breckler, 1985) but some scholars are not in agreement with it. Leary & Kowalski (1990) stressed that the impression management has far wider span than just that, the self presentation links more with self image development rather than managing own image in other's mind. Schlenker (1980) discussed IM as an effort of controlling image which is actually projected or perceived in the social interaction whereas self presentation is about "self relevant" projected images. Arguably, the people can also manage the impression of other things which cannot, supposedly, manage own image, such as cities, other people and companies. The impressions can be controlled by other way than self presentation, for instance the third party can manage other person's impression.

In this era of 21st century and modern technology, the role of media and commercialization cannot be ruled out in forming and developing the image of organizations, companies, campaigns, governments and most importantly the individual personalities. And that is why the impression management cannot be confined in the narrow scope of self presentation, IM is much broader in scope and implication than that.

Although, Impression Management is positively linked with interviews (Stevens & Kristof, 1995), information seeking (Morrison & Bies, 1991), performance appraisal (Wayne & Ferris, 1990; Wayne & Liden, 1995), feedback seeking (Ashford & Northraft, 1992) leadership (Wayne & Green, 1993) and careers (Feldman & Klich, 1991) but its link with emotional intelligence and organizational citizenship behavior needs further research specifically in the context of Pakistan.

2.4. Emotional Intelligence on Organizational Citizenship Behaviour

EI received enormous response from the researchers. It shows that EI influences individual's life from different angles. In the psychological influence higher EI relates to the greater self esteem, life satisfaction and well being (Gallagher & Vella, 2008; Schutte et al., 2010) it also helps in

decreasing other psychological disorders such as burn out (Mikolajczak, Menil, & Luminet, 2007) as EI decreases stress neuroendocrine reactivity (Mikolajczak et al., 2007) and discourages other unhealthy behaviours for example smoking habit, consumption of excessive alcohol and rash driving (Trinidad & Johnson, 2002; Brackett & Mayer, 2003). EI also helps in improvement of physical health (Martins, Ramalho, & Morin, 2010; Schutte et al., 2007). In the social life EI helps even in the better marital and social relationships (Lopes, Salovey, Coté & Beers, 2005; Lopes, Brackett, Nezlek, Schutz, Sellin et al., 2004). Schutte et al. (2001) even argued that EI enhances the chance of being selected as romantic partner. In the work environment EI has been seen in association with academic achievements, greater job performance specially those job which required higher interpersonal interaction such as nursing, call centres etc... The studies of showed that by improving the EI level with brief psychological interference, it increase the well-being, decrease somatic complaints and enhances the employability and social relationships (Kotsou et al., 2011).

By analysing the above mention studies it can be suggested that EI would be an important factor in the prediction of individual pro-social act and OCB.

Organ (1997) revised the definition of OCB and stressed upon the social and psychological environment. On the other hand many scholars considered EI as a psychological knowledge and social skill (Salovey & Mayer, 1990; Goleman, 1995; Petrides & Furnham, 2003; Van Rooy & Viswesvaran, 2004; Petrides, 2009; Schutte, Malouff, Thorsteinsson, Bhullar, & Rooke, 2007; Goleman, Boyatzis, & McKee, 2013). Considering these arguments EI can play an important role in the performance of OCB. Furthermore, Goleman (2013) and his fellow researchers affirmed empathy as basic competence in regard of social awareness, they even claimed it as end result of all social effectiveness in the work life. Whereas, EI is deeply rooted with empathy and

it can motivate employees for the exhibition of OCB. EI scales have been predicted empathy in the study of Kellett, Humphrey & Sleeth, (2002). The hypothesis of empathy-altruism have also been tested by various other scholars (Batson, et al., 2007; Paciello, et al., 2013). Mata analytical evidences from the lab studies and surveys supported the hypothesis (Eisenberg & Miller,1987). Moreover, the study of Austin et al. (2007) established that EI is negatively linked with the Machiavellianism and manipulative behaviours. This leads to the assumption that people with high EI level use their skills for pro-social reasons as EI encourages helping others behaviour. The people with EI tend to be more able and motivated in helping others. And according to the literature helping co-workers is the indicator of OCB, specially towards individuals. Current study considering helping other individuals as the key factor of OCB.

Not only the motivation but the skills and knowledge are also essential ingredients for organizational citizenship behaviour (Dudley and Cortina, 2008) such as self insight, perspective taking, emotional knowledge, emotional support and emotional management. Current study is based upon the service sector employees and Chen, Prentice, and King (2013) found that self report emotional intelligence is positively linked with the OCB of customer services sector employees.

The previous literature witnessed that EI is important skill set in the development of organization citizenship behaviours. Gonzalez-Mulé & Mount (2014) stressed upon importance of the research of skills and traits that leads towards the organizational citizenship behaviour as it influences the performance of the organization and Koys (2001) proved that OCB develops organizational effectiveness.

As having the ability of predicting successfulness of individuals, the EI has attracted more attention in the research field (Cote & Miners, 2006). Many research studies found significant

relationship between emotional intelligence and organizational citizenship behaviours (Jain, 2003; Sitter, 2004; Singh, 2006; Solan, 2008; Cote & Miners 2006; Yaghoubi, Hadi, & Mashinchi, 2011).

Jain (2009) identified that emotional intelligence and OCB are the noteworthy predictors of the organization's and individual's well functioning. But the study of Cote & Miners (2006) slightly differed with the traditional view point in the relationship between EI and OCB. They argued that EI positively influences the OCB towards Organization (OCBO) but not in the case of OCB towards individuals (OCBI). Salon's (2008) study also found the relationship between OCB and EI but the study's established relationship was not much strong. The relationship between EI and OCB has been examined in the leaders and followers context. Yaghoubi, Mashinchi, and Hadi (2011) found that leader's EI positively impacts on the followers' OCB. Similar relationship has been examined by Sitter (2004).

Why the relationship of EI and OCB is positive? or, more broadly, why there has been a relationship between EI and OCB? Abraham (1999) explained this reason and argued that EI enables employees to realize the feelings of their surrounding co-workers and make them to respond them in more positive manner in comparison to those employees who have less emotional intelligence.

Some researcher examined the link of IE with the individual components of OCB. Staw, Pelled, & Sutton (1994) observed the link of altruism (a basic component of OCB) with emotional intelligence. The explained that the good moods of people leads to more social interaction. The good moods are reinforcing in nature and feedback makes employees to maintain that behaviour. They also argued that more satisfied employees, who show positive emotions with job, have more helping behaviour towards others. EI helps to have positive attitude and thoughts towards

individuals and organization as well, even in the difficult conditions. With the help of previous literature current study developed below mentioned hypothesis.

2.5. Moderating Role of Impression Management

For the proficient and efficient management it is crucial to investigate who is truly and genuinely behaving good and competitive in work environment and who is just "showing" it of. This study already discussed what impression management is supposed to be, Rosenfeld, Giacalone, & Riordan, (1995) stated that people always avoid to be negatively evaluated both inside and outside the organization. The theorists described impression management as any act of manipulating their image in others mind (Tedeschi & Reiss, 1981). Bradway (2002) established the link between impression management and organizational citizenship behaviours. Kipnis, Schmidt & Wilkinson (1980) discussed that most of the upward influences by the employees are directed towards supervisor, to manipulate their good image in their thoughts. Although, managing the impression in others' mind is generally considered as negative and deceiving act, but Liden & Mitchell (1998) found the positive attributes of IM with supporting behaviours such as organizational citizenship behaviours. The individuals who wanted to be seen as dedicated workers to the organization could be truly dedicated. Bolino (1999) examined various relationships of impression management and citizenship behaviours. Some of the impression management measures are considered as citizenship behaviours by OCB researchers.

Deutsch & Deutsch, (2006) argued that from the IM perspective, individuals perform citizenship behaviour in a deliberate way to develop their repute as helpful. The employees that demonstrate consecutive citizenship behaviours receives greater social status from colleagues (Flynn, 2003). The studies found that IM motives and tactics can forecast few citizenship behaviours such as ingratiation and status augmentation (Bowler & Brass, 2006; Eastman, 1994; Snell & Wong,

2007) and image enhancement (Finkelstein, 2006; Yun, Takeuchi & Liu, 2007). The effect of leader and subordinate exchange upon the impression management and OCB had been evaluated by Wayne and Green (1993). The study found significant relation between altruism, a form of OCB, and impression management.

The IM meant to create the own preferred image in the minds of important stakeholders. The extra behavioural role provides an opportunity to be indulged into OCBs for the impression management reasons. The impression management researchers demonstrated their keen interest in finding the circumstance under which individuals behave opportunistically. Johnson, Holladay & Quinones (2009) found that during the performance evaluation employees demonstrate positively towards OCB. The positive association of OCB and supervisor focused IM tactics has been found in the study of Bolino et al. (2006) furthermore, OCB are positively related to the supervisor's perception, subordinates and generally job performance ratings. Some recent OCB researches show the evidence of IM motives. Moideenkutty (2009) found that supervisors supposed to offer extra social exchange upshots to the individuals who exhibits more OCBs and these behaviours are not perceived as impression management.

The current study conceptualized IM as a moderator of the effects of EI on OCB, rather than using it as an independent predictor of such behaviours. In the last few decades the EI emerged as a strong positive forecaster of OCB due to the personal and social traits and competencies and characters in the social certainties of organization. The argument can be made that EI aids to the self and other serving purposes for elf and others benefits. Impression Management increases the involvement of individual in citizenship behaviour for getting the remunerations and other related benefits. Though, impression management links with EI brings more complexity to

relationship. It can be argued that this study can open new debate of IM moderating relationship with EI.

Grant and Mayer (2009) found the link of pro-social and impression management as predictors of the Organizational Citizenship Behaviours either directed for the benefits of individuals and/or the organization. Furthermore, they recommended that the organization's 'good soldiers' and good interpreters are most likely to emerge as good citizens. These findings portrays the complication of IM in manipulating the OCBs.

The research works of Jones & Pittman (1982) and Leary & Kowalski (1990) advocate that the employees who have strong IM are keen to evade the creation of harmful image in other's minds. With these arguments it can be expected that the employees who have strong EI and also the motives of impression management will be affianced in OCB by going beyond their expected job tasks and roles. So the IM motives may strengthen the positive impact of EI on OCB.

Impression Management was not much debated factor in the past studies. But still some studies were conducted. Researchers also have discussed the IM perspective while examining other organizational behaviours. The researches of Ashford & Northcraft (1992) and Morrison & Bies (1991) used Impression Management to investigate feedbacks. Bolino (1999), Hui, Lam, & Law (2000) and Yun, Takeuchi, & Liu (2007) examined IM in relation to organizational citizenship behaviour (OCB) and Gardner & Avolio (1998) and Greenberg (1990) tested impression management with the link to leadership and management.

Wayne and Ferris (1990) test twenty-four tactics related to impression management actions and discovered types of impression management tactics; job focused, supervisory focused and self focused. The study discovered that supervisory focused scheme put impacts on the liking of supervisor regarding subordinates, which in turn tending substitute quality. The current study is

utilizing the instrument developed by the Wayne and Ferris's (1990) for the examination of impression management.

Although, EI has been tested on various variables but its impact on the IM has not been widely explored. Very few of the studies that directly tested the relationship of Emotional Intelligence and Impression Management, the study of Jain (2012) found significant, positive and negative, association of EI and IM. Jain (2012) explained that different dimensions of EI have different association with IM. Similarly, in another research Cole and Rozell (2011) stressed that the emotionally intelligent people interpret their and others emotions correctly, and in order to that obtain relevant impression management approaches for the attainment of desired goals. Although very few studies checked affiliation of emotional intelligence but the results shows that these variables have significant affiliation with each other. The study of Tarek, Isis & Mariam (2016) found affiliation between the emotional intelligence and Impression management in the MBA employees of Egypt and Mexico.

 Employees having the strong motives of IM are expected to focus on the actions that are beneficial to themselves and also exhibits their concern with betterment of organization and other employees. Previous literature is uncertain upon the moderating impact of IM on OCBs. Some scholars also tested employee's impression management impacts on job performance behaviours (Grandey, Fisk, Mattila, Jansen & Sideman, 2005). In order to these above arguments, this research work conceptualized the hypothesis that impression management moderates the relationship of emotional intelligence and organizational citizenship behaviour of Private Health Sector Employees of Pakistan.

2.6. Supporting Theories

There are many social sciences theories that are directly or indirectly linked with the suggested conceptual framework of the study. The most important of them is the Emotional Competence Theory that has been developed by the Mayer and Salovey (1997). This theory argues that individuals, identifies, understands, regulates, expresses and uses his emotions and/or those of others. Keeping this argument in mind this theory support current model that the employees uses emotional information of his and others and responds to that accordingly, employee with high EI batter knows own and others emotions and manages relationships with others that eventually leads to the citizenship behaviours of employees. If an employee is good in assessing his and others emotional states he better reacts to the certain situations and with management of relationships the employee offers support to other colleagues, new recruits and better represents the organization in the external environment which are actually organizational citizenship behaviours. Similarly, Social Influence theory supports the projected concept of the study regarding Impression Management of the employees. The theory has been suggested by Bibb Latane (1981) and also termed as Social Impact Theory. It deals with the possibility of being a target or source of the social influences. The theory suggests that social impact is the product of social forces. High EI and OCBs of the employees have impacts on the others' minds that encourages the actor to further develop the relationships and social circle and this process further strengthens the EI impacts on OCB. The theory stresses that manipulation is a key skill for the strong influence and the manipulation of one's image is the key factor for the impression management. There are other social sciences theories that indirectly support the argument.

2.7. Conceptual Framework

The Conceptual Frame work is graphical representation of all variable which are being considered in the research study (Miles & Huberman, 1994). It explores the observed variables; dependent, independent and in addition to that for the statistical analysis the establishment of the empirical hypotheses as has been remarked by Akhtar, (2009) and Sekaran, (2003). The conceptual frame work also considered as the "idea context" or "theoretical framework" of the study.

The term 'Conceptual Framework' is a wider in nature, that contains the researcher's formations, thoughts, or the actual ideas of the study. It illustrate graphical or descriptive form of theoretical idea. In any conceptual framework, the model is core thing that draws attention and want of studying the researcher's arguments, it shows the possible relationships and/or impacts and it's importance of being studied. It bring clarity about the purpose and objectives of any study and develops the realistic and relevant questions and quires about the research, it also supports for the selection of appropriate and relevant research techniques.

In this study, the conceptual framework (Figure 3.1) depicts the graphical representation of the independent variables (emotional intelligence), dependent variable (organizational citizenship behaviour) and moderating variable (impression management) whereas the 'arrows' shows the impacts and relations between the variables. Hypotheses are devised upon the combination and composition of the variables, that the study has proposed.

Figure 3.1 Conceptual Framework
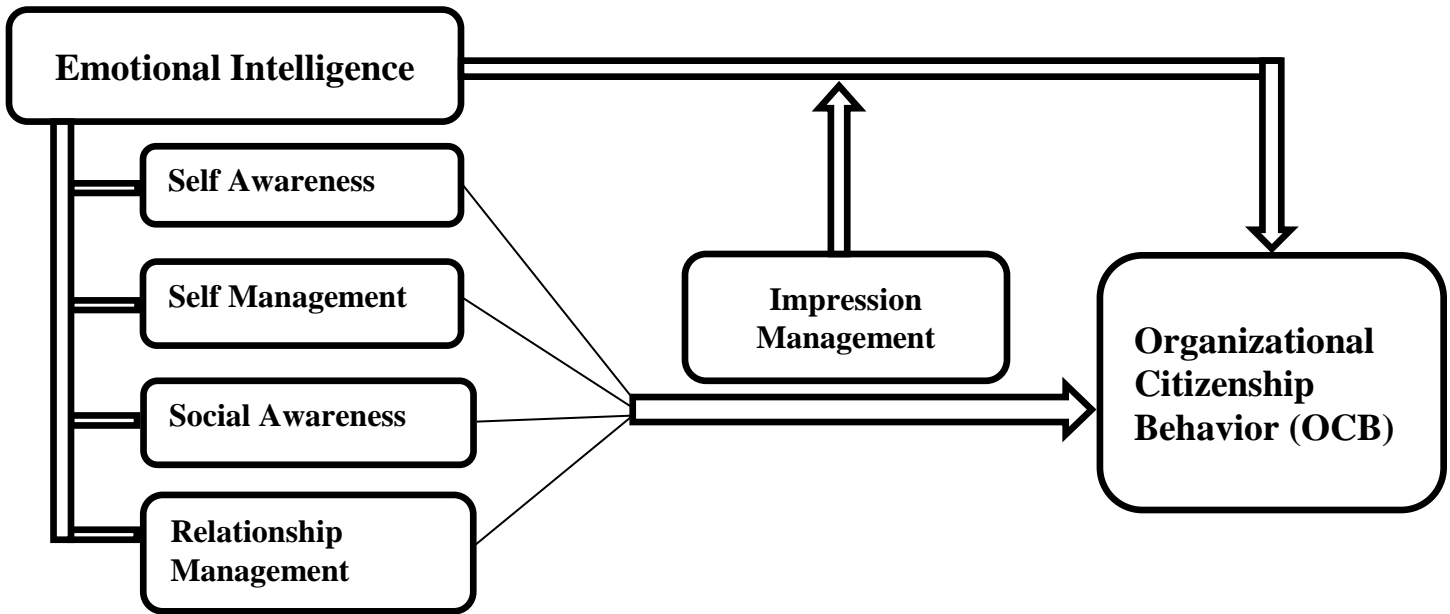
With the review of previous literature, current study has developed the six hypotheses to be analyzed;

H1: Emotional Intelligence has positively significant impact on the organizational citizenship behaviour of private health sector employees of Pakistan.

H2: Self awareness has positively significant impact on the organizational citizenship behaviour of private health sector employees of Pakistan.

H3: Self management has positively significant impact on the organizational citizenship behaviour of private health sector employees of Pakistan.

H4: Social awareness has positively significant impact on the organizational citizenship behaviour of private health sector employees of Pakistan.

H5: Relationship management has positively significant impact on the organizational citizenship behaviour of private health sector employees of Pakistan.

H6: Impression management has positively significant moderating impact on the relationship between emotional intelligence and organizational citizenship behaviour of the private health sector employees of Pakistan.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1. Overview

For the authentic and most reliable analysis relevant research methodology has been chosen to meet the requirements of the study, to test the hypothesis and investigation of the collected data. The research methodology is the procedures and method by which researchers and scholars describe, explain and predict the circumstances or phenomenon under which the work has been conducted. Rajasekar, Philominathan, & Chinnathambi, (2013) states that a research methodology is a organized procedure of resolving an precise problem, it is a science for conducting a specific research. It's the base for gaining unique knowledge.

This section discusses the approach and methodology of research, it also gives insight to the plan and methods of the study. It would be an essential appraisal in order to see the impacts of emotional intelligence as relationship management, social awareness, self awareness and self management on organizational citizenship behaviour of private health sector employees of Pakistan. This section also inspects the upshots of employees impression management on the said relationship. This chapter also discusses the research design, constructs, population and also sampling techniques, data collection process and techniques applied to the statistical analysis.

3.2. Research Design

A research design is a process by which scholars answer the research questions and meet the research objectives. Research design discusses the data, population of the study, the sample size, data collection methods and sampling strategies and techniques that are implied in the research (Saunders & Thornhill, 2011). Research design is all about the actual framework of and how the study conducted to analyze the data (Sreejesh, Mohapatra & Anusree, 2014). Testing the

hypothesis is the main purpose of this study. Sekaran & Bougie (2010) stated that research design discusses the contrived and experimental portion of the study, as it would be descriptive in nature. The questionnaires instrument of the study were used as a tool to analyze the data and test hypothesis. Likert scale is used for rating the questionnaire tools which shows 1 for "strongly disagree" to 5 for "strongly agree".

Current study's data, in nature, is cross-sectional and in that context questions were adopted with little changes. The study is descriptive and investigates emotional intelligence (relationship management, social awareness, self awareness, self management) impacts on the organizational citizenship behaviour of the private health sector employees including the moderating impacts of impression management of these employees. The questionnaire instrument is adopted from various previous studies and floated among the private hospital employees in the Islamabad, Rawalpindi and Lahore. The data has been collected throughout the study period.

The collected data has been examined and the validity and reliability of questionnaire supports proposed hypothesis of the study. The tests and findings are discussed in detail in the following chapters.

3.3. Construct

Study construct describes the definitions and dimensions of the variables. The construct of the study have been developed by thoroughly reviewing the previous literature.

3.3.1. Emotional Intelligence

Goleman (1995), Bar-On (1997) and Mayer & Salovey (1997) argued that a set of emotional and social capabilities regarding empathy, self awareness, self presentation, self-management and interpersonal sensitivity can be expressed in terms of "emotional intelligence". The previous literature developed different dimensions. Mayer & Salovey, (1997) divided emotional

intelligence into four dimensions such as understanding the emotions, perceiving the emotions, using emotions for thought facilitation, and management of emotions. Current study considered Goleman's (1998) categorization of emotional intelligence; Self Awareness, Self Management, Social Awareness, and Relationship Management,.

3.3.1.1. Self Awareness

The self awareness meant to having knowledge about own-self. *Self awareness* is about knowing own inner state, preferences, resources, and intuitions (Goleman, 1998). It narrates to recognition of own emotions and its affects. Goleman further divided Self Awareness into self awareness, self assessment (taking account of weaknesses and strengths) and self confidence (sensing knowledge of self capacity).

3.3.1.2. Self Management

Self Management is basically the ability of adjusting the negative or destructive emotions, such as anger, anxiety etc... and to reduce impulsive emotional responses (Goleman, 1998). Goleman also further divided it into 6 dimensions; Self-control (controlling upsetting emotions), Conscientiousness (self management capability), Adaptability (adjusting with the changing situations), Trustworthiness (being honest and reliable), Initiative (action oriented) and Achievement orientation (ability of meeting own defined standards of excellence).

3.3.1.3. Social Awareness

Social Awareness is about having the knowledge of external environment and people around you. Goleman (1998) divided it into three dimensions; Service orientation (being able to identify and meet the demands of customers), Empathy (understanding others and being interested in tier concerns) and Organizational awareness(empathizing the level of organization).

3.3.1.4. Relationship Management

Relationship management, as the term stressed, meant to manage the interaction with other people and organization as well. Goleman (1998) divided it into eight dimensions; Conflict Management (resolving agreements skills), Influence (exercising the interpersonal tactics), Developing others (the ability of understanding other's needs and boosting their capacity), Communication entails (skill of sending clear & persuasive messages), Change catalyst (initiation & management of the change), Visionary Leadership (an inspiration and guiding line for others), Collaboration and Teamwork (creating synergy and shared vision) and Building bonds (cultivating instrumental relationship).

3.3.2. Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) is the individual's additional role or the discretionary behaviours which is not directly demanded by the organization neither rewarded in formal system but aids in the operations of organization in an effective manner (Organ, 1988). These are the individual behaviours that are not the part of the job but individual exercise these behaviours in the good faith, such as helping others who have heavy work load or keep performing others functions when they are absent so the organizational setup must not be disturbed. Organ (1988) developed five behaviours that fall under the OCB; Altruism (Helping co-workers in task performing), Sportsmanship (tolerance), Conscientiousness (doing duties beyond requirements), Courtesy (Being respectful), Civic Virtue (make active participation for the betterment of the organization, keeping organizational issues up to date). This study considered William & Anderson's (1991) categorization of organizational citizenship Behaviour; One deals with the Organizational Citizenship Behaviours which are directed towards the other individuals' benefits (OCBI). Such as helping someone with task related activities, doing work of

someone when he/she is absent, guiding people with their tasks and duties etc... Other Behaviour are directed for the betterment of the organizations (OCBO). Such as attending non-mandatory workshops and developing skills so that the task should be performed more efficiently, Being early in the office or doing late night shift to complete certain tasks or defending your organization in the public etc...

3.3.3. Impression Management

Impression Management is the setting of behaviours that individuals do to shape their image that how other people see them at work station (Rosenfeld et al. 1995, Bozeman & Kacmar 1997). Impression Management meant to structuring own desired image in the minds and thought of others. The individuals does so by controlling or manipulating the information about themselves. John and Pittman (1982) identified five groups of impression management tactics; Self Promotion (person highlight his achievements and abilities), ingratiation (attempting to be more likeable), exemplification (going beyond duties to be observed as dedicated), intimidation (signalling the power to seen as dangerous) and supplication (exposing weakness to be seen as needy).

3.4. Population

For the examination and assessment of the research hypothesis, questionnaires are used to collect the date. The population of the study comprised of Pakistan's Private Health Sector employees; doctors, nurses and administration staff. For the achievement of the objectives of the study, a distinct criteria has been used for the investigation of the impacts that emotional intelligence on the employee's organizational citizenship behaviour. Private Health Sector of Pakistan is mainly focused in the study as it has been seen that the employees of private health sector has critical job routine and heavy work load. They encounter with the other individuals that have different

emotional states, so the study analyzes the impact of these employees' emotional intelligence on their jobs and their attitude towards the tasks and organization. The study focused on eight Private Hospitals of Islamabad, Rawalpindi and Lahore as it was accessible and time saving.

3.5. Sampling Techniques

For the purpose of data collection the non- probability convenience sampling has been chosen. It is the most appropriate sampling technique, specially, when the population is vast and data collection is difficult. The reason behind the selection of this techniques lies under it's cheap, fast, time saving and reachable characteristics. Using convenient sampling a numbers of questionnaire attained economically and quickly, got it filled from the respondents for the purpose of investigation of the purposed relationships in the theoretical framework. Hard copies of questionnaire used for data gatherings pacifically from the private hospitals that are located in Lahore, Rawalpindi and Islamabad. 270 responded questionnaires received from the private hospitals.

For aiming the least margin error and getting specific and correct outcome minimum filled questionnaire is approximately 200-250 (Levine and Stephan, 2009). Finally selected 250 questionnaire drifted throughout the dynamic survey progress. Green (1991) format has been utilized that is the castoff method for regression sample size. It offers N>50+8m (and m represents the number of IVs) for the analyzes of multiple correlation.

3.6. Unit of Analysis

Unit of analysis describes the combination level of the collected data during the consecutive data inquiry. This study's investigation has been prepared on the employees of Private Health sector in Lahore, Islamabad, and Rawalpindi. A non-probability convenience sampling technique has been used, where the subjects have been selected on their suitable convenience and immediacy to

the researcher which comprise of Age, Work Experience, Gender, Marital Status, Level of Education, and Job Nature of the selected sample.

3.7. Sample size

For reliable assessment reviewing method, last chosen reasonable sample size of 250 employees from the Private Health Sector located in Islamabad, Rawalpindi and Lahore are chosen. As the literature recommended that for the acceptability of a multivariate research study the sample size should be 10 times of the actual or real sample size (Sekran & Bougi, 2010). Field (2005) also suggested the sample range of 30 to 500 for the acceptability of a research. Green (1991) stressed that to be considered in a very good category, the study's sample size should be more than the actual. Talking about power analysis, the literature refers that any study that has 4 to 5 IVs and the probability level is expected to 0.05 and while desired is 0.80 level of the statistical power, the study's sample size must be 242 to 261 accordingly (Aiken, West, & Pitts, 2003; Cohen, 1988). Following table shows the summary of current study's sample size of two hundred and fifty (250).

Table 3.1: *Break down of Questionnaires' Statistics*

Questionnaire Composition		
Description	Number	Percentage
Total Floated	350	100%
Returned Back	270	77.14%
Rejected	20	7.41%
Valid	250	92.59%

The above table explains the sample size of the study. Total of 350 questionnaires has been floated from which 270 filled responses reached back which are 77.14 per cent of the total

circulated questionnaires, it can be considered as the response rate. However, 20 questionnaire have been rejected on the basis of incomplete or wrong responses, which is 7.14 percent of the total responded questionnaires. Therefore, for the analysis of regression 250 final questionnaires have been selected which is equal to 92.59 percent.

3.8. Methods of Data Collection

Quantitative data collection method was adopted by using close ended questionnaire. Previous literature helped in adapting and developing questionnaire. Five points Likert Scale that range from strongly disagree to strongly agree has been used to evaluate all items. Questionnaires were floated among the nurses, doctors and administration staff of private hospitals of Islamabad, Rawalpindi and Lahore in the hard copies.

3.9. Instruments

The instrument for data collections contains 60 items (see table 3.2). Five point Liker scale has been used which depicts (1) Strongly Disagree to (5) Strongly Agree. The scale of Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998) has been adapted to evaluate Emotional Intelligence and selected total of 32 items, The instrument was tested on the huge sample of 5676 volunteers that consists of first year psychology students, authors acquaintances, TV broadcasters website respondents, charity employees and final year psychology students. The total alpha scored <.88. The instrument in current study divided EI into four important dimension such as seven items of relationship management, eight items of social awareness, eight items of self awareness and nine items of self management.

Lee and Allen's (2002) scale has been chosen for the measurement of Organizational Citizenship Behaviour which has 16 items. The scale has been used for various analysis in the research

works, the study of Newland (2012) tested it on the enrolled students of social psychology and found the Cronbach Alpha values of .903 and .904 for OCBI and OCBO respectively.

Bolino and Turnley's (1999) developed instrument was selected to measure the impression management of employees, which was actually refined instrument of Wayne and Ferris (1992). The instrument was tested on the 250 professionals and managers of the 500 technology firms of southern United States and values of Cronbach alpha ranged between .75 to .88 for different dimensions. The study of Badway et al. (2016) found studied the sample of MBA class employees in Mexico and Egypt and found the alpha values of IM above .08, 0.83 in Egyptian Sample and 0.86 in Mexican Sample. The current study adapted 12 items from the instrument for IM . Apart from these basic 60 items, the instrument also contains six demographic items such as Age, Experience, Gender, Marital Status, Level of Education, and Nature of Respondent's Job.

Table.3.2: Instrument Adaption

Variables	Dimensions	Items	Total Items	Sources
Organizational Citizenship Behaviour			16	Lee and Allen (2002)
Emotional Intelligence	Self Awareness	08	32	Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., & Dornheim, L. (1998)
	Social Awareness	09		
	Self Management	08		
	Relationship Management	07		
Impression Management			12	Bolino and Turnley (1999)

3.10. Statistical Approach for Analysis of Data

With the help of Statistical Package for Social Scientists (SPSS) software the quantitative data has been analyzed. SPSS-21 and Amos-21 are favoured as these are considered useful for completing measurement of the statistical data that has been opted in this research, like correlation and regression. The correlation analysis shows the relationship between the variables whereas the regression analysis illustrates the association amongst dependent and independent variables.

CHAPTER 4

ANALYSIS AND FINDING OF RESEARCH

4.1. Overview

Initially a pilot study of 50 respondents has been conduct for the purpose validation and reliability of the research, the results were significant and were in line with the arguments of the study upon which further research work carried forward. This chapter deals with detailed descriptive analysis, the next steps deals with the Confirmatory Factor Analysis (CFA) and the proposed hypothesis about the relationships of professed dependent variable organizational citizenship behaviour and Emotional Intelligence as the perceived independent variable and its dimension; relationship management, self awareness, social awareness and self management and the moderating role of impression management will be tested in the final step.

For the descriptive analysis the first step of this chapter covers the analysis of demographics of the respondents of this study who filled the questionnaires while visiting private hospitals of Rawalpindi, Islamabad and Lahore.

4.2. Missing Value and Sample Demographic

The data analysed on demographic basis of the respondents (Age, Level of Experience, Gender, Marital Status, Education Level and Nature of Respondents' Job). The missing values has been recognized while screening of data for purpose of treatment during the analysis.

4.3. Missing Value Identification and Entry of Data

Regarding the treatment of the missing values and the prospect about data entry error the dire need of investigation of data has been felt. Hence, SPSS-21 has been used for the purpose of data screening and in that process the missing values has been treated by the management of every element and prospect event. Initially, 350 questionnaires floated in the sample that consists upon

the employees of Private Hospitals of Rawalpindi, Islamabad and Lahore. 270 filled questionnaires data reached back and from that responded 270 questionnaires 20 excluded from the final analysis. These 20 questionnaires were either incomplete or having some missing responses in terms of certain items. Excluding these 20 outlier a final sample of 250 out of total 350 has been selected for the further examination. These facts represents the 92.6% response rate under the self-administered data collection through questionnaires. As the study has diverse sample population the retort rate was not as much of the other typical researches. Another reason of this was the time restriction because few respondents excused from filling the questionnaire. While performing the descriptive analysis other uneven and asymmetrical variance categories has been tested in the data. With that examination there was no possibility of any remaining outliers in the research study. The accurateness of the entered data was authenticated by the outcomes and results obtained through the mean deviation, distribution of frequency and standard deviation. No questionnaire, that has any kind of missing response about any item of the instrument, has been entertained in the SPSS sheet. As a result, the current data of the present research study has no missing value at all.

4.4. Common Method Variance

The common bias revealed in literature is derived as a measurement error (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff, MacKenzie, & Podsakoff, 2012). Due to convenience sampling technique there is intimidation to the validity of research instrument. The eliminate bias in data after the collection is basic requirement of any research. The researcher has applied common method bias prior for the validity and reliability analysis of research instrument. Harman's single factor test has been performed for cater this problem. The requirement of this

test was to check all independent variables of the study. The results of the test has been mentioned in the below table.

Table 4.1: *AL Independent Variable Extraction Model: Principal Component Analysis*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.347	<u>32.580</u>	32.580	4.347	32.580	32.580
2	.833	10.411	64.745			
3	.680	8.496	73.241			
4	.660	8.256	81.497			
5	.472	5.906	87.403			
6	.422	5.269	92.673			
7	.331	4.133	96.806			
8	.256	3.194	100.000			

Extraction Method: Principal Component Analysis.

The above mentioned table explains the results of independent variable AL with its dimensional model having 8 components under Eigenvalues variance is 32.580 explained by single factor. This shows that the common method bias is not a main apprehension for research study as it shows below <u>50% cut off point.</u> SPSS 21 result noted above has been obtained through running unrotated single factor constraint of factor analysis. It allows study to proceed for further validity tests.

4.5. Reliability analysis

The Quantitative measures has been used for the attestation of hypothesis in the study. Bashir, Afzal & Azeem, (2008) stated that any phenomenon that submits a degree of consistency, overtime, stability and similarity as the results during a specific time span can be considered as the Reliability. For the accurate results the reliability of any research instrument and measure is basic and crucial. To increase the reliability of research questionnaire the enrichment of the

internal consistency is mandatory. For the measurement of reliability Cronbach's alpha has been used. Reliability coefficient differs between 0.00 to 1.00, the more coefficient value the higher the reliability will be. Although, the acceptability is 0.5 and more than that (Sekran, 2008). another research more vaguely referred to "the acceptable values of 0.7 or 0.6" (Griethuijsen et al., 2014). Cronbach's alpha measures the reliability of research tool. In the present study the Cronbach's alpha value of the overall instrument, 60 items, resulted in .835 which is higher comparing to the acceptability benchmark. It can confidently claimed that the instrument and items of the variables considered in present study are reliable and generated the reliable results. The reliability of separate variable has also been examined which also falls within the adequate range.

Table 4.2: Cronbach's Alpha Values for SA, SM, SOA,RM, OCB and IM Model

Variable	Cronbach's Alpha	No of items
Self Awareness (SA)	.876	8
Self Management (SM)	.667	8
Social Awareness (SOA)	.840	9
Relationship Management (RM)	.908	7
Organizational Citizenship Behaviour (OCB)	.922	16
Impression Management (IM)	.841	12

4.6. Correlation Analysis

Bivariate correlation measurement has been considered for grasping the magnitude of collinearity of study's suggested variables. The association between two or more than two variables can be examined through a statistical method which is known as correlation.

Correlation is very constructive and ordinary way to examine simultaneous varying of the two variables and also to see whether the association is not changing. The Correlation analysis examines the connection between two variables.

According to Khattak (2015) the correlation values falls from -1 to +1. Variables' negative relation represent itself in negative values whereas, the positive value depicts the positive association of the variables while zero value represents no correlation among the variables. The results of all the six variables, dependent variables, independent variables and moderating variable, of the present study shows the positive correlation with each other as table 4.3 represents.

Table 4.3: *Correlation Coefficients: Emotional Intelligence and Organizational Citizenship Behaviour Model*

	Correlation					
	EI	RM	SOA	SM	SA	IM
EI	1					
RM	.713	1				
SOA	.815	.790	1			
SM	.843	.752	.581	1		
SA	.721	.852	.681	.764	1	
IM	.553	.705	.593	.654	.616	1

*Significant correlation at 0.05 level (2-tailed)

The above table represents the matrix of correlation of study's dependent and independent variables. The correlation matrix value of the independent variables should be under the 0.8

(Sekran, 2013). The only concern here is to examine the independent variables' values to check, is it more than 0.8 or 0.7 or not. The concern of multi-Collinearity arises when relationship or affiliation among the two IVs equals to or more than 0.8, but if the value of IVs are smaller than 0.8, there is problem regarding multi-Collinearity (Khattak, 2015; Sekran, 2010).

4.7. Demographic Descriptive

The descriptive study formulated few demographic variables from the sample of present research work. These variables include Age, Level of Experience, Gender, Marital Status, Education Level and Nature of Respondents' Job. Following are the tables that discuss the detail analysis of the study's demographic variables.

From Table 4.4 to Table 4.9 the descriptive measurements of Age, Level of Experience, Gender, Marital Status, Education Level and Nature of Respondents' Job has been shown. These tables depicts the extreme compressed differentiation of respondents responses with the help of means of each demographic variables; Age, Level of Experience, Gender, Marital Status, Education Level and Nature of Respondents' Job.

Table 4.4: Demographic Descriptive with Respect to Age

		Frequency	Percent	Valid Percent	Cumulative Percent
			Age		
Valid	21-30	38	15.2	15.2	15.2
	31-50	187	74.8	74.8	90.0
	51 or above	25	10.0	10.0	100.0
	Total	250	100.0	100.0	

Table 4.4 depicts the results that shows 74.8 percent respondents of the private health sector employees fall in the age bracket of 31to 50 years, which were 187 respondents from 250

responses, 38 respondents (i.e. 15.2 %) are from the ages between 21 to 30 years, whereas 25 (10 %) respondents belongs to the age bracket of 51 or above. The associated results has been anticipated in the review of literature, same outcomes has been seen in the developing third world countries (See Table 4.4).

Table 4.5: *Demographic Descriptive with Respect to Experience*

		Frequency	Percent	Valid Percent	Cumulative Percent
	Experience				
Valid	Less than a year	6	2.4	2.4	2.4
	1-5 Years	62	24.8	24.8	27.2
	6-10 Years	68	27.2	27.2	54.4
	11-20 Years	90	36.0	36.0	90.4
	21 Years or above	24	9.6	9.6	100
	Total	250	100.0	100.0	

The table describes the experience level of the private health sector employees of Pakistan. 36 % of the respondents fall in 11 to 20 years experience as 90 respondents said. 6 respondents have less than a year experience, 62 have 1 to 5 years, 68 respondents have 6 to 10 years experience and 24 respondents were most seniors as they have 21 years or more experience, these respondents are 2.4 %, 24.8 %, 27.2 %, and 9.6 % respectively. (See Table 4.5)

Table 4.6: *Demographic Descriptive with Respect to Gender*

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	122	48.8	48.8	48.8
	Female	128	51.2	51.2	100.0
	Total	250	100.0	100.0	

Table 4.6 shows the gender distribution of the respondents, Pakistan's health sector staff is dominated by the females but this study tried to minimize that difference, data is collected from 122 males whereas 128 females means 48.8 % and 51.2 % respectively (See Table 4.6).

Table 4.7: *Demographic Descriptive with Respect to Marital Status*

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	104	41.6	41.6	41.6
	Unmarried	134	53.6	53.6	95.2
	Separated	12	4.8	4.8	100.0
	Total	250	100.0	100.0	

The above table shows the marital status of the 280 participants, 104 respondents (41.6% of the sample) were married and along this 134 respondents were unmarried or single (53.6% of respondents). Whereas, 12 respondents were separated (4.8% of sample). It shows that majority of private health sector employees are Unmarried , although there is considerable size of married employees (See table 4.7).

Table 4.8: Demographic Descriptive with Respect to the level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
	Level of Education				
Valid	Less than Bachelors	18	7.2	7.2	7.2
	Bachelors	83	33.2	33.2	40.4
	Masters or above	149	59.6	59.6	100.0
	Total	250	100.0	100.0	

Demographic distribution in respect to education shows among 250 respondents, 18 respondents (7.2 %) were among less than bachelors and 83 respondents were at Bachelors. While in the same way 149 respondents (59.6 % private health sector employees) has Master or above level of education. It means that majority of private health sector staff have masters or above level of education (See table 4.8).

Table 4.9: Demographic Descriptive with Respect to Job Nature

		Frequency	Percent	Valid Percent	Cumulative Percent
	Job Nature				
Valid	Doctor	86	34.4	34.4	34.4
	Nurse	92	36.8	36.8	71.2
	Administrative	72	28.8	28.8	100.0
	Total	250	100.0	100.0	

The above table demonstrates the job nature of respondents. Data has been collected from 86 doctors which 86%, whereas 96 respondents were Nurses (36.8 %). 72 respondents relates to the administrative tasks (28.8 %). This shows that there is no big difference in the collected data in terms of job nature although nurses led but the gap is not huge (See table 4.9).

4.8. Regression Analysis

The model of Linear regression inspects the association of independent variable X with the dependent variable Y. The affects of independent variables on the dependent variable gauged by this method. The equation that meets the Blue (Best linear unbiased equation) criteria considers as the finest linear regression.

4.8.1. Assumption of Regression Equation

The multiple and even single regression models has certain assumption to be noted or consider before the implication of multiple or single model of regression. Following are the main assumption that needs to be clarified for the linear model;

4.8.1.1. Assumption # 1

The measurement rate or intervals of the forecaster and forecasted variables are required. The five points Likert scale has been adapted in the data instrument of present study and same scale has been regarded as the interval scale. The five-point Likert scale considered as an ordinal scale instead of interval (Jakobsson et al., 2004). But the studies of Baggaley & Hull, (1983) and others developed the consensus for the usage of 05-point Likert scale as an interval scale. The present research study used this scale and fulfils the first regression assumption satisfactory.

4.8.1.2. Assumption # 2

For checking the normality assumptions the structural equation model is most important. For the purpose of analysing the normality of the data Kurtosis is an straight measure. The measurement of the normality can be done through Skewness and normal curve drawing. When Skewness and Kurtosis depicts higher values the data can't be considered as normal (Hall and Wang, 2005). The both values, Kurtosis and Skewness, should fall between the range of -2 and +2. The below

table exhibits the values for the identification of data normality. As the static value divides by the std. error all the values must fall between -2 and +2, than the data will be normal at all levels.

There are certain presumptions that must be fulfilled before checking the Kurtosis and Skewness, the data must not contains any missing values, it show be free from outliers, the data must be distributed normally, there must be any multi-collinearity. The purpose of checking Kurtosis and Skewness is examining either data is normal or not. The, kurtosis and skewness, variances and means guarantees the data normality (Hall and Wang, 2005) on the other hand the Tabachnick & Fidell, (2007) argues that just the histogram is sufficient for the clarification regarding data normality. Another study affirmed that drawing correlation matrix and variance inflation factor (VIF) can be used for the checking of multi-collinearity (Freund et al., 2000). The present study considered all the above suggestions in this section of the study and tested the data via means, VIF, variances, skewness and kutosis so that data could be verified and basic criteria of multi-collinearity and data normality must be met.

Studies claimed that when the sample size is large the abnormality or non-normality of data does not cost big problem. With the larger means almost two or three hundred is quite a fine sample size to avoid the normality assumption violation (Ghasemi and Zahediasl, 2012). When the data is not distributed normally at all levels, the parametric methods can be utilized. The data distribution can be ignored when the sample has observations in hundreds. The central limit theorem argues that most of the time the data distribution used to be normal when the sample is large, almost two hundred to three hundred, it also argues that the approximately normal sample data makes distribution of it normal.

Apart from all the arguments discussed above there is no problem regarding running the analysis upon current study. The current analysis clearly exhibits the normality of data by the skewness

and kurtosis. As the response value should range between -2 and +2 after the division of statics value from std. error value (Field, 2006). After analyzing the data under skewness & kurtosis and performing the divisions all the final results of current study range from -2 to+-2, which exhibits the claim that data is normal and reliable as the mean deviation of the variables is less than 1. The table indicates the values from responding sample which is employees of private health sector of Pakistan.

Table 4.10: Descriptive Statistics of Normality of Variables

Statistics							
	SA	SM	SOA	RM	OCB	IM	EI
N Valid	250	250	250	250	250	250	250
Missing	0	0	0	0	0	0	0
Mean	3.1991	3.6463	3.3964	3.5530	3.6900	3.5950	4.3369
Skewness	-.007	-.900	-.376	-.486	-.531	-.242	-.170
Std. Error of Skewness	.154	.154	.154	.154	.154	.154	.154
Kurtosis	-.923	.631	.735	-.386	.924	-.323	-.190
Std. Error of Kurtosis	.307	.307	.307	.307	.307	.307	.307
Minimum	1	1	1	1	1	1	2
Maximum	5	5	5	5	5	4	5
a. Multiple modes exist. The smallest value is shown							

4.8.1.3.   Assumption # 3

Figure 4.1: *Normal P-P Plot of Regression Standardized Residuals: EI with OCB*
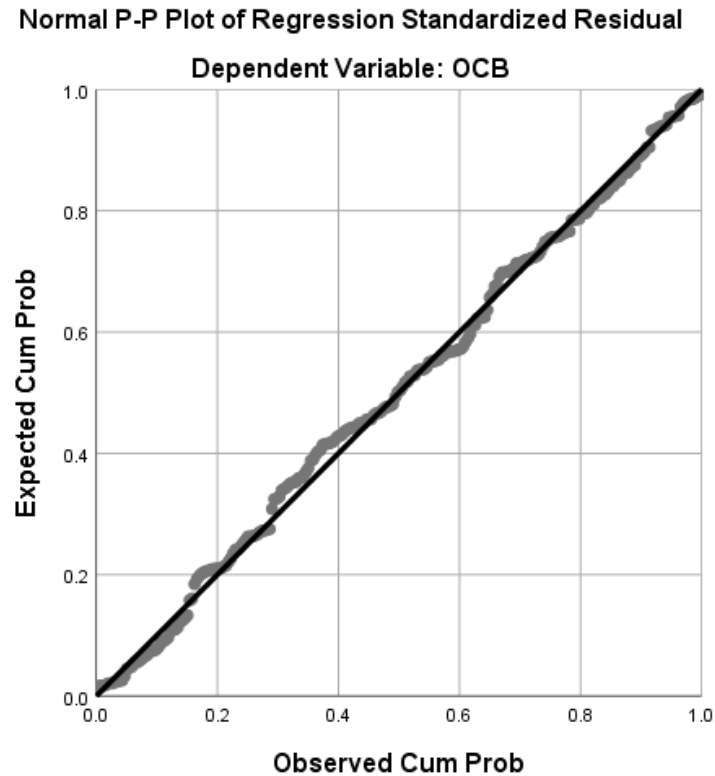
The above drawn figure 4.1 of multiple regression describes the normal P-P plots for the OCB as dependent variable. The normal distribution or the non-normal distribution of error expressions or the residuals assessed and examined in the normal P-P plots. The above figure show the distribution at 45 degree which exhibits the excellence of the current study's actual values and predictability.

4.8.1.4. Assumption # 4

Table 4.11: Model Summary of EI, SM, SA, SOA and RM with OCB

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	.681[a]	.646	.453	.46543	1.715

a. Predictor (constant): EI, SM, SA, SOA, RM

b. Dependent Variable: OCB

The above mentioned model summary signifies the correlation results of forecasted variable, organizational citizenship behaviour, and forecaster variable, emotional intelligence with its dimensions relationship management, self awareness, social awareness and self management. The R square value must fall under 0-1 whereas Durbin-Watson should be fitted with less than +2 in the summary modelling of auto correlation (Sekran, 2013), in the present study the auto-correlation depicts 1.715 as the value of the Durbin-Watson which has been suggested by the Sekran (2013) for the best fitting. Also 0.646 has been generated as the value of R Square that is the suggested domain of 0-1. Both the values are satisfactory. These value fixes the assumption of auto correlation.

4.8.1.5. Assumption # 5

For the purpose of checking the multi-collinearity various other assumption has been made. The presence of Multi-collinearity is chiefly important issue in the statics that causes the inconsistency in projected model and its elimination is crucially important task for the researchers.

A valid data must be free from the problems like multi-collinearity. The multicollinearity assumption cannot be tolerated in any research either in simple regression or multiple regression

analysis. Such assumption occur when the affiliation of IVs presumed as perfect. The term of collinearity demonstrates the characteristics of any two variables that are same and they posses ideal affection to each other they even can be synonymously used. The Variance Inflation Factor and tolerance statistics are two widely discussed indicative statistics for the exploration of multicollinearity. For the measurement of multicollinearity the tolerance could be supportive.

The small values of tolerance meant to be good correlation among the independent variables of the proposed model and it must be treated and eliminated in the linear regression analysis.

The tolerate able value lies within 0.1-1.00 and the value nearer to 0.1 must re-examined. The unavoidable problem regarding multicollinearity assumption emerges especially when a low tolerate value interacts with the high value of standard error. Whereas Variance Inflation Factor (VIF) actually facilitates for the better understanding of the influence regarding the model's variables multicollinearity. It is regarded as the reciprocal to the tolerance. Same as the low tolerance interaction with high standard error cause serious problem, the low tolerance combination with high VIF value also meant to be big trouble. VIF suitability ranges between 1.00-10 and value exceeding from 10 needs to re-examined. Saunders (2011) argued that tolerance value that is more than or equals to 2 and fewer than or equals to 5 .00 value of VIF is satisfactory. Currents study's multi-collinearity treatment can be examined in Table 4.12.

Table 4.12: Multicollinearity Statistics for Emotional Intelligence and Organizational Citizenship Behaviour

	Collinearity Statistics	
	Tolerance	VIF
Self Awareness	.962	1.039
Self Management	.415	2.412
Social Awareness	.487	2.054
Relationship Management	.340	2.939
Emotional Intelligence	.956	1.046
a. Dependent Variable: Organizational Citizenship Behaviour		

With the observation of above table it is clear that there is no multi-collinearity in current study's data. The Collinearity diagnostics are materialized in the SPSS reports with the values of Tolerance and VIF that are matching with perceptions that is employed while making the estimations of multi-collinearity (Hair et al., 2006). The above table sets the argument that there is no multi-collinearity in the data, as evidences stressed.

The multicollinearity discover that independent variables correlate each other by the mean values of 0.9+. Even if Tolerance and VIF values were depicting the more than the described standards, there's no occurrence of multi-collinearity. Table 4.12 shows that present research is librated from multicollinearity assumption. All the VIF values are less than 10 and also all the values of tolerance are less than 0.1, both met the criteria of this assumption.

4.9. Exploratory Factor Analysis (EFA)

EFA (Exploratory Factor Analysis) measures the possible fundamental factor structure of considered variables lacking the imposition any predetermined structure on the conclusion. EFA

sets up the relationship among the construct and item that has been used in instrument on the basis of correlations and decides either these items are considered under the same variable or linked with any other variables. That is why the correlation values should be treated and measured on exact high primarily concealed variable with whom these belongs to, while the correlations should be lower on other influential variables as has been stressed by Byrne (2001). The study conducted by Gie Yong and Sean Pearce (2013) established fundamental interrupting values for diverse measurements in EFA. Normaly, there are three tables that assists in exploring the construct under Exploratory factor analysis namely; Rotated Matrix, Structure Matrix and Component Correlation Matrix.

The component correlation matrix helps in developing and strengthening association among different factors of construct. Additionally, rotational matrix are meaningful in detecting the distinguishable loading of each item on the basis of proper dimension, though the further table named as structure matrix is associated for important information regarding the correlation coefficient amid to different factors. Prior from the separation, the rule of eigenvalue (Kaiser, 1960). Therefore, Kaiser (1960) argued that the "eigenvalue rule" as the assumption that the elements having the less than one eigenvalue are considerable such as they have little or ignorable variation regarding the construct. That's why, the analysis must be free of these kinds of factors and such dimensions must to not hold these factors. Consequently, these kind of studies use rotation method as main component factoring. Fabrigar et al, (1999) suggests main component factoring are the almost perfect method for the factor analysis, as the data has been normally distributed. At liberty when the data set was not significantly normal. The construct of perceived Relationship Management (EI_RM) has total seven items in the survey instrument. The expansion of RM has been limited to one factor loading considering the verity by EFA

(exploratory element investigation). The results found that seven items adequately correlated. In this procedure, RM held same seven items that has been mentioned in the table 4.13.

Table 4.13: Factor Analysis of Relationship Management

Initial Items (seven items)		Final Items (seven items)	
Dimensions	Items	Dimensions	Items
Relationship Management (EI_RM)	EI_RM1, EI_RM2, EI_RM3, EI_RM4, EI_RM5, EI_RM6, EI_RM7	Relationship Management (EI_RM)	EI_RM1, EI_RM2, EI_RM3, EI_RM4, EI_RM5, EI_RM6, EI_RM7

The construct of Self-Assessment (EI_SA) has total eight items in the survey instrument. The expansion of SA has been limited to one factor loading considering the verity by EFA (exploratory element investigation). The results found that eight items adequately correlated. In this procedure, SM held same eight items that has been mentioned in the table 4.14.

Table 4.14: Factor Analysis of Self Awareness

Initial Items (eight items)		Final Items (eight items)	
Dimensions	Items	Dimensions	Items
Self Awareness (EI_SA)	EI_SA1, EI_SA2, EI_SA3, EI_SA4, EI_SA5, EI_SA6, EI_SA7, EI_SA8	Self Awareness (EI_SA)	EI_SA1, EI_SA2, EI_SA3, EISA_4, EI_SA5, EI_SA6, EI_SA7, EI_SA8

The perceived hypothesis of Social Awareness (EI_SOA) has total nine items in the survey instrument. The expansion of SOA has been limited to one factor loading considering the verity

by EFA (exploratory element investigation). The results found that nine items adequately correlated. In this procedure, SOA held same nine items that has been mentioned the table 4.15.

Table 4.15: Factor Analysis of Social Awareness

Initial Items (nine items)		Final Items (nine items)	
Dimensions	Items	Dimensions	Items
Social Awareness (EI_SOA)	EI_SOA 1, EI_SOA 2, EI_SOA 3, EI_SOA 4, EI_SOA 5, EI_SOA 6, EI_SOA 7, EI_SOA 8, EI_SOA 9	Social Awareness (EI_SOA)	EI_SOA 1, EI_SOA 2, EI_SOA 3, EI_SOA 4, EI_SOA 5, EI_SOA 6, EI_SOA 7, EI_SOA 8, EI_SOA 9

Hypothesis of perceived as Self-Management (EI_SM) has total eight items in the survey instrument. The expansion of SM has been limited to one factor loading considering the verity by EFA (exploratory element investigation). The results found that five items adequately correlated. In this procedure, SM held same five items that has been mentioned in the table 4.16.

Table 4.16: Factor Analysis of Self Management

Initial Items (eight items)		Final Items (five items)	
Dimensions	Items	Dimensions	Items
Self Management (EI_SM)	EI_SM1, EI_SM 2, EI_SM 3, EI_SM 4, EI_SM 5, EI_SM 6, EI_SM 7, EI_SM 8	Self Management (EI_SM)	EI_SM 2, EI_SM 3, EI_SM 4, EI_SM 5, EI_SM 6

The perceived construct of Organizational Citizenship Behaviour (OCB) has total sixteen items in the survey instrument. The expansion of OCB has been limited to one factor loading considering the verity by EFA (exploratory element investigation). The results found that fourteen items adequately correlated. In this procedure, OCB holds the same seven items that has been mentioned in the table 4.17.

Table 4.17: *Factor Analysis of Organizational Citizenship Behaviour*

Initial Items (sixteen items)		Final Items (fourteen items)	
Dimensions	Items	Dimensions	Items
Organizational Citizenship Behaviour (OCB)	OCB_1, OCB_2, OCB_3, OCB_4, OCB_5, OCB_6, OCB_7, OCB_8, OCB_9, OCB_10, OCB_11, OCB_12, OCB_13, OCB_14, OCB_15, OCB_16	Organizational Citizenship Behaviour (OCB)	OCB_1, OCB_2, OCB_5, OCB_6, OCB_7, OCB_8, OCB_9, OCB_10, OCB_11, OCB_12, OCB_13, OCB_14, OCB_15, OCB_16

The perceived construct of Impression Management (IM) has total twelve items in the survey instrument. The expansion of IM has been limited to one factor loading considering the verity by EFA (exploratory element investigation). The results found that all twelve items adequately correlated. In this procedure, IM holds the same twelve items that has been mentioned in the table 4.18.

Table 4.18: *Factor Analysis of Impression Management*

Initial Items (twelve items)		Final Items (twelve items)	
Dimensions	Items	Dimensions	Items
Impression Management	IM_1, IM_2,	Impression Management	IM_1, IM_2,
(IM)	IM_3, IM_4,	(IM)	IM_3, IM_4,
	IM_5, IM_6,		IM_5, IM_6,
	IM_7, IM_8,		IM_7, IM_8,
	IM_9, IM_10,		IM_9, IM_10,
	IM_11, IM_12		IM_11, IM_12

4.10.　　KMO and Bartlett's Test of Sphericity

It has been witnessed that KMO and Bartlett's Test of Sphericity can be utilized for the measurement of the appropriate sampling. Therefore it has been advised to check the situation regarding the variable ratio for the examination that has to be conducted. This test had significantly contributed for suitable sampling not only in the field of academics but in the business environment as well. In the rules and limitations of this test the KMO must range within 0-1 but in the global research context the acceptable index is around 0.6.

The Bartlett's Test of Sphericity related with connotation of the analysis of study, it designates the validation and suitability of the collected responses in regards to a specific problem for which the study is being conducted. Perry et al. (2012) suggested that for the purpose of factor analysis the Bartlett's Test of Sphericity must be more than 0.7 but, as discussed above, 0.6 is satisfactory. The findings regarding KMO and Bartlett's Test for the purpose of analyzing the suggested hypothesis under the present study have been discussed in the table 4.19.

Table 4.19: *KMO and Bartlett's Test*

KMO & Bartlett's Test	SA	SM	SOA	RM	OCB	IM
KMO Measure of Sampling Adequacy	.871	.734	.819	.889	.923	.834
Approx. Chi-Square	883.550	587.940	1004.404	1062.565	2618.531	919.072
Bartlett's Test of Sphericity df	28	28	36	21	120	66
Sig.	.000	.000	.000	.000	.000	.000

4.11.   Structural Equation Modeling

One of the widely used tool for conducting the confirmatory factor analysis is structural equation modeling. SEM analyzes the structural affiliation between various variables. This method is the juncture of multiple regression and factor analysis. With support of observed data SEM analyzes various models for the estimation of validity of basic theorization of the study.

SEM evaluates multiple and interrelatedness of variables through single analysis. Lie & Wu (2007) stated that other methods fail in the estimation of concealed construct that have several items but SEM perform such techniques adequately. SEM is also important technique for the assessment of estimation that aids in the recognition of the flawed character of model fit (Suhr, 2006). SEM is best known for the hypothesis attestation, also termed as the confirmatory approach, and forms the informal affiliation among the various variables. Many theories has been formulated for these informal affiliations. The most basic function of SEM is to verify that

as the study hypothesized the collected data should be according to that predetermined formulation and settlement. In addition to that, the regularity of informal affiliations accessed by the model fit, as argued by the Lei et al., (2007). Most of the time the structural equation modeling technique is applied when the sample size of the study is broader, typically N > 200, and the acquired sample is reliant, to some extent, on the complexity of model , the distributional distinctiveness of variables and the performed method of estimation (Kline, 2005).

The structural equation modeling investigates both the structural and the measurement model. On the other hand Confirmatory Factor Analysis validates the construct structure of the study. The identification of observer or concealed variable is the basic purpose of CFA. After the identification of observed variable it has to be included during the formulation of final model and then the analysis has to be run on that formulated model. Confirmatory Factor Analysis established the factor loading of the conceal variables on the construct of the study and paves ways for the model fit in relation to the rejection or acceptance of the study's developed hypothesis. There is a difference in the techniques of CFA and EFA, the CFA hypothesized first during the factor analysis that verifies imperially instead of driven through the study's data (Lei et al., 2007). Whereas SME proposes the model fit of the observed data. In addition to that, Lleras, (2004) argues that SEM is also used for conducting the path analysis for the determination of direct and indirect effect between the various variables.

4.11.1. Fit Indices

The fit indices indicate the intensity of constancy of the specific fixed constraint patterns regarding the variance and inter-variance of the examined data of the study (Suhr, 2006). It determines the model fit representation of the collected data. It established the standardized regression and model fit values. Various researchers opted various estimations for the

determination of model fit but Kenny & McCoach, (2003) stressed that many research studies opted Root mean square error of approximation (RMSEA), Goodness-of-Fit Index (GFI), the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) for the evaluation of model fit.

Wheaton et al., (1977) and Tabachnick & Fidell, (2007) suggested that the measurement of Chi square is satisfactory when ranges between 5.0 to 2, whereas the root mean square error of approximation (RMSEA) suggested the approximated mean for the model fit, the anonymous but optimally formed parameter estimation would suit the population's covariance matrix (Byrne, 1998). For the model fit, the value of RMSEA should below then 1 or. 08 (Browne and Cudeck, 1993). Although MacCallum (1996), stressed that the values above .10 are also acceptable, to some extent.

Goodness of fit index (GFI) is used for the measurement of the extent of discrepancy on model (Barrett, 2006). The value of GFI must exceeds from .90 for aiming a super fit model (Wang, 1999). The values of IFI, TLI and GFI varies significantly in respect to the size of selected sample. While observing the larger sample size the model fit signifies the enhanced vales of GFI and IFI (Wang, 1999).

The research study of McDonald et al. (2002) observed, the IFI value is used in the comparison of chi-square value, on the basis of null hypothesis assumption, that supposed that the model of present variables are not correlated. CFI performs the discrepancy function in relation to the study's defined sample size (Suhr, 2006). Bentler and Bonett (1980) argued that the CFI value must exceeds the .90 in regard of a fit model. The study of Hooper et al. (2008) explained Normed fit index (NFI) as it evaluates the model with the comparison of model's $\chi2$ value with the null model's $\chi2$ value. The value of NFI should range between 0 to 1. Tucker-Lewis Index

(TLI) is usually utilized when the data is non-normed as argued by Bentler & Bonett, (1980). The least regarded value for TLI is 0.80 (Hooper, 2008). Whereas, Hu and Bentler, (1999) suggested the least accepted value for TLI is more than 0.9. A fit statistic which deals with the adequacy of sample size is considered as Hoelter effect (Hoelter, 1983), the HOELTER value make clarity regarding the adequate size of sample for the model fit (Hu & Bentler, 1995). The upper certain limit recommended for a model fit is 200 (Hu & Bentler, 1995).

If the observed model fails to present a fit model, the error terms are correlated following the observation of error terms and typically co-variating these terms which have more than 10 error. The aim of Modification Index is to estimate the degree of fall in chi-square of the model (for one degrees of freedom) although the expected parameter change estimates the expected size of change in the parameter estimate if the certain fixed parameters are freely estimated (Lewis & Byrd, 2003). Following the attainment of model fit by the modification indices, the standardized loadings are examined. The value of standardized regression weights should be equals to 0.40 or more than that (Lewis & Byrd, 2003). But if a value that is below to the minimum required value it should not be included while conducting the final analysis (Anderson & Gerbing, 1988). The table below indicates the acceptable range of a fit model.

4.12.   Model Fit Measurement and Modifications

This portion of the study focuses the primary model fit for the purpose of measurement with the confirmatory factor analysis (CFA). One of the most ideal method for the purpose of analyzing validity of structures is CFA and it is also helpful for the evaluation the measurement model, it also inspects whether the items are loaded on their relevant dimensions or not (Byrne, 2001). CFA provides a chance of correlation of error terms or residuals in case of common causes (Lei & Wu, 2007).

Confirmatory factor analysis is a fundamental tool for identifying the model, in case of model fit rejection, a critical step has to be applied which consequently leads to the satisfactory model fit. The results from AMOS-21 provides various alternatives that can aid to the authentication of the dimensional measurement and analyzing the model fit. Modification indices have regression weight covariance and variances for delivery of an efficient method for the attainment of the model fit. Lie and Wu (2007), stressed that the modification index is about the down wards tendency of chi-square that because of the transformation in the constraints estimated by certain fixed parameter estimations, it suggests that the modification index (>3.84) should achieve the improved model. Another important feature is the standardized loading which show the actual items that are being loaded on the concealed variables whereas the minimum loading is 0.40 (Lewis & Byrd, 2003). Thus, the items which are not sustained during loading, should be eliminated, addition of latest path or relate the residual terms to achieve the model fit (Anderson & Gerbing, 1988). Therefore, the further analysis is given in detail according to these assumptions.

4.13.   Confirmatory Factor Analysis

It is a theory driven confirmatory technique. The confirmatory factor analysis has been derived through the theoretical associations of the observed and un-observed variables. Practically, researchers desire to reduce the divergence among the estimated and observed matrices as pointed by Hair et al, (1998).

Confirmatory factor analysis (CFA) is a multivariate statistical tool used for the measurement of variables that has been represented in the constructs. Confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) are identical tools, although the exploratory factor analysis simply explores the available data and offers information regarding the factors which are

mandatory in the representation of data. In EFA, all tested variables are linked to every underlying variables. Unlike to this under confirmatory factor analysis (CFA), researcher specifies the different factors essential for the data and which tested variable is linked to which latent variable. CFA is a tool used for confirmation or rejection in the measurement theory.

Before CFA the Cronbach Alpha must be performed. After this the model, variables and factors further analyzed in the next stage. The purpose of second order analysis is to attain a suitable model fit regarding the obtained data and also the theoretical arguments for developed model. Byrne, (2010); Hair et al, (1998); Kline, (2005) and Kline, (2011) stressed that after the suggestion, arranged a derelict of examinations by the standards limits, then utilizing it as the standard in the direction of investigation fit, reliability and the legitimacy of the considered measures these review. The model fit lists were specified in the table 4.20.

Table 4.20: Model Fit Indices with Accepted Value

Level of Model Fit	Overall Model Fit				
	Model Fit		Model Comparison		
Fit Measures	CMIN/DF	RMSEA	IFI	TLI	CFI
Further analysis is Required	>2	> .1	< .90	< .90	< .90
Acceptable Scale for Good Model Fit	≤2 or 5	< .08 (Accepted up to .1)	≥ .90	≥ .90	≥ .90

4.13.1. Self Awareness

Self awareness has been treated as an independent variable in the present study, SA has been examined in the initial CFA application for the estimation of demonstrate fit. 8 items of SA specified the factor loading across 0.50. Whereas, the main request CFA has been persevered regarding SA. Table 4.21 indicates the details for SA model fit.

Figure 4.2: CFA for Self Awareness
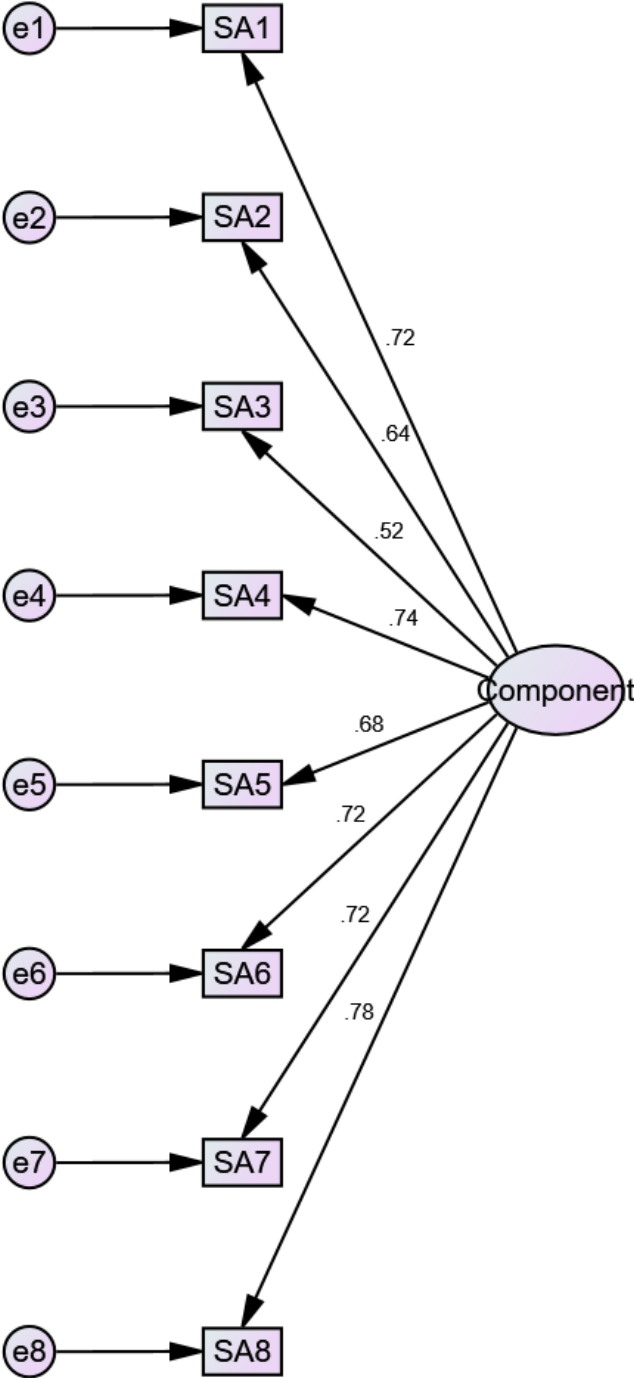
Table 4.20: *Model Fit of Self Awareness*

Quest. Item	Instrument In Detail	Final	
		Standardized Loading	Critical Ratio
SA1	I am good at describing my feelings.	.72	
SA2	I don't always understand why I respond in the way I do.	.64	9.420
SA3	During an argument I do not know whether I am angry or sad.	.52	7.683
SA4	I don't always understand why I am stressed.	.74	10.863
SA5	When I am sad, I often don't know why.	.68	10.069
SA6	When I feel good, I can easily tell whether it is due to being proud of myself, happy or relaxed.	.72	10.708
SA7	As my emotions arise I don't understand where they come from.	.72	10.653
SA8	When I am touched by something, I immediately know what I feel.	.78	11.466

	CMIN/DF (χ2/df)	RMSEA	GFI	TLI	CFI
Model Fit	5.84	.130	.908	.865	.904

4.13.2. Self Management

Self Management has been treated as an predictor in this study, SM has been examined in the primary CFA application for the estimation of model fit. 5 items of SM specified the factor

loading about 0.50. Whereas, the main request CFA was persevered regarding SM. Table 4.22 indicates the details for SOA model fit.

Figure 4.3: CFA for Self Management
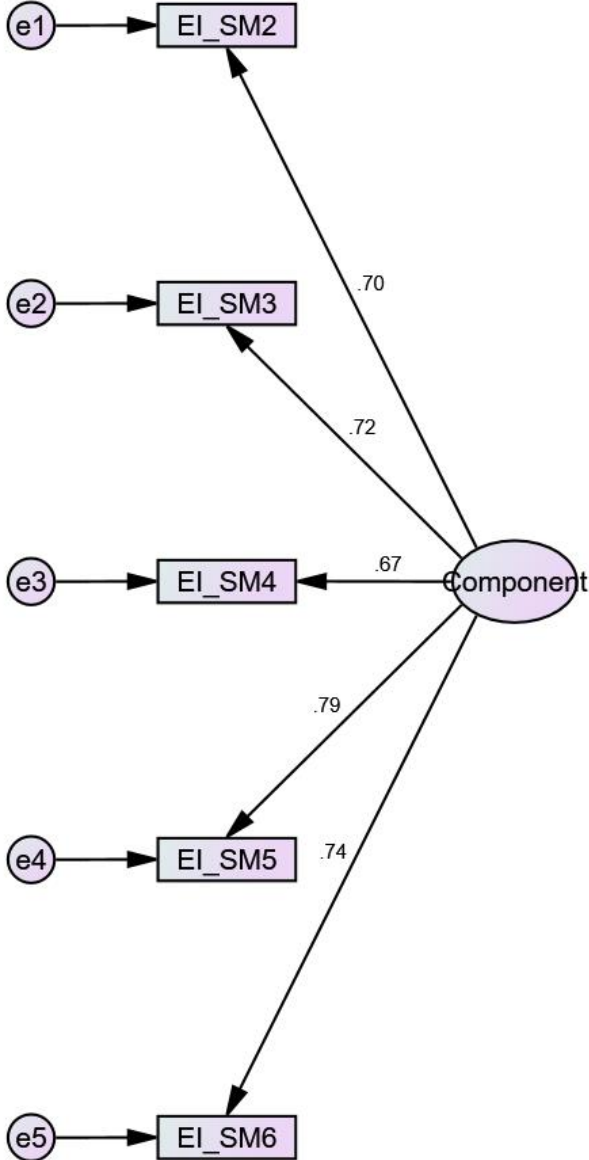
Table 4.22: *Model Fit of Self Management*

Quest. Item	Instrument In Detail	Final	
		Standardized Loading	Critical Ratio
EI_SM2	I easily manage to calm myself down after a difficult experience.	.70	....
EI_SM3	When I am sad, I find it easy to cheer myself up.	.72	10.010
EI_SM4	If I dislike something, I manage to say so in a calm manner.	.67	9.434
EI_SM5	I use my feelings to improve my choices in life.	.79	10.808
EI_SM6	If someone came to me in tears, I would not know what to do.	.74	10.334

	CMIN/DF (χ2/df)	RMSEA	GFI	TLI	CFI
Model Fit	11.894	.209	.922	.789	.895

4.13.3. Social Awareness

Social awareness has been treated as an independent variable in the present study, SOA has been examined in the initial CFA application for the estimation of demonstrate model fit. 9 items of SOA specified the factor loading about 0.50. Whereas, the main request CFA was persevered regarding SOA. Table 4.23 indicates the details for SOA model fit.

*Figure 4.4:* CFA for Social Awareness
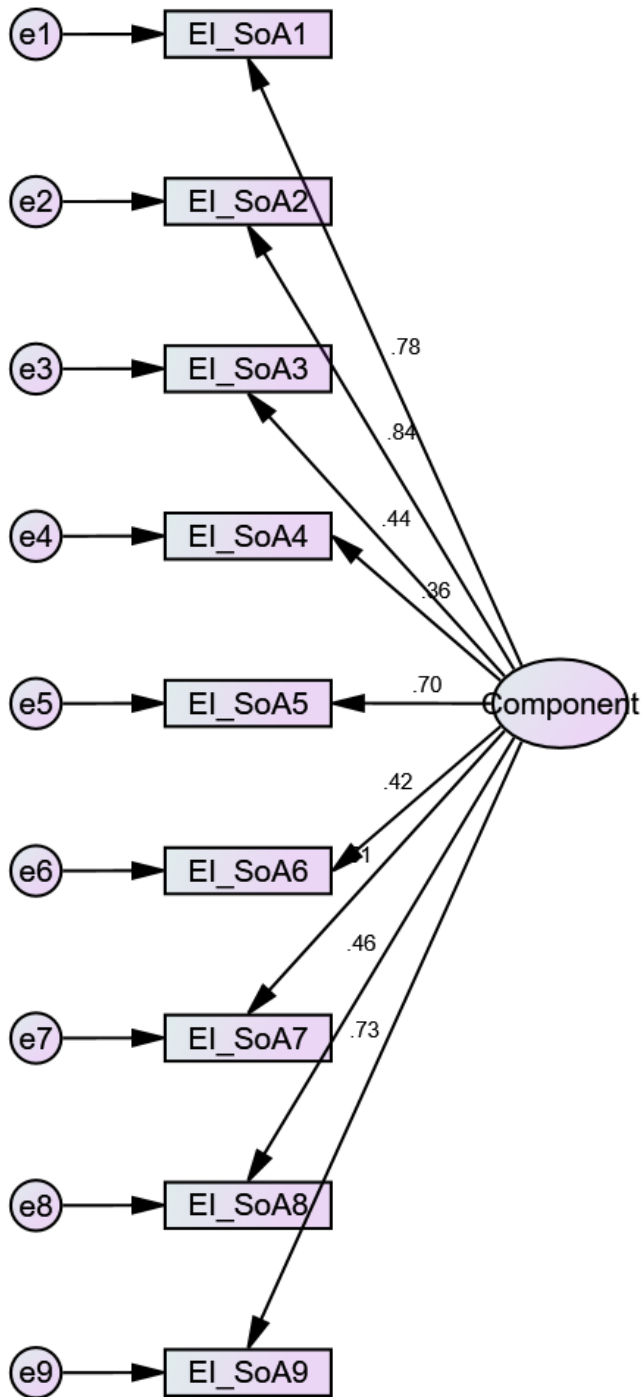
Table 4.23: *Model fit of Social Awareness*

Quest. Item	Instrument In Detail	Final	
		Standardized Loading	Critical Ratio
EI_SOA1	I am often a loss to understand other people's emotional responses.	.78	……..
EI_SOA2	I can tell whether a person is angry, sad or happy even if they don't talk to me.	.84	13.491
EI_SOA3	I can easily explain the emotional responses of the people around me.	.44	6.669
EI_SOA4	Most of the time I understand why people feel the way they do.	.36	5.353
EI_SOA5	I often take the wrong attitude to people because I was not aware of their emotional state.	.70	11.173
EI_SOA6	I am good at sensing what others are feeling.	.42	6.418
EI_SOA7	I feel uncomfortable if people tell me about their problems, so I try to avoid it.	.51	7.862
EI_SOA8	I am often surprised by people's responses because I was not aware they were in a bad mood.	.46	6.970
EI_SOA9	Quite often I am not aware of people's emotional state.	.73	11.712

	CMIN/DF ($\chi2$/df)	RMSEA	GFI	TLI	CFI
Model Fit	13.931	.228	.645	.527	.645

4.13.4. Relationship Management

Relationship Management examined as an independent variable in the current study, RM has been examined in the initial CFA application for the estimation of demonstrate model fit. 7 items of RM specified the factor loading over 0.50. Whereas, the main request CFA was persevered regarding RM. Table 4.24 indicates the details for RM model fit.

Figure 4.5: *Relationship for Relationship Management*
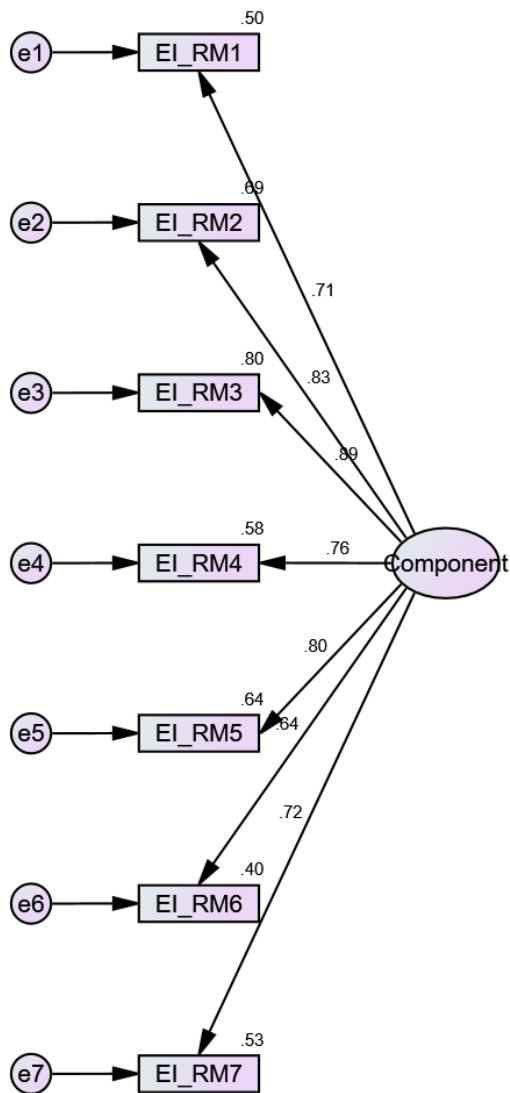
Table 4.23: Model Fit of Relationship Management

Quest. Item	Instrument In Detail	Final	
		Standardized Loading	Critical Ratio
EI_RM1	I know what to do to win people over to my cause.	.50	………
EI_RM2	I can easily get what I want from others.	.83	12.418
EI_RM3	When I see someone who is stressed or anxious, I can easily calm them down.	.89	13.257
EI_RM4	I am good at lifting other people's spirits.	.76	11.405
EI_RM5	I am usually able to influence the way other people feel.	.80	11.959
EI_RM6	If I wanted, I could easily make someone feel uneasy.	.64	9.567
EI_RM7	When I am confronted with an angry person, I can easily calm them down.	.72	10.881

	CMIN/DF ($\chi2$/df)	RMSEA	GFI	TLI	CFI
Model Fit	5.330	.132	.923	.914	.943

4.13.5. Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) has been examined in the initial CFA application for the estimation of demonstrate fit. 14 items of OCB specified the factor loading of 0.50. Whereas, the main request CFA was persevered for OCB. Table 4.25 indicates the details regarding OCB model fit.
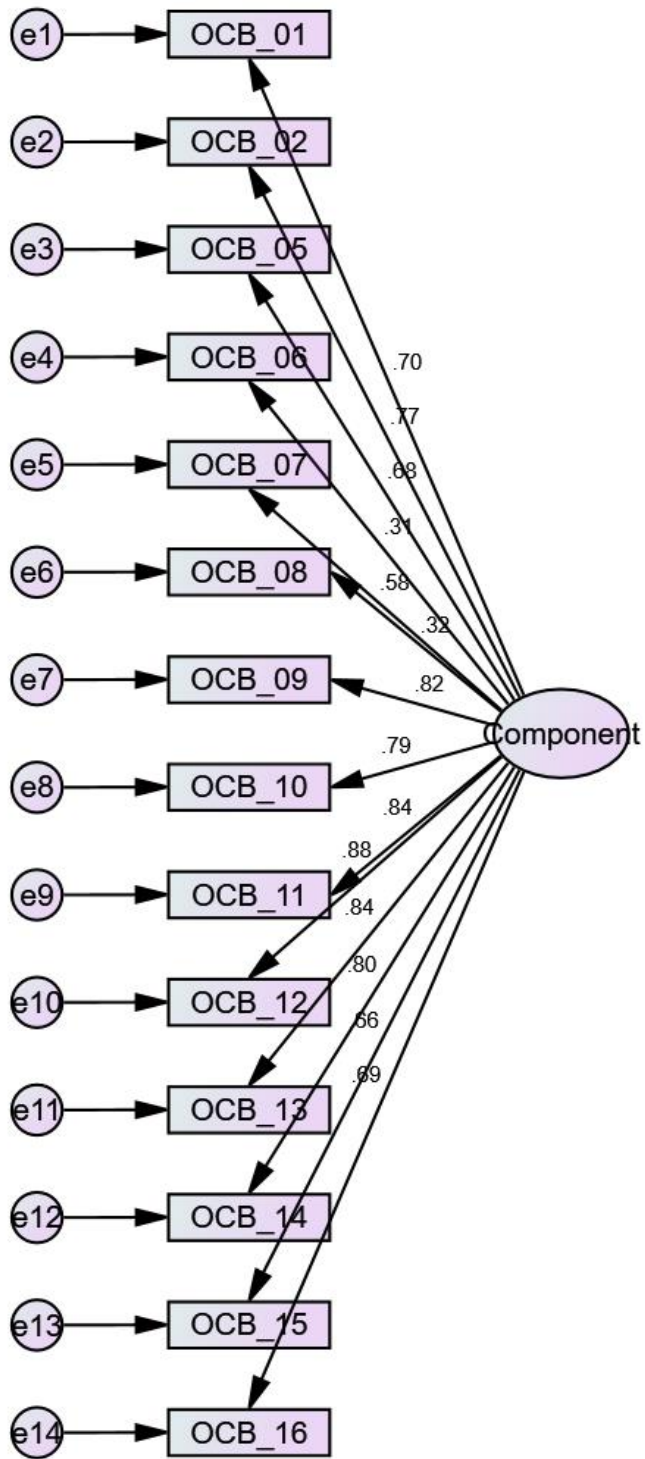
Table 4.25: Model Fit of Organizational Citizenship Behaviour

Quest. Item	Instrument In Detail	Final	
		Standardized Loading	Critical Ratio
OCB01	I help others who have been absent.	.70	……..
OCB02	I willingly give my time to help others who have work-related problems.	.77	11.706
OCB05	I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations.	.68	10.408
OCB06	I give up time to help others who have work or non-work problems.	.31	4.824
OCB07	I assist others with their duties.	.58	8.837
OCB08	I share personal; properties with other to help their work.	.32	4.878
OCB09	I attend functions that are not required but that help the organization image.	.82	12.496
OCB10	I keep up with developments in the organization.	.79	12.041
OCB11	I defend the organization when other employee criticize it.	.84	12.745
OCB12	I show pride when representing the organization in public.	.88	13.304
OCB13	I offer ideas to improves the functioning of the organization.	.84	12.695

OCB14	I express loyalty toward the organization.		.80		12.093
OCB15	I take action to protect the organization from potential problems.		.66		10.132
OCB16	I demonstrate concern about the image of the organization.		.69		10.514
	CMIN/DF ($\chi2$/df)	RMSEA	GFI	TLI	CFI
Model Fit	4.782	.123	.823	.849	.872

4.13.6. Impression Management

The impression management has been examined in the CFA for the estimation of demonstrate fit. The twelve items data indicates the factor loading of 0.50 while the initial CFA request preserve effectively regarding Impression Management (IM). The table 4.26 depicts details of IM model fit.

Figure 4.7: *CFA for Impression Management*
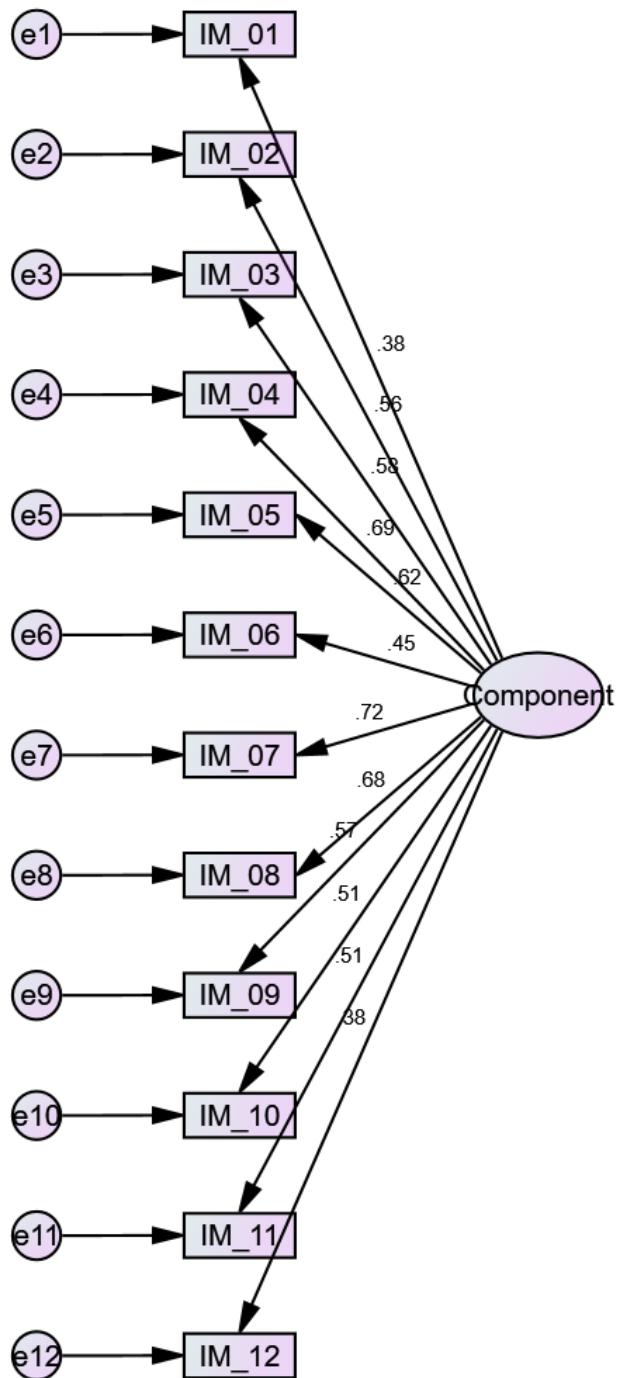
Table 4.26: *Model Fit of Impression Management*

Quest. Item	Instrument In Detail	Final	
		Standardized Loading	Critical Ratio
IM01	I talk proudly about my experience or education.	.38	…….
IM02	I make people aware of my talents or qualifications.	.56	5.055
IM03	I let others know that I am valuable to the organization.	.58	5.124
IM04	I make people aware of my accomplishments.	.69	5.424
IM05	I take interest in colleagues' person lives to show that I am friendly.	.62	5.267
IM06	I praise colleagues for their accomplishments so they will consider me as nice person.	.45	4.601
IM07	I stay late at work so people will know that I am hard working.	.72	5.498
IM08	I try to appear busy, even at times when things are slower.	.68	5.406
IM09	I arrive at work early to look dedicated.	.57	5.087
IM10	I come to the office at night or on weekends to show that I am dedicated.	.51	4.897
IM11	I try gain assistance or sympathy from people by appearing needy in some areas.	.51	4.872
IM12	I pretend to know less than I do to avoid unpleasant assignment.	.38	4.229

	CMIN/DF ($\chi 2$/df)	RMSEA	GFI	TLI	CFI
Model Fit	4.406	.117	0.855	0.742	0.789

4.13.7. Overall Measurement of Model Fit

With the assistance of already discussed CFA's the overall model made measurements by combining all the values and verifying the dimensions of the variables. These measurements discusses the values projected by dependent and independent variables. At this point the items from the actual model that have low standardization and cross loading will be eliminated from further treatment. The overall model also checks the suitability of the measurement model, that has been conducted by the exploratory covariance configuration of dependent and independent variables. Thus, the Table 4.27 depicts measurement model of the fitting of data whereas left behind items belongs to the opposite construct.

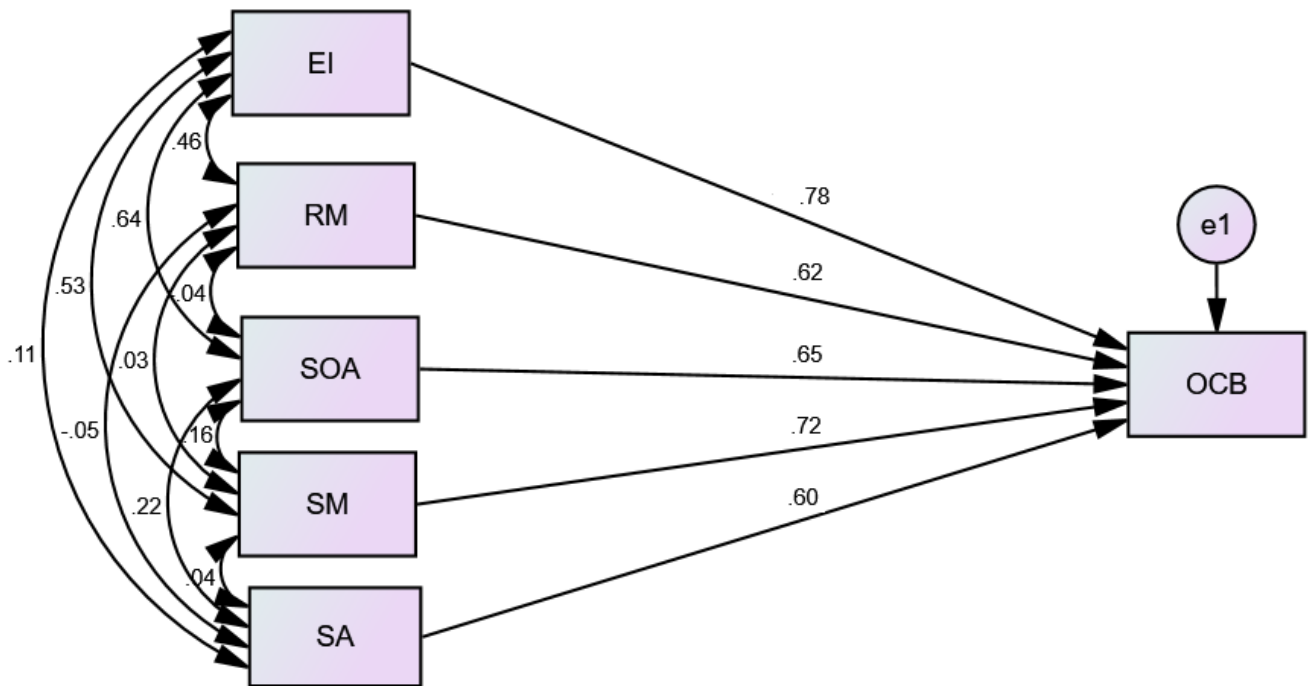*Figure 4.9: CFA for Overall Model Fit*

Table 4.27: Overall Measurement of Model Fit

	CMIN/DF ($\chi2$/df)	RMSEA	GFI	TLI	CFI
Model Fit	3.44	.070	0.987	0.960	0.940

4.14.   Validity of Construct

The validation procedure acts as important verification for the study, it provides critical base to the argument that the research process and assumptions that are resulted from these arguments are practically applicable. The construct and content validation of research instrument is very much required. The validation of construct is an critical element for making it definite that the items are representing the true theoretical dormant construct as they are designed for (Hair, Black, Babin, and Anderson, 2010). The previous sections of this study already thoroughly discussed the construct validation and it has been found that there is no concern of common variance in the present study. That is why the study proceeds to the validation of convergent and divergent. Divergent and convergent coefficients leads to the acceptance or rejection of validity construct. Hair et al. (2006) argued divergent validity as a point at which the noteworthy difference emerges between different independent variables which are evaluated by the examining the change in the dependent variable, that are also considered as discriminate validity, whereas the report of proportionate variance of all factors discussed under the convergent validity. By the average variance extracted (AVE) the convergent validity projected and convergence is measured through the observation of results that has been formed by the study (Bagozzi, 1995). On that basis the more than 0.5 AVE value meant to having the convergent validity, apart from that the in the case of discriminate validity the value of MSV have to be less than AVE, it illustrates that no main issue arrived in with data as highlighted by the Hair et al,

(2006). Furthermore, Bogacz et al, (2006) argued that the discriminant validity is present if the value of correlation is lower than 0.8 in the two variables.

Table 4.28: Construct Validities

	CR	AVE	MSV	ASV	EI	OCB	IM
EI	0.624	0.633	0.451	0.321	0.545		
OCB	0.867	0.554	0.434	0.234	0.824	0.762	
IM	0.698	0.731	0.512	0.354	0.653	0.673	0.864

4.15. Hypotheses Analysis

4.15.1. Emotional Intelligence has positively significant impact on private health sector employees.

The beta value of the relationship between the Emotional Intelligence and OCB has been 0.78 in the Standardized estimation, OCB-RM=0.78 whereas value of p is equal to 0.000 and the critical value is 21.42 that represents significant relationship among OCB and EI. Previous researches of Cote & Miners, (2006); Sitter, (2004); Singh, (2006); Jain, (2003); Solan, (2008); and Yaghoubi, Mashinchi, & Hadi, (2011) indicates with empirical evidences that the significance association between emotional intelligence and OCBs. Dudley & Cortina (2008) argued that not only the motivation but the skills and knowledge also are essential ingredients for organizational citizenship Behaviour. Hence, the literature also supports the H1 and argues that Emotional Intelligence has significant positive impact on the organizational citizenship Behaviour (OCB) of health sector employees, as shown in table below.

4.15.2. Relationship Management has positively significant impact on private health sector employees.

The beta value of the relationship between the relationship management and OCB has been 0.62 in the Standardized estimation, OCB-RM=0.65 whereas value of p is equal to 0.000 and the critical value is 15.79 that represents significant relationship among OCB and RM. Relationship Management includes conflict management, influencing, building teams, collaboration, managing changes and visionary leadership (Goleman, 1995). RM shares functions and impact with and upon OCB. Managing relations includes the helping others which is an OCB. Staw, Sutton, & Pelled (1994) stressed that there is link between EI with altruistic Behaviour. Altruism is one of the behaviours that fall under the categorization of organizational citizenship behaviours. They further argued that being in a good mood is an emphasizing and demonstrating the altruism is pleasing that enables employees to maintain such state of emotions. Thus, H2, is supported by the literature by the asserting the significant positive impact of relationship management upon the organizational citizenship Behaviour of employees, that is exhibited in the table below.

4.15.3. Self awareness has positively significant impact on private health sector employees.

The beta value of the relationship between the self awareness and OCB has been 0.60 in the Standardized estimation, OCB-SA=0.60 whereas value of p is equal to 0.000 and the critical value is 13.98 that represents significant relationship among OCB and SA. Literature confirms association of Self Awareness with the knowledge and emotional intelligence. Nurul et al. (2017) established this association. SA is an vital ingredient in the studies of emotional intelligence

(Mayer & Solevey, 1990, 1997; Goleman, 1995; Nurul et al., 2017). Therefore literature support H5 declaring the positive association of self awareness with OCB, as shown in table below.

4.15.4. Social awareness has positively significant impact on private health sector employees.

The beta value of the relationship between the social awareness and OCB has been 0.65 in the Standardized estimation, OCB-SOA=0.65 whereas value of p is equal to 0.000 and the critical value is 16.76 that represents significant relationship among OCB and SOA. Social Awareness as the combination of empathy, service orientation and organizational awareness Goleman, 1992). Social awareness meant having enough knowledge about the surrounding environment. Goleman, (1992)also stressed that in addition to the surrounding knowledge the emotionally intelligent individuals are tend to take interest in others emotions and also have a sympathetic corner for others. Therefore literature support H4 by affirming that there is significant positive impact of Social Awareness on organizational citizenship Behaviour of employees of private health sector, as can be seen in the tables below.

4.15.5. Self Management has positively significant impact on private health sector employees.

The beta value of the relationship between the self management and OCB has been 0.72 in the Standardized estimation, OCB-SM=0.72 whereas value of p is equal to 0.000 and the critical value is 18.91 that represents significant relationship among OCB and SM. Goleman (1992), self management meant to be control, conscientiousness and adaptability of the individual. Whereas Costa & McCrae, (1992) stressed that conscientiousness is about the achievement of objectives, leans to working hard and performing the additional discretionary roles. Therefore literature support H5 by affirming that there is significant positive impact of Self Management on the

organizational citizenship behaviour of the employees of private health sector, which is depicted in the below table.

Table 4.29: *Summary of Results Related to H1- H5*

Connection Between Variables	Beta value	Critical Value	P value	Decision / Remarks
β_1 (OCB ← EI)	.78	21.42	0.00	Supported
β_2 (OCB← RM)	.62	15.79	0.00	Supported
B_3 (OCB← SOA)	.65	16.76	0.00	Supported
β_4 (OCB ← SM)	.72	18.91	0.00	Supported
$\beta 5$ (OCB ← SA)	.60	13.98	0.00	Supported

Note: OCB= Organizational Citizenship Behaviour, EI= Emotional Intelligence, RM=Relationship Management, SA= Self Awareness, SOA= Social Awareness, SM= Self Management.

Table 4.30: Moderating analysis and summary of Impression management as moderating model between Emotional Intelligence and Organizational Citizenship Behaviour

	Consequent						
	M (EI)				*EOCB* (Rep. Int)		
Antecedent	*Coeff.*	*SE*	*P*		*Coeff.*	*SE*	*P*
M (EI)	_	_	_	b_1	.5667	.1070	<0.01
V (IM)				b_2	.2818	.0462	<0.002
M X V	---	---	--	b_3	.0951	.0764	0.012
Constant	i_1	2.245	0.138	< .001 i_2	1.6387	.0385	<.001

IM	Coefficient	Boot *SE*	LL 95% CI	UL 95%CI
Conditional direct effect at IM= *m ± 1 SD*				
- 1 *SD* (-.5267)	.2312	.0530	.3551	.0873
M (0.0000)	.2681	.0662	.3728	.1709
+ 1 *SD* (.5267)	.4624	.0725	.4356	.2492

Note: n = 250. Unstandardized regression coefficients are reported. LL = lower limit; CI = confidence interval; UL = upper limit

The above mentioned results has been generated through the PROCESS macro, a concept developed by Hayes (2012), the results show that the communication terms and also the independent variable which is EI, and the moderating variable which is IM. From the projected results it is apparent that the determination co-efficient is .4570, whereas the particular co-efficient, of that an individual variable EI is .2718, in terms of the interaction it is .0961 and in case of moderating it is .4667. The value of ρ is less than 0.01 and all the said relationships and affiliations are significant. This illustrates that interaction is actual. Whereas, the table regarding

indirect effect exhibits the moderator level, table argues that there are three levels, low awareness is -1SD, moderate awareness is M and +1SD is high awareness. The table illustrates strongest positive significant relationship at the level, where the employees demonstrates high level of IM.

4.16. Result Discussion

This research was aiming to find out Emotional Intelligence as relationship management self-awareness, social-awareness and self-management impacts on the organizational citizenship behaviour whereas impression management moderates that relationship positively. Hence results are evident that relationship among all proposed independent, dependent and moderating variables like OCB-EI, OCB-SA, OCB-SM, OCB-SOA, OCB-RM and IM-EI-OCB is significant in nature. The results of the tests that has been run on the data exhibits that the study is error free, the study met all the discussed assumption and free from any sort of complications. The Data has been examined trough reliable and trustworthy tools that most of the research gurus recommended.

From the initially selected 350 employees of the health sector employees working in the private hospitals of Lahore, Rawalpindi and Islamabad, finally 250 responses were selected for applying various verification tests. The demographic distribution shows that the study is dominated by the employees who are between the ages of thirty-one to fifty years old, as more than seventy four percent of total collected data was from them. As the analysis show that most of the respondents held the practical work experience of eleven to twenty years which is thirty six percent of the data. There is no big difference on the gender basis, ironically it represents the true gender ratio of Pakistan, in data fifty-one percent were women. Surprisingly, The current study data is dominated by the unmarried respondents which is more than fifty-three percent. Almost sixty percent of the respondents had more than sixteen years education, which is quite obvious in

respect to the medical field. The most important distribution shows that the employees job categorization is not dominated by any single field as doctors, nurses and admin staff were nearly around each other in respect of respondents which were 86, 92 and 72 respectively from the total 250 respondents. These figures show that this study is reliable in the view of distribution of data collection instrument.

As far as the assumptions of the regression equation are related the data was collected from 250 respondents which is huge enough for the reliability as suggested by the researchers (n>200). In the analysis of skewness and kurtosis the study proved normal as all the value ranged with in -2 and +2. Also the normal P-P of regression standardized residuals with regard of dependent variable, OCB, the graph depict the 45 degree curve which is quite fine. The generated value of Durbin-Watson is 1.715 as has been suggested by the researcher (>+2) along with this the R square value is generated as .646 while the suggestion where to have it between 0 to 1. The VIF value of the variables were less than 5.00 whereas the tolerance of all variables fall under 2 which has been stressed by various research gurus. The factor analysis of the data excluded five items from the initially selected 60 items for the measurement of the responses. The KMO value of the study falls in 0-1 and exceeds from 0.7 as most of researches agreed upon. All the variables met the confirmatory factor analysis requirements. The tables and graphs represented in the Chapter 4 depicts all these tests in much detail.

Previous researchers also found the affection between emotional intelligence and organizational citizenship behaviours. Staw, Pelled, & Sutton (1994) observed the link of altruism (a basic component of OCB) with emotional intelligence, that shows that the people having good mode are tend to have good social relationships. Abraham (1999) explained that EI enables employees to realize the feelings of their surrounding co-workers and make them to respond in more

positive manner. The literature also found that the leaders with high EI are tend to develop OCB among their subordinates (Yaghoubi, Mashinchi, and Hadi, 2011). Bolino et al. (2006) found the positive relationships of impression management and organizational citizenship behaviour (x2=4.49, df=6, p=0.611; GFI=0.99, CFI=1.00, TLI=1.00). Schutte, et al. (1998) evaluated Emotional Intelligence of employees and results scored alpha <.88, similarly Nurul et al. (2017) reported EI alpha value as 0.970. The present study resulted the alpha values of emotional intelligence as self awareness (.876), self management (.667), social awareness (.840) and relationship management (.908). Antony (2013) examined the influence emotional intelligence on organizational citizenship and organizational commitment and his findings shows the correlation of EI and OCB as 0.470. The present study also depicts the significant correlation among the variables.

The literature and analysis Emotional Intelligence and its dimension relationship management , self-awareness, social awareness and self-management impacts significantly as well as positively on the organizational citizenship behaviour (OCB) which means H5, H4, H3, H2 and H1has been supported by the literature as well as the data collection. The table 4. 29 discussed these results in detail. Whereas, Table 4.30 summarizes the moderating impact of Impression management emotional Intelligence and organizational Citizenship Behaviour. Which provides evidences for H6.

Table 4.31: *Results*

Hypotheses	Status
H1: Emotional Intelligence has positively significant impact on private health sector employees.	Supported
H2: Relationship management has positively significant impact on private health sector employees.	Supported
H3: Self awareness has positively significant impact on private health sector employees.	Supported
H4: Social awareness has positively significant impact on private health sector employees.	Supported
H5: Self management has positively significant impact on private health sector employees.	Supported
H6: Impression management has positively significant moderating impact on the relationship between emotional intelligence and organizational citizenship Behaviour of employees of the private health sector.	Supported

CHAPTER 5

CONCLUSION, IMPLICATION, LIMITATION AND FUTURE RECOMMENDATIONS OF RESEARCH

5.1. Overview

The present research work aimed to evaluate the proposed relationship among different variables such as Emotional Intelligence it's dimensions and organizational citizenship behaviour and impression management. The association of Emotional Intelligence and Citizenship Behaviour have been widely researched and this relationship has been proved by the literature and empirical evidences of the present and previous research studies. The yester studies used various compositions of the Emotional Intelligence and OCB. The study aimed to recognize the above mention relationship and also examining the moderating affect of Impression Management on that relationship with the traditional dimension of emotional intelligence and organizational citizenship behaviour such as Relationship Management, Social Awareness, Self Management and Self Awareness of EI and Organizational Citizenship Behaviour towards Organization-OCBO and Organizational Citizenship Behaviour towards Individuals-OCBI of the employees in the scenario of Pakistan's Private Health Sector.

The previous literature also projected such proposed relationship between variables. Goleman's (1995) Emotional Intelligence dimensions have been recognized as one of most important developments in personality and behavioural research. It denotes the classification of all known emotions into four dimensions; Relationship management, self awareness, social awareness and self management. These predicators influence the organizational citizenship behaviours in positive manner, despite of the fact that the variables have been widely discussed but the

examination these variables in Pakistan's health sector context with the moderation of impression management makes this study unique. The study found positive relations between EI, its dimensions and OCB and also found that impression management has significant positive impact in the said relationship.

In this chapter we will discuss research conclusion, the practically and theoretically implications of the study. The limitation and future recommendation has also been discussed. The study would be supportive in future for conducting the further researchers in order to conduct similar or new research with these variables.

5.2. Conclusion

Present study found empirical evidences form the collected data that in the Emotional Intelligence of employees of private health sector Pakistan have positively significant impact on their organizational citizenship behaviour, while the impression management also have significant positive moderating role in strengthening this relationship. The connections of impression management as predictor of OCBs directed towards both the individuals and the organization. This academic research thesis can be concluded with confidence that all the projections, prediction, observation and hypothesis that has been projected, proved significantly true. Thus the emotional intelligence has greater impact on the discretionary behaviours of the private health sector employees. So does the management of the impression by such employees that further solidify that impact.

5.3. Research Implication

This study can help the researchers to examine the impacts of emotional intelligence on the behaviours of individual employees. This research study established the argument that emotional intelligence of the employees of private health sector of Pakistan, specially Lahore, Islamabad

and Rawalpindi, results in organizational citizenship behaviour of employees. Whereas the impression management of these employees further toughen the relationship between above discussed two variables.

Health sector is one of the critical sector in any country. This research will make employees, entrepreneurs, investors, and leaders to recognize the importance of emotional intelligence among the employees. The literature and current study already made it evident that emotionally intelligent individuals help in the effectiveness of the organizations. Pakistan's health sector has huge work load and the doctor and nurses to patient ratio has big gap. The study shows that emotional intelligent nurses and doctors and staff can handle work load easier than those who have low intelligence level. For the socioeconomic development of the country the effectiveness of health sector is very important.

5.4. Limitations

During the data collection it has been seen that the sample of this study is already facing huge workload, multiple duty shifts specially on the part of nurses. By keeping this in the mind it's difficult to use a proper data collection method and instrument for the measurement of organizational citizenship behaviour, It has been seen that even having the high OCB but some employees could not perform some citizenship behaviours. It's obvious that if you are already working in late shifts you cannot stay late at work. Another common problem has been seen that the employees took impression management tactics as wrong behaviours having the deceiving purpose. And sometimes the respondents couldn't understand the core of the questions and answer it wrongly, unintentionally. Sometime the respondents were not familiar with terminology that has been used in questionnaire so, the respondents avoided and skipped those questions. The study faced some other problems as

well in the collection of data, specially from the doctors due to the work load, limited time and huge supply of patients for them. Above all, the study discussed the condition and data of only eight private hospital staff from three metropolitan cities which cannot generalized for the whole country or population and that is why more broader sample size could be opted in further studies. Although, the biggest barrier in current study was limited resource and short time. The study design is cross-sectional and focused private health sector, studies could be extended to the government health sector and also longitudinal research design.

5.5. Future Recommendations

The present study can help policy makers of the organizations in the recognition of the importance of emotional intelligence and its dimensions among the employees for the development of the organizational citizenship behaviour. The present study examined emotional intelligence in the employees of private health sector of the Rawalpindi, Islamabad and Lahore. Future studies can be conducted by expanding the sample size and the examination of health sector of other cities. The study can be conducted on the government institutes. Future studies can examine the same conceptual frame work on other services sector as well as production sector employees of Pakistan. The present study used some of the known classical behavioural theories, further studies can done by implementing emerging theories. Present study examined impression management as moderator between emotional intelligence and organizational citizenship behaviour but future studies can examine mediating role of impression management on the different population. A huge amount of research work is needed in the government as well as private owned enterprises of Pakistan to understand how employees' emotional intelligence matters. The theoretical arguments and empirical evidences of the present study argues that IM

has positive impact in strengthening the impact of emotional intelligence on organizational citizenship behaviour of employees.

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Appendix I
Questionnaire Survey

Dear Sir / Madam!

This survey is being administered to know your attitude towards various aspects of your work and daily life. Please take few minutes to complete the survey. I would like to ensure that the information/feedback provided by you will be kept confidential and will only be used for the academic/research purposes. Your cooperation in this regard shall be highly appreciated.
Thanking you!.

Age ☐ 20 or below ☐ 21-30 ☐ 31- 50 ☐ 51 or above	Gender ☐ Male ☐ Female	Highest Level of Education ☐ Less than Bachelors ☐ Bachelors ☐ Masters or above
Experience ☐ Less than a year ☐ 1-5 years ☐ 6-10 years ☐ 11-20 years ☐ 20 or above	Marital Status ☐ Married ☐ Unmarried ☐ Separated ☐ Other	Nature of Job ☐Doctor ☐Nurse ☐Administrative

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

(Please encircle the appropriate number against each statement)

Emotional Intelligence						
SA 01	I am good at describing my feelings.	1	2	3	4	5
SA 02	I don't always understand why I respond in the way I do.	1	2	3	4	5
SA 03	During an argument I do not know whether I am angry or sad.	1	2	3	4	5
SA 04	I don't always understand why I am stressed.	1	2	3	4	5
SA 05	When I am sad, I often don't know why.	1	2	3	4	5
SA 06	When I feel good, I can easily tell whether it is due to being proud of myself, happy or relaxed.	1	2	3	4	5
SA 07	As my emotions arise I don't understand where they come from.	1	2	3	4	5
SA 08	When I am touched by something, I immediately know what I feel.	1	2	3	4	5

SM 01	I never base my personal life choices on my emotions.	1	2	3	4	5
SM 02	I easily manage to calm myself down after a difficult experience.	1	2	3	4	5
SM 03	When I am sad, I find it easy to cheer myself up.	1	2	3	4	5
SM 04	If I dislike something, I manage to say so in a calm manner.	1	2	3	4	5
SM 05	I use my feelings to improve my choices in life.	1	2	3	4	5
SM 06	If someone came to me in tears, I would not know what to do.	1	2	3	4	5
SM 07	I find it difficult to listen to people who are complaining.	1	2	3	4	5
SM 08	I find it difficult to handle my emotions.	1	2	3	4	5
SoA 01	I am often a loss to understand other people's emotional responses.	1	2	3	4	5
SoA 02	I can tell whether a person is angry, sad or happy even if they don't talk to me.	1	2	3	4	5
SoA 03	I can easily explain the emotional responses of the people around me.	1	2	3	4	5
SoA 04	Most of the time I understand why people feel the way they do.	1	2	3	4	5
SoA 05	I often take the wrong attitude to people because I was not aware of their emotional state.	1	2	3	4	5
SoA 06	I am good at sensing what others are feeling.	1	2	3	4	5
SoA 07	I feel uncomfortable if people tell me about their problems, so I try to avoid it.	1	2	3	4	5
SoA 08	I am often surprised by people's responses because I was not aware they were in a bad mood.	1	2	3	4	5
SoA 09	Quite often I am not aware of people's emotional state.	1	2	3	4	5
RM 01	I know what to do to win people over to my cause.	1	2	3	4	5
RM 02	I can easily get what I want from others.	1	2	3	4	5
RM 03	When I see someone who is stressed or anxious, I can easily calm them down.	1	2	3	4	5
RM 04	I am good at lifting other people's spirits.	1	2	3	4	5
RM 05	I am usually able to influence the way other people feel.	1	2	3	4	5
RM 06	If I wanted, I could easily make someone feel uneasy.	1	2	3	4	5
RM 07	When I am confronted with an angry person, I can easily calm them down.	1	2	3	4	5

Organizational Citizenship Behaviour

Scale	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
OCBI 1	I help others who have been absent.	1	2	3	4	5
OCBI 2	I willingly give my time to help others who have work-related problems.	1	2	3	4	5
OCBI 3	I adjust my work schedule to accommodate other employee's request for time off.	1	2	3	4	5
OCBI 4	I go out of my way to make newer employees feel welcome in the work group.	1	2	3	4	5
OCBI 5	I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations.	1	2	3	4	5
OCBI 6	I give up time to help others who have work or non-work problems.	1	2	3	4	5
OCBI 7	I assist others with their duties.	1	2	3	4	5
OCBI 8	I share personal; properties with other to help their work.	1	2	3	4	5
OCBO 9	I attend functions that are not required but that help the organization image.	1	2	3	4	5
OCBO 10	I keep up with developments in the organization.	1	2	3	4	5
OCBO 11	I defend the organization when other employee criticize it.	1	2	3	4	5
OCBO 12	I show pride when representing the organization in public.	1	2	3	4	5
OCBO 13	I offer ideas to improves the functioning of the organization.	1	2	3	4	5
OCBO 14	I express loyalty toward the organization.	1	2	3	4	5
OCBO 15	I take action to protect the organization from potential problems.	1	2	3	4	5
OCBO 16	I demonstrate concern about the image of the organization.	1	2	3	4	5

Impression Management

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

Impression Management						
1	I talk proudly about my experience or education.	1	2	3	4	5
2	I make people aware of my talents or qualifications.	1	2	3	4	5
3	I let others know that I am valuable to the organization.	1	2	3	4	5
4	I make people aware of my accomplishments.	1	2	3	4	5
5	I take interest in colleagues' person lives to show that I am friendly.	1	2	3	4	5
6	I praise colleagues for their accomplishments so they will consider me as nice person.	1	2	3	4	5
7	I stay late at work so people will know that I am hard working.	1	2	3	4	5
8	I try to appear busy, even at times when things are slower.	1	2	3	4	5
9	I arrive at work early to look dedicated.	1	2	3	4	5
10	I come to the office at night or on weekends to show that I am dedicated.	1	2	3	4	5
11	I try gain assistance or sympathy from people by appearing needy in some areas.	1	2	3	4	5
12	I pretend to know less than I do to avoid unpleasant assignment.	1	2	3	4	5

Thank you very much for your assistance. If you have question or need clarification about the survey, please contact me to qarni6869@gmail.com

Appendix II

List of the Private Hospitals that has been considered for Data Collection

Hospital Name	Location
Maroof International Hospital	Islamabad
Ali Medical Centre	Islamabad
Shifa International Hospital	Islamabad
Doctors Hospital	Lahore
Fatima Memorial Hospital	Lahore
Ittefaq Hospital	Lahore
Qaid-e-Azam International Hospital	Rawalpindi
Maryam Memorial Hospital	Rawalpindi