



Arab American University

Faculty of Graduate Studies

**Investigating The Mediating Role of Organizational
Identification in the Relationship Between the Dimensions
of Emotional Intelligence and Employee's Discretionary
Behaviors**

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**This thesis was submitted in partial fulfillment of the
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THESIS APPROVAL

INVESTIGATING THE RELATIONSHIP BETWEEN THE ABILITY MODEL DIMENSIONS OF EMOTIONAL INTELLIGENCE AND DISCRETIONARY BEHAVIORS USING THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION ON THE EMPLOYEES OF THE PALESTINIAN'S PUBLICLY TRADED COMPANIES

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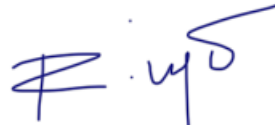
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DECLARATION

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

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DEDICATION

To my parents, for your constant love and support.

To the kind, generous and emotionally intelligent people who positively touched my life in one way or another. Even amidst chaos, the butterfly effect spreads across time and various human conditions.

ACKNOWLEDGEMENTS

*“Before I formed you in the belly,
I knew you. Before you came forth
out of the womb, I sanctified you.”
(Jeremiah 1:5).*

First, let me start by thanking God for the gift of life and curiosity. It is through His plan for me that I have sought to learn passionately and seek wisdom through education.

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Third, my gratitude goes to the professors and staff at the Arab American University who guided and supported me through the completion of the master’s in strategic planning and Fundraising program.

Fourth, a big thank you to my friends and colleagues who tolerated me and assisted with my data collection efforts.

ABSTRACT

This study investigating the influence of the four ability model dimensions of emotional intelligence of self-emotional appraisal (SEA), others' emotional appraisal (OEA), use of emotions (UOE) and regulate of emotions (ROE) on both discretionary behaviors of organizational citizenship behaviors (OCB) and counterproductive work behaviors (CWB) with the potential of the mediating role of organizational identification (OID) in the Palestinian context of the employees in publicly traded companies.

Using data gathered through questionnaires from 324 respondents, a quantitative research methodology utilizing Partial Least Squares-Structural Equation Modeling (PLS-SEM) that is implemented through SmartPLS software, was used to test the conceptual model. The results showed several outputs, mainly; insignificant mediating role of organizational identification between emotional intelligence dimensions and counterproductive work behaviors and between regulate of emotion dimension with organizational citizenship behaviors, while having significant mediating role between the other dimensions of emotional intelligence with organizational citizenship behaviors.

The results of the study invite more active research on emotional intelligence and discretionary human behaviors. Moreover, it invites a more serious attention of managers into developing the emotional intelligence capacities of employees so that a more effective and efficient organization can be created.

Keywords: emotional intelligence, Ability model, organizational identification, discretionary employee behavior, organizational citizenship behavior, counterproductive work behavior.

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CHAPTER ONE

INTRODUCTION

1.1 Background Research

Embarking and sustaining in a business at the present market that characterized by fast information exchanges, market fluctuations, and continuous innovation, requires distinguished strategic and business plans, in addition to intensive managerial skills (Voola et al., 2004). Not just that, but also immersive efforts and tools for monitoring and following up. Such circumstances have created enormous burden on executive management to keep aligned with business needs on one hand, and to control and manage the organization from the inside on the other one. Thus, it is becoming more evident to organizations that human capability increasingly is the most sustainability form of assets leading to competitive advantage (Berampu & Sari, 2020). Hence, organizations start to pay much attention to corporate culture for motivate and utilize human resources. Where, human resources considered as key factor for achieving productivity, efficiency, and creativity, thus sustainability and survival, while on another hand, a key factor for interpersonal conflict, economic crimes, and reputation misrepresentation, thus, capital loss and collapse. Broadly, concerns started to focus not on employee's in-role job performance only, but exceeded that by start concerning employee's discretionary behaviors, not only pro-social behaviors, but also anti-social ones, that are both out of job role, and reward and sanction systems(Türkmen & Soyer, 2020).

Yet in the last decades, emotional intelligence- that is the ability to monitor one's and other's emotions and t discriminate between them, in addition to the ability to use them to guide one's thinking(Mayer et al., 2016), has been flowered rapidly in scientific research and applied broadly in big organizations as a major factor that plays a significant role in different organizational behaviors (Nikolaou & Tsaousis, 2002). Therefore, it has been used in this study to investigate its role in discretionary behaviors- which are voluntary behaviors that are not recognized by formal systems. Yet, as there are several studies discuss the relationship between emotional intelligence and organizational identification which is the degree to which one feels in belongingness with his organization (Bednar et al., 2020), and other studies between organizational identification and discretionary behaviors, it has been chosen to investigate the mediating role of organizational identification between both constructs. However, while there are different models of emotional intelligence, the ability model has shown its reasonability and accuracy in measuring emotional intelligence, therefore, it has been decided to investigate the relationship using the dimensions of ability model as independent variables.

However, while the technological advances cross the boundaries and sieges, the Palestinian market was not far away from these global issues. Thus, the current study intends to reflect the investigation of these relationships on the Palestinian context studying the employees of publicly traded companies.

1.2 Problem Statement

Several research projects investigated the role of emotional intelligence in the workplace and its impact on the organizational behaviors. Despite of that, few have investigated the relationship with discretionary behaviors; and fewer did through using the dimensions of the ability model of emotional intelligence in studying this relationship. Yet, none did investigate the relationship between ability model dimensions of emotional intelligence and discretionary behaviors with the mediating role of organizational identification. Therefore, this study aims to investigate the correlation between emotionally intelligent employees- using ability model dimensions- with their discretionary behaviors in their workplace, using the organizational identification as a mediator between both aforementioned constructs, because of the assumption of the role of emotional intelligence to increase organizational identification of an employee, which in turn helps to increase the positive discretionary behaviors and decrease negative ones.

The current study aims to investigate the relationships on the Palestinian's context of the employees of the publicly traded companies.

1.3 Purpose of Study and Research Questions

This study aims at investigating the relationship between the ability model dimensions of the emotional intelligence, organizational identification, and discretionary employee behavior. Inherent in this objective is the investigation of the impact of emotional intelligence on organizational identification, and the impact of organizational identification on discretionary

behavior. Furthermore, the notion that organizational identification mediates the relationship between emotional intelligence and discretionary employee behavior will be tested and explored.

This purpose of the study can be attained by answering the following main research questions:

- What is the influence of organizational identification in the mediating role between the ability model dimensions of emotional intelligence and discretionary behaviors?
- What is the influence of the ability model dimensions of emotional intelligence on organizational identification?
- What is the influence of the ability model dimensions of emotional intelligence on discretionary behaviors?
- What is the influence of organizational identification on discretionary behaviors?

2.4 Significance of Study

In general, organizations are seeking for uniqueness that led for sustainable competitive advantage. Therefore, OCB (i.e. pro-social behaviors) takes a role, as it considered as a competitive advantage since it will be difficult to be imitated (Alsheikh, 2020). On the other hand, CWB (i.e. anti-social behaviors) can damage organization's stakeholders, and shareholders (Fida et al., 2015), which in turn will damage the organization's strategy. However, discretionary behaviors became a matter of interests for organizational behaviors' scientists as well. Hence, several studies examined approaches and process to increase the positive behaviors, and decrease the negative ones, many studies examined using emotional intelligence and

organizational identification as independent constructs. However few studies built upon examining the dimensions of emotional intelligence to study the positive correlation with organizational identification (Zehir, 2019), and none has been discussed the output impact of this correlation on the dimensions of the discretionary behaviors. The importance of this study come through affirming the positive correlation with organizational identification and studying the impact on employee's discretionary behaviors.

1.5 Research Structure

This study consists of five chapters; the introduction, where a brief background of the study was presented, problem statement was introduced with the relationships that intended to investigate, purpose of the research with research questions set, in addition to the significance of the study. After then, the second chapter; that is literature review, which shows what previous studies discussed about the constructs, and each antecedent and consequences so the study can present the last section of the chapter which is the relationships, conceptual framework, and the hypothesis. Chapter three offers the methodology used for the sample and data collection in addition to the instruments and tools used for measuring each construct. Analyzing data collected and results are what discussed in chapter four, before ending with chapter Five of discussing the findings and conclude results, setting the limitations and building recommendations for future studies.

CHAPTER TWO

LITERATURE REVIEW

In this chapter of the thesis, the focus is on the constructs of the study: emotional intelligence, discretionary behaviors, and organizational identification. A review of the literature is conducted to examine the relationships between these constructs.

2.1 Emotional Intelligence

“Rule your feelings, lest your feelings rule you” ~ Publilius Syrus 85 BC

2.1.1 Conceptualization of Emotional Intelligence

While IQ was the classical view of intelligence (Singh & Khosla, 2020), multiple intelligence theory introduced in 1983 by Gardner, offered other types of intelligence, such as, linguistic-verbal intelligence (ability to use and reason words), visual-spatial intelligence (the ability to deal with three-dimensions images), interpersonal (the ability to understand and manage relationship with others) and intrapersonal intelligences (the ability to understand and manage oneself) , and rhythm-musical intelligence (Akpan & Kennedy, 2020). Yet, Emotional

intelligence can be considered as a subset of social intelligence- individual's ability to reason about one's personality (intrapersonal intelligence), and others (interpersonal intelligence), that concern of dealing with emotions (Mayer et al., 2016, p. 2).

In spite of that, not very long time ago, the term emotional intelligence (EI) would be considered a paradoxical concept, as it combines two counter concepts, which are; intelligence that is related to the cognitive facet of humans, and emotions, which are the affective facet of him (Sternberg & Kaufman, 2011). However, recent perspectives on EI have consented the use of the two construct together, where, intelligence which is the individual's capacity to reasoning thoughts and actions to deal effectively with his environment(Ardila, 2018), and contains the ability to planning, memorizing, problem solving, and the ability to have abstract thinking. While, emotions can be defined as the unconscious feelings that are most likely result of unconscious thoughts (Pettinelli, 2012). However, unconscious thoughts are the thoughts that take place on cognitive and/or affective processes which excluding awareness, and has no explicit attention toward the primary task (Shen et al., 2020). Thus, emotions and intelligence can be combined by attributing the matching to that EI is about understanding, managing emotional information, and solve their related problems (Sternberg & Kaufman, 2011). Mayer has defined the intelligence as the ability to reasoning information. Thus, Emotional intelligence is the process of reasoning emotional information (Mayer, 2004).

2.1.2 The Ability Model of Emotional Intelligence

Although, the essential conceptualizations of EI that introduced by scientists have created different models for EI -that will be discussed later in this section- which are mainly; the ability model that presented by Salovey and Mayer, trait model introduced by Petrides and Furnham, and the mixed model presented by Goleman and Bar ‘On (Kanesan & Fauzan, 2019). However and regardless of the differences, all models by consensus divided EI into two terms; intrapersonal term which are the ability of one to manage, and motivate his own feelings, and interpersonal, which related to the ability to manage, motivate those of others (Ciarrochi & Mayer, 2013; Schulze & Roberts, 2005).

Yet, the ability model, showed its preference to be the best model to elaborate the emotional intelligence phenomena (Kanesan & Fauzan, 2019; Brackett et al., 2011; Cherniss, 2010; Mayer et al., 2016). Therefore, the ability model is what has been used for EI measurements in the present study.

2.1.3 Why the Ability Model of Emotional Intelligence?

Mixed model that combines between cognitive ability and traits and can defined as the process of coping with environment through the influence of non-cognitive skills and competences (Webb et al., 2013), is inserting personality traits in parallel with the intelligence of emotions’ problem solving (Mayer et al., 2016). Therefore, resulting with a sets of personality characteristics that includes some related to emotional intelligence (Sternberg & Kaufman, 2011), but go beyond emotional intelligence boundaries (Cherniss, 2010). Yet, trait emotional

intelligence -that is “*a constellation of emotional self-perceptions located at the lower levels of personality hierarchies*” is outside of people’s cognitive ability (Petrides, 2010). Therefore it is purely a personality trait conceptualization and does not make sense to consider it as an intelligence (Kanesan & Fauzan, 2019).

However, the ability model relies on solving emotional problems, reading emotional expressions in faces, understanding the emotions, and the ability to manage those emotions (Salovey & Mayer, 1990). Where, it treats EI as a cognitive ability process that recognize and analyze emotions and emotional information (Elfenbein & MacCann, 2017), which resulting that the emotional intelligence process is a purely cognitive process (Kanesan & Fauzan, 2019).

2.1.4 The Ability Emotional Intelligence Dimensions

First time EI had introduced, was by Salovey and Mayer in 1990, and examined as an ability construct that strived to use intelligence in dealing with emotional information (Salovey & Mayer, 1990). At the beginning, the model was composed of three branches. Seven years later, the two scientists have refined their model to crystalize their currently popular model of EI that consists of four different cognitive abilities. Later on, in 2016 a revision done to the four branches that has expanded the skills which are related to EI abilities (Mayer, 2018). However, the examinations of the two scientists were hovering above solving emotional problems in one as in others through; perceiving, appraising, and expressing the emotional information, using this information to aid cognitive thoughts, understand the emotional information trajectory and predict their future aspects, and finally, regulate and manage emotion (Mayer et al., 2016).

2.1.4.1 Perception, Appraisal, and Expression of Emotions

These are the most basic psychological processes of humans in their journey of solving emotional problems and exploring their EI (Brackett et al., 2011). These abilities can be defined in an inverted approach by defining the absence of them, which is called Alexithymia (Aldaz et al., 2019) -the impaired ability to; experience emotional events, detect and process emotional information, express emotional words, and identifying individual's own feelings (Kafetsios & Hess, 2019). However, emotional expression, therefore perception, can be processed in verbal (words) and non-verbal (e.g. facial expressions, visual events, voice tone, gestures) forms (Jacob et al., 2012).

Verbal expression of emotions is one of the most emotional appraising and expressing abilities by which it reflects the human's ability to integrate and understand emotions that are surrounding a certain event (Kahn et al., 2007). In addition to the basic verbal emotional expressions, there are many other non-verbal expressions, where people do not rely only on words to express information, but also on others ways -in what called multimodal emotional expression- such as facial movements, speech, bodily movement, gaze, gesture, head movements, touch, autonomic response, scent (Keltner et al., 2019), music (Saarikallio et al., 2014), and visual events (Zhao et al., 2017). Fulkerson explains visual perceptual process of emotions by providing an example of a father found a used syringe box in his son's closet, and describing the event with experiencing "unpleasant emotions". Fulkerson argues that the father has basic emotional processing ability, which is the carried information of visual perception of the box that lead him to the reaction of unpleasant emotions. In this scenario, not seeing the syringe box itself what drove the father to feel unpleasant, but the meaning that he perceived, and

appraised by seeing this box, that is, his son is a drug-addict. For instance, if his son suffers from diabetes, he would not be surprised and feel in the same way he felt. (Fulkerson, 2020).

In the aforementioned example, another more basic ability has been detected, which the father's ability to identify his feeling with "unpleasant" emotions.

2.1.4.2 Use Emotions to Facilitate Thoughts

A more advanced ability of EI is individual's abilities to use his emotions to facilitate, and prioritize thoughts in favor of thinking creatively, and reasonably (Rivers et al., 2012). Salovey, and Mayer has proposed some of the abilities such as creative thinking, Flexible planning, motivating emotions (e.g. anxiety motivate individual for more efforts), and mood redirection attention-where individuals prioritize their concentration based on their current situation relating to its importance (Salovey & Mayer, 1990). In this study, the first two abilities - that are more related to the workplace- will be discussed.

Creative thinking. One of the main processes that can be exploited using emotions is creative thinking (St-Louis & Vallerand, 2015), which can be defined as a cognitive ability for generating new and flexible ideas, and approaches for problem solving (Wu et al., 2020). Diaz and colleagues found that positive affect not only increase the perception of similarities and differences of relations, but also the complexity of those relations. On other words, positive state increase the complexity and flexibility of mental categorization (Fernández-Abascal & Díaz, 2013). In the same context, Mastria and colleagues discuss about the influence of emotional state on the creativity by arguing how positive emotions positively affects creativity than neutral and negative emotions (Mastria et al., 2019). Similarly, meta-analysis by Baas and colleagues

concluded that happiness states are highly correlated with creativity, which increases focus and motivation, rather than relaxed and sadness moods (Baas et al., 2008).

Flexible Planning. Emotions are very important construct in planning process. Where, planners have to recognize accurately their emotions so that they can evaluate their decisions accordingly, to overcome any biases and be more realistic (Baum, 2015). While planning has a broad-aspect processes, swing in individual's emotions is a very useful technique for obtaining different cognitive perspectives (Kanesan & Fauzan, 2019; Mayer et al., 2016; Salovey & Mayer, 1990). For instance, fear will motivate plans that will help eschewing destructive decisions the might lead for organization damage (Hoch, 2006). Similarly, fear and anxiety are likely to be good influence constructs in cost-cutting planning that requires short-term planning, and risk-averse (Mumford & Frese, 2015). On the other hand, anger and happiness lead to risk seeking and risk preference, where both lead to a sense of certainty and personal control (Yang et al., 2020)

2.1.4.3 Understanding Emotions

Understanding emotions is the ability to clarify the meaning of emotions, discriminate between different emotions, and the ability to comprehend emotions based on different periods or situations (Fiori & Vesely-Maillefer, 2018). Similarly, based on the revisited study of Mayer, Salovey to their ability model, they have described the meaning of understanding emotions with the ability to know the causes and consequences of the emotions in addition to forecast the

expected behavior of each (Mayer et al., 2016). Yet, Emotions are perusing certain rules (rule-governed), such as anger raised in the absence of justice, fear is the state of changing in a relieved conditions (Sternberg & Kaufman, 2011) .

However, emotions convey information that are evaluable during decision making process, and that lead to the cognitive actions (Abeyta et al., 2015), understanding emotional information give an advantage for its owner by providing him a better finding of life meaning (Boden & Berenbaum, 2011). Moreover, understanding of emotions aids in emotional regulation that in turn support one's goal-achievement (Boden et al., 2013).

2.1.4.4 Regulate and Manage Emotions

Emotion regulation is a cognitive process that participate in the generation, omitting, and/or modifying the intensity or duration of the emotions (Prefit et al., 2019). In the same context, emotion regulation can be defined as the activities that individuals engaged in, to control their emotions and the way they will express these emotions when confront them (Roth et al., 2019).

Salovey and Mayer have summarized the skills that one should have for emotion regulation by being able to; be an acceptor of positive and negative feelings while working on enhancing good feelings and to avoid bad ones, determine the cause of emotional reactions, and manage one's emotions as well as others (Mayer et al., 2016). Another definition, that it is about tracing the trajectory of one or more of emotional components to modify emotional responses. (Peña-Sarrionandia et al., 2015). For instance, treating anger requires several cognitive approaches such as; determining the anger triggers, identifying anger coping skills, and evaluate

the consequences of anger-related behaviors (Elwood et al., 2015). However, to manage emotions, one has to understand his or others emotions and the information that they hold (Norboevich, 2020).

In spite of that, emotional regulation can be sometimes an unconscious process, where individual react without cognitive awareness, such as shifting attention away from bad or upsetting events (Gross, 2002) .

2.1.5 Emotional Intelligence at Workplace

While on one hand, there are perspectives on EI conceive it as can be evolved naturally (Hen & Sharabi-Nov, 2014), on the other, there are several literatures show that EI capabilities can be developed by learning and training(Kanesan & Fauzan, 2019; McKenzie et al., 2019; Obradovic et al., 2013). For instance, Mayer, and Ciarrochi in their book “Applying Emotional Intelligence: A Practitioner's Guide” offer a guide activities for teacher of how to train and develop EI abilities (Ciarrochi & Mayer, 2013). In the same context, a study on bank employees showed that EI training has improved service quality (Beigi & Shirmohammadi, 2011). In another study on leadership positions’ participants showed that there was increasing in EI scores of the participants (Nafukho et al., 2016; Schutte & Loi, 2014).

However, this potential of EI attracted different organizations to seek for the possibility to utilize these capabilities on their workers, as there are many skills which are essential for different jobs such as emotional regulation (Mattingly & Kraiger, 2019), and use emotions for cognitive thinking. Another reason in term of enhancing leadership and strategic changes, which lead for a resource-based view competitive advantage (Voola et al., 2004). Therefore, some of

the studies have found significant correlation between EI and employee's performance, productivity, and job satisfaction because of the positive environment EI can offer (Radha & Shree, 2017; Schutte & Loi, 2014). Moreover, EI showed significant potential as a management technique for occupational stress, which in the result will allow the employee to obtain more skills to deal with their job's requirements more effectively (Nikolaou & Tsaousis, 2002).

2.1.6 EI Dimensions and Organizational Identification

Organizational Identification (OID) – will be examined carefully in the next section - is the individual's knowledge of his belongingness to his or her organization he or she works at, and consider it as part of his or her self-concept (Stets & Burke, 2000). Examining the premier constituent of OID which it is a “*perceptual process* “ that can be defined as the way an individual is interpreting things through his sensory system, and his thoughts about those things in order to understand his surrounding environment (Kenyon & Sen, 2015) . In the same context, perception is based on what called personal reality, that is what individual give meanings to the reality he encounters based on his experience and sensual perception (Hennig, 2010). For instance, the perception of a young man still living with his parents will be interpreted differently between eastern perspective and western one (Ou, 2017), where , one's interpretation of perceived events is very subjective process (Greenberg, 2003).

On the same hand, while the four branches of EI ability model argues about one's ability to process, and manage emotional information, recent studies have found that emotions and cognition (such as perception and memory) are strongly interconnected, where, cognition processes stimulate specific emotional responses, on the same vein, emotions that affects the way

we perceive, and remember the environment around us - in this case the organizational environment, can guide perception process (Brosch et al., 2013). Moreover, Ashkanasy argues that emotion and moods -that lead to different organizational behaviors- are production of different events and conditions in the workplace (Ashkanasy, 2003).

Therefore, being more aware of the cues extracted from events can collect more emotional information that in turn enables more accurate appraisal of situations and events (Joseph & Newman, 2010), which in turn facilitate the perception of OID. Consequently, this study hypothesizes that more perception, appraising, and expressing of emotions in oneself as on others will positively affect the level of individual's OID.

Furthermore, more understanding of how emotions evolve over time, and determine the antecedents and consequences of one's emotions as well others or environment, will enhance the perception and memorial process of historical and present events, which in turn will facilitate the sensemaking and sensegiving processes that lead to raise the level of individual's OID. Therefore, we hypothesize that understanding of emotions in oneself as well as others will enhance the organizational identification of the employee.

- *H_{1a} Appraise and understand emotions in self is positively correlate with OID*
- *H_{1b} Appraise and understand emotions in others is positively correlate with OID*

Eventually, based on the relations between emotion and cognition, facilitating thoughts through emotions and managing one's his own emotions, will change the perceptual status of individual. Where, the ability to use emotion to facilitate decision-making, and manage emotions

(reduce the negative emotions, and enhance positive one) will directly affect the individuals' organizational satisfaction, increasing self-esteem, and better tendency to retain ties with the organization, which are in turn will lead to more OID.

- *H_{1c} Use of emotions has a positive correlation with OID*
- *H_{1d} Managing one's emotions is positively correlated OID*

2.1.7 Emotional Intelligence and Discretionary Behaviors

Several studies have indicated the relationship between EI and discretionary behaviors- which will be discussed intensively in the next sections- that composite of two behaviors which are; Organizational citizenship behaviors (OCB) - defined as the well-intentioned behaviors toward the organization and individuals within it, and counterproductive work behaviors (CWB) that are any negative behavior or intention toward the organization or individuals that are working in it. Where in one study that examines the influence of EI on OCB and organizational commitment the results found to have positive relationship between EI and OCB (Antony, 2013) while another study shows that enhancing EI abilities can enhance OCB (Soelton et al., 2021) . On the other hand, another one while it showed positive correlation between EI and OCB it showed negative relation with CWB (C. Miao et al., 2020). In the same vein, a study discussed EI and its role in mitigating employee's negative discretionary behaviors (Jung & Yoon, 2012).

Yet, above results make sense. Where, emotional intelligence in its dimensions is supporting positive behaviors and mitigating negative ones. Where, in case one's self and

other's emotional appraisal is high he is able to understand himself and others better, know why he has certain emotions and why others looks or acts in a certain way, while he has the ability to use certain emotions in certain events and regulate his emotions, will helps in dealing with others in a courtesy, assisting in creating better mood which facilitate in communication and knowledge sharing and helping others, on the same vein it will protecting from behaviors and events that might led to conflict with other employees that might in turn result to feel in injustice and dissatisfaction those which might cause counterproductive work behaviors. Therefore, based on above, this study hypothesize that;

- *H_{2a} Self Emotional Appraisal has a positive correlation with OCB*
- *H_{2b} Self Emotional Appraisal has negative correlation with CWB*
- *H_{2c} Other's Emotional Appraisal has a positive correlation with OCB*
- *H_{2d} Other's Emotional Appraisal has a negative correlation with CWB*
- *H_{2e} Use of emotions has a positive correlation with OCB*
- *H_{2f} Use of emotions has a negative correlation with CWB*
- *H_{2g} Regulate of emotions has a positive correlation with OCB*
- *H_{2h} Regulate of emotions has a negative correlation with CWB*

2.2 Organizational Identification

2.2.1 Introduction

Organizational identity (OI) and organizational identification (OID) consider as main constructs in studying organizations and organizational behaviors, that have got popularity since 60s of the last century (Boro, 2008). Where they have substantial consequences at both individual and organizational level (Shamir & Kark, 2004). Therefore, OI is crucial for each entity (e.g. organization, department, group, and member) to understand what its essence, what its values and interests are, what other entities are, and what the relationship between entities is (Ashforth et al., 2008). This importance has been recognized more than three decades, as several studies have posited the impact of OID on the health of organization's members as well as the organization per se (He & Brown, 2013). Despite that, OID considered by Mael, is a sub-construct of a more general concept of "*Identification with a psychological group*" (IDGP), which can be defined as one's sense of "*oneness*" with a collective, perceiving the collective's failures and success as one's own failure or success, (F. A. Mael & Tetrick, 1992) where, "The more an individual identifies with a particular social group....the more he invokes "us" or "we" language when referring to a group instead of "they" language" (Bednar et al., 2020). However, studying organizational identification or identification in general requires first defining the concept *identity* and link it with its derivative concept of *identification* (Ashforth et al., 2008). Thereafter, examining social identity and identification theories (Social identity theory, and social identity) as roots of OID (Ashforth et al., 2008; Ashforth & Mael, 1989; Riketta, 2005)

which will be a starting point before deeply discussing organization identity, and OID antecedes and outcomes.

Per Buckingham, identity is a paradox construct in its term, as it is derived from the Latin word “*idem*” that is equivalent to “*sameness*”. This indicates likeness and distinction at the same time. Where, It is on one hand, what discriminates us from others while on the other, points to a relationship with a broader collective (e.g. gender, religion, nation) (Buckingham, 2008). Identity implicitly could be treated as an answer to the question " Who am I?" or, “Who are we?” (Ashforth et al., 2008). In other words, one's self-concept composes of two interconnected identities which are; personal identity and social identity (F. Mael & Ashforth, 1992; van Doeselaar et al., 2018). Where the former indicates the meanings that are associated with the idiosyncratic characters of individual, the latter examines how persons perceiving, and defining themselves as members of a group (Deaux, 1994), knowing that one person can associated with multiple social identities (Marsden & Pröbster, 2019). Therefore, the set of identities that one is associated with formulate the uniqueness relating to others, whether they are in-group or out-group members. (Stets & Burke, 2000). Although, personal identity, and social identity of individual are interconnected, studying OID in this dissertation will concentrates on social identity only.

However, social identity crystallizes during the process of self-categorization or what called “*Social identification process*” (Stets & Burke, 2000), - where it is the perceptual sense of one as belonging to a social group(Ashforth et al., 2008). Linguistically, Identification is the persons' sense of identity with someone or something (Stevenson, 2010). Pratt clarifies the relation between identity and identification by two self-questioning ” Whereas identity is often concerned with the question, "Who am I?" identification asks," How do I come to know who I

am in relation to you?" (Pratt, 1998), it is the appropriation of an identity (Cheney & Tompkins, 1987). Therefore, identification matters because it is the process where people define themselves, interconnect and behave with others based on this definition (Ashforth et al., 2008).

Social identity theory (SIT) summarizes that people have propensity to sort themselves (and others) in categories based on common interests, and salient characteristics shared with the category members (Boro, 2008). It assumes that; individual continually looking for positive self-esteem, membership with group plays role in forming the part of social identity of self-concept, and social identity has a comparative characteristics by which it could be enhanced through comparing in-group with other groups (Van Dick et al., 2004), where, the prominence of a group would not be manifest without its relation to another existed counter-group or groups (e.g. white group wouldn't be salience if there wasn't -for example- black group or blue group) (Ashforth & Mael, 1989; F. Mael & Ashforth, 1992).

SIT has two main purposes by which, first it allows individual to systematically order people into groups which each group can abstract its members and their main characteristics. Secondly, individuals are able to define themselves with specific collective, which strengthen their self-concept (Ashforth & Mael, 1989). On the other hand, identity theory, which is a *Role-based* categorization rather than *Group-based*, argues that, individuals sort themselves and organize their behaviors, meanings, and expectations in a matter compatible with that role which they have observed from others who are in the same role (Gruber & MacMillan, 2017). It concentrates on how one embeddedness of roles – where individual have multiple roles- in his social environment increases the potential of activating specific role or roles based on a certain situation (Ashforth et al., 2008; A. D. Brown, 2017).

Being in a group from SIT point of view means to be like other in-group members, sharing the same perspectives, goals and interests. In contrast to SIT, identity theory resides in the differences in perceptions and actions that accompany a role as it relates to counter-roles, and perceives individuals in a group acting, and communicating with other roles to achieve their role's expectations (Stets & Burke, 2000).

Scientists disputes the correlation between the two theories. Where, one perspective sees that SIT and identity theory are different in emphasis rather than kind and there is a potential to integrate both theories in one theory representing social aspect of self-concept (Stets & Burke, 2000). While there is another opinion that sees both theories with different systematic communications with a remarkable distinction in terms of basis, level of analysis, in-group behaviors, and the relationship between basis of both (Group versus Role) (Hogg et al., 1995).

Regardless of the inconsistency between SIT and identity theory, they both argue about the perceptual process of the social fundamentals of self-concept and the nature of normative behaviors of individual (Hogg et al., 1995), and can be "combined" to represent one's identity in an organization as a focal manifest, distinctive, and enduring substance of the role or group in which he is a member of (Ashforth et al., 2008).

2.2.2 Organizational Identity And Organizational Identification

Organizational identity gained its popularity since the work's publication of Albert and Whetten related to this subject in 1985 (He & Brown, 2013), where, they described organizational identity as the central, distinctive, and enduring set of claims and statements that individuals perceive what compose their organization's identity(Huemer, 2012). It is the concept

that raises in situation when decisions at stake, where there are different choices, and making up minds is a controversial matter, while eventually decision makers start asking the questions of “Who are we?” (Central), “What kind of business are we in?” (Distinctive), and “What do we want to be?” (Enduring) (Hatch & Schultz, 2004). Based on the two aforementioned definitions, organizational identity is a concept that is related to the strategical roadmap for an organization. Where, it is formulated by top management to set the core values and beliefs that guide the behaviors of employees within the organization (S. Brown et al., 2016; Song & Yu, 2018).

Whereas, organizational Identification (OID) which is a special case of the general term of social identification (F. Mael & Ashforth, 1992). Hence, self-categorization as named in "identity theory" or identification in "SIT" is the process where individuals reflect themselves in a certain group -the organization, by which they can classify, and name themselves in relation to the organization they identify with. Therefore, it is part of the process where their individuals' identities are crystallized (Stets & Burke, 2000). Per Pratt, it is a self-referential process by which individuals start to embed the organizations interests and beliefs to their own identities (Pratt, 1998). Similarly, OID is the individual's knowledge of his belongingness to his or her organization he or she works at, and consider it as part of his or her self-concept (Stets & Burke, 2000). On the other hand, Cheney and Tompkins, mention a definition of OID as a process where individuals become emotionally related with the organization through intertwining with its members, and sharing its values (Cheney & Tompkins, 1987). Likewise, identification has been claimed to be connected to our hearts rather than our cognitive self-categorization and our brains only (Müller, 2017).

Examining the above-mentioned definitions, it can be inferred both cognitive and affective aspects of OI. Despite the researches' disputation of the affective conceptualization of IO, the disputation is about the role of affective aspects not its existence. Edwards, argues the extant literatures of OID aspects by divided researches to what see that affective is part of OID construct, while others researches, that treat affective aspects as results of cognitive identification (Edwards, 2005). SIT, which is the overwhelming root of OID, has described both components as "goes hand in hand" within OID process (Riketta, 2005), by which OID has been defined as one's knowledge of membership of a group together with the values and emotional importance attached to this knowledge (Fujita et al., 2020). However, scholars shall be careful of the emotions to be examined during OID process studying. (Ashforth et al., 2008).

Kreiner and Ashforth discussed that the degree of employee's OID is the extent to the degree which individual's identity overlaps with his or her organization's identity. They also argued about expanding the identification model to involve other three related constructs which are; disidentification (When employee identify himself of having paradoxical interests, and goals of the ones of the organization), ambivalent identification (One has two contrary identification at the same time), and neutral identification (where one does not has interest with organization's interests and goals at all). (Kreiner & Ashforth, 2004; Müller, 2017) . However, the antecedents and outcomes for each concept indicate that each can be treated as a unique construct (Ashforth et al., 2013; Kreiner & Ashforth, 2004). Therefore, in the current study only organizational identification construct will be examined. The figure below illustrates the expanded model of OID.

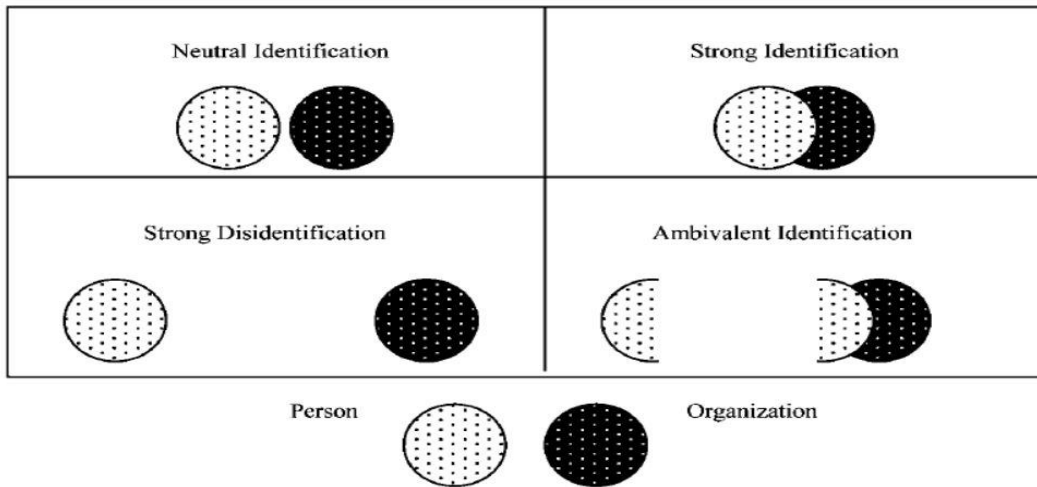


Figure 1 The expanded model of identification

Note. Adapted from Ashforth (2001), Dukerich et al. (1998), and Elsbach (1999).

2.2.3 The Structure Of Organizational Identification

As have been defined, identification is a process of perception- that means it has several perceptual steps that do not occur at once. Where, identification “is a process of emerging identities”(C. R. Scott et al., 1998). Rousseau has divided identification into two processes; one that is superficial, unsettled and weak, where “We” as a group has often created temporarily in response to immediate situations, this one called *situated identification*. The second that is a deeper structure identification, which most likely to occurs just post to situated identification, after interaction between the employee with the organization and with organization’s members, that one called *deep identification*, which is much solid, stable and live much longer than situated identification (Ashforth et al., 2008; Rousseau, 1998).

Another structural model deals with identification as a dynamic process, arguing that while OID is the extent to which individual identity -self-concept- is congruent with organizational identity (Kreiner & Ashforth, 2004; Müller, 2017), where both, self-concept (A. D. Brown, 2017), and organizational identity (Clegg et al., 2007), are dynamic perceptual constructs. Likewise, Ashforth in his study of “How Identification does occurs?” posited that identities are not a “snapshot image”, but narrative that captures moments over time (Ashforth et al., 2008). In the same study, Ashforth discussed three important factors that makes OID occurs which are; *sensebreaking*, that is the process of doubting individual about his thoughts of things, others, and collectives, rendering individual experiencing unstable, incoherent perception about them (Huemer, 2012), *sensemaking*, defined as the process that encourages individual for perceiving himself in the eyes’ of others, where he will be able to evaluate positive and negative feelings produced accordingly (Fairfield, 2019), and *sensegiving*, which is the process that used to influence sensemaking process, and carry individual toward preferred image of an organization (Klein & Eckhaus, 2017).

Recently in an extended study of the dynamic model, Bednar and his colleagues described what called identification trajectories, which is the individual’s perception and momentum of his identification over time from the past to the future. They have explained how retrospective and prospective thinking -sensemaking process- of self-concept as well as, organizational identity will assist the individual shaping his identification over time not only instantaneously. On the same vein, how organization’s interface (HR employee, manager, CEO...etc.) can use motivational past experiences and encouraging future events to facilitate the process of sensemaking for employees. In their study, Bednar and his colleagues have explained how two employees might have same level of identification with different affection and

behaviors toward the company, where they referred it back to the overall sight of the past and future picture of their identification, as it could be different among them. (Bednar et al., 2020).

2.2.3 The Antecedents Of Organizational Identification

Based on Mael and Ashforth operationalization model, OID composed of two groups of antecedents which are; organizational antecedents and individual antecedents (Ashforth et al., 2008; F. Mael & Ashforth, 1992). Their model, which is now the most widely used model for OID measurements, as it has showed its reliability and validity in many previous different cultural researches (Çağlar & Tüzün, 2009; Farooq et al., 2017; Fritz & van Knippenberg, 2017), has divided the organizational antecedents into four; organizational distinctiveness, organizational Prestige, inter-organizational competition, all which have positive correlation with OID, and intra-organizational competition which has negative correlation with OID. On the other hand, the second group of individual antecedents forms six antecedents which are; organizational tenure, recency of membership, existence of mentor, satisfaction with organization, and sentimentality which composes the positive correlation with OID, in addition to the negative correlations with the number of comparable organizations joined (F. Mael & Ashforth, 1992).

Ashforth and Mael built their model upon SIT, where the theory deposits that individuals continuously are looking for self-esteem. Organizational prestige accomplishes this desire, which make identification with prestigious organizations are more likely (Farooq et al., 2017). Similarly, and as mentioned before, SIT discusses that OID is a relational and comparative

concept, where the salience of a group would not be occur without the existence of another counter-group or groups. In other words, more individual awareness of the differences and distinctiveness between in-group and out-group may create more intergroup competition that more likely to create more identification toward the individual's organization (Myers et al., 2016). On the other hand, increasing internal competition weakening the coherence within the organization, and between organization's members, therefore, producing aversion toward identification with the organization (Tsui & Ngo, 2015).

Confirming that OID is a process that might evolve with time starting by situated OID, thereafter go to deep OID, organizational tenure plays an important role of creating deep identification, where one of the major barriers toward stronger OID is short tenures (Ekmekci & Casey, 2011; Hameed et al., 2013). On the other hand, over time, individuals are expected to experience several identifications, where the OID that the individual will keep associated with most likely to be the one he currently lives, not the one in the past, where the association will be attenuated over time (Iyer et al., 1997; F. Mael & Ashforth, 1992). Likewise, experiencing different identities of the same social classification might fade the identification with any or all of the social collective and organizations (F. Mael & Ashforth, 1992). Satisfaction, mentor-like (building a relationship with a charismatic manager), and sentimentality (F. Mael & Ashforth, 1992), with other concepts such as positive affective (Ashforth et al., 2013), are related to obtaining self-esteem and what has been called by Glynn and argued by Ashfroth, "*The Need for Organizational Identification*" (NOID) (Kreiner & Ashforth, 2004). Where, individuals are different in their tendency to identify with organization based on their needs to identify with a collective. hence, individuals with more need for organizational identification have more propensity to identify with one (Mignonac et al., 2006).

2.2.4 The relationship Between Organizational Identification And OCB

Several early studies have linked organizational commitment as an antecedent of OCB (Borman & Motowidlo, 1997). Despite of that, Riketta in his meta-analysis has clarified that organizational commitment and organizational identification- even they have been used interchangeably- are different construct and operationalized differently. Moreover, he discussed that organizational identification has stronger correlation with extra-role behaviors (i.e. OCBs) than organizational commitment. (Riketta, 2005). Similarly another study of identification versus commitment has argued that due to the self-referential characteristic of OID, one will experience organization's interests as his own interests more than committed employees, therefore organizational identification will be less affected by contingent reward systems than organizational commitment (van Knippenberg & Sleebos, 2006). Ashforth has discussed OCB as an outcome of OID, while counted self-enhancement, helping others, increasing social support as separated outcomes of OID (Ashforth et al., 2008), even that they can considered as part of OCB's dimensions. Moreover, in several recent studies OID found to obtain the potential and the capacity to create positive individual and has been used as a mediating construct to predict OCB (Teng et al., 2020; Sa, 2019; Lu et al., 2018; Callea et al., 2016; He & Brown, 2013; Zhang & Chen, 2013). Therefore, it is hypothesized that OID will predict OCB

- *H_{3a} OID is positively associated with OCB*

While in the previous hypothesis, we have assumed that EI dimensions are positively associated with OID and as in the current section we are assuming that OID is positively influence OCB, therefore we hypothesis that OID mediating EI dimensions and OCB

- *H_{3b} OID is positively mediating the relationship between SEA and OCB*
- *H_{3c} OID is positively mediating the relationship between OEA and OCB*
- *H_{3d} OID is positively mediating the relationship between UOE and OCB*
- *H_{3e} OID is positively mediating the relationship between ROE and OCB*

2.2.5 The Relationship Between Organizational Identification And CWB

Organizational identification is conflicting with counterproductive work behaviors (CWB). Where, OID sounds to be act as a self-defend construct for performing and counterproductive behaviors. Hence, Identification with an organization has the potential to increase the individual likelihood of protecting the organization's reputation and image over one's self-interest (Abernethy et al., 2019). On the same context, higher OID leads to higher affective organizational commitment, that decreasing the potential of intentional turnover (Jones & Volpe, 2011). Moreover, OID increases one's collectivism over individualism, by which one – to some extent- will prefer the whole organization's benefit over his own benefits(Ge et al., 2010). Yet, several studies have examined organizational identification to study the dependent variable of counterproductive work behavior where most of them have found the negative correlation between high organizational identification employees and their counterproductive work behaviors(Ciampa et al., 2021; Q. Miao & Zhou, 2020; Teresi et al., 2019). Therefore,

organizational identification does not only increase the potential of performing citizenship behaviors, but also hypothesized to increase the resistance of individual to avoid counterproductive work behaviors.

- *H_{4a} OID is negatively associated with CWB*

While in the previous hypotheses, we have assumed EI dimensions are positively associated with OID and as in the current section we are assuming that OID is positively influence OCB, therefore we hypothesis that OID mediating EI dimensions and CWB.

- *H_{4b} Increasing one's SEA will increase his OID which in turn will decrease his CWB*
- *H_{4c} Increasing one's OEA will increase his OID which in turn will decrease his CWB*
- *H_{4d} Increasing one's UOE will increase his OID which in turn will decrease his CWB*
- *H_{4e} Increasing one's ROE will increase his OID which in turn will decrease his CWB*

2.3 Discretionary Behavior

2.3.1 Introduction

Discretionary behaviors, have been referred to the behaviors that go farther than in-role tasks and are out of the reward system of the organization (Duyar & Normore, 2012), which are voluntary behaviors, not mandatory by job description and role scope (Thomas, 2017). However, employee's discretionary behaviors generally have been recognized with their positive attitudes toward the organization and co-workers. In spite of that, there are positive discretionary behaviors that support co-workers and organization, known as organizational citizenship behaviors (OCB) (Zhang et al., 2019). While on the other hand, there are discretionary counterproductive work behaviors (CWB), which break the norms of the organization and harm its employees (Bolino & Klotz, 2015). Based on the aforementioned definitions, both discretionary constructs can be taxonomically split based on the targeted entity whether it is the organization as whole (i.e. OCB-O, and CWB-O) or co-workers within the organization (i.e. OCB-I, and CWB-I) (Ang, 2017). Therefore, the consequences will be on both organization and individual as well. Where, OCB increases the effectiveness of the organization and employees' productivity (Dirican & Erdil, 2020), CWB increase employees demotivation and decrease organization efficiency (Ciampa et al., 2021). In the result, it is typically significant for the organization its tendency to enhance employees' OCBs and reduce CWB.

However, OCB, and CWB can be argued that they have been studied based on the foundations and part of the consequences of the social exchange theory (Cropanzano, 2017;

Dalal, 2005). Where, it explains the basis of the behaviors between at least two parties, by which, behaviors, and reactions of a party is contingent and reinforced by the other party's behaviors (Cook et al., 2013). For example, organizational justice, and satisfaction are the behaviors that reinforce the OCB behaviors of an employee as a compensated reciprocate behaviors (Zeinabadi & Salehi, 2011). On the other hand, unjust and unsatisfying actions by organizations were lead to support CWB by employees of that organization (Chernyak-Hai & Tziner, 2014).

Despite that CWB, and OCB seem to be conceptually and consequentially opposite with negative correlation between both, where the latter benefit the organization and employees while the other harms both (Dalal, 2005), the two constructs can have positive correlation (Cropanzano, 2017), or one construct be a sequential for the other construct (Klotz & Bolino, 2013). Therefore, studying, and measuring both constructs will be distinguished from one another.

2.3.2 Organizational Citizenship Behavior

In the early of 1980s, Organ has introduced the framework of OCB during his studies on satisfaction-productivity relationship, while soon later on, Tom Basteman presenting what he called quantitative performance- productivity, and qualitative performance- citizenship behaviors (Organ, 2018). Five years later, Organ and colleagues has posited the term organizational citizenship behavior which they referred by this concept to the discretionary behaviors that support the organization, whereas, are not explicitly recognized by its reward system (de Geus et al., 2020). However, OCB can takes various forms and behaviors, such as helping and

encouraging other, knowledge-sharing with co-workers, kept well informed about the organization, loyalty toward the organization (Bolino et al., 2015; Lee et al., 2013; Sung Jun Jo & Joo, 2011). Therefore, many variance definitions are pertained OCB as well, such as -in addition to the aforementioned Organ's definition- Borman introduced OCB as the well-intentioned behaviors toward the organization and individuals within it, that meant to sustain and promote their-organization and individuals- well-being (Borman, 2004). Similarly, OCB known as the behaviors that do not support the core work itself, but support the social environment where technical core tasks occur (Ehrhart & Naumann, 2004). In the same context, it has been explained as the extra-role behaviors that intend to help co-workers or show conscientiousness in the support of the organization (Borman & Motowidlo, 1997). Although, OCB cannot be forced on an employee, but it is internally motivated by the employee himself (Tambe, 2014).

Yet, there are alike constructs that could be considered as broader constructs (e.g. Prosocial organizational behaviors) or as branch ones (e.g. contextual performance). Where the former, meant to override OCB with prosocial behaviors that high obtain behaviors with lack organizational relevance, such that helping a co-worker with his personal problems (Cropanzano, 2017). While contextual performance is much bounded the OCB, by which it much focusing on problem-solving and workplace teams (Organ, 2018).

2.3.2.1 OCB Dimensions

Over time, more than 30 different dimensions have been identified, however many of them are overlap with other dimensions (Alkahtani, 2015). Organ in his turn, has categorized OCB into Five distinct dimensions, which are, altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (Rosle et al., 2021).

Altruism. Altruism can be defined as a voluntary behavior that seeks to help others in work context, and intends to achieve the advantage for them, without waiting any external reward for the helper as a price of his actions (Huang et al., 2018). Smith (1983) in her study , has developed measuring OCB by referring to general compliance- which are impersonal dimension of OCB, and the second is altruism, which refer to one to co-worker or supervisor support (Organ, 2018). Hence, applying altruism by employees will result in; less controlling of managers on their employees, less socialization resources for newcomers, and easier management of relationship between employees (Koster, 2014).

Courtesy. These are the behaviors that taken to help preventing interpersonal conflicts, consulting needed participants about convenient time before arranging a meeting, and keeping shared instruments in a good condition for others to use (Garg, 2020). Similarly, it is eschewing problems from occurrence, mitigating the consequences of happened ones (Romainha et al., 2019), and inform colleagues in advance on a decision in case they might affect them (Yildirim, 2014). Thus, this will enhance communication in the organization, create better environment to work, and reduce efforts and time required for conflict management (Muthuraman & Al-Haziazi, 2017).

Sportsmanship. It is the readiness to ignoring and/or coping with negative, annoying conditions without complaining, for the good of the organization (Demerouti & Cropanzano, 2017). Sportsmanship in turn as a dimension of OCB includes avoiding negative feelings and applying positive-attitude in solving problems and handling obstacles, ignoring small and trivial personnel inconvenience and sacrifice personal interests toward the group interests (Wang et al., 2013). Consequently, sportsmanship helps the organization to save efforts for task-performing, mitigate load on managers of handle stresses at work, and reduces employees' turnover (Tambe, 2014).

Civic Virtue. the behaviors of an individual that show his interests and worries about the life of the company, and pose to his responsibility to be involved in it (Ababneh & Hackett, 2019). Thus, civic virtue includes offering positive criticism and solutions, attending non-mandatory important meetings, being more loyal toward the organization, and concern about the image and reputation of the organization (Romainha et al., 2019). Consequently, civic virtue behaviors enhance the quantity of performance and reduce customers complaints (Tambe, 2014). As a result, civic virtues show importance for organizational competitive advantage as it increases organizational effectiveness, and enhance individuals' skill and the organization as well (Graham & Van Dyne, 2006).

Conscientiousness. This dimension in OCB considered when an employee skillfully perform his role not only with minimum requirement of the task. Such as attending required meeting effectively, follow formal and informal rules, and working for extra hours (Wang et al.,

2013). Smith in her study on OCB defined conscientiousness as “the good citizen” syndrome, by which one prefer the system interest on specific persons’ interests(Smith et al., 1983). Hence, conscientiousness-which is the generalized compliance as has been defined as the second determinant of first OCB model introduced by Smith (Organ, 2018), indicated that the employee is disciplined, responsible, accountable, and hard-working, which in turn lead to less efforts and resources dedicated for employees to be monitored and controlled (Tambe, 2014).

On another model, OCB has been categorized into two groups based on the beneficiary level whether it is toward the organization or the co-workers. William and Anderson were the first who explicitly categorized OCB as behaviors that benefits the organization (OCB-O), and behaviors that benefits the individual (OCB-I) (Ma et al., 2018). Yet, the Five dimensions of Organ can be mapped into these two categories by which, courtesy and altruism will be mapped to individual level OCB-I group, as they are concerned about co-workers beneficiary (Chan & Kuok, 2020; Khan et al., 2020). On the other hand, Civic virtues, sportsmanship and conscientiousness are part of Organizational level OCB-O category which tend to benefit the organization as whole (Abulsaoud Ahmed Younis & Moawad Elsaid, 2019). Noting that in the current study OCB will be treated as one construct though.

2.3.3 Counterproductive Work Behavior

At the same period where Smith and colleagues were studying OCB in the early of 1980s, Hollinger and Clark were studying the concept deviance, that is used interchangeably with the term counterproductive (Marcus et al., 2016). However, work deviance behavior, or counterproductive work behavior (CWB) generally can be defined as, any discretionary behavior that harms or intending to harm the organization, organization's interests and norms, and/or the organization's stakeholders, employees, clients, and /or customers (Zhuang et al., 2020; Spector, 2010; Bolino & Klotz, 2015; Spector et al., 2006; Gruys & Sackett, 2003). Therefore, CWB can be in the form such as; insulting behaviors toward others, verbal and non-verbal aggressive attitude, making on purpose mistakes that are intend to cause any type of damage, sabotage, and absence or coming late for work (Arif et al., 2018). Moreover, other studies have extended the behaviors to include narrower ones such as; alcohol and drug use, and unsafe behaviors (Marcus et al., 2016). In the same vein, CWB has been classified based on the threatened entity whether it is the individual (CWB-I) or organization (CWB-O) (Morf et al., 2017). Yet, one shall distinguish between deviance behaviors that are intendent to harm the individual for his person which covered in the term aggression, and the harm toward individuals as part of the organization, which is (CWB-I) where the harm will be eventually toward the organization through its employees(Spector, 2010). However, several models have been used to study CWB based on consequent behaviors (e.g. Spector et al.'s (2006), and Gruys and Sackett (2003)) or based on targeted entity (Bennett and Robinson's 2000) (Marcus et al., 2016). Where in this study the focus will be on Spector et al.'s (2006) five dimensions of; abuse against others,

production deviance, sabotage, theft, and withdrawal, where the latter dimension considered to CWB targeted toward individuals (CWB-I), while the other four dimensions will be part of CWB targeted toward organization (CWB-O) (Spector et al., 2010). noting that CWB will be treated as one construct though.

2.3.3.1 CWB Dimensions

Sabotage. defined as the acts and behaviors that indenting to destroying the employer's or co-workers' properties at the workplace for the actor's personal goals, to cause embarrassment, or financial damaging (Rauf & Farooq, 2014; Warren, 2010). moreover, there is another types of sabotage such as; knowledge sabotage- which occurs when an employee -on purpose- provides coworkers with incorrect knowledge , while he is aware that this knowledge is important for the organization(Serenko, 2020), and Service sabotage-which is employee behaviors that are intentionally impair customer's service in service company.(Park & Kim, 2019). However, sabotage can be attributed to several causes such as; organizational injustice, frustration and boredom (Ambrose et al., 2002). Thus, these behaviors can be threatening not only to the competition of the organization but to its survival as well. (Analoui, 1995).

Employee Theft. Which is the unauthorized taking, controlling or transferring of money and/or property of the employer for personal or others' benefit (Giacalone & Rosenfeld, 2013). Employee theft has many behaviors and forms such as; financial embezzlement, fraud (Hollinger & Davis, 2015). Thus, this result with revenue and capital losses, resulting with decelerating

productivity and goal- achievement, and reputation distortion, which in turn might cause business failure (Hollinger & Davis, 2015; Mondal, 2016).

Production Deviance. These behaviors of failingly or incorrectly of performing tasks on purpose in the way they supposed to be done (Spector et al., 2006). Production deviance behaviors can take hidden form such as working incorrectly on purpose, or salience such as refusing to perform tasks (Guo, 2012). Thus, these behaviors result in wasting organization's resources (Wilson et al., 2015), which in turn might affect customer satisfaction, that leads to distorting the organizational reputation (Gul, 2014).

Withdrawal behaviors. These behaviors take different forms such as; absenteeism, lateness, and turnover, that can be defined as the behaviors of avoidance or disengagement from work environment, tasks, or the organization, when are perceived by the employee as sources of negative effects. (Carpenter & Berry, 2017; Miner & Glomb, 2010). Thus, one of main antecedents of withdrawal behaviors will be emotions, by which experiencing high level of negative emotions will result with higher potential of work withdrawal (B. A. Scott & Barnes, 2011). However, some research revealed that people who has high withdrawal behaviors are also likely to enact other types of CWBs (Carpenter & Berry, 2017). Therefore, withdrawal behaviors considered costly for organizations, as well as its negative impacts on co-workers' motivations (Berry et al., 2012).

Abuse against Others. Are physical, psychological, or emotional behaviors (e.g. sarcastic comments, undermining other's abilities, making threats, or causing physical harm) that are directed toward other employees in the workplace (Spector et al., 2006). Therefore, these

mistreatment behaviors may affect employee's productivity (Rai & Agarwal, 2018), increases absenteeism and turnover, and reduces job satisfaction (Sheehan et al., 2020), which create a very likely converse behaviors from targeted employee to perform reactive CWB behaviors in their turn.

2.4 Conceptual Framework

This section aims to create hypothesis of relationships based on the literatures reviewed in discussing the dimensions of emotional intelligence, the structural concept of organization identification and the characteristics of both discretionary behaviors of organizational citizenship behaviors and counterproductive work behaviors.

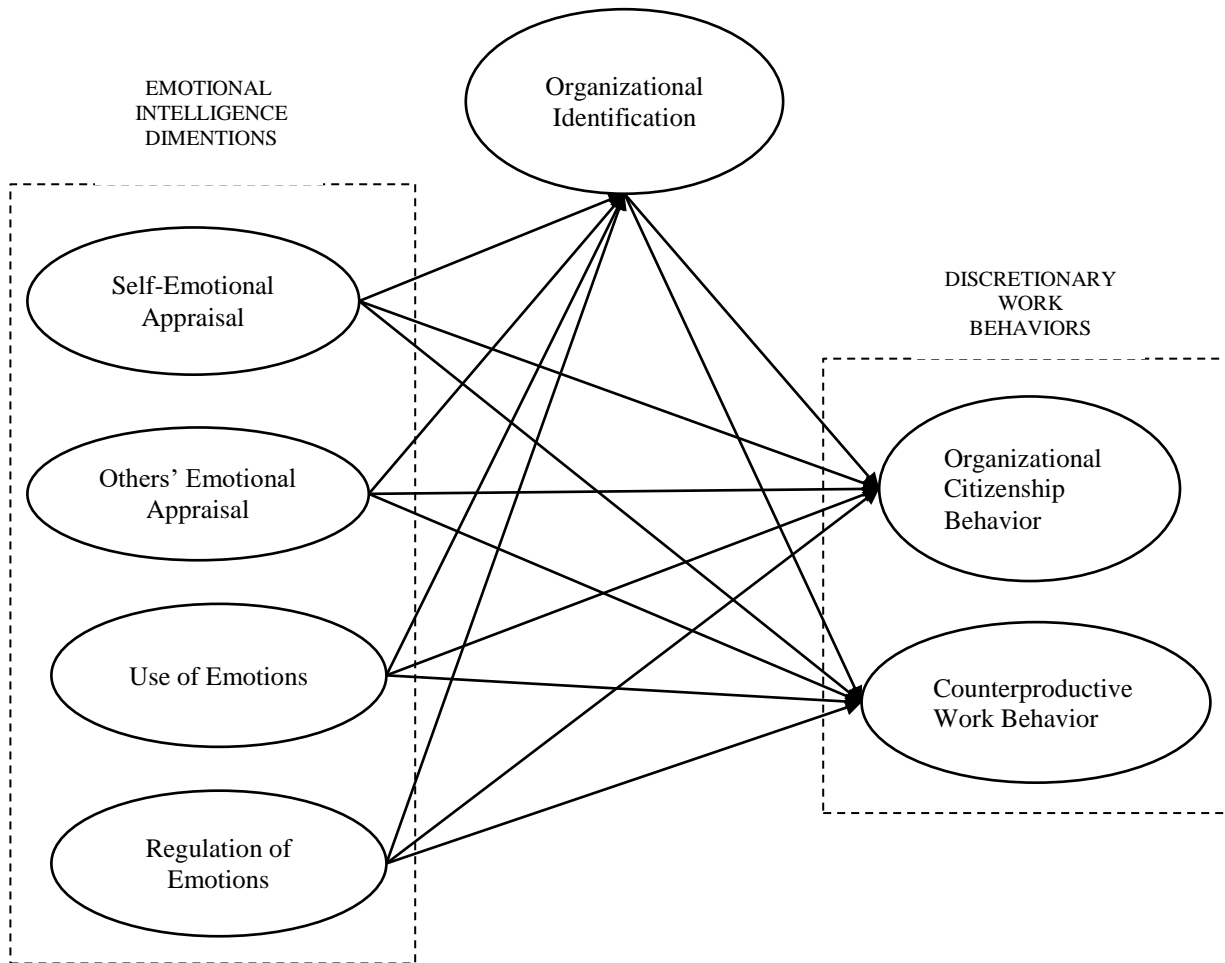


Figure 2 Study Conceptual Framework

Table 1

Summary of hypothesis

Hypothesis

H_{1a} Appraise and understand emotions in self is positively correlate with OID

H_{1b} Appraise and understand emotions in others is positively correlate with OID

H_{1c} Use of emotions has a positive correlation with OID

H_{1d} Managing one's emotions is positively correlated OID

H_{2a} Self Emotional Appraisal has a positive correlation with OCB

H_{2b} Self Emotional Appraisal has negative correlation with CWB

H_{2c} Other's Emotional Appraisal has a positive correlation with OCB

H_{2d} Other's Emotional Appraisal has a negative correlation with CWB

H_{2e} Use of emotions has a positive correlation with OCB

H_{2f} Use of emotions has a negative correlation with CWB

H_{2g} Regulate of emotions has a positive correlation with OCB

H_{2h} Regulate of emotions has a negative correlation with CWB

H_{3a} OID is positively associated with OCB

H_{3b} OID is positively mediating the relationship between SEA and OCB

H_{3c} OID is positively mediating the relationship between OEA and OCB

H_{3d} OID is positively mediating the relationship between UOE and OCB

H_{3e} OID is positively mediating the relationship between ROE and OCB

H_{4a} OID is negatively associated with CWB

H_{4b} Increasing one's SEA will increase his OID which in turn will decrease his CWB.

H_{4c} Increasing one's OEA will increase his OID which in turn will decrease his CWB.

H_{4d} Increasing one's UOE will increase his OID which in turn will decrease his CWB.

H_{4e} Increasing one's ROE will increase his OID which in turn will decrease his CWB.

CHAPTER THREE

RESEARCH METHODOLOGY

The chapter will explain the methodology that the research study adopted. It explains the various elements of research design, including, the research instrument, the sampling approach, data collection, and data analysis, statistical methods.

3.1 Research Design

As discussed in the previous chapter and explained through conceptual models, this thesis aims to study the relationship between the four dimensions of ability emotional intelligence with the discretionary behaviors in the presence of the mediating role of organizational identification.

To test these relationships, quantitative approach with a cross-sectional survey design has been used. Where, quantitative research is the appropriate approach to be used for hundreds and more of observations that tends to quantify specific phenomena.(Stockemer, 2019).

3.2 Population of the Study and The Sample Size

Based on the study problem and its goals, the researcher targeted the employees of publicly traded Palestinian corporations. No official record of the total number is available, however, a quick glance over the annual reports of the listed companies, it was estimated that the number would be between 6000-8000 employees. Professional staff at these companies would be more able to relate to the concepts of emotional intelligence and discretionary behaviors.

The researcher adopts a judgmental nonprobability sample because the researcher was not able to obtain a list of all employees working and Palestinian publicly traded companies. None exists and it would be very difficult and impractical to work on establishing one.

An a priori power analysis was conducted using G*Power 3.1.9.7 (Faul, Erdfelder, Lang, & Buchner, 2007) to test a multiple regression model, taking into account small effect sizes (.025), 5 predictor variables and an alpha of .05. Result showed that a total sample of at least 133 participants was required to achieve a power of .80. Nevertheless, taking into consideration the type of analysis to be used and similar studies, it was decided to aim for at least 250 respondents.

3.3 Data Collection

The researcher distributed 35 preliminary questionnaires to test the validity and consistency of the instrument, and they were excluded from the final analysis of the questionnaires. After making sure of the validity and consistency of the questionnaire, the researcher contacted around ~1300 potential participants. Taking into account a 30% response rate, a conservative rate for online / paper-based surveys.

To achieve the objectives of the study and to obtain the necessary data, an online questionnaire using QuestionPro.com platform was designed to obtain the necessary data (quantitative data) to try to explain the relationship between research elements.

The collection period was around three months and a half, and the final number of the started and almost completed questionnaires was 339 questionnaires.

3.3.1 Data Preparation

Before start analyzing data, and to get clean and high-quality dependable data, the researcher implemented data preparations tasks to keep away the missing data, outliers, and influential points from responses.

Questionnaires where at least 10% of the items were left empty were candidates for deletion, especially when those items pertained to central constructs in the study. Taking into consideration this criterion suggested by Hair et al. (2010), 9 questionnaires were discarded from the analysis.

Outlier and influential points are able to bias the study results, and also cause problems in statically analyses. In this study, outliers and influencing points were examined according to Hair et al. (2010) method of outliers and influential points detection, where univariate, bivariate and multivariate analytical methods were used to examine the responses in terms of their status as outliers. First, univariate outliers were assessed by standardizing the variable data and defining distant cases with values of ± 2.5 or higher. Second, bivariate outliers were evaluated by checking for regression residues between the dependent variable and predictive variables. At 95% confidence interval (0.05 alpha level), any condition exceeding the cutoff point ± 1.96

indicates an external point / influencing problem. Third, a multivariate external evaluation was performed using the *Mahalanobis D* scale. Additionally, the tests used to identify influencing cases included: residual checks, hat values, Mahalanobis distance, Cook distance, and Covratio. Six cases that appeared through multiple techniques were identified and discarded from the analysis. The final number of cases entered into the final analysis were 324.

3.4 Study Instruments

To confirm the aforementioned hypotheses– that in the result- studies the relationship between emotional intelligence and discretionary behaviors with the mediating role of organizational identification, a solid instrument used to measure each construct. The instruments have been chosen carefully to operationalize the concept of each construct -as will be discussed in this section.

Yet, while the chosen scales are written in English language and the questionnaires are targeting Palestinians employees of Arabic native language, forward-backward translation has been used, where, the researcher chose to translate the scales to Arabic language first. However, to make sure of the accuracy of translation process, the scales have been translated by the researcher to Arabic (except WLIES scale*), and given to MSc. English language, Arab native specialist to translate from Arabic to English. After then, the translated English scales were

* where an article has been found already translated into Arabic by Moroccan researchers and has been adopted in this study (El Ghoudani et al., 2018)

compared with the original English through the researcher's supervisor who is marketing PhD and specialist.

3.3 Independent Variables

Emotional Intelligence can be categorized into different categories that are; understand emotions in one-self and in others, and the ability to use and regulate emotions as well. These categories have been utilized and used as dimensions for the ability model using WLEIS and has been used in this study.

Wong and law emotional intelligence scale (WLEIS), which is designed to measure EI for workplace (El Ghoudani et al., 2018) based on Salovey and Mayer structural concept of the ability model of EI (Hooper, 2017). This tool is 16-items self-report, with 5-points Likert scale ranged from 1- *Strongly Disagree* to 5- *Strongly Agree*. WLEIS scale has rearranged Salovey and Mayer four dimensions and categorized them into four dimensions each with four items, which are: Self-Emotional Appraisal (SEA); the ability to understand one's own emotions, and as a result, the ability to express and appraise emotions. Others-Emotional Appraisal (OEA); the ability to understand emotions in others, which lead to more empathy toward people. Regulation of Emotion (ROE); this allows individual to manage his emotions. And Use of Emotion (UOE); that allows individual to direct his emotions to improve cognitive behaviors and actions (Extremera Pacheco et al., 2019).

WLEIS has shown a very good internal consistency (using Cronbach's α), and a good construct validity (using Pearson's correlation coefficient r) in different languages and cultures such as; Spanish, where, α ranged from 0.79 to 0.84 for the subscales and 0.91 for the entire

scale, ($r = -.40, \rho < 0.001$) with perceived stress, and ($r = -.21, \rho < 0.001$) with suicidal behaviors, while, ($r = 0.38, \rho < 0.001$) with life satisfaction and ($r = 0.44, \rho < 0.001$) with subjective happiness. India, where, α ranged from 0.82 to 0.86, correlation with self-esteem ($r = 0.27, \rho < 0.1$), and life satisfaction ($r = 0.37, \rho < 0.1$) (Rathore & Chadha, 2021), and a study in Arabic has been used in Morocco and for other Arab spoken countries, that relied Cronbach's alpha of the original study for each dimension (SEA = 0.87, OEA = 0.90, UOE = 0.84, and ROE = 0.83), with positive correlation with self-esteem ($r = 0.42, 0.75, 0.47, \text{ and } 0.37$ respectively) with $\rho < 0.1$ (El Ghoudani et al., 2018).

Note that after the results of the pilot, it has been decided to add 2 item on each dimension to make sure of the reliability and validity. These items have been taken by brief emotional intelligence scale (BEIS-10) by Davies and colleagues (Davies et al., 2010), which results with 24-items scale.

3.4 Mediation Variable

Organizational Identification: To measure OID, (Ashforth and Mael 1992) 6-items scale has been chosen. Where, this scale consist of one dimensional structure, and 5 points on Likert scale ranged from 1- *Strongly Disagree* to 5- *Strongly Agree* (e.g. *I am very interested in what others think about (name of the organization), This organization's successes are my successes....etc.*). However, Cronbach's alpha (α) ranged from 0.79 to 0.91. Where, $\alpha = 0.87$, and Pearson's correlation ($r = 0.37, \rho < 0.01$) with organizational citizenship behavior, and ($r = 0.40, \rho < 0.01$) with Job performance, and ($r = -0.26, \rho < 0.01$) with Job insecurity.

While in another study, $\alpha = 0.79$, and ($r = 0.11, \rho < 0.01$) with high performance work systems and ($r = 0.12, \rho < 0.01$) with knowledge sharing behavior (Abbasi et al., 2020).

3.5 Dependent Variables

Organizational Citizenship Behavior: the organizational Citizenship Behavior-Checklist (OCB-C) developed by Spector and Fox is the scale that is used in this study. This scale consist of 10-items distributed among OCB toward individuals (OCB-I) i.e. (Helped co-worker learn new skills or shared job knowledge...etc.) and OCB toward the organization (OCB-O) i.e. (Worked weekends or other days off to complete a project or task...etc.). Likert scale has been used ranged from 1 to 5. Where, 1 = never, 2 = once or twice, 3 = once or twice per month, 4 = once or twice per week, 5 = every day. However, in this study the construct will be treated as one dimension construct. Therefore, from the original study Cronbach's alpha $\alpha = 0.80$ for employees and 0.86 for supervisor form, while Pearson's correlation ($r = 0.31, \rho < 0.05$)with workload(Spector et al., 2010). In another study $\alpha = 0.89$ and ($r = 0.22, \rho < 0.01$)with autonomy satisfaction and($r = 0.44, \rho < 0.01$)with relatendess satisfaction (Wörtler, 2020).

Counterproductive Work Behavior: The Counterproductive Work Behavior Checklist (CWB-C), proposed by Spector and Fox is the scale used in this study to measure CWB. This scale consist of 10-items of the two categories of CWB toward individuals (CWB-I), i.e. (Insulted or made fun of someone at work...), and CWB toward the organization (CWB-O) i.e. (Purposely wasted your employer's materials/supplies... etc.). Likert scale has been used ranged from 1 to 5, where, 1 = never, 2 = once or twice, 3 = once or twice per month, 4 = once or twice

per week, 5 = every day. However, in this study CWB will be treated as one dimensional construct. In the original study, internal consistency of the measurement is 0.79 for employees and 0.89 for supervisors, and Pearson's correlation with Job satisfaction of employee ($r = -0.27, \rho < 0.05$) and conflict with employees ($r = 0.46, \rho < 0.05$) (Spector et al., 2010). In another study $\alpha = 0.80$ and ($r = -0.49, \rho < 0.05$) with organizational citizenship behavior using Podsakoff et al. (1990) scale (Spector & Che, 2014).

3.5 Data Analysis Methodology

Partial Least Squared – Structural Equation Model (PLS-SEM) is used in this study. As this thesis aims to analyze and study multivariate variables to predict the relationship between different social and organizational aspects, structural equation model (SEM) has been used for this purpose. Where SEM is a sophisticated technique developed to comprehend the structure and interaction between different latent variables (Dijkstra & Henseler, 2015; Ullman & Bentler, 2012). In the same vein, SEM applications in researches have shown rapid increase recently due to its solid outcomes in reliability and validity as well as structural relationships, where it is not only used to conduct primary statistical results but to analyze the cause-effect relationships. (Tarka, 2018; Hair Jr. et al., 2017; Hair et al., 2011).

Yet, there are two approaches of SEM, where each is used for a certain purpose. Covariance-Based SEM (CB-SEM), that is mainly used for Confirmatory researches and Variance-Based SEM (VB-SEM) such as Partial Least Squares SEM (PLS-SEM) that is used for Exploratory researches (Hair Jr. et al., 2017). Thus PLS-SEM is the most advanced and matured tool among VB-SEM (Dijkstra & Henseler, 2015), that is widely used for social and business

scholars (Memon et al., 2021). Moreover, PLS-SEM is much more robust than CB-SEM techniques, as it deals with smaller size samples, and can handle both reflective and formative constructs (Hair et al., 2011), moreover, as this research has complex constructs, and multi-indicators for each construct and aims to develop a theory, predict relationships and explanation of the constructs, PLS-SEM is the preferred method to be used. (Hair et al., 2021; Hair, Jr. et al., 2017).

3.6 Data Analysis Software

SmartPLS 4.0 is the software used to analyze data of this study. Hence, SmartPLS is considered the most popular and comprehensive software used for addressing PLS-SEM models. (Sarstedt & Cheah, 2019).

All variables in this thesis are reflective variables, Consistent SmartPLS (PLS-SEM_c) using SmartPLS is used for data analysis. Where, PLS-SEM_c is recommended over traditional SmartPLS in case of reflective model. (Wong, 2019).

CHAPTER FOUR

ANALYSIS AND RESULTS

4.1 Introduction

PLS-SEM consists of two models, which are Structural (inner) model, and measurement (outer) model. While the latter is responsible for studying the relationship between the indicators and latent variables, such as; reliability and internal consistency, divergent and discriminant validity, the former studies the relationship between constructs such as collinearity among constructs, mediation and significance of path coefficients (Hair et al., 2021).

4.2 Respondents' Analysis

25-Questionnaires done via online survey using QuestionPro (www.questionpro.com) website for surveys. Thus, the number of completed respondents on the questionnaire are 324 of 1277 persons have seen the survey with a percentage of 26.6% of the total targeted people. For the completed respondents 60.14% are males and 39.68% are females, with the half of the respondents' ages are in 20s and most of the other half distributed between 30s, and 40s.

Moreover, the place of residence distributed all over the West Bank and Gaza Strip with the following percentages shown in (Table 2), while the job level can be shown in (Table 3)

Table 2 Respondents Distribution

District	Count	Percentage
Jerusalem	7	3%
Ramallah and Al-Bireh	52	19%
Bethlehem	20	7%
Hebron	13	5%
Tulkarem	20	7%
Qalqilyia	8	3%
Jenin	33	12%
Nablus	91	33%
Salfeet	12	4%
Tubas	13	5%
Gaza Strip	7	3%

Table 3 Job Level of Respondents

Job Level	Count	Percentage
Trainee	16	6%
Employee	131	47%
Supervisor	38	14%

Head of Branch/Unit/section	67	24%
Mid-level Manager	11	4%
Level-C Manager	9	3%
Others	4	1%

However, regarding to the education level, two thirds of the respondents obtained Bachelor's degree, while 28.28% obtained higher educational degree and 4.71% only with diploma degree.

4.3 Descriptive Analysis

Descriptive Analysis is a fundamental, significant tool that is used in data analysis. Where, it provides a summary and a description of the data. In the current study central tendency investigated by using mean value while standard deviation used to investigate the spread of the data. By which, if the standard deviation is low (close to zero) means that data has low dispersion, on the other hand, if standard deviation is high indicates that the respondents' responses dispersion is high.

4.3.1 Self-Emotional Appraisal

By observing the descriptive analysis of Mean, and standard deviation in the below table (table 4), it can be noticed that the mean of self-emotional appraisal indicates that the average of

the responses ranged between (3.691-3.920 that is close to point 4 of Likert scale), while standard deviation values are relatively close to zero indicated low dispersion.

Table 4 Self-Emotional Appraisal Descriptive analysis

Variable Name	Item Label	Mean	Standard deviation
SEA1	I have a good sense of why I have certain feelings most of the time	3.701	0.842
SEA2	I have good understanding of my own emotions.	3.898	0.838
SEA3	I really understand what I feel	3.806	0.897
SEA4	I always know whether or not I am happy	3.920	0.949
SEA5	I know why my emotions change	3.691	0.901
SEA6	I easily recognize my emotions as I experience them	3.802	0.860

4.3.2 Others-Emotional Appraisal

By observing the descriptive analysis of Mean and standard deviation in the below table (table 5), it can be noticed that the mean of Others'-emotional appraisal indicates that the average of the respondents ranged between (3.701-3.849 that is close to point 4 of Likert scale), while standard deviation values are relatively close to zero indicated low dispersion.

Table 5 Others Emotional Appraisal Descriptive Analysis

Variable Name	Item Label	Mean	Standard deviation
OEA1	I always know my friends' emotions from their behavior	3.701	0.786
OEA2	I am a good observer of others' emotions	3.849	0.781
OEA3	I am sensitive to the feelings and emotions of others	3.735	0.800
OEA4	I have good understanding of the emotions of people around me	3.855	0.805
OEA5	I can tell how people are feeling by listening to the tone of their voice By looking at their facial expressions, I recognize the emotions people are experiencing	3.886	0.840
OEA6		3.830	0.835

4.3.3 Use of Emotions

By observing the descriptive analysis of Mean and standard deviation in the below table (table 6), it can be noticed that the mean of Use of Emotions indicates that the average of the respondents ranged between (3.858-4.170 that is close to point 4 of Likert scale), while standard deviation values are relatively close to zero indicated low dispersion.

Table 6 Use of Emotions Descriptive Analysis

Variable Name	Item Label	Mean	Standard deviation
UOE1	I always set goals for myself and then try my best to achieve them	3.858	0.812
UOE2	I always tell myself I am a competent person	4.080	0.786
UOE3	I am a self-motivated person.	4.043	0.773
UOE4	I would always encourage myself to try my best.	4.170	0.773
UOE5	When I am in a positive mood, I am able to come up with new ideas	4.120	0.802
UOE6	I use good moods to help myself keep trying in the face of obstacles	4.133	0.823

4.3.4 Regulate of Emotions

By observing the descriptive analysis of Mean and standard deviation in the below table (table 7), it can be noticed that the mean of Regulate of Emotions indicates that the average of the respondents ranged between (3.454-4.713 that is close to point 4 of Likert scale), while standard deviation values are relatively close to zero indicated low dispersion.

Table 7 Regulate of Emotions Descriptive Analysis

Variable Name	Item Label	Mean	Standard deviation
ROE1	I am able to control my temper and handle difficulties rationally	3.593	0.889
ROE2	I am quite capable of controlling my own emotions	3.531	0.950
ROE3	I can always calm down quickly when I am very angry	3.519	0.995
ROE4	I seek out activities that make me happy	3.713	0.750
ROE5	When facing a difficult situation, I think in a way to keep me calmed down	3.642	0.903
ROE6	I often find ways to get out of frustration	3.454	0.889

4.3.5 Organizational Identification

Mean ranged below table (table 8) from 3.639 to 3.917 which are all close responses to point 4 of the Likert scale from 5 with standard deviation ranged from 0.851 to 0.941 lead to standard deviation values are relatively close to zero indicated low dispersion.

Table 8 Descriptive Analysis of Organizational Identifications

Variable Name	Item Label	Mean	Standard deviation
OID1	When someone criticizes my organization, it feels like a personal insult	3.639	0.941
OID2	I am very interested in what others think about my organization	3.738	0.851
OID3	When I talk about this school, I usually say 'we' rather than 'they'	3.843	0.855
OID4	This organization's successes are my successes	3.707	0.870
OID5	When someone praises this organization, it feels like a personal compliment	3.917	0.866
OID6	If a story in the media criticized the organization, I would feel embarrassed	3.713	0.828

4.3.6 Organizational Citizenship Behaviors

Mean ranged below table (table 9) from 3.534 to 3.929 which are all close responses to point 4 of the Likert scale from 5 with standard deviation ranged from 0.820 to 0.976 lead to standard deviation values are relatively close to zero indicated low dispersion.

Table 9 Descriptive Analysis of Organizational Citizenship Behaviors

Variable Name	Item Label	Mean	Standard deviation
OCB1	Took time to advise, coach, or mentor a co-worker	3.716	0.896
OCB2	Helped co-worker learn new skills or shared job knowledge	3.929	0.888
OCB3	Offered suggestions to improve how work is done	3.722	0.941
OCB4	Helped a co-worker who had too much to do	3.660	0.818
OCB5	Volunteered for extra work assignments	3.796	0.886
OCB6	Worked weekends or other days off to complete a project or task	3.556	0.820
OCB7	Volunteered to attend meetings or work on committees on own time	3.534	0.976
OCB8	Gave up meal and other breaks to complete work	3.537	0.907
OCB9	Volunteered to attend meetings or work on committees on own time	3.355	0.857
OCB10	Gave up meal and other breaks to complete work	3.722	0.904

4.3.7 Counterproductive Work Behaviors

Mean ranged below table (table 9) from .534 to 3.929 which are all close responses to point 2 of the Likert scale from 5 with standard deviation ranged from 0.820 to 0.976 lead to standard deviation values are relatively close to zero indicated low dispersion.

Table 10 Descriptive Analysis of Counterproductive Work Behaviors

Variable Name	Item Label	Mean	Standard deviation
CWB1	Purposely wasted your employer's materials/supplies	1.577	0.687
CWB2	Complained about insignificant things at work	2.238	0.847
CWB3	Told people outside the job what a lousy place you work for	2.213	0.889
CWB4	Came to work late without permission	2.275	0.847
CWB5	Stayed home from work and said you were sick when you weren't	1.966	0.989
CWB6	Insulted someone about their job performance	1.904	0.916
CWB7	Made fun of someone's personal life	1.787	0.923
CWB8	Ignored someone at work	2.157	0.911
CWB9	Started an argument with someone at work	2.296	0.856
CWB10	Insulted or made fun of someone at work	1.818	0.940

4.3 Measurement Model

In case of reflective model variables, reliability and validity measurements shall be examined. (Wong, 2019). In the same vein, based on Joseph Hair and colleagues in their book “Partial Least Squares Structural Equation Model (PLS-SEM) Using R” the measurement model of PLS-SEM shall include the evaluation of indicator's reliability, construct's reliability, in addition to construct validity both convergent and discriminant validity as shown in the below figure. (Hair et al., 2021)

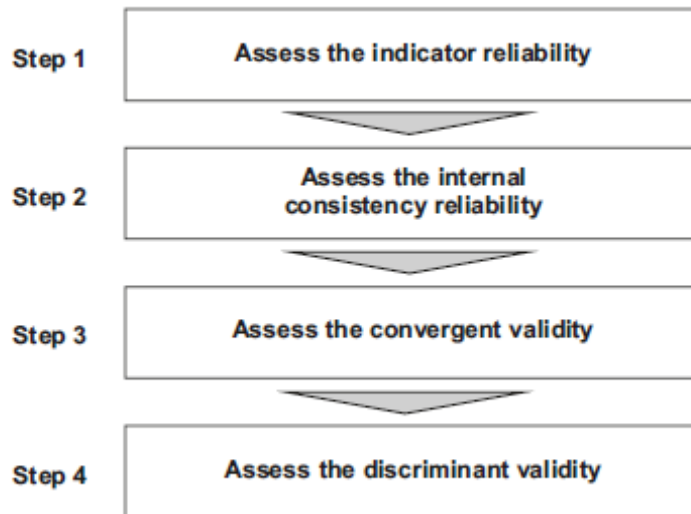


Figure 3 Procedure of assessing the measurement model

This procedure is based on Hair et al. "Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R"

4.3.1 Indicator Reliability

Indicator reliability explains the reliability of the measures on the indicator's level, which it measures how much of each indicator's variance is measured by its construct. Noting that the value of indicator's reliability is the square of the outer loadings or indicator's loadings. (Hair Jr. et al., 2017).

Thus, indicator's loading value is recommended to be higher than 0.708 (which indicates that the construct is explaining more than the half of the indicator's variance), while values between 0.4 and 0.708 shall be considered for elimination in case this elimination increase internal consistency or validity and does not negatively affects the reliability and validity. (Hair et al., 2021).

As a result, below table shows good indication of indicator's reliability, where all outer loadings values are above 0.708 except two indicators which are SEA5, and OID6. However, while eliminating these indicators have decreased the internal consistency of the construct and since some researches consider using one digit instead of three for the threshold, that is > 0.7 (Wong, 2019), therefore it has been decided to keep them not to eliminate them.

Table 11 Outer loadings of the indicators

<i>Indicator <- Construct</i>	<i>Outer loadings</i>
<i>CWB1 <- CWB</i>	<i>0.753</i>
<i>CWB10 <- CWB</i>	<i>0.881</i>
<i>CWB2 <- CWB</i>	<i>0.708</i>
<i>CWB3 <- CWB</i>	<i>0.756</i>
<i>CWB4 <- CWB</i>	<i>0.805</i>
<i>CWB5 <- CWB</i>	<i>0.871</i>
<i>CWB6 <- CWB</i>	<i>0.844</i>
<i>CWB7 <- CWB</i>	<i>0.796</i>
<i>CWB8 <- CWB</i>	<i>0.781</i>
<i>CWB9 <- CWB</i>	<i>0.765</i>
<i>OCB1 <- OCB</i>	<i>0.835</i>
<i>OCB10 <- OCB</i>	<i>0.805</i>
<i>OCB2 <- OCB</i>	<i>0.846</i>
<i>OCB3 <- OCB</i>	<i>0.774</i>
<i>OCB4 <- OCB</i>	<i>0.708</i>
<i>OCB5 <- OCB</i>	<i>0.787</i>
<i>OCB6 <- OCB</i>	<i>0.741</i>
<i>OCB7 <- OCB</i>	<i>0.827</i>

<i>OCB8 <- OCB</i>	0.753
<i>OCB9 <- OCB</i>	0.723
<i>OEA1 <- OEA</i>	0.849
<i>OEA2 <- OEA</i>	0.781
<i>OEA3 <- OEA</i>	0.774
<i>OEA4 <- OEA</i>	0.796
<i>OEA5 <- OEA</i>	0.868
<i>OEA6 <- OEA</i>	0.777
<i>OID1 <- OID</i>	0.824
<i>OID2 <- OID</i>	0.806
<i>OID3 <- OID</i>	0.865
<i>OID4 <- OID</i>	0.773
<i>OID5 <- OID</i>	0.801
<i>OID6 <- OID</i>	0.703
<i>ROE1 <- ROE</i>	0.849
<i>ROE2 <- ROE</i>	0.797
<i>ROE3 <- ROE</i>	0.753
<i>ROE4 <- ROE</i>	0.713
<i>ROE5 <- ROE</i>	0.844
<i>ROE6 <- ROE</i>	0.716
<i>SEA1 <- SEA</i>	0.745
<i>SEA2 <- SEA</i>	0.844
<i>SEA3 <- SEA</i>	0.831
<i>SEA4 <- SEA</i>	0.773
<i>SEA5 <- SEA</i>	0.705
<i>SEA6 <- SEA</i>	0.746
<i>UOE1 <- UOE</i>	0.763

<i>UOE2 <- UOE</i>	<i>0.814</i>
<i>UOE3 <- UOE</i>	<i>0.747</i>
<i>UOE4 <- UOE</i>	<i>0.794</i>
<i>UOE5 <- UOE</i>	<i>0.753</i>
<i>UOE6 <- UOE</i>	<i>0.873</i>

4.3.2 Construct Reliability

Construct reliability is a measurement tool that is used to measure the internal consistency of the variable overtime. However, different techniques have been used for this purpose, but the most preferred and popular among these approaches is alpha coefficient such as Cronbach's alpha (CA). (Sürücü & Maslakçı, 2020; Abdelmoula et al., 2015). Despite that, as Cronbach's alpha might sometimes underestimate the reliability of the measured variable, thus, Composite Reliability rho_c also has been used for the same purpose and for more accuracy. (Khoi & Van Tuan, 2018). However, while CA considered too conservative and rho_c too liberal, here comes rho_a which can be considered as a compromised measurement tool between both.(Hair et al., 2011).

Yet, the value of the internal consistency of any of the aforementioned tools shall be 0.70 and above to indicated good reliability. (Hair et al., 2021).In the below table (table 5), the results show high value of reliability which indicates that the variables have strong internal consistency.

Table 12 Reliability and Convergent Validity

Latent Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CWB	0.946	0.947	0.946	0.636
OCB	0.940	0.941	0.940	0.610
OEA	0.919	0.920	0.919	0.653
OID	0.913	0.915	0.912	0.635
ROE	0.904	0.906	0.903	0.609
SEA	0.900	0.903	0.900	0.602
UOE	0.910	0.912	0.910	0.627

4.3.3 Construct Validity

Validity is an instrument that measures whether and the extent to which a construct express the meaning and behavior it is intended to measure. (Sürücü & Maslakçı, 2020.) Yet, two types of validity are examined in PLS-SEM, which are convergent validity and discriminant validity.(Hair et al., 2021)

4.3.3.1 Convergent Validity

Convergent validity aims to examine the extension to which the relationship between indicators in measuring the latent variable. Thus, to confirm the convergent validity each construct's Average Variance Extracted (AVE) shall be less than the composite reliability and greater than the value of 0.5. (Wong, 2019). Thus, referring back to (table 5) AVE values for all variables are above than 0.5 (ranged between" 0.602 to 0.653") while still less than composite reliability of the variables which is above 0.9 shown in the same table.

4.3.3.2 Discriminant Validity

Discriminant validity is a measurement tool that measures the degree to which a construct is distinguished from other constructs in the structural model. (Hair et al., 2021). However, the lack of discriminant validity of any of dependent, independent, or the mediator might cause strong and significant indirect effect but inaccurate, which cause incorrect results in term of mediation. (Hair et al., 2021).

Yet, there are several techniques that are used to measure discriminant validity for reflective variables such as; Fornell-Larcker criterion, and heterotrait-monotrait (HTMT) ratio. (Rasoolimanesh, 2022). While Fornell-Larcker criterion should be avoided due to lack of reliability and accuracy in examining discriminant validity, HTMT is preferable for the same purpose. (Hair et al., 2021). Thus, value that is close to 1 indicates lack of discriminant validity, where some authors suggests it to be more than .90 others propose it more than 0.85. (Ab Hamid et al., 2017)

Below table (table 6) is HTMT matrix of the thesis' latent variable, where all variables indicates good discriminant validity as none of them above 0.85 but all ranged between 0.504 to 0.689.

Table 13 Discriminant Validity using HTMT

<i>Latent Variable</i>	<i>CWB</i>	<i>OCB</i>	<i>OEA</i>	<i>OID</i>	<i>ROE</i>	<i>SEA</i>	<i>UOE</i>
<i>CWB</i>	0.000						
<i>OCB</i>	0.586						
<i>OEA</i>	0.62	0.624					

<i>OID</i>	0.504	0.655	0.592				
<i>ROE</i>	0.527	0.633	0.526	0.596			
<i>SEA</i>	0.67	0.627	0.645	0.597	0.689		
<i>UOE</i>	0.646	0.621	0.586	0.639	0.622	0.596	0.000

4.4 Structural Model

Evaluating the structural model of the study has adopted the first four steps used by Hair and colleagues in their book “Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R” and can be illustrated through the below figure of steps.

Note that the Fifth step is an optional step in case of comparing two models with each other which has not been used in this study.

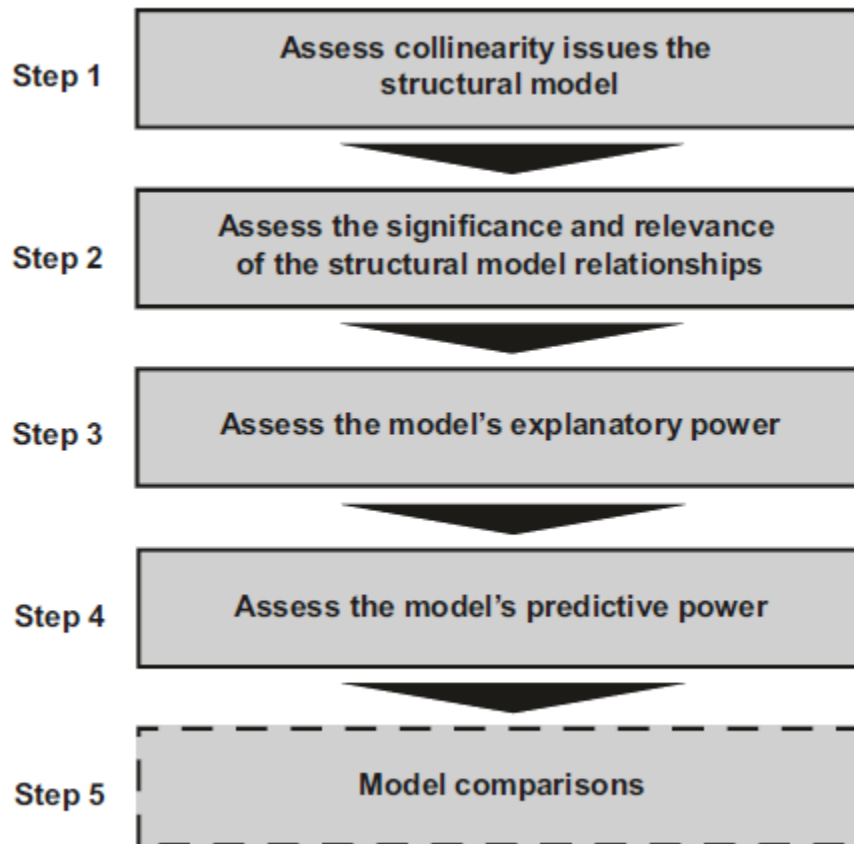


Figure 4 Structural model assessment

4.4.1 Collinearity

This measures the dependency of a set of independent variables in the correlation with one dependent variable.(Dormann et al., 2013). Although, in contrast to the theoretical case - where collinearity can be either of two extremes, perfect collinearity, or no collinearity- collinearity is a matter of degree between both extreme levels.(Mason & Perreault, 1991). Collinearity, causes instability of the model, where small changes in the data set can lead to significant impacts. (Tomaschek et al., 2018; Dormann et al., 2013).Moreover, high collinearity

may cause change on the mediation model by causing the direct effect insignificant or changing the sign of the effect. (Hair et al., 2021) Therefore, the model shall be evaluated for any potential collinearity issues. Therefore, Variance Inflation Factor (VIF) shall be calculated to examine collinearity with a value that is less than 5. (Wong, 2019)

Based on aforementioned VIF threshold, and below table (Table 6), the model shows good avoidance of any collinearity issues where all the indicators' values are less than 5.

Table 14 VIF of the indicators

Indicator	VIF
CWB1	2.433
CWB10	3.081
CWB2	2.422
CWB3	2.37
CWB4	2.637
CWB5	2.741
CWB6	3.504
CWB7	3.535
CWB8	2.552
CWB9	2.489
OCB1	2.456
OCB10	2.424
OCB2	2.704
OCB3	2.459
OCB4	2.217
OCB5	2.254
OCB6	2.408
OCB7	2.777
OCB8	2.703
OCB9	3.117
OEA1	2.47
OEA2	2.846
OEA3	2.301
OEA4	2.976
OEA5	3.337
OEA6	2.847

OID1	2.264
OID2	2.402
OID3	2.717
OID4	3.188
OID5	2.01
OID6	2.879
ROE1	2.393
ROE2	3.024
ROE3	2.482
ROE4	1.959
ROE5	2.195
ROE6	2.443
SEA1	2.097
SEA2	3.099
SEA3	2.352
SEA4	2.202
SEA5	2.423
SEA6	2.537
UOE1	2.286
UOE2	2.351
UOE3	3.005
UOE4	2.753
UOE5	1.923
UOE6	2.189

4.4.2 Significance And Relevance Of The Structural Model (Direct And Mediation Effects)

To examine the relationships between constructs, path coefficient (i.e., direct effect), and indirect effect (i.e., mediation effect), in addition to the total effect (which is the sum of indirect and direct effects) measurements should be evaluated. Since the values of the measurements are ranged between -1 to 1, where 1 indicates very strong positive relationship while -1 very strong negative one, while the closer the value to zero indicated no relationship.(Hair et al., 2021).

Bootstrapping in PLS-SEM considered a perfect tool for studying the mediation and direct effect of the model, where it provides the required results with much sufficient accuracy. (Hair et al., 2021). However, to determine the significance of the relationship using t-value and p-value, where for one-tailed model with confidence interval 5% – such as the current study- then the value of t-value shall be more than 1.65 to consider the relationship statistically significant, in addition to the p-value where it should be less than 0.05. (Hair Jr. et al., 2017).

Furthermore, to evaluate the structural model significance and relevance, Zhao, Lynch and Chen analysis has been used and summarized by Hair and colleagues using conditional procedure that can be illustrated in the below flowchart (Figure 5). Where, P_1 and P_2 are the direct effect between the independent variable and mediator, and between mediator and dependent variable respectively, while P_3 indicated the relationship through the mediation effect which is $(P_1 \times P_2)$.

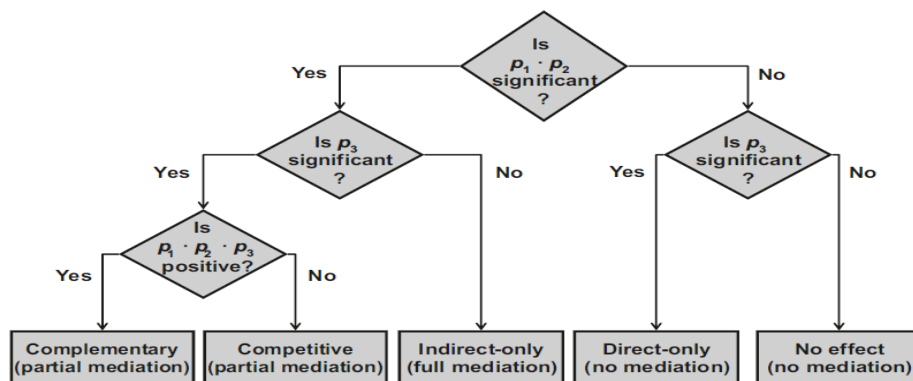


Figure 5 Mediation analysis procedure

Source: authors' own figure; Zhao et al., 2010

In summary, based on the above, the procedure's result can be categorized into two categories; first with no mediation effect which occurs either by no significance for direct and

indirect effects or by only direct significant effect. The second category that contains mediation where it could be complementary where there is significant direct and indirect effect with the same signs, while competitive in case opposite signs. Lastly, which considered the best-case scenario of mediation where there is significance only for mediation effect between variables.

As a result, current study examines the three effects of path coefficient, mediation, and total direct effect, hence the results are shown in table 8, table 9, and table 10 respectively.

Table 15 Path coefficient of the constructs

Path Coefficient	Original sample	T statistics	P values
OEA -> CWB	-0.227	3.251	0.001
OEA -> OCB	0.210	3.425	0.000
OEA -> OID	0.223	3.066	0.001
OID -> CWB	0.051	0.691	0.245
OID -> OCB	0.251	4.206	0.000
ROE -> CWB	0.035	0.497	0.310
ROE -> OCB	0.208	2.780	0.003
ROE -> OID	0.190	2.363	0.009
SEA -> CWB	-0.372	4.832	0.000
SEA -> OCB	0.115	1.271	0.102
SEA -> OID	0.141	1.573	0.058
UOE -> CWB	-0.347	5.367	0.000
UOE -> OCB	0.141	2.138	0.016
UOE -> OID	0.305	4.065	0.000

Table 16 the indirect Effect of the constructs

Indirect Effect	Original sample	T statistics	P values
OEA -> OID -> CWB	0.011	0.630	0.264
OEA -> OID -> OCB	0.056	2.758	0.003
ROE -> OID -> CWB	0.010	0.607	0.272
ROE -> OID -> OCB	0.048	2.011	0.022

SEA -> OID -> CWB	0.007	0.568	0.285
UOE -> OID -> CWB	0.016	0.622	0.267
SEA -> OID -> OCB	0.035	1.446	0.074
UOE -> OID -> OCB	0.077	2.736	0.003

Table 17 Total Effect of the constructs

<i>Total Effect</i>	<i>Original sample</i>	<i>T statistics</i>	<i>P values</i>
<i>OEA -> CWB</i>	<i>-0.216</i>	<i>3.203</i>	<i>0.001</i>
<i>OEA -> OCB</i>	<i>0.266</i>	<i>4.188</i>	<i>0.000</i>
<i>OEA -> OID</i>	<i>0.223</i>	<i>3.066</i>	<i>0.001</i>
<i>OID -> CWB</i>	<i>0.051</i>	<i>0.691</i>	<i>0.245</i>
<i>OID -> OCB</i>	<i>0.251</i>	<i>4.206</i>	<i>0.000</i>
<i>ROE -> CWB</i>	<i>0.045</i>	<i>0.653</i>	<i>0.257</i>
<i>ROE -> OCB</i>	<i>0.256</i>	<i>3.245</i>	<i>0.001</i>
<i>ROE -> OID</i>	<i>0.190</i>	<i>2.363</i>	<i>0.009</i>
<i>SEA -> CWB</i>	<i>-0.364</i>	<i>4.752</i>	<i>0.000</i>
<i>SEA -> OCB</i>	<i>0.151</i>	<i>1.602</i>	<i>0.055</i>
<i>SEA -> OID</i>	<i>0.141</i>	<i>1.573</i>	<i>0.058</i>
<i>UOE -> CWB</i>	<i>-0.332</i>	<i>5.663</i>	<i>0.000</i>
<i>UOE -> OCB</i>	<i>0.218</i>	<i>3.430</i>	<i>0.000</i>
<i>UOE -> OID</i>	<i>0.305</i>	<i>4.065</i>	<i>0.000</i>

To analyze the effect of each independent variable on the dependent variable, the analysis started by focusing on the relationship from and to the mediator (IOD) by breaking down the relationships between independent variables (SEA, OEA, UOE, ROE) as exogenous variables

and the mediator (as endogenous variable), then mediator (as independent variable) with dependent variables (OCB and CWB as endogenous variables). After then, each variable of the four variables (SEA, OEA, UOE, and ROE) will be examined as a model with and without the role of the mediator.

4.4.2.1 Relationships with Organizational Identification (OID)

The model and the hypothesis provide direct relationships to organization identification whether as dependent variable or exploratory one. First, as dependent variable OID has four exploratory variables that affect over it, which are the same exploratory variables of the model. The structural model illustration (figure 6) shows that all exploratory variables except CWB have positive and significant effect on OID with the values (0.223, 0.305, and .190) respectively as shown in figure 4. Noticing that, the influence of relationships can be found to be stronger by UOE and OEA then ROE respectively.

Yet, to analyze the relationship of OID as exploratory variable for the discretionary behaviors it showed significant relationship with OCB as shown in the below figure (Figure 8). Where the effect of OID over OCB is positive and with an effect value of 0.251. On the other hand, with CWB is insignificant. Noting that, there is no other mediating effect, thus the direct effect equals the total effect.

Note: All below figures have been broken down just for clarification while the evaluation treating the whole model as a one consistent model.

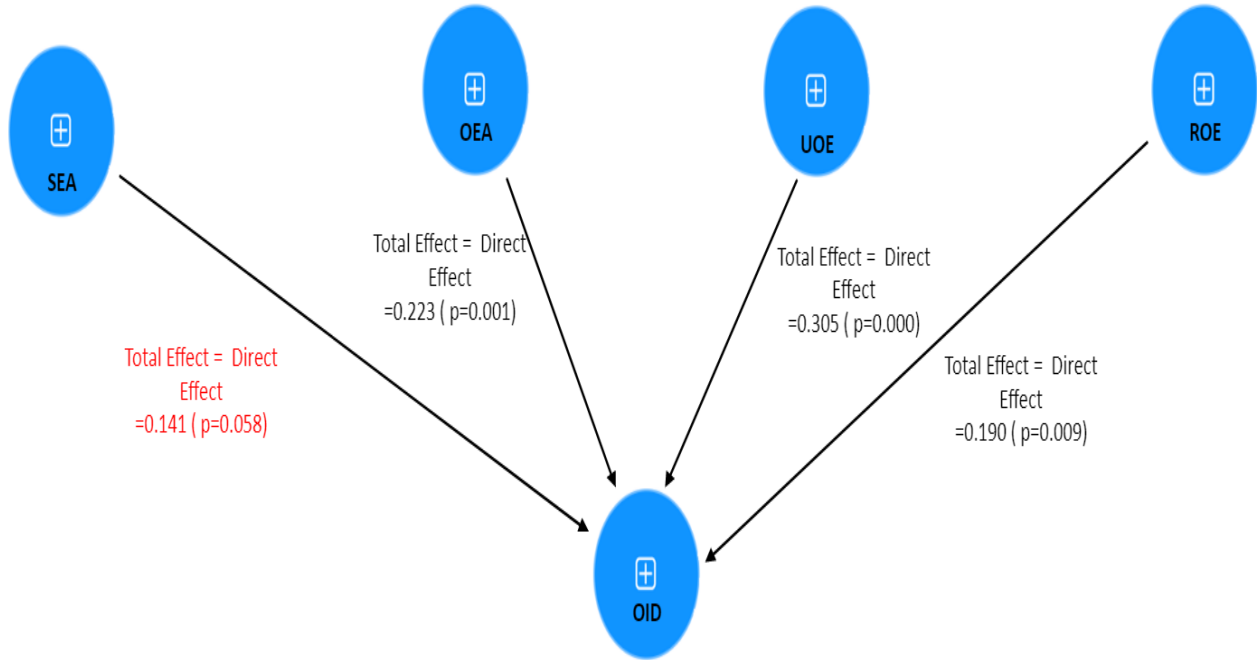


Figure 6 The relationship of exploratory variables of OID

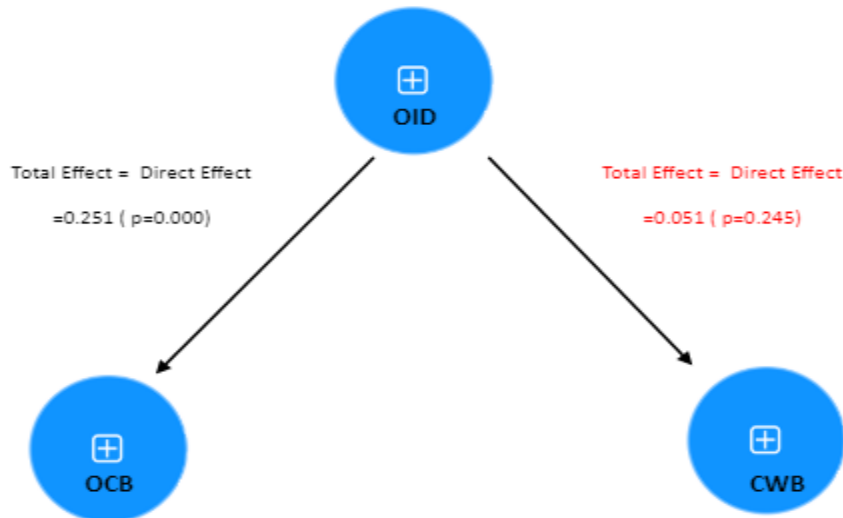


Figure 7 The relationship of OID with dependent variables

4.4.2.2 Self-Emotional Appraisal (SEA) Effect On OCB And CWB

As shown in the below figure (Figure 8), all approaches of effect of SEA on OCB is insignificant as the same as the direct effect of SEA on OID which leads with No-Effect Non-Mediation with OCB output based on the procedure mentioned above.

Furthermore, there is no significant effect indirectly between SEA toward CWB through the mediating role of OID, but there is direct significant effect (-0.372) lead to a total significant effect of (-0.364), resulting with Direct-Only Non-Mediation effect with CWB.

Noting that the p-value through the mediating role of OID on OCB is considered in some studies to have weak evidence of the relationships where the value is located between 0.05 and 0.1.

Therefore, by the above outputs, it can be found that Self emotional appraisal is in negative relationship with counterproductive work behaviors and the relationship is directly between self-emotional appraisal and CWB. Where for each 1 standard change in SEA will cause 0.-364 change in CWB. While there is no relationship with OCB neither directly nor through the mediating role of organizational identification.

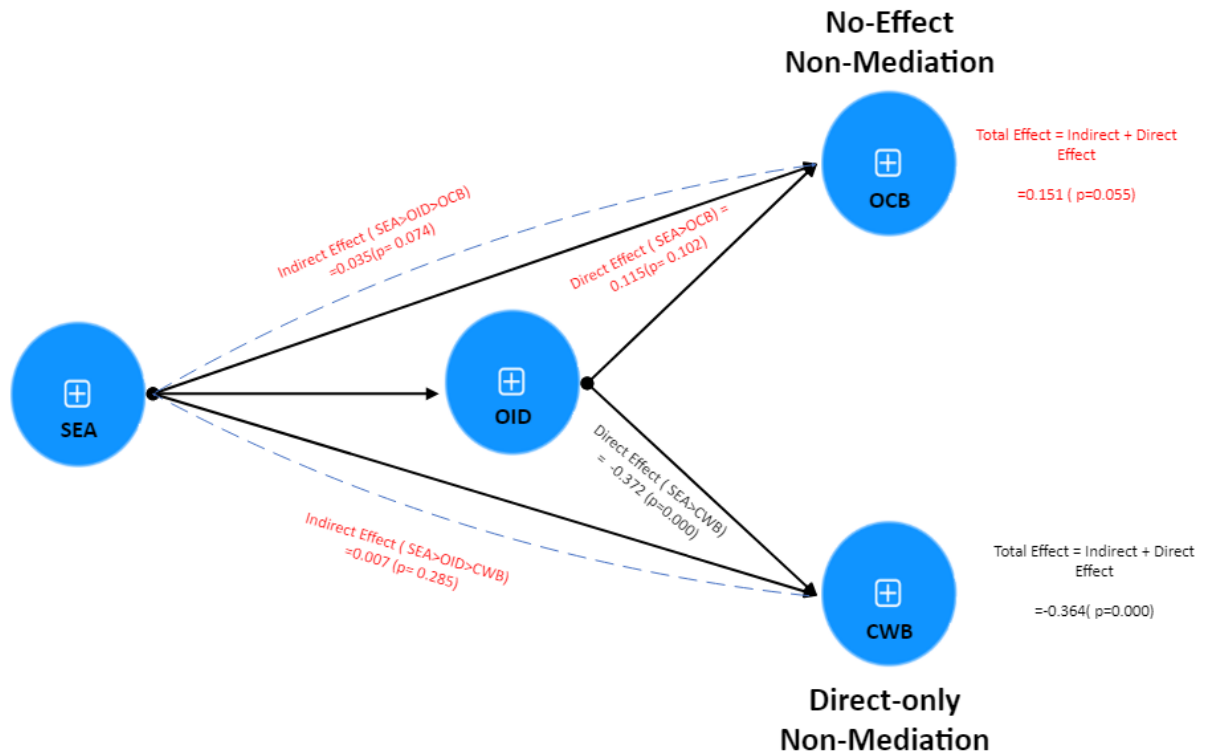


Figure 8 The effect of SEA on discretionary behaviors.

4.2.2.3 Others-Emotional Appraisal (OEA) Effect on OCB and CWB

The relationship between OEA and discretionary behaviors have been analyzed directly and through the mediating role of OID with the results as shown in the tables above and can be illustrated in the below figure (Figure 9). Where the results show significant effect of OEA on OCB both directly and indirectly with the values 0.210 and 0.056 respectively. Thus, the total direct effect of OEA on OCB is significant with the value of the sum of direct and indirect effect which is 0.266. Thus, as there are significance for both direct and indirect effect both positive

signs, the relationship considered Complementary Mediation with OCB. Though, the relationship through the mediation is considered too weak as it is too close to zero.

On the other hand, the effect of OEA on CWB is significant only in the direct relationship without the mediating role of OID with the value of -0.277 causing a significant total effect of -0.216, results with Direct-Only Non-Mediation effect with CWB.

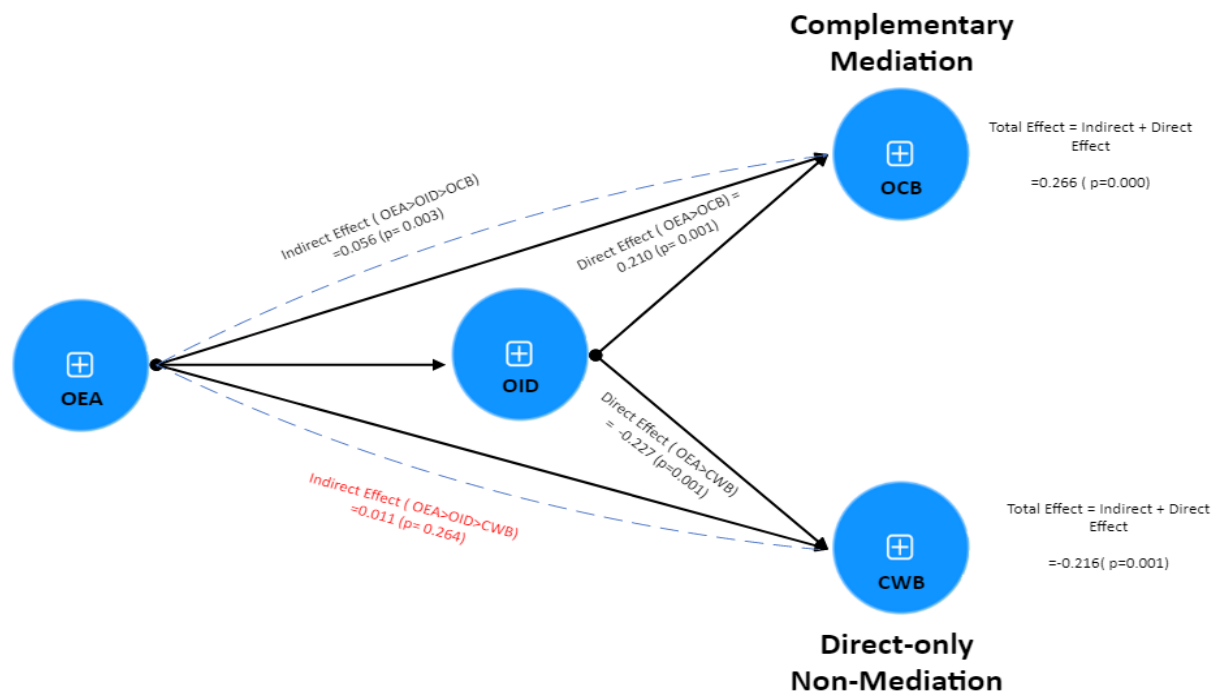


Figure 9 The effect of OEA on discretionary behaviors

4.2.2.4 Use Of Emotions (UOE) Effect On Discretionary Behaviors

UOE showed significant relationships for all paths toward both OCB and CWB except through the mediating role of OID in the effect on CWB. Where, referring to the tables and

below figure (Figure 10), the results can be illustrated. Thus, 0.077 is the indirect effect between UOE and OCB (which is close to no effect), while 0.141 without the mediation role, these indicate a total effect of UOE on OCB with 0.218. For the same purpose, testing the effect of UOE on CWB the results show -0.347 and -0.332 for both direct and total effect respectively. Thus, the results show Complementary Mediation with OCB and Direct-Only Non Mediation with CWB.

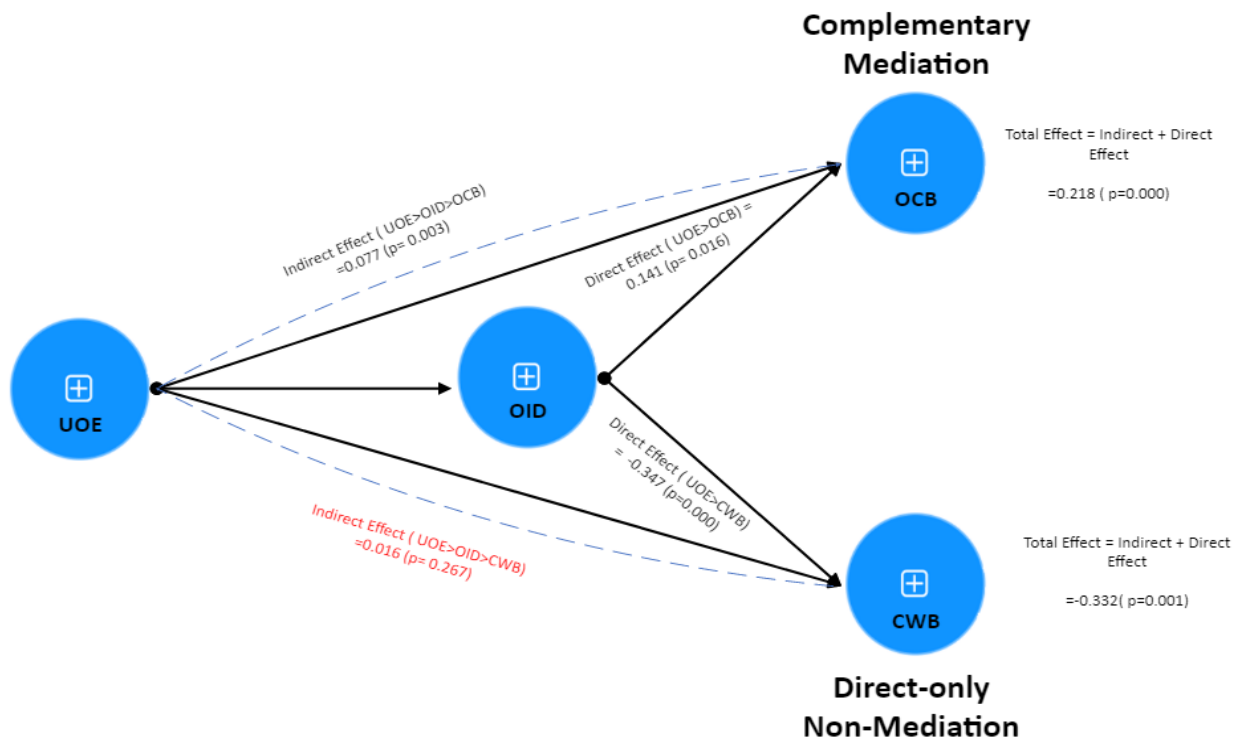


Figure 10 The effect of UOE on discretionary behaviors

4.2.2.5 Regulate Of Emotions (ROE) Effect On Discretionary Behaviors

Applying the same analysis on ROE and its effect on OCB and CWB, it can be shown that ROE has significant over OCB indirectly and directly 0.048, and 0.208 resulting with total significant effect of 0.256 causing Complementary Mediation with OCB. While, over CWB no path with significant effect leads to No-Effect Non-Mediation with CWB. Paths and results are illustrated in the below figure (Figure 9)

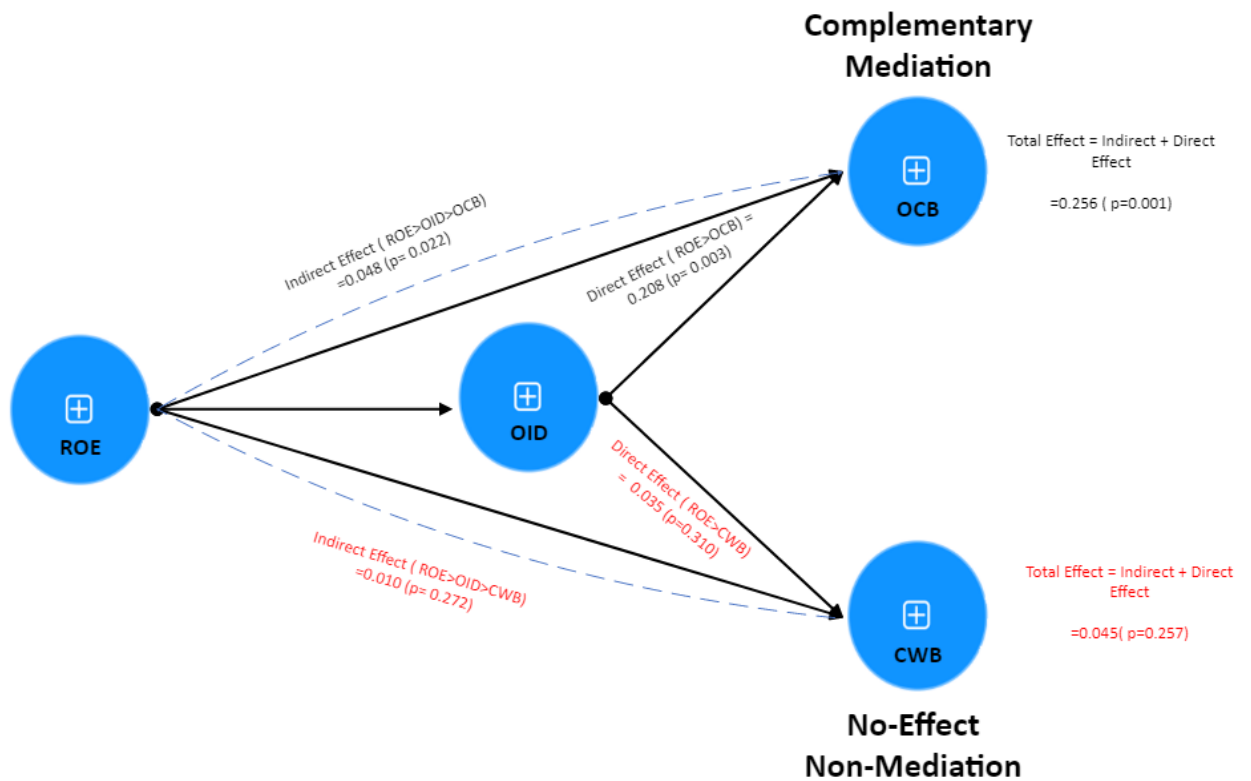


Figure 11 Effect of ROE on discretionary behaviors

4.4.3 The Coefficient Of Determination (R^2)

R^2 explains the explanatory power of the model, where it measures the portion of the dependent variable that is explained by the independent variable. (Hair et al., 2021; Dufour, 2011).

The value of R^2 range from 0 to 1, where higher value indicates higher explanation of the independent variable. Noting that, values of R^2 greater than 0.75 considered strong, while $0.5 < R^2 < 0.75$ are considered moderated. (Hair et al., 2021). However, the value of R^2 increases as the number of explanatory variables increase even for non-significant ones. By which, there might be a tendency to select a model with slightly related explanatory variables while the value of R^2 shows the opposite (Hair, Jr. et al., 2017).

Therefore, R^2 -adjusted has been introduced to overcome this limitation by only increases if there is the added independent variable explains significance amount of the variance. Despite of that, using this amendments on R^2 made it inaccurate indicator of explanation the variance (Sarstedt & Mooi, 2019). Thus, another metric has been introduced which is effect size (f^2). Where f^2 instead of measure the significance of adding more exploratory variable, it measure the significance of removing one on the value of R^2 . (Hair et al., 2021). Though, Threshold of assessing f^2 are if > 0.35 then the effect is large, while > 0.15 is medium and > 0.02 is small, while less than 0.02 there is no effect at all.(Hair Jr. et al., 2017).

However, referring back to the above threshold, the below table (Table 7) indicated moderated effect of explanatory variables in explanation of dependent variables, while Table 8 shows the effect size of each explanatory variable. Where, the results indicate that SEA has no significant effect in explaining OID and OCB, while CWB explanation is insignificantly affected by OID and ROE.

Table 18 The coefficient of determination (R^2)

variable	R-square	R-square adjusted
CWB	0.578	0.570
OCB	0.590	0.583
OID	0.526	0.521

Table 19 Effect Size (f^2)

Variable Effect	CWB	OCB	OEA	OID
Size (f^2)				
OEA	0.045	0.054		0.055
OID	0.007	0.072		
ROE	0.004	0.046		0.034
SEA	0.118	0.013		0.017
UOE	0.116	0.022		0.100

4.4.4 The Model's Prediction Power

While R^2 measures how much the exploratory variable explains of the dependent variable, RMSE (Root-Mean-Square Error) or MAE (Mean absolute Error) are used to evaluate the predictive power of the model.(Shmueli et al., 2019). Yet, the evaluation criteria of RMSE or MAE is that; in case all or the majority of RMSE/MAE values of the indicators are less than Linear Regression Model (LM) of each alternative (i.e. $RMSE < LM_RMSE$, or $MAE < LM_MAE$) then the predictive power of the model is high. While, in case the minority less than LM then the model has low predictive power.(Shmueli et al., 2019).

Yet, as this study has mediation role, direct antecedents (DAs) is used. Where DAs considers the antecedents (independent variables) as well as the mediator in the calculations. DAs is preferable over earlier antecedents (which removes the mediator from the calculation) because it has more accuracy degree. (Hair et al., 2021). Therefore, below table shows that the thesis' model has high predictive power, where all the indicators' RMSE have smaller values compared to LM_RMSE and all MAE have smaller values compared to LM_MAE.

Table 20 Evaluation the power of prediction using RMSE and MAE

Indicators	RMSE	LM_RMSE	(RMSE) - (LM_RMSE)	MAE	LM_MAE	(MAE)-(LM_MAE)
CWB1	0.576	0.610	-0.034	0.470	0.490	-0.020
CWB10	0.727	0.762	-0.035	0.574	0.600	-0.026
CWB2	0.730	0.763	-0.033	0.579	0.606	-0.027
CWB3	0.744	0.771	-0.027	0.594	0.626	-0.032
CWB4	0.684	0.719	-0.035	0.550	0.570	-0.020
CWB5	0.767	0.798	-0.031	0.604	0.630	-0.026
CWB6	0.726	0.735	-0.009	0.578	0.588	-0.010
CWB7	0.758	0.780	-0.02	0.603	0.626	-0.023
CWB8	0.760	0.762	-0.002	0.614	0.627	-0.013
CWB9	0.716	0.748	-0.032	0.574	0.593	-0.019
OCB1	0.708	0.733	-0.025	0.568	0.590	-0.022
OCB10	0.736	0.748	-0.012	0.600	0.609	-0.009
OCB2	0.712	0.741	-0.029	0.565	0.595	-0.030
OCB3	0.791	0.812	-0.021	0.642	0.647	-0.005
OCB4	0.705	0.725	-0.020	0.577	0.583	-0.006
OCB5	0.726	0.762	-0.036	0.610	0.635	-0.025
OCB6	0.696	0.729	-0.033	0.561	0.590	-0.029
OCB7	0.792	0.829	-0.037	0.654	0.674	-0.020
OCB8	0.765	0.797	-0.032	0.623	0.648	-0.025

OCB9	0.734	0.763	-0.029	0.597	0.617	-0.020
OID1	0.782	0.799	-0.017	0.619	0.623	-0.004
OID2	0.699	0.739	-0.040	0.548	0.574	-0.026
OID3	0.693	0.714	-0.021	0.541	0.559	-0.018
OID4	0.743	0.763	-0.020	0.583	0.600	-0.017
OID5	0.715	0.746	-0.031	0.569	0.588	-0.019
OID6	0.709	0.726	-0.017	0.556	0.561	-0.005

CHAPTER FIVE

DISCUSSION

5.1 Introduction

In this chapter, all findings will be discussed carefully for the relationships between all variables. Starting opposite to the original model deposited in the current study, by studying the relationship directly between the mediator as exogenous variable with the model endogenous variables, then the exogenous variables of the model with the mediator as endogenous variable. After then, the relationship of each exogenous variable of the model with endogenous variable with and without the role of the mediator.

5.2 Organizational Identification And Discretionary Behaviors

Through examining the literatures and the conceptual structures that are related to organizational identification (which is the degree of one's deeming of the organization identity as part of his identity) and both discretionary behaviors of organizational citizenship behavior (that is the pro-social work which is not related to the core work but help the individuals and organization in achieving the core work) and counterproductive work behavior (can be defined as anti-social behaviors that intended to harm the organization and individuals who are working in the organization), hypothesis (H3a, and H4a) *were set*, expecting that as more as one has felt the organization as part of his identity and cared more about its success and benefits, his

citizenship behaviors toward the organization will be more present. On the other hand, the counterproductive behaviors will be less compared to the people with less organizational identification.

However, the findings showed significant positive moderated relationship of 0.251 standard increase in OCB for each 1 standard increase of OID. These results make sense in term of previous findings. Where, in one study the correlation was 0.214 between the two variables when OID mediated the relationship between corporate social responsibility CRS and OCB. (Cheema et al., 2020). While on similar study in mediating of OID between socially responsible human resources management on OCB the results showed 0.22 of positive correlation between OID and OCB (Newman et al., 2016). On the same context, another study resulted with 0.24 in discussing the mediating role of OID between ethical work climate and OCB. (Teng et al., 2020)

On the other hand, the results showed insignificant relationship with counterproductive work behavior. Despite that the relation showed is different to the expectation of having significant negative one, except it is supported by some previous research. Hence, in studying the malevolent side of OID, it was founded that it has also insignificant relationship with CWB (Naseer et al., 2020). On the same hand, in another one it was insignificant in a time-lagged (not cross-sectional study) studying exchange leader –member on discretionary behaviors (Götz et al., 2020). Similarly, it was insignificant relationship with service sabotage which is one of CWB behaviors (Park & Kim, 2019). Furthermore, Ciampa found insignificant direct relationship between OID and CWB toward individuals in the organization (CWB-I) but not CWB toward organization (CWB-O) (Ciampa et al., 2021). On the same vein, it showed the same results of insignificant (CWB-I) studying corporate citizenship and employee in the

mediation of OID (Evans & Davis, 2014). Yet, as we study CWB as one construct, CWB-I component of the construct might influence the total results.

5.3 Ability- Emotional Intelligence's Dimensions and Organizational Identification

In this section studying the second half of the model by evaluating emotional intelligence dimensions in their impact over organizational identification.

As self-emotional appraisal is part of the cognitive process of emotional intelligence, it is the dimension where focuses on one's ability to label, express, and understand his emotions. It is assumed in this study (H1a) that, the increase of the self-emotional ability will directly affect one's identification toward organization. However, results were opposite to these expectations. Where the direct relationship between self-emotional intelligence and organizational identification showed insignificant one (weak evidence, $p\text{-value} = 0.058$). while there is lack of studying the ability emotional intelligence dimension of self-emotional appraisal with OID, one of the studies showed opposite results to the findings in this study, where it showed direct significant relationship of (0.6) studying the relationship between EI and emotional labor strategy in the mediating role of organizational identification (Zeng et al., 2014).

While self-emotional appraisal showed insignificant relationship over organizational identification, other's emotional appraisal showed significant ones. As hypothesized (H1b), the one's ability to appraise, and understand customers, co-workers, managers or any other stakeholder, will assist in enhancing the perspective toward the organization and increases one's feelings and belongingness toward the organization which in means increases organizational

identifications. Therefore, the results showed in this study supporting the previous hypothesis. Where, the correlation showed (0.223) standard increase of OID for each one standard OEA. On the same hand, supporting this assumption, the same study mentioned above showing opposite in studying SEA with OID, showed similar results in studying OEA with OID, where the correlation was 0.57. (Zeng et al., 2014)

Regarding to use of emotions dimension which is considered as one's ability to utilize his emotions to serve his circumstances. Hence, this feature increases one's ability to be adopted with his environment and deal with it in a good manner, which is assumed in return to increase one's ability to adopt and belongingness to his groups including organizational group, which means increasing in his organizational identification. Therefore this study set hypothesis (H1c) assuming that increasing in one's UOE directly increasing his OID. (Zeng et al., 2014). Yet, the results were proponent to aforementioned assumption, where it showed (0.305) of positive significant correlation between UOE and OID. These findings supported also by the study of Zeng in investigating EI with emotional labor strategy in the mediating of OID, where his findings showed (0.63) of correlation.

Likewise, regulate of emotions considers individual's ability to manage and control his emotions to some extent, mainly in situations where it is sudden and unexpected. Yet, managing emotions can somehow protect its owner from being rejected because of some spontaneous unpleasant behavior by others which in result makes the individual feels abandoned which can cause in the result to feel apart from his organization. Therefore, the fourth hypothesis in this study (H1d) expects that as one has increased his ability to regulate emotions then his organizational identification would increase. (Zeng et al., 2014)

The findings were compiled to hypothesis. Where the correlation between ROE and OID showed significant but moderated results of (0.19), compared to Zeng's study it showed 0.58 of significant correlation.

5.4 Emotional Intelligence Dimensions Over Discretionary Behaviors

According to the above correlations assumptions raised based on if one was able to understand his own and others' emotions, use these emotions, and regulate them then his ability to have cleaner assessment and better control regarding his personal reality and environment including oneself and others which expected to increase his citizenship behaviors (H2a,H2c,H2e, and H2g) and decrease counterproductive ones (H2b, H2d, H2f, and H2h).

Moreover, perceive his environment and circumstances in the organization in much realistic way (because of cleaner thoughts that are related to emotions) and act with others including coworkers and managers based on this perception, which in general leads to more identifications toward his organization. However, increasing one's identifications has assumed to increase one's desire to serve his company and to mitigate attentions to negatively impact on it. Which means, that all the dimensions of EI are positively correlate with OCB (H3b, H3c, H3d, and H3e) and negatively correlate with CWB (H4b, H4c, H4c, and H4e) through the mediating role of organizational identification.

Starting by discussing SEA impact on OCB and CWB directly and with the mediation of OID. The results were in contrary to the assumptions. Hence, the above findings indicate that it is not necessary if one was able to understand his emotions and to express them correctly, to have pro-social works in his organization or to work against the organization or its individuals

through the effect of increasing his organizational identification. While those outcomes weren't significant neither using the mediation role of organizational identification nor directly toward OCB, results showed that self-emotional appraisal still have significant impact on decreasing counterproductive work behaviors with a value of (-0.372) but not with the mediation role of organizational identification resulting which direct mediation only.

Moving toward others' emotional appraisal (OEA) and use of emotions (UOE) both with their impact on OCB and CWB through the mediating role of organizational identification. Thus, starting by the effect over OCB, despite of that the results were positive and significant (OEA, (0.056) and UOE (0.077)) but almost close to zero which indicate very little and weak impact using the mediation of OID. While on the other hand, both showed more effects directly (OEA (0.210) and UOE (0.141)) resulting with total effect of (0.266) and (0.218) respectively.

However, studying the relationship of both dimensions of OEA and UOE on CWB showed insignificant relationship using the mediation role of OID but on the other hand, significant relationship directly toward CWB with the value of (-0.277) and (-0.347) respectively, resulting with total effect of OEA on CWB of (-0.216) and (-0.332) for UOE with OID.

The aforementioned outcomes can be summarize that both OEA and UOE both have direct effect on OCB and CWB more than the effect mediating role of OID where it showed little impact on OCB and insignificant one on CWB.

Lastly, studying the dimension of regulate of emotions in the relationship with discretionary behaviors, the results were significant using the mediation role of OID toward OCB (supporting H3e) despite that the most impact were to the direct effect (0.208) over the mediating effect (0.045). On the other hand, the results were contrary to the hypothesis (H4e), where based

on the results there is no effect between regulate emotions and counterproductive work behaviors, nor directly or through the mediation of OID.

5.5 Conclusion

This study aimed to mainly investigate the mediating role of organizational identification in the relationship between emotional intelligence dimensions and discretionary behaviors. However, based on the findings discussed above, individual can conclude that the mediation role has either insignificant impact (i.e. in self-emotional appraisal) or has significant impact but very weak that is close to zero (such as in OEA, UOE and ROE) toward organizational citizenship behavior. Furthermore, organizational identification has no effect at all for all dimensions of emotional intelligence in mediating their relationships with counterproductive work behavior.

On the other hand, direct effect between all of emotional intelligence dimensions showed significant and moderate positive relationship toward OCB except self-emotional appraisal, and all dimensions showed significant negative moderate relationship toward CWB except regulate of emotions.

Table 21 Actual results compared to the hypothesis of the model

Hypothesis	Supported/Not Supported
<i>H_{1a} Appraise and understand emotions in self is positively correlate with OID</i>	Not Supported

<i>H_{1b} Appraise and understand emotions in others is positively correlate with OID</i>	Supported
<i>H_{1c} Use of emotions has a positive correlation with OID</i>	Supported
<i>H_{1d} Managing one's emotions is positively correlated OID</i>	Supported
<i>H_{2a} Self Emotional Appraisal has a positive correlation with OCB</i>	Not Supported
<i>H_{2b} Self Emotional Appraisal has negative correlation with CWB</i>	Not Supported
<i>H_{2c} Other's Emotional Appraisal has a positive correlation with OCB</i>	Supported
<i>H_{2d} Other's Emotional Appraisal has a negative correlation with CWB</i>	Supported
<i>H_{2e} Use of emotions has a positive correlation with OCB</i>	Supported
<i>H_{2f} Use of emotions has a negative correlation with CWB</i>	Supported
<i>H_{2g} Regulate of emotions has a positive correlation with OCB</i>	Supported
<i>H_{2h} Regulate of emotions has a negative correlation with CWB</i>	Not Supported
<i>H_{3a} OID is positively associated with OCB</i>	Supported
<i>H_{3b} OID is positively mediating the relationship between SEA and OCB</i>	Not supported
<i>H_{3c} OID is positively mediating the relationship between OEA and OCB</i>	Supported
<i>H_{3d} OID is positively mediating the relationship between UOE and OCB</i>	Supported
<i>H_{3e} OID is positively mediating the relationship between ROE and OCB</i>	Supported
<i>H_{4a} OID is negatively associated with CWB</i>	Not supported
<i>H_{4b} Increasing one's SEA will increase his OID which in turn will decrease his CWB.</i>	Not supported
<i>H_{4c} Increasing one's OEA will increase his OID which in turn will</i>	Not supported

decrease his CWB.

H_{4d} Increasing one's UOE will increase his OID which in turn will

Not supported

decrease his CWB.

H_{4e} Increasing one's ROE will increase his OID which in turn will

Not supported

decrease his CWB.

5.6 Limitations

During the preparation process of this study several factors and challenges have been experienced that might obstructed and affected- to some extent the accuracy of the results. Some of these factors are related to methodology itself while others are related to the outer environmental factors. Starting by the former factor, such as using self-report surveys which considered one of the most popular approach for data collection as they are low in term of cost and easy to deploy but on the other hand, might be biased, and subjective by nature where respondents tend to answer per their perspective not per what they really are which can lead for uncertainty and inaccuracy with the provided results. (Kormos & Gifford, 2014). Furthermore, self-report survey used is cross-sectional method by means collecting data at certain point of time (Kesmodel, 2018). Despite of that, using cross-sectional for studying emotions and perceptions might be subjective to the time of responding to the questionnaire where it reflects the mood status of the respondent at that time. Especially that there are variables such as organizational identification which has been defined as a process of sense making and sense giving and as a trajectory not a snapshot action that can be token at a time. Likewise, in general,

it is related to respondents' seriousness while answering the questions in a transparency and objective manner.

Another factor to consider that is related to the environmental factors which is the pandemic situation of Covid-19 and its effect on the psychology conditions of the employees in different organizational sectors, in addition to its consequences of extended curfew that affected the economic status of the country in general and the companies in specific, which in turn affected and changed the behavior of employees between each other, the treatment between supervisors, and managers with subordinate especially with working from home environment which reduced the interactive behaviors between employees that might lead to several misunderstandings and problematic events. Moreover, inadequate companies' policies toward employees that many have set to mitigate the losses of benefits due to such situations such as reduce employees' vacation, subtract from the salary, cancel bonus, and strict ways to monitor working hours during working from home days such as sending daily reports of tasks, calling the employee at different time at the day just to make sure he is working and other behaviors that disliked by the employees which in turn might cause to change the perspective of the employee about his organization and changed the results based on these consequences.

5.7 Future Research Directions

While the current research studying the impact of emotional intelligence dimensions toward discretionary behaviors using the mediation role of organizational identification with cross sectional method, the recommended methodology for future study is to repeat the same study and relationships using longitudinal research for same targeted respondents so one can

have different emotional events and create better conditions for having deep identification while executing this study.

Furthermore, during studying one's emotional intelligence and its effect on his discretionary behaviors most of results showed significance for direct relationships mainly with dimensions that are directly with a relation with others (mainly other's emotional appraisal, use of emotions,) with discretionary, it is recommended to study the direct impact of managers' emotional intelligence on subordinates' their –employees–discretionary behaviors.

Finally, while this study focused on the extra tasks that are not related to the core-job tasks, while companies' main interests is about increasing the quality and productivity of the core of the job it is recommended as well to study the impact of emotional intelligence dimensions on productivity and job quality in the mediating role of organizational identification.

5.8 Implications

The present study showed significant and important role of concentrating on enhancing the employee's other's emotional appraisal, use of emotions, and regulate of emotions to increase his prosocial work behaviors and decrease antisocial ones through self and others-emotional appraisal, and use of emotions. These findings can be taken into considerations by companies' human resources to enhance the help, knowledge sharing, and healthy environment culture in the organization and protect itself from negative attentions that are hard to control and considered expensive for companies to monitor and address.

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APPENDIX A



الجامعة العربية الأمريكية

ARAB AMERICAN UNIVERSITY

كلية الدراسات العليا | برنامج الماجستير في التخطيط الإستراتيجي وتجنيد الأموال

أخي الفاضل / أختي الفاضلة،

تحية طيبة وبعد،

تأتي هذه الدراسة ضمن إعداد رسالة الماجستير واستكمالي لمتطلبات التخرج من برنامج الماجستير في التخطيط الإستراتيجي وتجنيد الأموال في كلية الدراسات العليا في الجامعة العربية الأمريكية. تهدف الرسالة إلى دراسة تأثير مفهوم الذكاء العاطفي والهوية التنظيمية على السلوكيات التقديرية للموظفين في الشركات الربحية

من أجل تحقيق هذه الغاية، أرجو مساعدتكم في توفير إجابات صادقة، ودقيقة، وموضوعية على الأسئلة الواردة في هذا الإستبيان والتي تعتمد على خبرتكم في الشركة التي تعملون بها. تحتاجون إلى 12 دقيقة تقريباً من أجل اكمال هذا الإستبيان.

إن المعلومات التي تجمع من خلال هذا الاستبيان سيتم استخدامها لأغراض البحث العلمي مع الحفاظ على السرية التامة لهذه المعلومات ومصدرها. إذا كان لديكم أي استفسار، يمكننا مراسلتكم على البريد الإلكتروني المرفق أدناه. مع وافر الشكر والإحترام،

الباحث إيليا دعبيس

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القسم الأول | أهلية المشاركة في الدراسة

صفات مجتمع الدراسة

- موظف قطاع خاص في شركة مساهمة عامة
- العمر فوق ال 18 عام
- تعمل في الشركة منذ أكثر من عام

هل تنطبق عليك صفات مجتمع الدراسة أعلاه؟ (اختر إجابة واحدة) نعم لا

إذا كان جوابك "نعم" فأنت أهل للمشاركة في هذه الدراسة، يرجى تكملة الإستبانة، آخذاً بعين الاعتبار قدراتك وخبرتك في الشركة التي تعمل بها. أما إذا كانت إجابتك "لا"، نشكر وقتك، ولكنك لا تنتمي لمجتمع هذه الدراسة، يرجى إعادة الاستبانة للباحث.

القسم الثاني | محاور الدراسة

المحور الأول : سلوك المواطنة التنظيمية ويقصد بها الاعمال التي يقوم بها الموظف من تلقاء نفسه (ليست من المهام المطلوبة منه حسب مسماه الوظيفي او من ادارته) و التي يهدف من خلالها الى تحسين و الارتقاء بالمؤسسة و الموظفين العاملين بها مثل العمل لساعات اضافية و مساعدة زملاءه الموظفين.

كم مرة عملت الأشياء التالية خلال فترة عملك الحالي؟

يرجى وضع دائرة حول الإجابة التي تعبر عن وضعك، انتبه لمعنى كل درجة من المقياس الخماسي لكل عبارة.

الرمز	العبارة	نعم	نادرًا	أحيانًا	غالبًا	دائمًا
OCB1	قضيت جزء من وقتك في نصيح، أو تدريب، أو إرشاد زميل لك في العمل.	1	2	3	4	5
OCB2	ساعدت زميل عمل في تعلّم مهارات جديدة أو قمت بمشاركته بالمعرفة الوظيفية التي تمتلكها.	1	2	3	4	5
OCB3	ساعدت موظفًا جديدًا في التكيف (التأقلم) بوظيفته.	1	2	3	4	5
OCB4	استمعت برأفة عندما مرّ أحد زملائي بمشكلة في العمل .	1	2	3	4	5
OCB5	قدمت اقتراحات لتطوير آلية العمل المتبعة.	1	2	3	4	5
OCB6	قمت بمساعدة زميل عمل لديه الكثير من الاعمال ليقوم بها.	1	2	3	4	5
OCB7	تطوعت لإنجاز أعمال إضافية غير مطلوبة منك.	1	2	3	4	5
OCB8	عملت بيوم اجازة (أو عطلة) من اجل إنجاز مهمة أو مشروع.	1	2	3	4	5
OCB9	تطوعت من اجل حضور اجتماع او العمل في لجان على حساب وقتك الخاص.	1	2	3	4	5
OCB10	ضحيت باستراحة الطعام (أو استراحات أخرى) لإنجاز العمل.	1	2	3	4	5

المحور الثاني: سلوك العمل الغير منتج ويقصد بها أي سلوك اختياري يقوم به الموظف من تلقاء نفسه يقصد به ايداء المؤسسة والعاملين بها مثل السرقة والتخريب و إهانة الموظفين العاملين بها.

كم مرة عملت الأشياء التالية خلال فترة عملك الحالي؟

يرجى وضع دائرة حول الإجابة التي تعبر عن وضعك، انتبه لمعنى كل درجة من المقياس الخماسي لكل عبارة.

الرمز	العبارة	نعم	نادرًا	أحيانًا	غالبًا	دائمًا
CWB1	قمت بمهدر موارد الشركة التي تعمل بها بشكل مقصود.	1	2	3	4	5

الرمز	العبرة	بشدة	نادراً	أحياناً	غالباً	دائماً
CWB2	تدمرت عن أشياء غير مهمة أثناء العمل.	1	2	3	4	5
CWB3	اخبرت الناس خارج الشركة عن سوء المكان الذي تعمل به.	1	2	3	4	5
CWB4	أتيت الى العمل متأخراً من دون الحصول على الموافقات المطلوبة	1	2	3	4	5
CWB5	اخترت البقاء في المنزل وأخبرت ادارة العمل أنك كنت مريضاً بينما لم تكن كذلك.	1	2	3	4	5
CWB6	أهنت أحد الموظفين ما بسبب أدائه الوظيفي.	1	2	3	4	5
CWB7	سخرت بالحياة الشخصية لموظف ما.	1	2	3	4	5
CWB8	تجاهلت موظف ما اثناء العمل.	1	2	3	4	5
CWB9	بدأت في الجدال مع موظف ما اثناء العمل.	1	2	3	4	5
CWB10	هزأت أو سخرت بموظف ما أثناء العمل.	1	2	3	4	5

المحور الثالث: الذكاء العاطفي ويقصد به هي قدرة الفرد على فهم و ادراك مشاعره و مشاعر الاخرين و المقدرة على إدارة تلك المشاعر. ويعمل على أربعة مستويات: تقييم المشاعر الخاصة (الذاتية)، وتقييم مشاعر الآخرين، وضبط المشاعر الخاصة، وتوظيف المشاعر.

المستوى الأول - تقييم المشاعر الخاصة (الذاتية) - مدى مقدرة الشخص على تقييم مشاعره الخاصة و الفهم العميق لها و التعبير عنها. إقرأ العبارات التالية بتمعن ثم اختار الإجابة التي تعبر عن درجة موافقتك لكل من العبارات. انتبه لمعنى كل درجة من المقياس الخماسي لكل عبارة.

الرمز	العبرة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
SEA1	أعرف في معظم الأحيان لماذا تتناهي مشاعر معينة.	1	2	3	4	5
SEA2	أفهم مشاعري الخاصة جيداً.	1	2	3	4	5
SEA3	أتفهم فعلاً ما أشعر به.	1	2	3	4	5
SEA4	أعرف دائماً إن كنت سعيداً أم لا.	1	2	3	4	5
SEA5	أعرف لماذا تتغير مشاعري.	1	2	3	4	5
SEA6	أدرك مشاعري عندما أختبرها بسهولة.	1	2	3	4	5

المستوى الثاني - تقييم مشاعر الآخرين - مدى مقدرة الشخص على تقييم مشاعر الآخرين و فهمها. إقرأ العبارات التالية بتمعن ثم اختار الإجابة التي تعبر عن درجة موافقتك لكل من العبارات. انتبه لمعنى كل درجة من المقياس الخماسي لكل عبارة

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
OEA1	أعرف دائما مشاعر أصدقائي من خلال تصرفاتهم.	1	2	3	4	5
OEA2	أُجيد ملاحظة مشاعر الآخرين.	1	2	3	4	5
OEA3	أنا إنسان حساس تجاه مشاعر الآخرين وأحاسيسهم.	1	2	3	4	5
OEA4	أتفهم مشاعر الأشخاص المحيطين بي بشكل جيد.	1	2	3	4	5
OEA5	أستطيع أن أعرف مشاعر الناس من خلال الاستماع إلى نغمة (نبرة) أصواتهم.	1	2	3	4	5
OEA6	أستطيع إدراك المشاعر التي يحس بها الناس من خلال النظر إلى تعابير وجوههم.	1	2	3	4	5

المستوى الثالث - ضبط المشاعر الخاصة - مدى قدرة الشخص على تنظيم و ضبط مشاعره الخاصة و سرعة تعافيه من أي ضائقة نفسية تلم به. إقرأ العبارات التالية بتمعن ثم اختار الإجابة التي تعبر عن درجة موافقتك لكل من العبارات. انتبه لمعنى كل درجة من المقياس الخماسي لكل عبارة

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
ROE1	أستطيع السيطرة على مزاجي والتعامل مع الصعوبات بطريقة عقلانية.	1	2	3	4	5
ROE2	أنا قادر على التحكم بمشاعري.	1	2	3	4	5
ROE3	أستطيع الهدوء (السكينة) بسرعة عندما أغضب.	1	2	3	4	5
ROE4	أبحث عن النشاطات التي تجعلني أشعر بالسعادة.	1	2	3	4	5
ROE5	عندما أواجه موقفا صعبا فإنني أفكر في الأمر بطريقة تساعدني على البقاء هادئا.	1	2	3	4	5
ROE6	أجد طرقاً للخروج من حالة الإحباط غالباً.	1	2	3	4	5

المستوى الرابع - توظيف المشاعر - مدى مقدرة الشخص على الإستفادة مشاعره الخاصة من أجل توظيفها في تحسين الأداء الشخصي. إقرأ العبارات التالية بتمعن ثم اختار الإجابة التي تعبر عن درجة موافقتك لكل من العبارات. انتبه لمعنى كل درجة من المقياس الخماسي لكل عبارة.

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
UOE1	أضع دائما أهدافا لنفسى وأبذل كل جهدي لتحقيقها.	1	2	3	4	5
UOE2	أقول دائما لنفسى أنني صاحب كفاءة.	1	2	3	4	5
UOE3	أنا إنسان محفز ذاتياً.	1	2	3	4	5
UOE4	أشجع نفسي للقيام بالأفضل دائماً.	1	2	3	4	5
UOE5	عندما أكون في مزاج جيد أكون قادراً على الإتيان بأفكار جديدة.	1	2	3	4	5
UOE6	أقوم باستخدام المزاج الإيجابي لمساعدة نفسي في مواجهة الصعوبات باستمرار.	1	2	3	4	5

المحور الرابع: الهوية التنظيمية ويقصد بها مدى تعبير الموظف عن المؤسسة كجزء من هويته الشخصية بحيث يعتبر اهتمامات و نجاحات المؤسسة جزءاً من هويته و نجاحه الشخصي. و هي يمكن التعبير عنها بمدى إنتماء الشخص و و وحدته بالمؤسسة التي يعمل بها و التي تجعله يشعر و يستخدم "نحن" بدلا من "هم" للتعبير عن مؤسسته.

يرجى وضع دائرة حول الإجابة التي تعبر عن درجة موافقتك لكل من العبارات التالية. انتبه لمعنى كل درجة من المقياس الخماسي لكل عبارة.

الرمز	العبارة	لا أوافق بشدة	لا أوافق	محايد	أوافق	أوافق بشدة
OID1	أشعر بالإهانة الشخصية عندما يقوم شخص ما بانتقاد الشركة التي أعمل بها.	1	2	3	4	5
OID2	أهتم جداً بما يظنه (يعتقده) الناس عن الشركة التي أعمل بها.	1	2	3	4	5
OID3	استخدم غالباً صيغة الجمع (نحن) بدلا من القول (هم) عند الحديث عن مكان عملي .	1	2	3	4	5
OID4	أعتبر نجاحات شركتي بمثابة نجاح لي.	1	2	3	4	5
OID5	أشعر بالإطراء عندما يمدح شخص ما الشركة التي أعمل بها .	1	2	3	4	5
OID6	أشعر بالإحراج اذا كان هنالك خبر في الإعلام (او وسائل التواصل الاجتماعي) ينتقد الشركة التي أعمل بها.	1	2	3	4	5

القسم الثالث | معلومات ديموغرافية وأسئلة أخرى

الرمز	السؤال (اختر الجواب الأقرب لحقيقة وضعك)

GND	الجنس: <input type="checkbox"/> ذكر <input type="checkbox"/> انثى
AGE	العمر: <input type="checkbox"/> أقل من 20 <input type="checkbox"/> 21-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> 51-60 <input type="checkbox"/> 61 فأكثر
EDU	درجة التعليم: <input type="checkbox"/> دون الثانوية <input type="checkbox"/> توجيهي <input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> دراسات عليا
RES1	المحافظة: <input type="checkbox"/> القدس <input type="checkbox"/> رام الله والبيرة <input type="checkbox"/> نابلس <input type="checkbox"/> جنين <input type="checkbox"/> الخليل <input type="checkbox"/> بيت لحم <input type="checkbox"/> طولكرم <input type="checkbox"/> قلقيلية <input type="checkbox"/> طوباس <input type="checkbox"/> سلفيت <input type="checkbox"/> قطاع غزة
RES2	المستوى الوظيفي <input type="checkbox"/> متدرب <input type="checkbox"/> موظف <input type="checkbox"/> مشرف <input type="checkbox"/> مدير وحدة/قسم/فرع <input type="checkbox"/> مدير في الإدارة الوسطى <input type="checkbox"/> مدير في المدارة التنفيذية <input type="checkbox"/> غير ذلك (ادخل المسمى الوظيفي)
SOC	الحالة الإجتماعية: <input type="checkbox"/> أعزب <input type="checkbox"/> متزوج <input type="checkbox"/> أرمل <input type="checkbox"/> مطلق
TEN	عدد سنوات العمل لدى الشركة الحالية (يرجى كتابة عدد السنوات) _____
INC	مستوى الدخل لبشهرى: <input type="checkbox"/> أقل من 2500 شيكل <input type="checkbox"/> 2501-3500 شيكل <input type="checkbox"/> 3501-5000 شيكل <input type="checkbox"/> 5001-7000 شيكل <input type="checkbox"/> 7001-10,000 شيكل <input type="checkbox"/> أكثر من 10,000 شيكل

انتهى الاستبيان

أشكركم على حسن تعاونكم

الملخص

تقوم هذه الدراسة بالبحث في تأثير أبعاد الذكاء العاطفي القائم على نموذج القدرة وهي: تقييم العاطفي الذاتي، تقييم العاطفي للآخرين، توظيف العواطف في السلوكيات الإدراكية، وتنظيم العواطف على السلوكيات التقديرية كانت سلوكيات المواطنة التنظيمية أو سلوكيات العمل غير المنتجة باستخدام الهوية التنظيمية بدور المتغير الوسيط على موظفي الشركات المساهمة العامة في فلسطين.

تم جمع البيانات من خلال استبانة من 324 مجيب، وباستخدام أسلوب البحث الكمي الذي اعتمد على نمذجة المعادلة البنائية - المربعات الصغرى الجزئية (SEM-PLS) باستخدام برنامج SmartPLS لفحص النموذج المفاهيمي والعلاقات بين المكونات. حيث ظهرت العديد من النتائج أهمها: عدم وجود دور للهوية التنظيمية ك وسيط بين ابعاد الذكاء العاطفي سلوكيات العمل الغير منتجة، وعدم وجود دور لها بين تقييم العاطفي الذاتي و سلوكيات المواطنة التنظيمية، بينما أظهرت دور الهوية التنظيمية ك وسيط بين باقي ابعاد الذكاء العاطفي و سلوكيات المواطنة التنظيمية. نتائج الدراسة تدعو الى المزيد من البحث في دور الذكاء العاطفي والسلوكيات التقديرية كما تدعو المستوى الإداري في الشركات لزيادة للاهتمام في زيادة الذكاء العاطفي للموظفين في الشركات بما لها من أثر في زيادة الفعالية والكفاءة لدى الشركات.

الكلمات الدالة: الذكاء العاطفي، نموذج القدرة، الهوية التنظيمية، السلوكيات التقديرية، سلوكيات المواطنة التنظيمية، سلوكيات غير المنتجة