

**Empirical-Analysis of Organization Citizenship Behavior (OCB) and Stress Management (SM) as Mediators between Emotional Intelligence (EI) & Interpersonal Relationship (IPR):  
A Survey of Teachers in Bhakkhar District**

By

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**Abstract**

*Emotionally intelligent employee is the employee who has the ability of knowing and understanding the emotions of self as well others and then behave accordingly with their bosses, colleagues and subordinates in the work environment. This kind of behavior helps in creating required interpersonal relations to undertake individual and group organizational activities. Further, the existence of OCB and level of competence in SM has been reported as supporters to strengthen the link between EI and IPR in the workplace. Current study measures the weight, strength, direction and cause & effect relations of EI with IPR mediated by OCB and SM. The results show the 'native-readings' on global logical relations showing the state of affairs among the teachers community in their workplace. The findings have implications for the researched teacher community and the future researchers in the same and similar lines of study.*

**Keywords:** *Emotional-intelligence, Interpersonal-relations, Organizational Citizenship-behavior, Stress-management.*

**INTRODUCTION**

The last two decades about the concept of emotional intelligence take place in the mind of social scientist, this concept lies in the domain of intelligence so this is called emotional intelligence. this concept defined to knowing and understanding the emotions of others and after understanding, differentiate them, and the next use information that has been taken from knowing, understanding and differentiate to guide ones behaviour and thinking (Salovy& Mayer, 1990). This definition provide a deep and valid assistance in making decision. A concept of emotional intelligence provided by Dainel Goleman (1998:317) he defined emotional intelligence is the concept managing emotion inner and outer, means understand own as well as other emotions, then motivate at both level inner and outer level, also manage emotions in well manner in ourselves and others. (Patel, 2012). when an individual deal with environment, dealing with environment means environment demands then number of non cognitive skill, competence and abilities of EQ needed (Baesu&Bejinaru, 2015; Liua&Yub, 2019).

**IPR builds interactions between coworkers/ managers and employees. Different people have shown their different opinions for these relations in their articles or other works.** For(De Dreu, et al, 2003).These relations play different roles, sometimes these are the natural part of environment , please at & creative while sometimes they become the reasons for tension. To(Manta &Harges, 2013).These

interpersonal relations directly affect a workers ability to work. To (Omunakwe, Nwinyokpugi, & Adiele, 2018). These relations are unique and have their own significance for the individuals & the organizations. An IPR (interpersonal relationship is a trustable, close linked and deep relationship between two or more than two people. The dependence of relation based on custom, law or mutual agreement. During the period of 1990 the scientific study developed and this study pass on to 'Relationship Science', which makes itself eminent from anecdotal. (bar, 1999). Interpersonal relationship are based on honesty, fairness and cooperation. The study of (Kumar, 2014) described the social science has many branches like psychology, communication, social work and sociology.

**Free environment must be given to the employees so that they can perform their duties in a peaceful manner.** OCB is an extra role behavior which enhance the performance of an employees (Van Dayne, Graham and Dinesch, 1994). There are five categories of OCB are there one is conscientiousness the second is altruism, the third is civic virtue, forth is sportsmanship and the last one is courtesy, which is categorizes by Organ (1990). These behavior increase an employee's level of motivation & his capability (Ali&ObaidUllah, 2018). **This study focus on education sector at school level. The extra role of teacher and stress management in education are the key components that highly work when a teacher emotional intelligence and to build strong interpersonal relation. At primary level this study will help out to teachers to understand these key terms and their role in teaching education.**

#### **Literature Review**

##### **Emotional Intelligence [IV]**

Goleman (1995) believes that everyone has two minds : one perform thinking task and other deal emotions, thinking and emotions make our mental life. To what we are aware of is the action of rational mind while when we feel. Is another system for knowing and that is called emotional mind. Both, rational and emotional, minds acts together in most cases (Salovey & Mayer, 1990). Relational & emotional minds are independent. Sometimes, they have unbelievable extraordinary coordination with each other. Disorder in the balance occurs when emotional dominates over rational mind (Liua & Yub, 2019).

Emotional intelligence doesn't mean that emotions (heart) are superior to the intellect (head). the interaction of emotion and intellect make the concept of emotional intelligence. this concept first know the state of emotions, then how these emotion can work and how to shows and express emotions with other by adjusting mood (Somayejaee et al, 2014). The successful confronting capabilities are means of specified currents provide. The more social protection and defense can be efficient if these emotions can work, and explain the emotion in oneself and others (Baesu & Bejinaru, 2015).

Emotions are needed for rational thinking. In our thinking emotions leads our discussions & work closely with rational mind. Emotions guides our thoughts. Rational mind effects the creation of emotions but not entirely (Salovey & Mayer, 1990). A level of thoughts and intelligence in two person can be different, rational intelligence and emotional intelligence work together, they both control our mind and emotional intelligence highly significant as rational intelligence. emotional intelligence and rational intelligence both are connected. (Baesu, & Bejinaru, 2015). Our thoughts of mind depends on the cooperation and mutual working of these body elements the prefrontal cortex, limbic system, new cortex and amygdale (Liua & Yub, 2019). The study of Martini (2017) emotional intelligence effected on Interpersonal relation.

##### **Interpersonal Relations [DV]**

Two or more people come at place in a relation for common objective and they interact with each other with in organization are called interpersonal relation person. This is the thing which brings them together to fulfill their desires, aspiration & goals. (Kumar, 2014).

In personal relationship with in the organization consist between manager to sub manger( subordinate), Boss(employer) to employee(worker) and employee(worker) to employee(worker)

It is meant to grow and must be handled consciously because it is everything. It is not a chance but a social work to link people (Obakpolo, 2015).

If there is more respect for colleagues and employees, no equal treatment employees are not trained, lack of communication team work and social support the relationship is poor(Ulrich, 2010). Due to interpersonal relationship a person can perform successful job and efficiently work in the organization (De Dreu, et al, 2003).Due to interpersonal relation High requirement is job and successful performance in job is essential and important in organization (Amit Kumar, 2014). Further, IPR is an important aspect in every organization and beyond (Omunakwe et al., 2018).

James & Nickson (2013) studied the Climate of openness, team work, and social activities should be among the employees which is Also being practiced in private universities of Kenya . Communication among employees the first one is team building, second one is the social support and third one is the rational justice are just the other dimensions of interpersonal relationshipUlrich (2010), Obakpolo (2015), Isaac and Roger (2016).

### **Organizational Citizenship Behavior [MV1]**

Organ (1988) described The extra role of the person which is not part of his job and not require by the organization, this behaviour in organization not provided any reward or growth, this is the function of employee which show the loyalty and efficiency of a employee Organ (1997). The social skill attributes and knowledge of psychology related the concept of emotional intelligence, And Emotional intelligence linked with organization citizenship behaviour. The role of five personality traits in OCB is leading. These traits contribute to make the concept of OCB, Due to this concept worker level of working and wellbeing increases and overall performance of individual efficient (Gonzalez et al. 2014). found that it makes better organization effectiveness. The useful influences of OCB due to meta- analysis. At the organizational grade OCB less cost ant unit-level .Overturn and better productivity, skillfulness and customer fulfillment .At individual level the person who perform OCB (gains ) get higher reward and performance assessment , and have overturn design , real turnover and absenteeism (Podsakoff et al., 2009). suggest five diminutions of OCB Altruism civic virtue, sportsmanship courtesy Organ (1988).

### **Stress Management [MV2]**

Work place violence is rapidly spreading because of the growing pressure of work, stress of work social imbalance poor are incomplete IPR are more stressful .This result in the form of shyness or aggression. It also results in violence. We should learnt to manage stress so that we can have a positive impact. Stress should not be neglected otherwise it creates problems and conflicts. Verbal and nonverbal skills training reduces negative emotional effect (Gross&John, 2003). Training in interpersonal communication should be conducted. (Hess & Hess, 2013).

It is necessary to teach or educate people to protect their rights, how to say “no” how to express their selves, how to show their anger and how to solve their problems. In short, safe behavior education is compulsory. Learning all this will decrease stress problems (Gist, Stevens, &Bavetta, 1991). Work place violence is spreading day by day due to work stress and pressure, social instability, poor interpersonal relationship (Ardic&Ozturk, 2018).

### **Negative Impacts of Stress**

1. Physical Complications: Blood pressure problem and high level of cholesterol are due to high level of stress. stress not take part to in last two mentioned problem but it also cause of many problems like arthritis, ulcers, cancer as well as heart problem. These mentioned problem effect at individual level

and after this spread in person at working place where he become weaker and cannot perform well and efficiently organization task.

2. **Psychological Issues:** A psychological unsatisfactory behaviour of employee mostly comes in his mind due to adjusting with environment, poor adjustment with environment is cause of stress for an employee. due to psychological problem occupational stress comes: depression, tension, anger, anxiety and irritability. all these problems make a worker psycho and worker feel unfit in society and at working area.
3. **Behavioral Difficulties:** In organization context behaviour impacts of stress has taken a importance. smoking habit, more eating, less sleep and use of drugs create behavioral problems in a employee. such type of behaviour impact the work performance and a person not take part in job activities and his mood become aggressive and violent.

### **Coping Strategies for Stress Management**

At the level of individual and organization level, stress problem can be solved out, this problem can be sort out with the continuous research conduct on this matter. Individual strategies and organization strategies decrease the level of stress and not affect the working hour (Luthans, 2005).

### **Individual Strategies**

1. **Exercise and Food:** Exercises and Food are central to the health of any human being. These personnel should be on a regular basis confined, which emphasizes life issues, set a room range for running and exercise.
2. **Relaxation:** The worker should to take rest and he must feel relaxation. without taking break create stress in workers mind.
3. **Behavioral Self-Control:** Self control is key to control the level of stress, managing the stress level reducing the effect of stress on body as well as psychological. Due to self control a person can know other person very well and understand the human psychology. a good and valid source of self control is spiritual source.
4. **Cognitive Therapy:** A cognitive technique developed by clinical psychology to handle stress is effective technique. principles of psychiatry is the method to control the stress.
5. **Networking:** A solitude person become the victim of stress as compare to the person who is social and take active participate in social activities. At the workplace area a worker should connected to around the within the organization. Loneliness adds the stress in a person, those who spend more time to others they become less stressful by sharing his time and stress to other, other facilitate him to participate in matters.

### **Organizational Strategies**

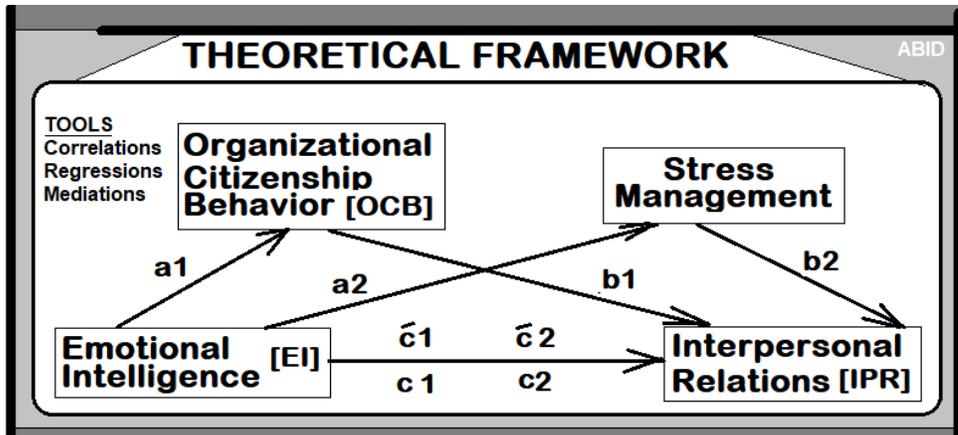
1. **Supportive Organizational Climate:** Both official and comfortable environments must be helpful for job and for the worker. The worker who have strength in team or group, he depend on others, they create a synergy and do work. The setting of work should be proper arrange and not mislead, he feel respect and honor in organization.
2. **Design of Task:** A person can feel relaxed when his job is adventurous, more risk taking and interesting, then he feel relaxed and do his job to full participate and interest, he become active member and take less stress due to nature of matching of his job with his mind level.
3. **Reduce Conflict and Clarify Organizational Roles:** The solution of problems and conflicts should be sort out within the organization at individual level, group level and organization level, conflicts

among groups and organization level are the source of stress. these conflicts must be solved out within organization.

4. Career Paths and Counseling: A employee can actively retained in organization if employee career is defined and promotion will be happen at time. There should be a clear policy regarding promotion and development. This can reduced the stress level in employees.

**Research Model (Theoretical Framework)**

Literature review is source to extract theoretical model. The TF (Theoretical framework) is the guideline from the researcher, its guide researcher from data collection to final analysis (Sekaran, 1999).



The above theoretical model has been constructed on thematic analysis that drawn from the literature, the concept used in this literature to explain human feelings and expressions, that shows the logical relationship and the logical relationship that based on global principles. The mediation model that is shown to test the hypotheses. The relation of emotional intelligence EI and interpersonal relationship IPR, this relation strengthening the interaction of emotional intelligence and interpersonal relationship by the supporting role of organization citizenship behavior OCB and stress management SM.

**Operationalization of the Working Concepts**

**Table 1**

	Variables	Attributes	Codes
1	Interpersonal Relations [IPR]	Social support/Social activities Relational justice/Organizational justice Team building Employee communication/Climate of openness	IPR
2	Emotional Intelligence [EI]	Self-awareness Self-regulation Motivation Empathy Social-skills	EI
3	Organizational Citizenship Behavior [OCB]	Conscientiousness Altruism Civic virtue	OCB

		Sportsmanship Courtesy	
4	Stress Management [SM]	Awareness of Stress Management Physical Effects of Stress Psychological Effects of Stress Coping Strategies Individual Strategies Organizational Strategies	SM

### Data collection and sample

A well defined population is in research play a vital role, a researcher shows interest in group that have similar character for research purpose. we were interested to know organizational behaviour of primary school teacher in bhakkar (District of Southern Punjab). Our target population in this were primary teacher which is 6200 from Bhakkhar as per official record by applying formula of sample size determination (Stratified sampling determination  $n_a = \frac{(n(Na*sdNa))}{((Na*sdNa)+(ba*sdNb))}$ ) the sample size is 121.1657 but the sample is use in this context is 321 of primary school teacher. Table 2

Table 2.

Stratified Sampling $n_a = \frac{(n(Na*sdNa))}{((Na*sdNa)+(ba*sdNb))}$				
$N_B$	$SD_B$			nb
6200	0.78	Bhakkhar		<b>121.1657</b>

For this purpose data collected through Questionnaire based 5 point Likert scale ( SA strongly agree to SD Strongly Disagree) .The four major variables IPR, EI,OCB & SM included in this study and with their attributes respectively 4, 5, 5 and 6, total questions used in this study are 31. The scale of Emotional intelligence by Golman ECI (1998) attributes self reported and other reported Stress management measurement scale used perceived stress scale (PSS) Crary, P. (2013).The scale for OCB used of Organ (1998) The data collected from both male and female teachers, 46% respondents were female and 54 respondent were male. The questioner distributed to 380 but the 348 (90.15% ) respondent take part in this study and valid questionnaire were 321(84.47% ) for the analysis.

### Reliability & Validity

The concept of validity means how sound your phenomena of research. validity should be in design and methods of research. validity in data collection simply define that finding of research truly represent in any time that phenomena that is claiming by researcher. this is a simple term, reliability is the level or degree to which research method should be stable and consistent result in different situation. (Field, 2009:11). validity is not sufficient condition of measurement but is necessary. the result should be same under the same condition in the same situation. first instrument should be reliable and then it should be valid. The easiest way to evaluate reliability is to experiment the similar group of people two times: a trustworthy instrument will bring into being similar scores at both points in moment (test–retest reliability) (Field, 2009:12).

The standardized loading of all variables items are more than 0.4, The value of some items that below 0.4 is eliminated for the further analysis Hair et al. (2006).

Table 3.

Reliability Statistics			
	Variables	N of Items	Cronbach's Alpha
1	[EI]	8	.761
2	[IPR]	6	.783
3	[OCB]	8	.762
4	[SM]	9	.802
5	Questionnaire	31	.926

Table 4

Validity testing of EMOTIONAL INTELLIGENCE (IV)				
KMO and Bartlett's Test			Matrix	
Kaiser-Meyer-Olkin Measure of <i>Sampling Adequacy</i> .		.768	Items	Loadings
Bartlett's Test of <i>Sphericity</i>	Approx. Chi-Square	919.609	EI1 VI	.810
	df	28	EI2	.323
	Sig.	.000	EI3	.471
	Required	Computed	EI4	.511
KMO test	= > 0.7	.768	EI5	.521
Bartlett's test	= < .05	.000	EI6	.524
Factor Loadings	= > 0.4		EI7	.800
			EI8	.813

Table 5

Validity Statistics on IRP (DV)				
KMO and Bartlett's Test			Matrix	
Kaiser-Meyer-Olkin Measure of <i>Sampling Adequacy</i> .		.776	Items	Loadings
Bartlett's Test of <i>Sphericity</i>	Approx. Chi-Square	722.605	IPR1DV	.674
	df	15	IPR2	.742
	Sig.	.000	IPR3	.677
	Required	Computed	IPR4	.788
KMO test	= > 0.7	.776	IPR5	.486
Bartlett's test	= < .05	.000	IPR6	.877
Factor Loadings	= > 0.4			

Table 6

Validity Data on OCB (MV1)				
KMO and Bartlett's Test			Matrix	
Kaiser-Meyer-Olkin Measure of <i>Sampling Adequacy</i> .		.697	Items	Loadings
Bartlett's Test of <i>Sphericity</i>	Approx. Chi-Square	985.442	OCB1MV1	.654
	df	28	OCB2	.640
	Sig.	.000	OCB3	.397
			OCB4	.830
	Required	Computed	OCB5	.460
KMO test	= > 0.7	.697	OCB6	.394

Bartlett's test	= < .05	.000	OCB7	.663
Factor Loadings	= > 0.4		OCB8	.786

Table 7

Validity Details on SM (MV2)				
KMO and Bartlett's Test			Matrix	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.700	Items	Loadings
Bartlett's Test of Sphericity	Approx. Chi-Square	1380.741	SM1	.561
	df	36	SM2	.481
	Sig.	.000	SM3	.699
			SM4	.763
	Required	Computed	SM5	.556
KMO test	= > 0.7	.700	SM6	.725
Bartlett's test	= < .05	.000	SM7	.421
Factor Loadings	= > 0.4		SM8	.669
			SM9	.700

### Required Critical-values

The required critical values is for sampling adequacy is KMO test [Sampling Adequacy]: = or > 0.7, Test of sphericity which is tested through Bartlett's test [test of Sphericity]: = or < 0.05 and factor loading value is Factor-loading: = or > 0.4

## EMPIRICAL FINDINGS

### Descriptive Results

Table 7

	N	Minimum	Maximum	Mean	Std. Deviation
EI	321	3.25	5.88	4.3699	.52805
IPR	321	3.10	6.75	4.8168	.60058
OCB	321	3.38	6.50	4.7944	.60795
SM	321	3.33	6.78	5.1841	.63228

The result of descriptive shows (Table 7 ) that variable both independent and dependent variables such as emotional intelligence, interpersonal relation, organization citizenship behavior and stress management respectively. This table shows the mean of emotional intelligence is positive that is EI= 4.36, IPR= 4.81, OCB= 4.79 and SM= 5.18. The standard deviation of EI=.52805, IPR .60058, OCB= .60795 and SM= .63228. Standard deviation of stress management SM is higher and explaining the change (deviation) of mean value of variables. Both the minimum values and maximum values are positive, maximum values are EI= 5.88, IPR=6.75, OCB= 6.50 and SM= 6.78 and minimum values are EI=3.25, IPR=3.10, OCB=3.38 and SM=3.33.

### Testing of Hypotheses

*H1. Predictors are significantly associated the criterion variable.*

Table 8

		EI	OCB	SM	IPR
IPR	Pearson Correlation	.606**	.790**	.770**	1

	Sig. (2-tailed)	.000	.000	.000	
	N	321	321	321	321

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

Analysis: All predictors including mediators, emotional intelligence (0.606), organization citizenship behavior ( 0.790) and stress management (0.770) are significantly associated with the test variable interpersonal relationship therefore H1 is substantiated and accepted as established (Table 8).

Table 9

**H2. Predictors significantly explain the variation in the criterion variable.**

Model Summary							
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	F	Sig.
1	.820a	<b>.672</b>	.669		.34548	216.691	.000b

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.491	.183		2.692	.007
	EI	.150	.052	.132	2.887	<b>.004</b>
	OCB	.369	.069	.374	5.337	<b>.000</b>
	SM	.366	.056	.386	6.520	<b>.000</b>

a. Predictors: (Constant), SM, EI, OCB b. Dependent Variable: IPR

**Analysis:** Multiple regression suggests that predictors EI,SM&OCB are significantly explaining the variation in the criterion variable of IPR. The 67% change (Table 9) in IPR due to emotional intelligence, stress management and organization citizenship behavior. So H2 is accepted as true.

**H3. OCB significantly mediates between EI and IPR**

Computing ‘a’

According to Baron Kenny (1986) model for mediation, the route-an attached prediction and mediator must be prominently attached. Computations confirm this relations in the following **Table 10**.

Model Summary (Computing Path-a)							
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	ANOVA	
						F	Sig.
1	.706a	<b>.498</b>	.497		.43133	316.722	.000b

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	.201		6.185	.000
	EI	.813	.046	.706	17.797	<b>.000</b>

a. Dependent Variable: OCBb. Predictors: (Constant), EI

Computing ‘c’ ‘ĉ’ & ‘b’

Model Summary (Computing Path-b, c, &ĉ)											
Mod	R	R2	Adj.R2	SE	Change Statistics					ANOVA	
					R2	F	df1	df2	Sig.F	F	Sig.
1	.606a	<b>.367</b>	.365	.47856	.367	184.995	1	319	.000	184.995	.000b

2	.793b	<b>.628</b>	.626	.36733	.261	223.421	1	318	.000	268.702	.000c
Coefficients											
Model		Unstandardized Coefficients			Standardized Coefficients			t	Sig.		
		B	Std. Error		Beta						
1	(Constant)	1.806	.223					8.097	.000		
	EI [c]	<b>.689</b>	.051		.606			13.601	.000		
2	(Constant)	.920	.181					5.077	.000		
	EI [ĉ]	<b>.110</b>	.055		.097			2.002	<b>.046</b>		
	OCB [b]	<b>.713</b>	.048		.721			14.947	.000		
a. Dependent Variable: IPR b. Predictors: (Constant), EI c. Predictors: (Constant), EI, OCB											

**Analysis:** R2 has changed from .367 to .628 with .261 change which is verifies some support from OCB to strengthen link between EI and IPR. Further, ‘c’ has reduced from Beta = .689 (c) to .110 (ĉ) with addition of B = .713 from OCB (b). Since p-value of ĉ = .046, which is close to .05, therefore H3 is accepted with FULL mediation. So the result of Lestari et al., (2015) studied show the OCB strength the person role in job.

**H4. SM is a significant mediator between EI and IPR.**

**Table 11**

Computing ‘a’

Model Summary (Computing Path-a)							
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	ANOVA	
						F	Sig.
1	.545a	<b>.297</b>	.294		.53111	134.527	.000b
Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.334	.247			9.432	.000
	EI	.652	.056		.545	11.599	<b>.000</b>
a. Dependent Variable: SM a. Predictors: (Constant), EI							

Computing ‘c’ ‘ĉ’ & ‘b’

Model Summary (Computing Path-b, c, &ĉ)											
Mod	R	R2	Adj-R2	SE	Change Statistics					ANOVA	
					R2	F	df1	df2	Sig. F	F	Sig.
1	.606a	<b>.367</b>	.365	.4785	.367	184.995	1	319	.000	184.995	.000b
2	.802b	<b>.643</b>	.641	.3601	.276	245.401	1	318	.000	286.064	.000c
Coefficients											
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.				
		B	Std. Error	Beta							
1	(Constant)	1.806	.223			8.097	.000				
	EI [c]	<b>.689</b>	.051		.606	13.601	.000				
2	(Constant)	.417	.190			2.200	.029				
	EI [ĉ]	<b>.301</b>	.045		.265	6.628	<b>.000</b>				

	SM [b]	.595	.038	.626	15.665	.000
a. Dependent Variable: IPR b. Predictors: (Constant), EI c. Predictors: (Constant), EI, SM						

**Analysis:** R2 has changed from .367 to .643 with .276 change which is verifies some support from SM to strengthen link between EI and IPR. Further, ‘c’ has reduced from Beta = .689 (c) to .301 (ê) with addition of B = .595 from SM (b). H3 is accepted with PARTIAL mediation.

### Discussion and Conclusion

In the current state of affairs in Pakistan, tensions are high therefore emotional intelligence is the need of the day. EI enables employees to handle their own emotions as well as that of co-workers thereby improving the IPR in the workplace. Further, the employee abilities of OCB and SM support the impacts of EI on creating sound IPR. These interrelations of the factors in organizational behavior has been established empirically, which emphasizes the role of EI, OCB, and SM in strengthening IPR. It is therefore concluded that the management of the concerned sample has to take existence of effective EI, OCB and SM practices of employees seriously and adopt specific measures to enable their workforce in this regard thereby making their work environment as productive as possible.

### Future Research and Limitation

Emotional intelligence plays a vital role in daily teaching life. Being a emotional intelligence a person aware own emotion and others emotions. In learning and for the efficiency of job a person has to be emotional intelligence. The number of sample can be increase and include other area of Punjab and other district of Pakistan. The dimension changes can also contribute at other level study. In this if model the occupational stress include than we know about the level of stress at specific area. for future study we can take more IVs and change DV. The MVs can also be change to show specific results significant contribution.

### Implication

The study can help teachers at any level to understand the concept of emotional intelligence, stress management, organization citizenship behavior and interpersonal relation. For education sector this study can help to management to guide training plan and development in teacher at social level and individual level. The education sector can also provide material and data to overcome stress among teacher as well as in student. This sector should manage conferences and seminars to manage on the topic of emotional intelligence.

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