



## Emotional Intelligence: A Tool to Create Organizational Citizenship Behavior and Minimize Service Sabotage Behaviours in the Service Sector of Pakistan

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### ABSTRACT

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Emotional intelligence helps to predict and control the changing behaviour of employees. Our study focuses on customer service sector employees, organizational citizenship behaviour, and service sabotage. The study also explained the effect of emotional intelligence on OCB with the mediation role of emotional labour. In addition, moderation role of EI between emotional dissonance and service sabotage. The time horizon was longitudinal and descriptive; the geographical area included Gujranwala, Lahore, and Sialkot. The study's findings show a significant positive association of emotional intelligence with organizational citizenship behaviour. Emotional intelligence significantly moderates the strength of the relationship between emotional dissonance and service sabotage.

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## 1. Introduction

Emotional intelligence refers to "the ability to monitor one's own and other's feelings and emotions to discriminate among them and use this information to guide one's thinking and actions" Dirican and Erdil (2020), while EL concern the "effort, planning and control needed to express organizationally desired emotions during interpersonal transactions" (Ali, Sastrodiharjo, & Saputra, 2022). Studies show that Organizational Citizenship Behavior is vital to service sector employees. Organization Citizenship behaviour is the voluntary behaviours not defined in an employee's job description that boost organizational performance (Ridwan, Mulyani, & Ali, 2020). Organizational citizenship behaviour results in Organizational participation, loyalty and obedience (de Geus, Ingrams, Tummers, & Pandey, 2020). Moreover, Cheng, Guo, Tian, and Shaalan (2020) identified the additional outcomes as loyalty boosterish (promoting the organization's image), interpersonal helping (helping other employees) and individual initiative (expressing meeting deadlines and low absenteeism).

This study aims to provide and check a theoretical outline suggesting that Emotional labour mediates the relationship between Emotional intelligence and Organizational citizenship inside the service sector. Discovering the relations between these variables can assist managers (Cheng et al., 2020) in creating optimistic workplace behaviours that can subsidize better service relations. Service sabotage is the deliberate actions by service employees (Ye, Lyu, Wu, & Kwan, 2022) that are purposefully planned to affect well-designed service encounters adversely. Service sabotage involves revengeful actions, altering the service speed, playing tricks, and disappointing customers. In the research on the hospitality sector, more than 85% of employees (Ma & Ye, 2022) stated having been involved in service sabotage. The organization's growth and profitability are damaged due to service sabotage, negatively impacting customers' perception of service and desire to return. These issues are vital for the service sector due to the superiority of service depending upon (Hu, Lai, & King, 2020) how the service worker acts and speaks with clients. However, this issue has been unnoticed by the service sector. Moreover service sabotage

literature review reveals (Hu et al., 2020) that slight research has been made on the purposes of service sabotage and how it can be mitigated.

Undue chasing the viewpoint of 'customer is always right' also leftovers the main concentration of service-providing companies. The significance of maintaining a high level of personal interaction between clients and workers cannot be understated, as it directly impacts customer satisfaction. Most corporations aim to control the employee's emotions relevant to their clients. As a result, service workers are demanded to control their negative emotions and express their desires in front of clients. Workers must put their true emotions away for the sake of client's contentment. Frequent practice of emotional dissonance can cause exhaust emotionally and form emotional distress, which ultimately slows down the levels of performance, and efficiency and leads to service sabotage (Hu et al., 2020; Tao, Jang, & Kwon, 2019). This research also aimed to answer the question 'how emotional intelligence moderates the functional effect of emotional dissonance and service sabotage. Recently, emotional intelligence (EI) has attracted many researchers because of its significant implication for controlling emotional labour (EL). Emotional intelligence contains different social skills with identification and knowing self and others' emotional circumstances to regulate emotions to expedite productivity (Mayer, CARUSO, & SALOVEY, 1997; Tao et al., 2019).

## **2. Literature Review**

### **2.1. Emotional intelligence**

The concept of EI was first introduced by (Thorndike, 1920). According to Thorndike, "social intelligence" is the ability or skill by which one person understands another person's emotions and manages the others around him. Emotional intelligence is the first term used by (Mayer et al., 1997). They summed EI as the ability to observe someone's own and other's emotions and feelings to differentiate between them and use this information to direct someone's behaviour and decision. Moreover, they explore the ability model of emotional intelligence. The term emotional intelligence was popularized by Goleman and was described by (Dirican & Erdil, 2020). Goleman (2001) introduced the model of emotional intelligence named "mixed model". Furthermore, Model contained the five dimensions of EI self-regulation, self-awareness, social skill, empathy, and motivation (Goleman, 1998). Presently emotional intelligence owns three models Ability model (Mayer et al., 1997), the Trait model (Bar-On, 1997) and the Mixed model (Goleman, 1998). The study used the Ability Model, which contained four components. First, Self-Emotional Appraisal is a person's ability to empower self-assessment. In addition, Carminati (2021) describe SEA as one's capacity to be aware of his emotions and project emotions onto people. Secondly, other's emotional appraisal capacity to understand the emotional makeup of other people. Moreover, other's emotional appraisal directly influences social interaction, allowing individuals to understand internal and social cues (Cui, 2021). According to Johennesse and Pressley (2023) self-regulation and social behaviour are vital skills in service settings. The third component of regulating emotions is controlling or managing someone's emotions.

### **2.2. Emotional Labor**

Emotional labour was the term introduced by Hochschild (1983) (Taylor, 1998), moreover, she explained that employees act as EL when they show socially wanted emotions as a part of the job description. The concept of EL, essential in emotions, refers to control, effort and planning required to express organizationally desired emotions during communication (Kooshan, Manzari Tavakoli, Zeinaddiny Meymand, Hajipour Abaee, & Ebrahiminejad Rafsanjani, 2021). Hochschild (1983,1979) identified two in which employees modify their emotional expression (Taylor, 1998). Hochschild enlightened when employees show emotions that don't feel involved in surface acting and similarly when they show emotions that feel supported by deep acting. (Bodenheimer & Shuster, 2020) explained that employees must choose deep acting to alter their sincere emotions to understand customers consciously, have compassion, and empathize with them. Wang and Xie (2020) explored that nurse teachers as educators have a significant role in making nurse students understand and influence the feelings of patients and others with whom they interrelate. The prior research on EL is mainly based on surface and deep acting; the consequences of surface acting can cause employees misbehaviour (service sabotage); we explore this dimension.

### **2.3. Organization citizenship behaviour**

OCB is the behaviour advantageous to the organization, naturally made by employees and never directly or unambiguously inculcated in the organization proper reward system (Ali et

al., 2022). Moreover, Organization citizenship behaviour is not included in the job description or range delivered by the job description; such behaviors are similar to personal choice. Ridwan et al. (2020) described that organization's job description doesn't formally contain OCB but encourage the social-psychological work context to facilitate overall organizational task performance and well-being. In addition, the organization achieves efficiency, productivity, price reduction, decrease in turnover rate, and consumer satisfaction. The five dimensions of OCB include altruism, courtesy, civic virtue, sportsmanship and conscientiousness introduced by (Organ, 1988). Organizational participation, loyalty and obedience are the three categories of OCB described by (Mirza, Ashraf, & Jahangir, 2020; Tagliabue, Sigurjonsdottir, & Sandaker, 2020; Zhao, Butt, Murad, Mirza, & Saleh Al-Faryan, 2022; Zia, Younus, & Mirza, 2021).

(Mi et al., 2019) contributed additional dimensions to OCB, including loyalty boosterish (promoting the organization's image), interpersonal helping (helping other employees) and individual initiative (expressing meeting deadlines and low absenteeism). Moreover, cheerleading and peacemaking are included by the (Aguiar-Quintana, Araujo-Cabrera, & Park, 2020). Sportsmanship and courtesy were introduced by (Chahal & Mehta, 2010). Ng, Choong, Kuar, Tan, and Teoh (2021) concluded that at this time, 30 dimensions have been recognized but organ's dimensions are considered a foundation of all. All these dimensions are considered the measurement tools for OCB but mostly use the bi-dimensional approach of the OCB. These dimensions include OCBI and OCBO. According to Garg, Punia, and Jain (2019), OCBI is individually directed (an individual contributes to organization indirectly by his helping behaviour), and OCBO organizational directed (in which members contribute to overall organizational productivity). According to Piatak and Holt (2020) OCBI includes courtesy and altruism, and OCBO concludes sportsmanship, conscientiousness, and civic virtue.

#### **2.4. Emotional Intelligence and Emotional Labor**

According to Wen, Huang, and Hou (2019) there is a significant relation between traits EI and the dimensions of EL (surface acting and deep acting). Austin, Dore, and O'Donovan (2008) Identify that with the mediating role of personality traits EL is not significantly correlated with the DA and a high level of EI cause a negative relation between SA. Dimensions of emotional labour include others' emotional appraisal, self-emotional appraisal, regulation of emotions and use of emotions are negatively correlated with surface acting of emotional labour. These dimensions positively relate to deep acting (Yin, Lee, & Zhang, 2013). The mediating role of employee diversity among EI on EL is positive on DA and negative on SA. Moreover, the effect of other's emotional appraisal on surface action is higher in females than male (Jung & Yoon, 2014). The research of general companies including electronic, retail, finance and security outcomes, showed that emotional intelligence positively influences deep acting and negative on surface acting (Pervaiz, Ali, & Asif, 2019).

#### **2.5. Emotional Intelligence and Organizational citizenship behavior**

Kumari, Abbas, Hwang, and Cioca (2022) suggested that EI would help solve personal problems with co-workers and play vital roles in increasing OCB. Wong and Law (2002) describe that Research has demonstrated that OCB belongs to EI. Organizational citizen behaviors affected by the elements of emotional intelligence include self-emotional appraisal and use of emotion (Jung & Yoon, 2012), Moreover all the elements of EI has positively relate to OCB. Balouch investigates that OCB and EI significantly correlate; EI also impacts conscience and civil behavior.

#### **2.6. Emotional Labor and Organizational citizenship behavior**

Employees who how positive behaviors in the organizations are likely to involve in OCB match up to all levels of employees who display artificial emotions investigated (Purwanto, Asbari, Hartuti, Setiana, & Fahmi, 2021). Purwanto (2022) described an employee's involvement in changing emotions to associate with a customer's wants. In addition, this may produce a positive emotional environment that encourages organizational citizenship behavior. There is not any relationship between surface acting and organizational citizenship behavior. Surface acting does not involve genuine emotions, so it can't create OCB.

#### **2.7. The mediating role of emotional labor**

In various studies, emotional labour was used independent or dependent variable (Chen, Chang, & Wang, 2019). But in our study, we use the EL as the mediating variable. Luo, Guhait, Lee, and Madera (2019) explore some conditions that are require for the mediation, firstly

mediating variable should have significant relation with the independent variable (EI and EL), secondly significantly link with the dependent variable emotional labour and organizational citizenship behavior (Wen et al., 2019), finally independent and dependent variable significantly linked emotional intelligence and organizational citizenship behavior (Choi, Mohammad, & Kim, 2019). If all these above conditions are fulfilled, then mediation can be examined. Under these conditions our literature proves all the relations.

## **2.8. Emotional Dissonance**

Hochschild (1983), proposed that emotional dissonance is incongruity between inner and desired emotions, similarly the theory of the cognitive dissonance, which is presented by Festinger in 1957, and the contradiction arises when the employee's displayed emotions at job doesn't match with their actual emotions. Hochschild (1983) enlightened that when actual emotions fluctuate from desired emotions it results stress. Alrawadieh, Cetin, Dincer, and Istanbulu Dincer (2020) enlightened emotional dissonance as a personal conflict in which workers must hide their actual feelings and present the desired one to the clients. Jeon, Yoon, and Yang (2022) explained the problem of emotional dissonance and its significance to service workers and marketing in the organization, however the service workers felt that they were not well awarded in their marketing effort.

The worth of Yezza, Chabaud, and Calabrò (2021) outcomes examined that the low self-respect obvious in service sector workers that could pervade itself within the corporation, which results poor client service and eventually leads to low organizational performance. Based on prior empirical research it is argued that emotional dissonance is mainly source of strain and intimidate the employee wellbeing (Hochschild, 1983; Naseer & Raja, 2021), moreover the research on emotional dissonance are aimed on two main strategies used by employees to meet their displayed expectations, Alipour, Amelshahbaz, Safaeimanesh, Peyravi, and Salavati (2021) avowed these strategies are surface acting and deep acting. Surface acting is displaying emotions that not felt, employees deliberately modifies felt emotions to generate required emotions displays (Fiabane et al., 2019). Research on emotional dissonance widely based upon two strategies that employees used to create desired emotions, In this we identified the dimensions of service sabotage due to emotional dissonance.

## **2.9. Service Sabotage**

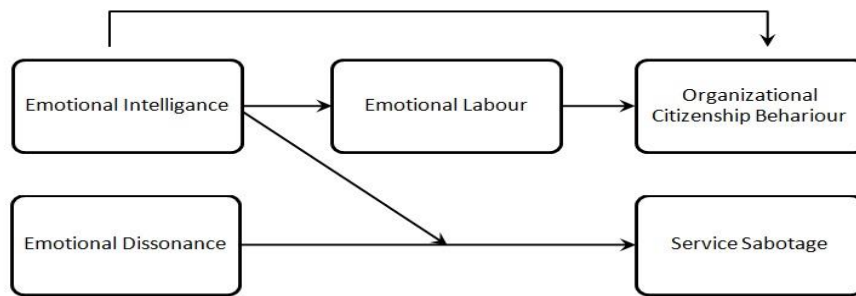
Service sabotage is the voluntary actions by service employees (Cheng et al., 2020) that are purposefully planned to affect well-designed service encounters adversely. The concept is also discriminated against by the simple error that workers aimed to detriment involved in it (Ye et al., 2022). It contains showing aggression, annoyance, or frustration at customers. This kind of behavior is unfavorable for service experience and an organisation's productivity and worth because distraction to service usually grind down customer 'perception of service excellence and contentment (Zulfiqar, Garavan, Huo, Akhtar, & Sarwar, 2023). Pervious researchers absorbed the other antecedes of service sabotage (Lyu, Zhu, Huang, & Chen, 2023). In the support of theory of conservation resources previous studies explored that lost resources may cause of service sabotage (Jiang, Shum, Min, & Ding, 2023). In addition, Shao, Rupp, Skarlicki, and Jones (2013) explored that engage in service sabotage with clients is the one way to restore self-respect that workers lost because of the mistreatment.

## **2.10. Emotional Dissonance and Service Sabotage**

Emotional dissonance is positively related to the service sabotage. Different organizations like hospitality workers who got the experience emotional differences between actual and practical feelings and desired feelings have probably engaged in it. In contrast, the moderating association of emotional intelligence (EI) weakens the association between ED and service sabotage (Alipour et al., 2021). In addition, if employees are emotionally intelligent in dealings with emotions are more effective in challenging work than those who are not emotionally intelligent; employees who are highly emotionally intelligent can use their abilities for carrying out emotional labor (Mayer et al., 1997). Furthermore Mo Wang, Hui, Yujie (2011) explored that client's mistreatment significantly prefigured with client sabotage. Alipour et al. (2021) enlightened that employee 'emotional negativity strengthened the effect of client sabotage, however the employees' self-efficacy for emotional regulation destabilized that effect.

**Figure 1: Theoretical Framework**

**Model**



The Hypothesis are follows;

- H<sub>1</sub>: Emotional intelligence has positive significant effect on organizational citizenship behavior.
- H<sub>2</sub>: Emotional intelligence has a positive significant effect on deep acting.
- H<sub>3</sub>: Emotional intelligence has a negative significant effect on surface acting.
- H<sub>4</sub>: Emotional labor has a positive significant effect on organizational citizenship behavior.
- H<sub>5</sub>: Deep acting positively mediates emotional intelligence and organizational citizenship behavior.
- H<sub>6</sub>: Surface acting negatively mediates the relation between emotional intelligence with OCB.
- H<sub>7</sub>: Emotional dissonance has a positively significant association with service sabotage.
- H<sub>8</sub>: There is moderation mechanism between Emotional intelligence with emotional dissonance and service sabotage.

### 3. Methodology

Our study investigates the behavior of service sector employees, furthermore the effect of various variables on the behavior of employees. Study used the survey technique to identify relation between EI, EL and OCB, moreover effect of emotional intelligence among ED and SS. For this purpose, questionnaire method is used. In questionnaire settings, it contained demographic profile of the respondents like the age, gender, education, and duration of service. Another section includes the variables of our study (EI, EL, OCB, ED and SS).

#### 3.1. Sampling

Our selected population includes the Gujranwala, Lahore, and Sialkot service sector employees. For the sample size method of Hair et al (2010) adopted, he described sample size should be equal to items used in the questionnaire multiplied by 10. A simple random probability sampling technique was used to collect the responses from 450.

#### 3.2. Measures

All the measuring scales were adopted from previous research. The scale of Libbrecht, N. et al. (2014) measures emotional intelligence, including the 16 items scale. This scale is widely used in previous studies. Emotional labors' scale was adopted by the Brotheridge and Grandey (2002), which owned the two dimensions: surface acting and deep acting. The scale has 8 items. The first 5 items represent the surface acting and remaining items of is deep acting. The scale of Paré measured organization citizenship behavior, G. et al. (2000) that has the 12 items scale 5 items of OCBI and 7 items of OCBO. Emotional dissonance measured by Chu and Murrmann (2006) based on the 11 items scale. Service sabotage measured by the scale of Harris and Ogbonna (2006), scale contains 9 items which was helpful to measure SS of respondent.

#### 3.3. Data Collection Method

We found the list of service sector companies from the internet working in Gujranwala, Lahore and Sialkot, contacted their HR manager and requested their customer care offices' location and list of employees. We randomly select 500 employees, arranged a meeting with the managers of customer care offices, communicated the purpose of our study and requested responses. We distributed the questionnaire according to the selected number of employees in

each customer care office. After one week we collected the questionnaire from each office. We collected the 450 questionnaires out of 500, out of total 35 questionnaires was incomplete and the other 15 were missing values. In this way we collected the data for time 1. And after 4 months we again collected the data from the same respondents for time 2. It was easy to collect data with the help of a list made at time 1.

#### 4. Results and Analysis

This study conducted in service industry and selected framework of population included all the employees in customer care offices of Lahore, Gujranwala, and Sialkot. Questionnaires floated in different customer care offices. There is a response rate of 90% from the respondents. 450 questionnaires were valid responded from 500 distributed questionnaires. Regarding age group 53% were 26-35, 31% from up to 25 and the remaining 16% related to above 36. Moreover, 55% of respondents were 51%, 45% and 4% belongs to bachelor’s degree, Master’s degree and others educational level correspondingly. 58%, 39% and 3% respondents were involved in full-time jobs, contractual jobs, and others separately. Employees engaged in their job with the duration of 46% have 2–5-year service and 22%, 18% and 14% have 5-10, up to 1 year and 10 years duration of job separately.

Table 1 shows the mean, standard deviations, and correlation of variables for time 1 and 2. Emotional intelligence shows the positive significant correlation with the deep acting and organizational citizenship behavior, moreover negative significant relation with the surface acting, emotional dissonance, and service sabotage. EI strongly correlated with OCB ( $r^1 = 0.553$ ,  $r^2 = 0.594$ ) and weakly correlated with ED ( $r^1 = -0.194$ ,  $r^2 = -0.224$ ). Results describe that relationship between the variables are stronger with time by comparing the values of time1 to time2. Employees of the service sector are more emotionally strong after the effect of time.

**Table 1: Correlation Analysis**

Variables	Mean	SD	$\alpha$	1	2	3	4	5	6
1 Emotional Intelligence	4.06	.62	.907	---					
2 Emotional Dissonance	2.72	.77	.852	-.194*	---				
3 Surface Acting	2.20	.18	.931	-.503**	.413**	---			
4 Deep Acting	4.32	.81	.732	.428**	-.324**	-.409**	---		
5 Organizational Citizenship Behavior	3.52	.55	.716	.553**	-.199*	-.357**	.461**	---	
6 Service Sabotage	2.67	.85	.833	-.272**	.335**	.411**	-.355	-.296*	--
	<b>CR</b>	<b>AVE</b>	<b>EI</b>	<b>ED</b>	<b>SA</b>	<b>DA</b>	<b>OCB</b>	<b>SS</b>	
Emotional Intelligence	0.721	0.525	<b>0.822</b>						
Emotional Dissonance	0.824	0.545	0.411	<b>0.734</b>					
Surface Acting	0.872	0.622	0.523	0.321	<b>0.751</b>				
Deep Acting	0.727	0.632	0.601	0.664	0.533	<b>0.752</b>			
Organizational Citizenship Behavior	0.838	0.554	0.411	0.543	0.437	0.691	<b>0.729</b>		
Service Sabotage	0.815	0.668	0.523	0.321	<b>0.528</b>	0.662	<b>0.692</b>	<b>0.762</b>	
	<b>CR</b>	<b>AVE</b>	<b>EI</b>	<b>ED</b>	<b>SA</b>	<b>DA</b>	<b>OCB</b>	<b>SS</b>	
Emotional Intelligence	0.721	0.525	<b>0.822</b>						
Emotional Dissonance	0.824	0.545	0.411	<b>0.734</b>					
Surface Acting	0.872	0.622	0.523	0.321	<b>0.751</b>				
Deep Acting	0.727	0.632	0.601	0.664	0.533	<b>0.752</b>			
Organizational Citizenship Behavior	0.838	0.554	0.411	0.543	0.437	0.691	<b>0.729</b>		
Service Sabotage	0.815	0.668	0.523	0.321	<b>0.528</b>	0.662	<b>0.692</b>	<b>0.762</b>	

Table 2 demonstrates the factor loading analysis of the item used to collect data from the respondent. All the values are greater than the 0.7 except items of EI 2, SS 8 and OCB 7. These values are eliminated during the estimation of time 1 and time 2. Table 3 presents the psychometric analysis that describes the validity of the variables by the CR & AVE. the value of the CR of all the variables is approximately 0.8 and the AVE should be 0.5. It means the validity of the variables is good, moreover the validity of the variable with him should be greater than

with the other. The table also compares the results of time 1 and time2, which shows the more validity of time 2 than time 1.

**Table 2: Factor Loading**

Constructs	Items	Factor Loadings
Emotional Intelligence	16	.788, .621, .716, .771, .705, .834, .718, .802, .876, .865, .794, .821, .804, .910, .871, .728
Emotional Dissonance	11	.718, .822, .847, .753, .715, .849, .823, .741, .813, .798, .784
Surface Acting	5	.752, .817, .766, .724, .794,
Deep Acting	3	.816, .7892, .752,
Organizational Citizenship Behavior	12	.783, .902, .782, .912, .892, .752, .671, .794, .821, .804, .910, .871
Service Sabotage	9	.728, .892, .837, .763, .784, .857, .892, .641, .862
Constructs	Items	Factor Loadings
Emotional Intelligence	16	.791, .682, .746, .792, .715, .848, .782, .832, .892, .814, .784, .827, .815, .982, .882, .731
Emotional Dissonance	11	.744, .817, .847, .739, .724, .855, .867, .719, .854, .788, .788
Surface Acting	5	.762, .822, .778, .728, .791
Deep Acting	3	.792, .793, .753
Organizational Citizenship Behavior	12	.774, .924, .790, .942, .871, .713, .692, .741, .853, .817, .929, .821
Service Sabotage	9	.756, .837, .891, .719, .774, .820, .818, .603, .843

**Table 3: Psychometric Analysis, Time1 & Time 2**

	CR	AVE	EI	ED	SA	DA	OCB	SS
Emotional Intelligence	0.742	0.582	0.82					
Emotional Dissonance	0.841	0.593	0.422	0.713				
Surface Acting	0.881	0.673	0.547	0.373	0.762			
Deep Acting	0.710	0.701	0.698	0.698	0.543	0.762		
Organizational Citizenship Behavior	0.852	0.594	0.473	0.583	0.478	0.681	0.713	
Service Sabotage	0.828	0.698	0.595	0.382	0.553	0.621	0.679	0.762

Table 4 gives the results of model fitness from both CFA and SEM dimensions of time<sup>1</sup> and time<sup>2</sup>. Chi-square approaches the 3 which is acceptable. Goodness of fit index GFI is greater than 0.9 and approaches to 0.95 and goodness of fit to the relevant model. AGFI has been adjusted goodness of fit index that is above 0.8. CFI (comparative fit index) approaches 0.95 which means a great model fit. Moreover RMSEA, whose value is less than 0.10 and approaches 0.5, indicates the good fit of model for both time analyses.

**Table 4**

Fit Indices	Time1		Time2	
	CFA	SEM	CFA	SEM
Cmin/df	3.01	2.98	3.05	3.01
GFI	0.94	0.93	0.95	0.94
AGFI	0.85	0.82	0.86	0.83
CFI	0.95	0.95	0.96	0.94
RMSEA	0.06	0.05	0.07	0.06

Table 5 enlightens the mediation analysis of the dimension of the emotional labor (deep acting & surface acting) between EI and OCB. EI has the positive and significant effect on the OCB which supports the H1. With the mediation roll of surface acting the effect of EI on OCB is weak by comparing the direct and total effect (H6). H5 describes the deep acting has the positive significant mediation between the EI and OCB, SEM path analysis prove the hypothesis 5 & 6

accepted. Furthermore, by comparing the results of time 1 and time2 the mediation is strong with the passage of time.

**Table 5: Structural Equation Modeling, Path Analysis, Time 1**

Independent Variables	Effects	OCB
Emotional Intelligence	Direct Effect	.491*
	Indirect Effect	-.382*
	Total Effect	.436*
Mediating variable: Surface Acting		
Criterion Variables	Effects	Organizational Citizenship Behavior
Emotional Intelligence	Direct Effect	.426*
	Indirect Effect	.376*
	Total Effect	.553*
Mediating Construct: Deep Acting, Time 2		
Criterion Variables	Effects	OCB
Emotional Intelligence	Direct Effect	.503*
	Indirect Effect	-.373*
	Total Effect	.447*
Mediating Construct: Surface Acting		
Criterion Variables	Effects	OCB
Emotional Intelligence	Direct Effect	.468*
	Indirect Effect	.332*
	Total Effect	.553*

Table 6 shows regression weights significance level for relationship hypothesized relationships. The results provide the evidence EI has the positive significant ( $p > 0.05$ ) effect on the OCB<sup>H1</sup> and DA<sup>H2</sup>, but negative effect on SA<sup>H3</sup>. EI has the highly effect on the OCB<sup>H1</sup> (0.523, 0.554) and low negative effect on the SA<sup>H3</sup> (-0.356, -0.396). By comparing the values of time1 to time 2 the independent variables has strong effect on the dependent variables in addition all the hypothesis are significantly accepted.

**Table 6: Regression Weights, Time 1**

			Estimate	S.E.	C.R.	P
Organizational Citizenship Behavior	<---	Emotional Intelligence	.523	.094	.057	.02
Service Sabotage	<---	Emotional Dissonance	.396	.082	1.25	.03
Surface Acting	<---	Emotional Intelligence	-.356	.071	2.82	.01
Deep Acting	<---	Emotional Intelligence	.414	.078	1.43	.00
Organizational Citizenship Behavior	<---	Emotional Labor	.424	.068	1.55	.03
Time 2						
			Estimate	S.E.	C.R.	P
Organizational Citizenship Behavior	<---	Emotional Intelligence	.554	.091	.051	.02
Service Sabotage	<---	Emotional Dissonance	.432	.075	0.95	.02
Surface Acting	<---	Emotional Intelligence	-.396	.069	1.15	.02
Deep Acting	<---	Emotional Intelligence	.423	.56	1.23	.01
Organizational Citizenship Behavior	<---	Emotional Labor	.453	.059	1.44	.00

**Table 7: Time 1: Moderating Role Emotional Intelligence on the relationship between Emotional Dissonance & Service Sabotage (Outcome: service sabotage)**

Model Coefficients						p
Int.	.39	.1	3.5			.01
Interactions						
Int. (1)	E_D	X	E_I			
	R2-Chng	F	df1	df2	p	
Int_1	.6	12.1	1.0	111.0	0.02	



**Table 8: Time 2: Moderating Role Emotional Intelligence on the relationship between Emotional Dissonance & Service Sabotage (Outcome: service sabotage)**

Model Coefficients					p
Int.	.43	.1	3.5		.01
Interactions					
Int. (1)	E_D	X	E_I		
	R2-Chng	F	df1	df2	p
Int_1	.07	11.2	1.0	121.0	0.02

## 5. Conclusion and Policy Implications

The fundamental aim of this study is to find the role of emotional intelligence towards organizational citizenship behavior while considering the emotional labor, our study also aimed to check that emotional dissonance who leads to service sabotage behavior in employees how can emotional intelligence mitigates it. Our results showed that service employees' behavior towards our study is stronger than time 1 in time 2. Our study also showed that emotional intelligence has the positive and significant association with organizational citizenship behavior that supported to our H1, and it means that the emotionally intelligent employees can manage their own emotions more comfortably and also more receptive of other's emotions which leads them willingly to be a volunteer and expend extra efforts to enhance organizational performance. Our results supported our H2 which linked between emotional labor and deep acting evidently, in deep acting there should be emotional awareness in the organization (Grandey et al., 2005). Our study is revealed that emotional intelligence has negative significant effect on surface acting, which is in the favor of our H3, it means that with the help of emotional intelligence surface acting can be minimize which is fruitful for the organizations in the longer run. H5 forecasts the deep acting included in mediation mechanism and effect of EI on OCB.

There was evidence of support was found in term of mediating role of deep acting between EI and OCB.it revealed that employees who interact with their job with deeply felt emotion are loyal with the organization and can work more keenly for the betterment of their organization. Our results shows that emotion dissonance the discrepancy between inner emotions and displayed emotional are caused service sabotage behavior in employees which is according to our H7 and emotional intelligence play a keen role in moderating the relationship between emotional dissonance and service sabotage that was relevant to our H8. Therefore we can say employees/workers with higher emotional intelligence capabilities are less likely to service sabotage behavior than less emotionally intelligent employees. More specifically, in the service sector employees that can control their emotions significantly boost up their organization's productivity, image and stimulate customer contentment and loyalty (Hartel et al., 2008). As well as emotional intelligence plays a key role in organizational citizenship behavior of emotional labor and emotionally intelligent employees are more proficient-able for the organizations and play a vital role to achieve organizational goals.

Managers should be familiar with the vital need of EI, EL and OCB in refining employees' productivity and performances in service organizations. More specifically, it has important role for mangers in service sector to realize how emotional intelligence backed up the emotional labour process of deep acting which results in various outcomes of OCB such as Organizational participation, loyalty and obedience (Graham, 1991).On the other hand service sabotage is increasing in service sector managers should find the ways to minimize it, this study suggest that ED is the major source of employees service sabotage behavior. Managers should need to find the ways to minimize ED, one way to minimize emotional dissonance is to increase the deep acting in service employees. Our research suggests that deep acting increase employee's OCB and minimizes the service sabotage behavior while considering the EI. Managers should need to make the employees emotionally intelligent so that ED and service sabotage behavior of employees can be minimized which gives fruitful benefits to the organizations in the form of customer increase loyalty and satisfaction. By having skilled and trained service employees/workers who are expert in emotional intelligence, service organizations can make an improved service culture which reduces the ED and service sabotage behavior in employees, which in return increase customer loyalty and satisfaction. Increased loyalty and satisfactions

results in increased organizational performance and can create a competitive advantage for organizations.

Our study has several limitations which can be overcome in future research. This study was conducted on service sector employees. There is a need to conduct this study in non-service sectors like manufacturing areas. This study was conducted in Gujranwala only, In future geographical area can be enlarged. In this study a simple random sampling technique was used in future mixed approach can be used. The sample size of our study is too small it can be increased in future. In future the study may be enlarged to other sectors also. Our study ignored the burnout effect due to emotional dissonance and service sabotage; future can be including this variable for more realistic results and keen understanding.

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