

Impact of Emotional Intelligence on Emotional Labor and Employee's Job Performance Behavior

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Abstract

Based on emotional labor theory, this cross-sectional quantitative study examines the relationship between the emotional intelligence, emotional labor, counterproductive work behavior (CWB) and organization citizenship behavior (OCB). Data collected from 315 hospital employees through questionnaire. Data was analyzed through PLS-SEM. Findings indicated a statistically significance relationship between the emotional intelligence and emotional labor as well as organization citizenship behavior and counterproductive work behavior. The research highlights the importance of emotional intelligence skills for the favorable working outcomes. It is recommended for the organizations to understand how employees engage in emotional labor strategies (deep acting and surface acting) with both clients and organizational members (insiders) in order to avoid CWB and exhibit OCB.

Keywords: Emotional Intelligence, Emotional Labor, Deep Acting, Surface Acting, Counterproductive Work Behavior, Organization Citizenship Behavior.

Introduction

Researchers are focused on exploring emotional intelligence in many ways. The negative perspective on feelings started to change by "Emotional Intelligence" book published by Goleman, (1995) (Miao, Humphrey, & Qian, 2017). In previous years important results are estimated by emotional intelligence on multiple constructs. (Miao, Ronald, Humphrey, & Pollack, 2019; Cherniss, 2001; Goleman, 1995; Goleman; Boyatzis, & McKee, 2013).

In recent years many researchers and consultants are highly committed to explore the benefits of reading one's mind and its regulation i.e. emotional intelligence. Wong and Law (2002) and Joseph and Newman (2010), suggests that people with high emotional intelligence are better performer in contrast to the people with low level of emotional intelligence.

Guy and Lee (2015) has explained that emotions contribute an important role in the performance of employees leading to healthy organization. But surprisingly, behaviour of labor has been ignored by many

researchers. This research includes the impact of emotional intelligence (EI) on emotional labor (EL) and job performance behaviours i.e. counterproductive work behaviour and the organizational citizenship behaviour.

People in organization suffers from many kind of negative thoughts including enviousness, comparison with others, work burden, anxiety, depression and also introvert behaviour. Ashforth and Humphrey (1995) suggested that emotions are the backbone for organizational creativity and making decisions (Miao, Humphery, & Qian, 2017). Emotionally intelligent people can better regulate their emotions and can sensibly deal with all these negative feelings in tough situation (Miao, Humphery, & Qian, 2017) that is important for all designations within an organization (Guy & Lee, 2015). This research is important to understand the significance of emotions and its use to train employees in development of organizational citizenship behaviour and to reduce counterproductive work behaviour which is an immoral twin to OCB (Miao, Humphery, & Qian, 2017).

For every organization, it is very important to train their employees to reduce counterproductive work behaviour and to make their employees more committed towards the organization. This research will help them to investigate how emotional intelligence can play a dynamic role where there is emotional labor demand.

Shaozhuang et al. (2019) suggested future research on how employees engage in emotional labor strategies (deep acting and surface acting) with both clients and organizational members in different organizational types. Whereas Ghazo, et al. (2018), prescribes that future research ought to look at different factors other than EI that may positively affect OCB and negatively affect CWB. In addition, future research should give progressively broad perception of the subjects that can be accomplished by directing exploration on various areas of business. Pervaiz et al. (2019) suggests educators should investigate on utilization of surface acting and EI. Costakis (2018) recommends future research should concentrate on approaches to enhance the antagonistic impacts related with emotional labor for human services laborers.

Research Objectives

1. To examine the impact of emotional intelligence on deep acting.
2. To examine the impact of emotional intelligence on surface acting.
3. To examine the impact of deep acting on organizational citizenship behaviour.
4. To examine the impact of surface acting on counterproductive work behaviour.

Literature Review

Emotional Intelligence and Emotional Labor

Emotional Intelligence

People with high emotional intelligence reign supreme at the work, also behaves voluntarily (Miao, Humphary, & Qian, 2017), have better control their inner emotional circumstances (Humphery, Ashforth, & Diffendorff, 2015). Such people when experience these problematic feelings, EI ability guides them better to regulate it and handle the mood in productive way.

Palmer, Walls, Burgess, and Stough (2001) explored the idea that emotionally intelligent leaders may be more trained to effect the employees' emotions and resulting actions on the job efficiency (Prati & Karriker, 2018). EI is linked with the reduction of employee's stress as well. George (2000) suggested that the leader who displays emotions are suitable for the betterment of organization (Prati & Karriker, 2018). Initially De Raad (2005) examined the trait emotional intelligence with the model of five domains of big five personality trait theory and found that EI has a positive relation with the four out of five personality

traits (Petrides, Pita, & Kokkinaki, 2007). The big five model (personality trait) was described by Goldberg in 1981, which assumes that personality is a combination of five factors i.e. conscientiousness, openness to experience, extraversion, agreeableness, and neuroticism or its reverse emotional stability (Linden et al., 2018). In the research of (Petrides, Vernon, Schermer, Ligthart, & Boomsma, 2011) authors found the positive relationship between trait emotional intelligence and big five. EI correlates with the big five traits (Petrides, Pérez-González, & Furnham, 2007; Veselka et al. 2010). Several meta-analyses are also done for this evaluation (Van der Linden et al., 2017).

The negative relation between surface acting and job satisfaction is low where there is a high level of EI. The author integrated the findings with conversation of resource theory and found the evidence to prove his hypothesis (Nauman, Raja, Haq, & Bilal, 2019). The study of Grandey and Gabriel (2015) has shown that emotional intelligence is used widely to solve the problems in an organization. It is having the power to be the purpose of any emotion through perceiving, understanding, regulating, and also communicating emotions which results in effective performance (Choi, Mohammad, & Kim, 2019).

The research is linked with the staff of nursing to investigate their reactions of exhaustion on job outcomes; also to investigate the effect of EI and perceived leadership effectiveness on the relationship between job stressors and nurses' burnout. The research concluded that emotional intelligence moderates the relationship between job resources and burnout (Chen, Yan, & Chen, 2018).

Another study keeping emotional intelligence as a moderator investigated telecommunication employee job stress. The practical implication of this research is to reduce the stress that occurs due to the job in an organization. Also, this research addresses that while hiring, managers not only should focus on education, skills, technological information but also on emotional intelligence. The outcome of this research is the happiness and life satisfaction (Naseem, 2018).

Another study has been completed to examines the relationship between anxiety and rumination, that is significant only when the people are low at the level of emotional intelligence. Emotional intelligence can help individuals to overcome the increased level of anxiety and rumination (Liu & Ren, 2016).

Emotional Labor

The perception of emotional labor was first recommended by a sociologist Arlie Hochschild in the research of flight attendants in (1983). There are two main dimensions of emotional labor, surface acting and deep acting as suggested by (Brotheridge & Grandey, 2002; Grandey, 2000; Hochschild, 1979; 1983). Surface acting is actually the covering of true feelings and expressing the emotions that employee actually does not feel also the other person finds appropriate and fits the situation, i.e. worsens the emotions of employee as suggested by (Scott & Barnes, 2011; Grandey, 2003).

In contrast to this Deep acting is basically adjusting or controlling one's thinking to feel the emotion that person is expressing (Grandey, 2000; Scott & Barnes, 2011). This reference has been given by a group of researchers in their study of leadership. See (Lu, Zhang, & Ming, 2016). In 2002, Brotheridge and Grandey inquired from employees to record their level of surface and deep acting for the purpose of research. The questions consisted of "I make an effort to actually feel the emotions that I need to display to others." For deep acting questions like "I hide my true feelings about a situation" were asked by the respondents (Lu, Zhang, & Jia, 2016).

In research paper (Lu, Zhang, & Jia, 2016) authors says there are several outcomes of emotional labor. Contrasting deep acting, surface acting negatively effect on organization like emotional exhaustion, activating employees turnover (Xu et al., 2014), psychological stress (Hülshager & Schewe, 2011), and burnout (Carlson et al., 2012). Researchers have necessitated further research to explore the leadership behaviour that gives the positive emotional labor of employees (Mo & Shi, 2017).

Previous study has focused the negative events (aggressive customer or abusive supervisor) (Wu & Hu, 2013), that affect emotional labor, few has considered leadership (servant) that is the positive event, to examine the effect on emotional labor. This gap of relationship between the servant leadership and emotional labor has been filled by (Lu et al, 2016), proving it by social information- processing theory presented by Salancik and Pfeffer in 1978. The findings of the research show the positive relationship between servant leadership and deep acting but negative relation between the surface acting and servant leadership, while trust plays a mediating role between these relationships.

This research also talks about the relationship between routineness of interaction (in terms of customer) with surface and deep acting. Big five personality theory has been used for the analysis of this study (Diefendor, Croyle, & Gosserand, 2004). Another research by (Cho & Song, 2017) has shown the effect of surface acting (dimension of emotional labor) on turnover intention of social workers. Four dimensions of emotional labor based on the characteristics of interaction are presented by Morris and Feldman (1996).

According to Chang (2009), emotional labor for teachers is basically hiding negative feelings and displaying positive emotions, which can lead to implicit burden results in burnout. Kinman et al. (2011) and Keller et al. (2014) said emotional labor is associated with the decreased job satisfaction and increased burnout. Further researchers, for instance, surface versus deep acting by Grandey (2000), purposes that emotional labor of teachers can likewise influence their psychological health. Hulsheger et al. 2010; Karim & Weisz (2011), established that surface acting is negatively linked with greater occupational stress and psychological well-being. Hoshchild (1983) suggested the emotional labor theory consisted of dimension deep acting and surface acting which is how you privately feel and how you manage to behave in general public dealing.

Developing Hypothesis H1 and H2

Jeon (2016) stated that the emotional intelligence and emotional labor strategies are theoretically very alike to one another. There have been rare researches on the effect EI on EL. Previous research has explored it showing differing results. Brotheridge (2006) studies EI and EL using EI measure (MSCIET) established by Mayer et al. (2002). Then several dimensions of emotional intelligence have been examined by the strategies of emotional labor (DA and SA). Mikolajczak et al. (2007) found that EI has a negative related with both DA and SA. In Austin et al. (2008) research, EI has no relationship with DA, but has negative association with SA. In contrast, the conclusion of Yin et al. (2013) study exhibited a significantly positive EI influence on DA and no effect on SA. In previous research, Johnson and Spector (2007) and Lee (2010) explored that EI is associated with DA in positive relation and negatively with SA.

Pervaiz, Ali, and Asif (2019) stated that emotional intelligence is a multidimensional concept and is explored in many ways also managed in many ways by employees (Moesby-Jensen & Nielsen, 2014). Literature shows that employees with high emotional intelligence are less likely involved in surface acting. Whereas employees having high emotional intelligence are more involved in deep acting (Kim et al., 2012; Sliter, Chen, Withrow, & Sliter, 2013; Yadisaputra, 2015).

H1: Emotional intelligence has positive impact on deep acting.

H2: Emotional intelligence has positive impact on surface acting.

Emotional Labor and Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB)

According to the Kartz (1964) each enterprise desires personnel to showcase three of behaviors to guarantee that they proceed to run efficaciously and reap high level of organizational performance. They

comprise the truth that personnel should be triggered to enter and determine to stay dedicated, Accomplish the particular duties allocated to them (in-role performance) and need to undertake innovative ways of engaging in organizational objectives backyard their job description which is known as Organization citizenship behaviour. The thinking of OCB is also akin to ideas for example pro-social Organizational behaviors (George, 1990), organizational spontaneity (George & Brief, 1992) contextual performance (Borman et al., 1995), and extra-role behaviors (Van Dyne et al., 1995; Baah & Mekpor, 2017).

Such behaviors exceed the formally described job description given to the person via the organization. Lastly, OCBs are not diagnosed as part of the formal incentive system of the organization consequently; employees indulge in them without the anticipation of being compensated for their efforts (Organ, 1988). Miao, Humphrey, and Qian (2018) stated in an important revised work of OCB, Organ (1997) stated that OCB is "performance that supports the social and psychological environment in which task performance takes place." It is essential to study the qualities and competencies behind OCB due to the fact OCB impacts worker comfort and the usual enactment of an organization (Gonzalez-Mulé, Mount, & Oh, 2014). Koys (2001) discovered in a longitudinal study of OCB that it advances organizational efficiency.

Organ (2017) suggested in his research we must stance the query of whether the effort and time concerned in OCB might, at some level, come at the cost of core job performance and output, or the refinement of extra talent and workmanship on the job. Whether this is due to an exclusive character trait or perhaps because some OCB directed toward colleagues is in some sense greater fascinating than some in-role tasks, the ultimate effect might proceed to abandon essential job duties or responsibilities with subsequent decreased efficiency and consequences on wage, promotion, and some perquisites. Bolino et al. (2015) concluded that exhaustion from high levels of OCB depended on the levels of apparent organizational livelihood, excellence of team member exchange and the pressure exerted for OCB.

A research by Zubair and Khan (2018) explains the findings of Amunkete and Rothmann (2015), as authentic leadership and impacts associated with the employee or individual are related to a greater extent with personal factors of employee. Leaders and supervisors help their followers in facilitating their philosophies, expectations, principals, and approaches which eventually deliver them a path to select the finest choice about their growth and perfection.

Another research by Dai, Hou, Chen, and Zhuang (2018) suggests and examines the moderated path examination to discover the collaborative influence of perceived supervisor support and supervisors' organizational personification on OCB also the mediating effect of perceived organizational support.

Another antecedent of OCB is discussed in the research paper of Lim, Han, and Joo (2018) leaders' emotional intelligence has a positive influence on leader trust and value congruence; conversely, emotional intelligence level of nurses' has a negative and adverse influence on these variables. Moreover, leader's trust has a positive influence on OCB.

Job autonomy is positively associated to the OCB and collective OCB is than positively related to organizational performance, in this research model automation is used as a moderator. Research found that when firm allows job autonomy to a greater extent, the employees are more frequently involved in OCB and the organization enjoys greater level of enactment in terms of labor efficiency, excellence and customer fulfillment.

Developing H3 and H4

Previous research concludes the association of emotional labor strategies with OCB. In a research article by Ko, Choi, Rhee, and Moon (2018) author explored a mediating role of emotional labor strategies (SA and DA) between social capital and job engagement and its effect on OCB. Author examined the effect of social capital on OCB in the context of emotional labor.

By means of a sample of teachers in China, they studied the relationship between emotional labor and OCB also experienced the mediating part of work engagement in the relation. Researchers established that emotional labor strategies, (deep acting and the surface acting), are significantly associated to OCB performed by teachers (Cheung & Lun, 2015).

H3: Deep acting has a significant impact on OCB

H4: Surface acting has a significant impact on OCB

Emotional Labor and Counterproductive Work Behaviour (CWB)

Counterproductive Work Behaviour (CWB)

Spector and Fox (2002) stated that CWB is a conscious behaviour specifically envisioned to hurt organizations and individuals in an organization. It consists of all the actions as a purpose to harm others or the organization. Abandoning work, doing things erroneously, mental violence, and resentment are most of the common behaviors.

CWB also includes theft and sabotage. While some of the actions are directly heading towards people and some are directed towards the organization. (Gonzalez-Mulé et al., 2013). Hollinger (1986) and Robinson and Bennett (1995) created their construct of CWB on nonconformity, that is defilement of norms and rules of an organization.

In a recent research paper by Dartey-Baah and Mekpor (2017), authors have considered CWB by giving the reference to previous researches. In an inclusive study on the perception of CWB, Anjum and Parvez (2013) reckoned from several authors that CWB can include: mobbing (Zapf & Einarsen, 2005), rage (Neuman & Baron, 1997), complaint (Kelloway et al., 2010), fierceness at the workplace (Barling et al., 2009), impoliteness (Andersson & Pearson, 1999), vengeance (Skarlicki & Folger, 1997), and deviation (Robinson & Bennett, 1995).

In a recent research by Zhang, Crant, and Weng (2019) author explored that CWB can also cause financial loss for an organization, drop the level of well-being and satisfaction of an employees (Vardi & Weitz, 2004; Penney & Spector, 2005). Researchers and experts pay devotion to CWBs moderately due to its dominance and negative consequences. Intellectuals preserve that CWBs happen at all stages in an organization (Oh et al. 2014) and proposed that almost 75% of employees have performed certain categories of CWB such as robbery, rage, at some level of their profession (Ma & Liu, 2018).

Developing H5 and H6

CWB can be eliminated through emotional labor strategies. Employees with a greater level of emotional labor are less involved in CWB. In contrast, low emotional labor provokes employees to get involved in counterproductive work behaviour. Employees having a high level of emotional labor connect deep acting to the lower level of CWB. On the other hand, employees with low emotional labor levels supporting surface acting, more likely gets involve in CWB (Riaz, Arif, Nisar, Ali, & Hussain, 2018).

H5: Deep acting has a significant impact on CWB

H6: Surface acting has a significant impact on CWB

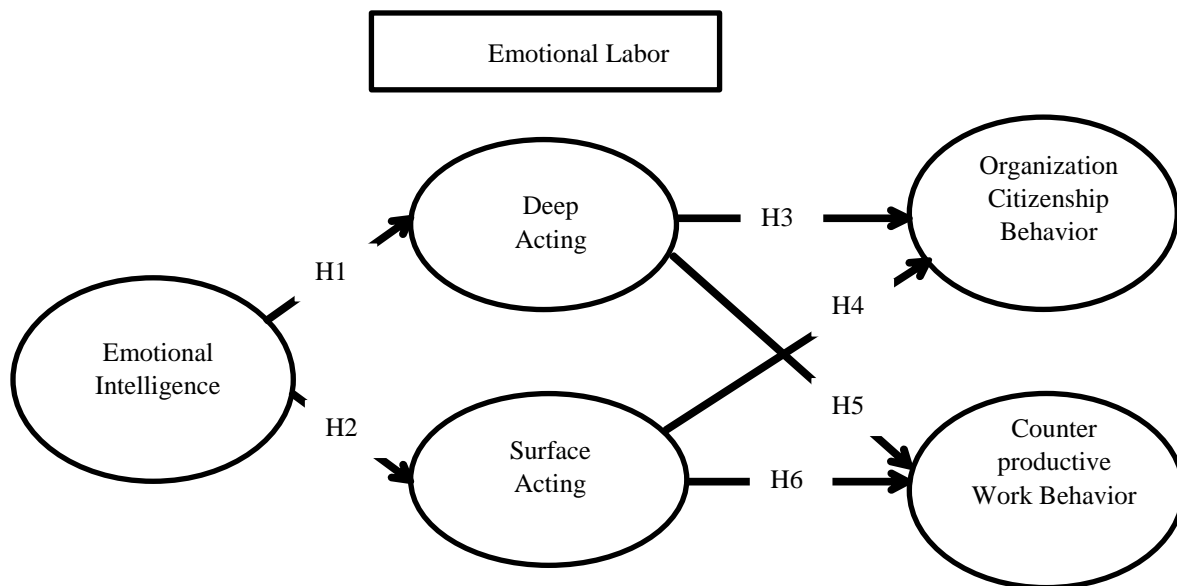


Figure 1: Theoretical Framework

Methodology

In this study, the data collected from the hospital employees (i.e. doctors, nurses, and medical technicians) of major hospitals in Islamabad, Rawalpindi, and Lahore. A self-administered questionnaire was used to collect data from the sample. Convenient sampling technique was used to collect the data from the doctors, nurses, and medical technicians. Survey method was widely used to assess behavior and analyze variables (Newsted et al. 1998). For data collection, paper and pencil survey was used and visited the hospitals of Islamabad, Rawalpindi, and Lahore where people from all across the country reside for their education and jobs (Islam et al., 2019). Prior permission was taken from the hospitals management for collection of data. After taking permission, respondents were approached on convenience and they were taken on volunteer base. Total 500 questionnaires were floated and 362 questionnaires were returned back. Finally, 315 complete questionnaires were included in the study and remaining 47 questionnaires were discarded because they are blank or not filled completely. To ensure the ethical consideration, the consent of participants was taken and ensured them; their responses are taken only for research purpose and will not be shared with anyone.

Measures

The concept of emotional intelligence has been measured by Wong and Law (2002) instrument that contains 12 items. Observed variables of emotional intelligence have been coded as EMI1 up to the total number of items. In 1998, Brotheridge and Lee presented a scale of emotional labor with its dimensions. It consisted of 6 items, 3 items for each dimension (deep acting and surface acting). Organizational citizenship behavior is measured by Lee and Allens (2002) scale of OCB that consisted of 4 items in order to measure variable. Lastly, counterproductive work behavior is measured by Robinson and Bennett (1995) scale. This measurement scale consists of 10 items. Responses are collected on 5-point Likert scale i.e. strongly disagree to strongly agree.

Procedure

PLS Equation Modeling (PLS-SEM) device was utilized to dissect the hypothesized model. This strategy can provide to draw and study complex associations between and among factors or multiple constructs.

This strategy is moreover beneficial in pertaining to hypothesis and information and to analyses correlation amongst a number constructs. Likewise, it also helps to tests cause-impact relationship of latent factors. PLS-SEM is a two phase technique model. The foremost mannequin is called as “measurement model” whilst the subsequent model is alluded as “structural model”. Both these models validate the research mannequin using the gadgets (Vinzi, Chin, Henseler, & Wang, 2010). The essential mannequin supports the confirmatory component assessment alongside reliability and validity. The validity is checked via convergent validity which is one of the categorizations of construct validity, and discriminant validity to break down the unmistakable correlation amid the factors. Similarly, Cronbach alpha (coefficient alpha) used to be estimated to dissect reliability and internal consistency of every find out about variable. PLS system was once carried out with Smart PLS 3.0 programming (Ringle, Wende, & Will, 2005) to empirically investigate the anticipated model.

Results

Demographic Analysis

This part of research provide the characteristics of sample. These characteristics include gender, age, and education of the 315 individuals of an understudied sample. There were 168 (53.3%) males and 147 (46.7%) females. The 130 (41.3%) employees have age between 21-30 years, 89 (28.2%) employees have age between 31-40 years, 56 (17.7%) employees have age between 41-50 years, and 40 (12.8%) employees have age between 51-60 years. The 110 (34.9%) employees have less than 5 years job experience, 78 (24.6%) employees have job experience between 6-10 years, 76 (24.1%) employees have job experience between 11-15 years, and 52 (16.4%) employees have job experience more than 15 years.

Measurement Model

In this research, the partial least square structural equation modeling technique was used. In the measurement model, the outer loadings are analyzed initially. The significance of the measurement model is enhanced by verifying observed variables and their respective items. Outer loading of every item of each variable is checked for this purpose. Based on the criterion, the item with less than 0.50 outer loading is deleted. The emotional intelligence variable of the study is computed with 8 items (i.e., EMI1, EMI2, EMI3, EMI4, EMI5, EMI9, EMI10, and EMI11) and four items were deleted due to poor outer loadings. Deep acting is computed with 3 items (i.e. DEA1, DEA2, and DEA3). Surface acting is computed with 3 items (i.e. SUA1, SUA2, and SUA3) and no item was deleted. Organizational behavior is computed with 4 items (i.e. OCB1, OCB2, OCB3, and OCB4). Counterproductive work behavior is computed with 8 items (i.e. CWB1, CWB2, CWB3, CWB4, CWB5, CWB6, CWB7, and CWB8). Results of outer loading were presented in the Table I.

After a thorough analysis of outer loading, the next part that is to test reliability and validity analysis for all constructs. To test reliability analysis (internal consistency), Cronbach alpha and composite reliability are two major criteria that were employed to analyze the reliability. Cronbach alpha was first measure that was employed. It offers the estimation of reliability by using the correlation between constructs with assumption that equal reliability persists in all constructs. Final values of Cronbach alpha fluctuated among 0.80-0.91 that showed high reliability as per threshold by Fornell and Larcker (1981) i.e. > 0.70. Results were presented in Table I.

The second criterion for internal consistency is composite reliability. External loadings of all variables were used to test the composite reliability. Final values of composite reliability ranged between 0.88-0.92. It showed that high composite reliability is existed as values are the above-recommended threshold by Arnold and Reynolds (2003) i.e. > 0.70. Results were displayed in Table I.

To test correlation among all observed items of respective variable, convergent validity can be used. For convergent testing validity of variables, average extracted variance (AVE) is measured. Results exhibited that the convergent validity of variables ranged between 0.53-0.75. This exposed that all variables have high convergent validity as AVE is higher than 0.50 thresholds as recommended by Fornell and Larcker (1981). Results of convergent validity are presented in Table I.

Table I: Result of Measurement Model

Constructs	Code	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Emotional Intelligence	EMI1	0.72	0.87	0.90	0.53
	EMI2	0.74			
	EMI3	0.80			
	EMI4	0.79			
	EMI5	0.73			
	EMI9	0.62			
	EMI10	0.73			
Deep Acting	EMI11	0.64	0.82	0.89	0.73
	DEA1	0.85			
	DEA2	0.84			
Surface Acting	DEA3	0.88	0.80	0.88	0.71
	SUA1	0.85			
	SUA2	0.86			
Organization Behavior	SUA3	0.81	0.89	0.92	0.75
	OCB1	0.86			
	OCB2	0.87			
	OCB3	0.87			
Counterproductive Behavior	OCB4	0.86	0.92	0.92	0.61
	CWB1	0.81			
	CWB2	0.84			
	CWB3	0.81			
	CWB4	0.78			
	CWB5	0.77			
	CWB6	0.76			
	CWB7	0.74			
	CWB8	0.73			

At end, the discriminant validity of all study variables is measured. For this purpose, Fornell-Lacker technique of testing discriminant validity is used. According to Fornell-Lacker technique, square root of average extracted variance of study construct is matched with correlation values of respective constructs. Results were presented in Table II displayed that correlation values of variables are less than the square root value of their respective variable.

Table II: Discriminant Validity Results

	EMI	DEA	SUA	OCB	CWB
Emotional Intelligence (EMI)	0.73				
Deep Acting (DEA)	0.71	0.86			
Surface Acting (SUA)	-0.78	-0.63	0.84		
Organization Citizenship Behavior (OCB)	0.62	0.69	-0.64	0.86	
Counterproductive Work Behavior (CWB)	-0.66	-0.52	0.52	0.60	0.78

Structural Model

After analyzing measurement model, structural model was employed for analysing research hypotheses among all constructs. For testing structural model, Hair et al. (2017) recommended five steps i.e. multicollinearity test, hypotheses testing, analysis of R^2 , analysis of effect size f^2 , and analysis of predictive relevance Q^2 .

At first step to check the multicollinearity, variance inflation factor test was applied for all study variables. Results displayed that no multicollinearity problem happened as VIF score is below 10 as threshold recommended by O'Brien, 2007. Results were presented in the following Table V.

At second step, hypotheses are tested. The first hypothesis was emotional intelligence has significant positive influence on deep acting and resultant value showed that $\beta = 0.71$, $p < 0.00$ that exhibited that emotional intelligence has positive and significant influence on deep acting. The second hypothesis was emotional intelligence has negative and significant influence on surface acting and resultant value showed that $\beta = -0.78$, $p < 0.00$ that exhibited that emotional intelligence has negative and significant influence on surface acting. In third hypothesis, it was hypothesized that deep acting has positive and significant influence on organizational citizenship behavior and resultant value showed that $\beta = 0.47$, $p < 0.00$ that exhibited that deep acting has positive and significant influence on organizational citizenship behavior. In fourth hypothesis, it was hypothesized that deep acting has negative and significant influence on counterproductive work behavior and resultant value showed that $\beta = -0.32$, $p < 0.00$ that exhibited that deep acting has negative and significant influence on counterproductive work behavior. In fifth hypothesis, it was hypothesized that surface acting has negative and significant influence on organizational citizenship behavior and resultant value showed that $\beta = -0.34$, $p < 0.00$ that exhibited that surface acting has negative and significant influence on organizational citizenship behavior. In sixth hypothesis, it was hypothesized that surface acting has positive and significant influence on counterproductive work behavior and resultant value showed that $\beta = 0.31$, $p < 0.00$ that exhibited that surface acting has positive and significant influence on counterproductive work behavior.

Table III: Testing of Structural Model

Structural Path	β	P-value	Results
H1: Emotional Intelligence → Deep Acting	0.46	0.00	Accepted
H2: Emotional Intelligence → Surface Acting	0.18	0.00	Accepted
H3: Deep Acting → Org. Citizenship Behavior	0.10	0.00	Accepted
H4: Deep Acting → Counterproductive Work Behavior	0.18	0.00	Accepted
H5: Surface Acting → Org. Citizenship Behavior	0.69	0.00	Accepted
H6: Surface Acting → Counterproductive Work Behavior	0.63	0.00	Accepted

In next step, R^2 (coefficient of determination) gauge the predictive accuracy of model. This presents the variation in dependent construct because of independent constructs. Further, effect size (f^2) is measured. Result showed that emotional intelligence has f^2 value 0.36 which shows strong effect size (i.e. value higher than 0.35). Surface acting has f^2 value 0.16 and organizational citizenship behavior has f^2 value 0.29 which shows moderate effect size (i.e. value fall between 0.15 and 0.35), while other variables (i.e. deep acting and counterproductive work behavior) have weak effect size as per criterion (i.e. value less than 0.15) of Hair et al. (2017). At last step, predictive relevance is measured through blindfolding technique. Results showed that Q^2 values for deep acting, surface acting, organization citizenship behavior, and counterproductive work behavior are 0.36, 0.43, 0.40 and 0.20 respectively that are above threshold i.e. greater than zero (Hair et al., 2017). Results showed in Table IV.

Table IV: Structural Model Results

	VIF	R ²	f ²	Q ²
Emotional Intelligence (EMI)	-	-	0.34	-
Deep Acting (DEA)	1.00	0.51	0.09	0.36
Surface Acting (SUA)	1.00	0.61	0.16	0.43
Organization Citizenship Behavior (OCB)	1.66	0.55	0.29	0.40
Counterproductive Work Behavior (CWB)	1.67	0.34	0.11	0.20

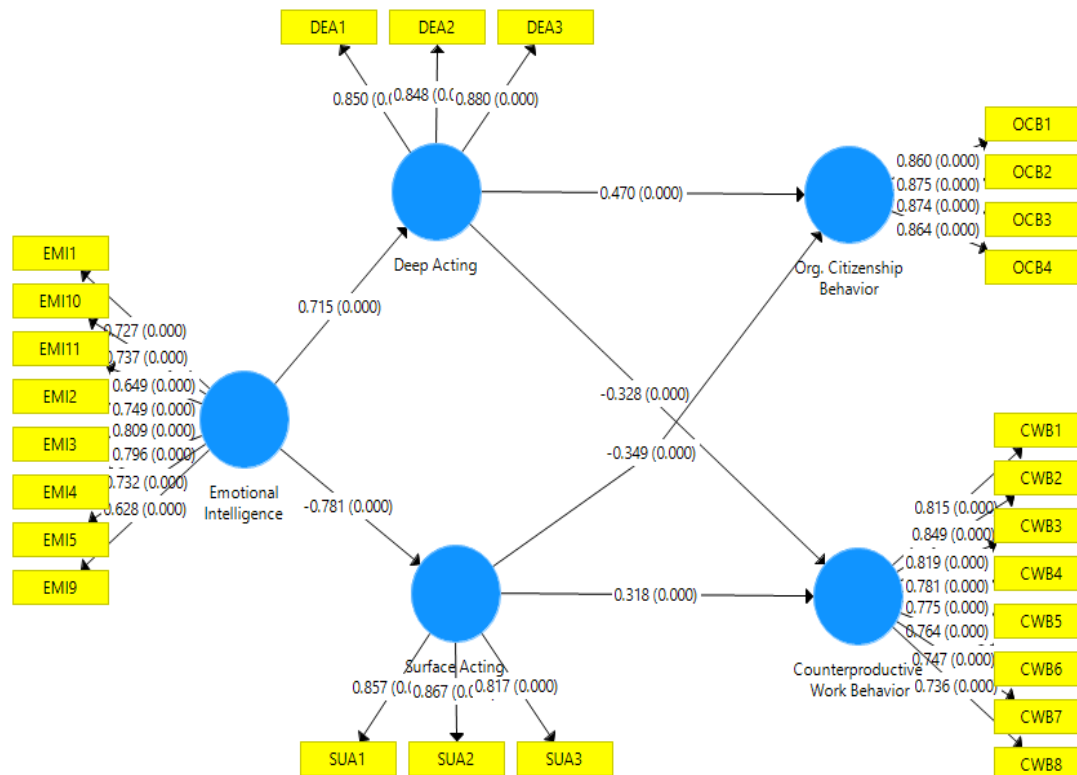


Figure 2: Structural Model

Discussion

This research is set out to address a fundamental issue related to employees' emotional intelligence towards their performance behavior outcomes. In simple manner, also to explore what effect emotionally intelligent doctors and nurses may cause to drive OCB and CWB. The framework has been confirmed by studying the employees of hospitals (i.e. doctors and nurses). Among the construct employees with better understanding of their emotions have knowledge to display accurate emotions according to the situation. They have better understanding about which emotion to display at what time. Hospital employees with better EMI abilities are more aware of their emotions as well as others emotions. Hospital employees who are less motivated for their work are more encouraged to pretend the fake emotions for job. Similarly, employees with undefined goals and wage directions are less likely show appropriate emotions towards the other employees they are dealing with. Hospital employees who are more willing to work hard for better emotional understanding are more dedicated towards their work and do not exaggerate their daily routine performance. These employees make an exertion to feel the emotions that they need to experience according to the situations. These employees are highly loyal to the organization they are working in. they contribute towards the

development of the organization. Hospital employees who pretend to display appropriate emotion required for the job are not involved in helping other employees. Pretending emotions that are fake leads to the negative emotions and hence effects the creativity, and ideas of employees that could help an organization to improve its functioning and performance. Employees who attempt to experience the emotions that are appropriate for the situation and make an effort to regulate their emotions are less likely to involve in the exaggeration of job duties, and conflict behavior. Employees with better emotional knowledge to experience are less involved in gossips about organization they are part of. They never avoid organization task but are highly motivated to perform it in productive manner. These employees try not to harm organization and are not involved in organizational theft. Employees who are involved in pretending the emotions and make an exertion to show the emotions that are not real are more involved in negative behavior outcomes like organizational theft, exaggeration of work as well as they work slowly by intention to avoid more work. Emotional imbalance can lead towards blaming other coworkers as well as gossips.

This research contributes towards the understanding of direct and indirect effect of emotional intelligence on emotional labor, which further affects the OCB and CWB. This research has filled the gap by taking emotional labor as a mediator in this current research. It suggests that employees who are highly emotional intelligent show better emotional labor strategy. They can better regulate the emotional display and hence they show the performance behavior accordingly. More emotional intelligent employees can better display deep acting and hence are more focused towards citizenship behavior. This research has also advanced the theoretical understanding of emotional intelligence by assuring its effect on emotional labor strategies i.e. deep acting and surface acting. Research has acknowledged the positive phase of emotional intelligence by confirming its positive consequences as well as has provided to path to reduce the negative behavior. This research has contributed to reduce the negative outcomes of stress and surface acting. As appeared in this research, emotional intelligence and regulation can assume a noteworthy job in managing and showing feelings precisely and furthermore energizes organizational citizenship conduct through the emotional labor in mediating role. Associations ought to likewise execute emotional labor trainings with the goal that workers may find support in diminishing the negative conduct if there is an occurrence of any dispute or conflict. Organizations should deal with their own practices and pay regard towards the transformation of negative conduct into citizenship conduct. In such manner emotional knowledge is a noteworthy component.

Limitations and Future Recommendations

There are certain confines in current study that need to be addressed. The data collected was on the basis of cross sectional method. This could affect the subjectivity that the response of participant can be different in situations depending on the day they experience. Since the test is not conducted again and again the results are limited up to one set of data. Another limitation of the current study is the data collection method in which the questionnaire instrument was used. The participating agencies distributed the questionnaires on behalf of researchers. This can create biasness depending upon how respondent feels about the agency representative sending the link. To eliminate this type of issues, data collection technique can be changed so that the employee grievances don't affect the results. Another limitation of the study is small sample size i.e. 315. Also, the population is based on hospital employees data set which cannot be generalized for every sector. Greater sample size can provide more appropriate or may be different results.

This study focuses on the effect of emotional intelligence on emotional labor and performance behaviors. Future investigation can be done by including any moderator for example emotions caring capacity and many others as there is no moderator present in the current construct. Similar construct can also explore many other sectors including government, private, corporate and non-profit as emotional labor is essential in all fields of life including public dealing, not for profit services and management (Costakis, 2017). Future research should also explore some other sectors, emotional intelligence is significant for leaders and supervisors in different organizations.

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