



Original Article

# Impact of Emotional Intelligence on Organizational Citizenship Behaviour: A Mediating Role of Coping Skills among Employees of Paramedical Sector



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## Abstract

*This study aimed to investigate the impact of Emotional Intelligence on Organizational Citizenship Behaviour in the presence of the mediating role of Coping Skills among employees in the paramedical sector. Paramedical staff members were conveniently sampled from Islamabad and Rawalpindi, Pakistan. This study uses a cross-sectional research design. Results show that emotional intelligence was positively & significantly associated with employees' organizational citizenship behaviour and employees' coping skills, also confirmed that employees' coping skills were positively and significantly associated with employees' organizational citizenship behaviour and the mediation mechanism of employees' coping skills was also statistically supported. This study advances knowledge of the function of organizational civic behaviour in workers' emotional intelligence as a motivating factor. It is suggested that organizations focus on the advancement of the capacity to see the value in people on a more profound level and adapting abilities among their representatives through training programs, workshops, and different intercessions.*

**Keywords:** Coping skills, Emotional intelligence, Mediating role , Organizational citizenship behavior, Paramedical sector

## INTRODUCTION

There are some behaviours that an employee is expected to exhibit throughout his employment with the company and which are imposed upon him by its policies. Employees occasionally engage in actions that go beyond what is required of them, though. Organizational Citizenship Behaviour (OCB) is what we refer to as such conduct. Extra role behaviour is another name for OCB (Organ, 1988). Organizational Citizenship Behaviour (OCB) describes the voluntary behaviours employees perform that are not technically mandated or rewarded yet improve the success of the company. OCB is a volunteer behaviour that goes above and beyond the responsibilities and job specifications. It involves going above and beyond and offering beneficial organizational contributions (Organ, 1988).

The idea of OCB and its connections to other factors, such as leadership, organizational culture, and worker well-being, have since been developed by a number of studies. For instance, transformative leadership was shown to be favourably correlated with OCB, but abusive supervision was found to be adversely correlated with OCB by Podsakoff, et al., (2000). Additionally, they discovered a connection between OCB and higher work satisfaction and fewer plans to quit. People with emotional intelligence are better able to comprehend their emotions and use them for good. According to Salovey and Mayer (1990), emotional intelligence is the capacity to comprehend and manage one's sentiments in a healthy manner to lessen stress, interact successfully, and overcome obstacles in life. It may also assist one in connecting with their emotions and putting their intentions into practice.

### Problem Statement

The issue that needs to be addressed by this study is that very few studies have looked at how emotional intelligence affects paramedical staff's organizational citizenship behaviour in Pakistan. The interceding instrument between the expressed connections is one more road for this review. Throughout the long term, new illnesses and unexpected issues have arisen, which expanded how much pressure, pressure, and profound problems that clinic staff face. Hospitals deal with these issues every day because they are regarded as fundamental human needs. Paramedics are considered a vital part of the emergency clinics since they manage patients' aggravation and recuperation straightforwardly. According to Bilal and Ahmed (2017), paramedical workers must be emotionally stable and sympathetic. Paramedical representatives' concerns ought to be understood according to a better point of view as their work is loaded with patient collaboration (Porkodi & Haque, 2012). It's crucial to maintain high levels of emotional intelligence among the paramedical workforce in hospitals. This is because they face a lot of emotional stress on a daily basis, which can have a negative impact on their job satisfaction, performance, and the quality of care they provide to patients.

To investigate the impact of the ability to understand people on a deeper level on hierarchical citizenship

behaviour, especially in their ability to cope with stress, this study will examine the relationship between the ability to empathize with people and hierarchical citizenship behaviour, while also considering the mediating role of adaptation skills. Additionally, this research sheds light on the issue of the impact of empathetic ability on paramedical staff, as it can be a hindrance to providing quality healthcare services to patients in both private and public hospitals in twin cities of Pakistan, such as Rawalpindi and Islamabad.

### **Objectives**

- To investigate the relationship between emotional intelligence with organizational citizenship behaviour and employee coping skills.
- To investigate the relationship between employee coping skills and organizational citizenship behaviour.
- To explore the mediating role of employee coping skills between emotional intelligence and organizational citizenship behaviour.

## **LITERATURE REVIEW**

Emotional intelligence (EI) has recently gained rapid acceptance in corporate contexts. This is because emotions, or the "feeling aspect," offer vital knowledge about the individual, their network, and the interpersonal interactions that take place inside an organizational setting (Lazarus & Folkman, 1984). Emotional intelligence aids in decision-making and emotional assessment. Scholars have shown a great deal of interest in emotional intelligence. The term, which was first used by Salovey and Mayer (1990), refers to a person's capacity to keep track of their own and other people's feelings and emotions, recognize their differences, and use this knowledge to shape their decisions and actions. Since the concept's introduction, there have been a variety of perspectives on it, such as those expressed by Cooper & Swarf (1997), which produced two unique methodologies. Various studies have shown that people with more elevated levels of EI have more effective coping mechanisms than those with lower levels of EI. According to Zhang, et al., (2022), for instance, those with greater levels of EI exhibited better coping mechanisms in the face of stress at work.

### **Emotional Intelligence and Organizational Citizenship Behaviour**

As per previous research (Sternberg, 1996), IQ only accounts for almost 10% of workplace achievement. EI is as significant for function as elements like intellectual intelligence and technical skills (Goleman, 2001). Further, according to Goleman (2001), While IQ and technical skills are important, they are only considered as threshold capabilities. According to Goleman (2001), Leadership requires emotional intelligence, regardless of one's education, analytical mind, or clever ideas. Understanding and managing emotions and feelings, according to Khalili (2016), is a crucial skill that enhances organizational behaviour.

According to the literature review, emotional intelligence (EI) links the cognitive and affective spheres of a person's personality, providing a very special kind of ability. As a result, it is more likely that EI will have a positive impact on outcomes at the personal and organizational levels. OCB, in contrast to EI, is thought of as a component of an employee's overall performance that is influenced by attitudinal and dispositional variables (Organ, 1988), rather than the expertise, skills, and knowledge of the workforce.

### **Emotional Intelligence and Coping Skills**

In the context of EI, for instance, Ghuman (2011) defined coping strategies as "practices or techniques adopted to maintain self-respect and protect emotional well-being." According to Saklofske, et al., (2012), the term "coping skills" also refers to coping with stressful events, individuals may engage in specific behavioural and psychological efforts to master, tolerate, reduce, or minimize them. Two, for the most part, recognized survival techniques incorporating critical thinking and feeling-centered methods to manage difficult situations, which include endeavours to manage the outcomes of upsetting or close to home possibly distressing occasions (Lazarus & Folkman, 1984). As per different investigations, the ability to understand anyone on a deeper level abilities information, and adapting abilities can be expanded with preparation. Therefore, the application of EI concepts may offer insights into practical strategies for assisting employees and enhancing their behaviour, when an employee is positive, it tends to have a positive impact on other employees as well. A meta-investigation by Schutte, et al., (2007),

demonstrated that EI is related to better well-being, and successfully managing one's feelings adds to profound prosperity. According to Gerits, et al., (2005), there is a link between emotional intelligence (EI), stress, coping skills, well-being, and mental health.

### **Coping Skills and Organizational Citizenship Behaviour**

Paramedical staff in Iranian hospitals who exhibited higher levels of organizational citizenship behaviour were found to have higher levels of coping skills, according to a 2020 study by Ashrafi. Adapting abilities were emphatically connected with hierarchical citizenship conduct among paramedical staff in Pakistan. Coping skills have also been looked at in a number of studies as a mediator between other variables and organizational citizenship behaviour. Coping skills mediated the relationship between organizational citizenship behaviour and emotional intelligence among Pakistani paramedics. A study by Shabbir and Anwer (2018) found that adapting abilities interceded the connection between work pressure and authoritative citizenship conduct among paramedical staff in Pakistan. Overall, these studies suggest that paramedical staff's organizational citizenship behaviour is influenced by coping skills. Organizational citizenship behaviour is defined as voluntary actions that are not explicitly recognized by the formal reward system, but contribute to the effective functioning of the organization (Organ, 1988).

### **Mediating Role of Coping Skills between Emotional Intelligence and Organizational Citizenship Behaviour**

According to a study conducted by Razeghi, et al., (2021), coping skills play a partial role in mediating the relationship between emotional intelligence and organizational citizenship behaviour among paramedical staff. The study found that emotional intelligence has a positive impact on organizational citizenship behaviour. The creator presumed that creating the ability to understand individuals on a profound level and adapting abilities in preparing programs for paramedical staff could further develop their hierarchical citizenship conduct.

Also, one more concentrate by Salari, et al., (2020) explored the connection between the ability to understand anyone on a deeper level, adapting abilities, and OCB among paramedical staff. Coping skills mediated the positive correlation between organizational citizenship behaviour and emotional intelligence, according to the study. The authors hypothesized that paramedical staff might be more likely to engage in organizational citizenship if they received training in emotional intelligence and coping skills. Mohebbi Tabbar, et al., (2019) investigated the relationship between deep understanding of people, adaptability, and hierarchical citizenship behaviour among paramedical staff in Iran. Coping skills partially mediated the positive correlation between organizational citizenship behaviour and emotional intelligence, according to a study. The authors suggested that paramedical staff's organizational citizenship behaviour could be improved and patient care could be improved by improving emotional intelligence and coping skills. This study has indicated that the organizational citizenship behaviour of Paramedical staff is significantly impacted by their emotional intelligence and coping skills. Coping skills act as a mediator between emotional intelligence and organizational citizenship behaviour, which in turn enables individuals to understand others on a deeper level.

### **Hypothesis**

- Emotional intelligence is positively and significantly associated with organizational citizenship behaviour.
- Emotional intelligence is positively and significantly associated with coping skills.
- Coping skills are positively and significantly associated with organizational citizenship behaviour.
- Coping skills mediate the association between emotional intelligence and organizational citizenship behaviour.

## **METHODOLOGY**

The study proposes quantitative correlational research to investigate the positive correlation between emotional intelligence and organizational citizenship behaviour, with coping skills serving as a mediator. In the study, emotional intelligence was considered the independent variable, whereas organizational

citizenship behaviour was the dependent variable. The relationship between these variables' strengths and directions was investigated. The instruments used in the current study are listed below:

### **Emotional Intelligence**

A scale measuring four types of emotional intelligence was developed by Law, et al., (2004). It consists of 16 items divided into four factors, each with four items: Self-feeling examination (Ocean) this connects with the singular's capacity to grasp their profound feelings and have the option to normally communicate these feelings. The term "peoples' ability to perceive and understand the emotions of those around them" is referred to as others' emotion appraisal (OEA). Regulation of emotion (ROE) describes a person's capacity to effectively manage and respond to an emotional experience. Use of emotion (UOE) the ability to use emotions includes how emotion is used and how it affects the thinking process or cognition to help solve problems.

The study used a seven-point "Likert" scale, where "strongly disagree" is assigned a score of 1 and "strongly agree" is assigned a score of 7. Employees from different hospitals that provide health services were asked to rate their agreement with statements like "I am able to control my temper so that I can handle difficulties rationally" and "I have a good understanding of my own emotions." These ratings will help representatively appraise the factors of the review.

### **Organizational Citizenship Behaviour**

A 10-item Ehrhart (2004) was used to evaluate organizational scale developed by citizenship behaviour. Instances of the things are "authoritative representatives assist with outing other people who have been missing and return to work", and "hierarchical representatives help other people who have weighty jobs". The "Likert" scale is a rating system that assigns a numerical value of 5 to "strongly agree" and a numerical value of 1 to "strongly disagree".

### **Coping Skills**

A 28-item Mcelfatrick scale (McElfatrick, et al., 2000) was used to evaluate coping abilities. Both internal and external factors influence the selection of coping strategies. The outcome was influenced by personal agenda (such as beliefs, values, and experience) and resources (such as financial or social support). Affective-oriented strategies manage the emotional aspect of the problem, whereas problem-oriented strategies are used to solve problems that cause stress. The examples provided are "I remain positive and enthusiastic during competition, regardless of how poorly things are going" and "I maintain emotional control regardless of the situation." These examples are rated on a Likert scale from 1 to 5, with "strongly disagree" being 1 and "strongly agree" being 5.

Data was collected through surveys of paramedical staff at healthcare facilities, including optometrists, nurses, therapists, healthcare assistants, dental hygienists, pharmacists, physiotherapists, laboratory technicians, and others. Different hospitals at Rawalpindi & Islamabad were approached for data collection. A sample of 250 participants was selected by using Convenient sampling.

### **Inclusion Criteria**

- Data from employees working in the paramedical sector was included in the research.
- Individuals aged from 22 to 35 were included in this research.
- Inclusion criteria in the paramedical sector were ages between 22 to 35 male and female.
- Data was collected from hospital staff in Islamabad and Rawalpindi, Pakistan.
- Employee's workers other than the paramedical sector were not included in the research.
- Individuals aged below 22 or more than 35 were not included.
- Data was not taken from cities other than Islamabad/Rawalpindi.

## **RESULTS & FINDINGS**

Numerous tests were run to analyse every piece of information acquired for the current investigation. The data analysis was presented in detail in this chapter. First, we displayed the demographic details

of the respondents. Second, we evaluated the accuracy of the scales used. Thirdly, we presented the variables under study, along with descriptive statistics and correlation analysis. SPSS (Statistical Package for Social Sciences) software was used for data analysis and regression analysis was conducted to confirm or refute direct, indirect, and mediation theories. Additionally, this examination was used to evaluate relationships between variables using descriptive statistics, Pearson correlation, and mediation analysis.

**Table 1**  
Descriptive Statistics of Participants

Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	188	74.6
	Female	64	25.4
Age	22-28 Years	106	42.1
	29-35 Years	146	57.9
Education	Matric	1	0.4
	Intermediate	14	5.6
	Bachelors	89	35.3
	Masters	129	51.2
	MS/PhD	19	7.5
Experience	1-5 years	89	35.3
	6-10 years	80	31.7
	11-15 years	63	25
	16-20 years	12	4.8
	21 or more years	8	3.2

Note: f = frequency; % = percentage

The gender-related data is shown in Table 1. According to the table, 25.4% of respondents were female and 74.6% of the respondents were men. Age is considered one of the important demographic scales/ranges utilized to gather information about respondents' ages to determine their suitability. Table 1 shows the statistical outcomes for various age groups. 106 employees identified as being in the 22–28 age range, while 146 employees claimed to be in the 29–30 age range, according to the replies that were obtained. In Table 1, it is revealed that 4% of the respondents had completed their matriculation, 5.6% had completed their intermediate education, 35.3% had completed their bachelor's degree, 51.2% had completed their master's degree, and 7.5% had completed their MS/Ph.D. A substantial percentage of respondents had a Master's degree. According to Table 1, it can be observed that most respondents (35.3%) had job experience ranging from 1 to 5 years, while 31.7% had job experience ranging from 6 to 10 years. Additionally, 25% of respondents had job experience ranging from 11 to 15 years, 4.8% had job experience ranging from 16 to 20 years, and 3.2% had job experience ranging from 21 or more years. Hence, the majority of respondents had work experience of 1 to 5 years.

**Table 2**  
Descriptive Statistic of Data

Variables	No. of Items	$\alpha$	M (SD)	Range		Skew	Kurt
				Potential	Actual		
Emotional Intelligence	16	.88	3.63 (.53)	16-80	0-100	-1.71	2.68
Coping Skills	28	.91	3.90 (.44)	28-140	28-145	-2.58	9.50
Organizational Citizenship Behaviour	10	.90	3.37 (.74)	10-50	11-50	-.91	-.56

Note: M=Mean, SD=Standard deviation,  $\alpha$ =Cronbach Alpha, Skew=Skewers, Kurt=Kurtosis

Table 2 proves that the cronbach coefficient Alpha worth of emotional intelligence had.88, coping skills had.91, and organizational citizenship behaviour was .90. Table 2 provided descriptive statistics

for the most recent data. The first column of the table lists the variables in detail. The information in the second, third, fourth, fifth, and 6th columns, respectively, pertains to test size, least worth, greatest worth, mean, and standard deviation. The sample size for all three variables had 252, as shown in Table 2. The respondents were emotionally intelligent, as evidenced by the mean emotional intelligence score of 3.63. The mean scores for coping abilities were 3.90, indicating that respondents have coping abilities. The organizational citizenship behaviour mean score was 3.37, which shows that respondents thought some organizational citizenship behaviours were appropriate.

**Table 3**  
Correlation

	1	2	3
Emotional Intelligence	1		
Coping Skills	.564**	1	
Organizational Citizenship Behaviour	.455**	.391**	1

Note: \*\*. Relationship is huge at the 0.01 level (2-followed).

In Table 3, the free factor i.e. emotional intelligence had essentially and emphatically related with coping skills ( $r = .56, p < .01$ ) and organizational citizenship behaviour ( $r = .45, p < .01$ ). Finally, the interceding variable i.e. coping skills had significantly and decidedly associated with hierarchical citizenship behaviour ( $r = .39, p < .01$ ).

**Table 4**

Variables	Male n=188		Female n=64		t	p	CI95%		Cohen's d
	M	SD	M	SD			LL	UL	
Emotional Intelligence	3.61	.56	3.69	.40	-1.10	.26	-.23	.06	—
Coping Skills	3.90	.48	3.90	.32	.143	.88	-.11	.13	—
OCB	3.39	.74	3.31	.75	.713	.47	-.13	.28	—

Note: M = mean; SD = Standard deviation; CI = Confidence interval; LL = Lower limit; UL = Upper limit

The study's variables including emotional intelligence, coping skills, and organizational citizenship variables were analysed for mean difference, Table 4 indicated insignificant differences across the study's variables for gender.

**Table 5**

Variables	B	SE	T	P	LL 95%CI	UL 95%CI
Emotional Intelligence and Organizational Citizenship Behaviour	.48	.09	5.10	.000	.29	.66
Emotional Intelligence and Coping Skills	.47	.04	10.79	.000	.38	.56
Coping Skills and Organizational Citizenship Behaviour	.32	.11	2.93	.003	.10	.55
Emotional Intelligence, Coping Skills and Organizational Citizenship Behaviour	.63	.07	8.06	.000	.48	.79

Note: \*p < .05, \*\*p < .01, \*\*\*p < .001

This section summarizes the findings from hypotheses 1 through 4, which focused on the connection between hierarchical citizenship conduct and the ability to appreciate individuals on a deeper level. Accepting the first premise, Table 4 shows that the capacity to appreciate anyone on a profound level was decidedly and fundamentally connected with organizational citizenship behaviour ( $\beta = .48, t = 5.10, p < .001$ ). Emotional intelligence and coping skills were favourably and significantly connected, as evidenced

by the findings in Table 4. Because the coefficient is positive and the p-value for significance is less than 0.05 ( $\beta = .47$ ,  $t = 10.79$ ,  $p < .001$ ).

As a result, the data's predictions of an effective and substantial link between the ability to appreciate anyone on a deeper level and coping potentials confirmed second hypothesis that was proposed. According to the statistical results for hypothesis H3 ( $\beta = .32$ ,  $t = 2.93$ ,  $p < .01$ ), coping abilities were positively and significantly connected to organizational citizenship behaviour. Hypothesis H3 is therefore also accepted. The values for the coping skills' mediation function between the capacity to appreciate individuals on a profound level and hierarchical citizenship conduct are shown in Table 4. The discoveries show that the connection between the ability to understand anyone on a deeper level and hierarchical citizenship conduct had an indirect influence via employee coping skills that range from .05 to .27. Furthermore, the 95% confidence interval does not contain a zero. As a result, hypothesis H4, which states that coping skills somewhat influence the connection between the ability to appreciate people on a deeper level and hierarchical citizenship conduct is accepted.

## Discussion

Here research examined the effect of employees' capacity to appreciate people on a deeper level on employees' hierarchical citizenship conduct and the intervening job of employees' coping skills in the paramedical sector. According to the results that we had calculated above we found that there was a positive and critical connection between Emotional Intelligence with Organizational Citizenship Conduct and Coping Skills. We also demonstrated that these results were contingent upon the level of moral courage contained by the employees.

Hypothesis H1 was formulated to examine the effect of the ability to understand anyone on a deeper level on hierarchical citizenship conduct. Accepting the first hypothesis, the results from the above table demonstrate that the capacity to understand individuals at their core was decidedly and substantially connected with organizational citizenship behaviour ( $\beta = .48$ ,  $t = 5.10$ ,  $p < .001$ ). The empirical findings of earlier research on public library workers by Asadi are consistent with our findings. They claimed that there was a significant association between the capacity to understand individuals at their core and each of the organizational citizenship behaviour aspects. In a similar vein, James (60 business leaders) demonstrated the favourable correlation between EI and OCB (20. 10). They concluded that employees' ability to comprehend and deal with their own feelings as well as those of others resulted in the strengthening of interpersonal connections and an improvement in workplace harmony. Carmeli & Josman (2006) found that EI significantly influenced OCB, which is in line with these findings.

Hypothesis H2 was formulated to examine the connection between emotional intelligence and coping skills. The capacity to understand individuals at their core and coping abilities were favourably and strongly associated, as seen by the data displayed in the above table. Because the coefficient is positive and the significance level of p is less than 0.05 ( $\beta = .47$ ,  $t = 10.79$ ,  $p < .001$ ), this is a noteworthy result. Therefore, the data's findings confirmed the second hypothesis's prediction of a favourable and substantial association between emotional intelligence and coping mechanisms.

Our findings are consistent with empirical findings from a prior study by Albeshar & Alsaeed (2015), who hypothesized that an expansion in ability to appreciate anyone at their core improves the adoption of healthy coping mechanisms. These findings concur with those suggested in the research of Moradi (2011) & Noorbakhsh (2010). That's what the ongoing investigation discovered participant gender furthermore, conjugal status had no genuinely critical impact on either the participants' coping strategies for psychological stress or their emotional intelligence.

According to Noorbakhsh (2010), emotional intelligence and coping abilities were not significantly different based on gender. The findings corroborated the findings of the concentrate by Al-Freihat and Momani (2020), which exhibited that orientation has an irrelevant impact in defining one's degree of psychological compatibility and stress-coping abilities. Additionally, it was shown that there was a significant correlation between high and poor scores for the ability to comprehend people on emotional level and coping skills (Marinaki, et al., 2017). Among academic staff at public universities, Marinaki, et al., (2017) investigated the connection between the ability to appreciate anyone on a profound level

qualities and coping mechanisms. According to the study's findings, instructors exhibit a broad variety of stress- coping mechanisms and experience significant emotional stress. In a similar vein, Vein looked at the connection between the capacity to understand anyone on a deeper level and stress-decrease procedures among Nigerian understudies at the College of Delta. Her findings revealed a positive correlation between the two.

Hypothesis H3 was formulated to investigate that Coping abilities were emphatically and essentially connected with organizational citizenship behaviour. Statistical results show that coping skills were positively and significantly associated with employees' internal organizational citizenship behaviour. The statistical values in the table regarding hypothesis H3 depicts that coping skills were positively and significantly related to organizational citizenship behaviour ( $\beta = .32$ ,  $t = 2.93$ ,  $p < .01$ ). Thus, hypothesis H3 is also accepted. The results also show that employees' coping skills were positively and significantly associated with employees' organizational citizenship behaviour. It had been shown that more elevated levels of organizational citizenship conduct among Iranian clinics' paramedical staff emphatically corresponded with more significant levels of adapting abilities, as per a study by Ashrafi, 2020. Abilities to adjust were unequivocally associated with organizational citizenship lead among paramedical staff in Pakistan. In the context of paramedical staff, a study by Ouyang and Jiao (2021), also found that problem-focused coping was positively correlated with organizational citizenship behaviour among Chinese emergency medical technicians (EMTs). Patient outcomes and organizational effectiveness can be significantly influenced by paramedical staff's coping skills and organizational citizenship behaviours. Paramedical staff are a fundamental part of the medical services workforce.

Hypothesis H4 was figured out to research the mediating effect of coping skills in the connection between emotional intelligence and organizational citizenship conduct. Factual outcomes show a certain coping skill mediates the connection between emotional intelligence and organizational citizenship conduct. The result shows values regarding mediating role of coping skills between the ability to understand anyone on a deeper level and hierarchical citizenship conduct. The outcomes portray that the backhanded impact through worker coping skills on the connection between emotional intelligence and organizational citizenship behaviour lies between .05 and .27. Moreover, there is no zero present in the 95% certainty stretch. Subsequently, speculation H4 coping skills mediates the connection between emotional intelligence and authoritative citizenship conduct is accepted with partial mediation.

The results shows that representative's coping skills mediates the relationship between the capacity to appreciate anyone on emotional intelligence and authoritative citizenship conduct. In the paramedical sector, perhaps for the first time, that coping skill is an important mediator between hierarchical citizenship conduct and the ability to understand individuals at their core. As past exploration has recommended that coping skills have likewise been viewed at in various examinations as a mediator between different factors. Coping skills mediates between organizational citizenship conduct and the capacity to understand people on a profound level among Pakistani paramedics. In a 2018 study, Shabbir and Anwer found that paramedics in Pakistan had adapting skills that helped break the link between work pressure and authoritative citizenship behaviour. These studies suggest that coping skills influence the organizational citizenship behaviour of paramedical staff.

## **CONCLUSION**

This study intends to explore the impact of a representative's ability to appreciate individuals on a deeper level on their behaviour regarding organizational citizenship and the mediating role of their coping skills. Both of these fields are extremely popular and hold a lot of current significance. Addressing issues like a lack of the capacity to understand people on a profound level and adapting abilities is crucial to the long-term development of many organizations. When employees have coping skills, the organization can effectively manage these issues.

The primary objective of our research is to ascertain whether or not employees' organizational citizenship behaviours are influenced by their emotional intelligence. The data were gathered using adopted questionnaires from various authenticated sources for the purpose of data analysis. In Rawalpindi and Islamabad, the questionnaires were distributed to various paramedical sectors. The proposed

hypotheses were developed on the basis of the social exchange theory that serves as the study's supported theory. Totally 252 questionnaires were disseminated among the selected sample of this study were used. This research contributes to the present literature because these variables were not studied in this framework. In addition, this study adds to the assortment of information by exhibiting that coping skills act as a different mediator between organizational citizenship behaviour and emotional intelligence.

The reason for this review was to test four hypotheses, all of which are being analysed in light of Pakistani context. In addition, with the support of previous literature and the setting of Pakistan, every one of the speculations H1, H2, H3, and H4 are accepted. In conclusion, this research highlights the significance of emotional intelligence and coping skills in predicting employees' paramedical sector organizational citizenship behaviours. Investing in the development of these skills can be advantageous to the organization because it has the potential to enhance employee performance, teamwork, and overall effectiveness.

### **Practical Implications**

Organizations in the paramedical sector could benefit from these findings in the future. It is suggested that organizations focus on the advancement of the capacity to appreciate value in people on a more profound level and adapting abilities among their representatives through training programs, workshops, and different intercessions. Some of them are representative choice organization that can integrate the ability to understand individuals on emotional intelligence level during the selection process. Organizations can increase the likelihood of hiring people who are more likely to exhibit positive organizational citizenship behaviour (OCB) by identifying candidates with high emotional intelligence. Organizations can reinforce and encourage this behaviour among their workforce by rewarding and recognizing employees who consistently exhibit OCB and high emotional intelligence.

An improved work environment and increased employee engagement may result from this. Moreover, evaluating coping skills can give bits of knowledge into up-and-comers' capacity to successfully oversee pressure and adjust to testing circumstances. Emotional intelligence and coping skills can be developed through training programs by organizations. Positive work relationships, empathy, and interpersonal skills are all necessary for exhibiting OCB, and it is possible to foster these qualities by providing employees with tools and methods for enhancing their emotional intelligence. By up grading the capacity to understand people on a deeper level and adapting abilities, associations can cultivate a positive workplace that urges representatives to participate in ways of behaving that go beyond their formal job and add to the general outcome of the organization.

### **Limitations & Suggestions**

While conducting the study, deficiencies were attempted to be overcome, however, there are always some research limits as it is impossible to cover all elements in one study. The directionality of our research should not be inferred from prior research findings, despite the fact that it is grounded on current knowledge. For the sake of dependability and reducing bias, the data was physically gathered from a number of institutions in Rawalpindi and Islamabad.

However, there are certain additional restrictions related to this study due to time and resource constraints. The study's sample size is adequate, but the little size of the review test might decrease the probability of speculation of the outcomes for a lot bigger gathering. Larger trial sizes should be used in future research to test the concept. Additionally, stress and emotional intelligence notions must be addressed in future research while connecting them to various study factors and taking into account additional samples and situations. The extensive and time-consuming nature of the questionnaire led to a low response rate. The questionnaire was lengthy and time-consuming, resulting in a low response rate. It is suggested that good rapport be established with the participants and that short, time-consuming scales be used.

### **Competing Interest**

The authors had no competing interests.

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