



IMPACT OF PERCEIVED ORGANIZATIONAL POLITICS ON EMPLOYEE'S PERFORMANCE THROUGH EMOTIONAL INTELLIGENCE: MODERATING ROLE OF POLITICAL SKILLS

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Abstract: - The purpose of this paper was to study the impact of perceived organizational politics on employees' performance through emotional intelligence and it also aimed to evaluate the moderating effect of political skills in education sector, both public and private sector universities of Lahore, Pakistan. In this research, previous literature was critically reviewed regarding perceived organizational politics, employee's performance, political skills and emotional intelligence. The data was collected through self-reported, self-administered questionnaires. 270 questionnaires were distributed among the employees of different educational institutes in Lahore. Out of these, 221 questionnaires were useable and ready for analysis thus making response rate 81%. The convenience sampling technique was used for the collection of data. SPSS 20.0 was used to study the effect of perceived organizational politics on performance of employees. Regression and Correlation techniques were applied which was appropriate. We also used confirmatory factor analysis and structural equation modeling in AMOS 22. Results indicate that EI partially mediates the relationship between politics and performance. On the other hand political skills strengthen the significant positive relationship between politics perception and emotional intelligence. Study suggests the managers to assess the political behavior (which affects the performance of employees) and design EI training to reduce their negative relationship. The study witnessed new empirical insights about the interplay of politics-performance and how EI mediates or PS moderate the relationship.

Key Words: Emotional Intelligence, Job Performance, Perceived organization politics, Political Skills

Introduction: Education plays its important role

in the success of a human in each and every discipline. Education provides those abilities to the employees that increase their skills, developmental level of employees and physically prepare them. For the successful management in education sector it is just not required the relevant educational management knowledge, but it is also required the effective

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abilities or skills. On the other hand, if scholars think about it in wider concern, one might say, that it is the perfect combination of feelings and thinking. In (Goleman, 1995) professed those skills and abilities as emotional intelligence (Goleman, 1995). He reflected them in himself and watched them in others. Along these lines, our fundamental concentration in this study is likewise to determine the impact of those abilities which are known as emotional intelligence on employee's performance. Employees are the backbone of the organizations, without employees, are considered the soul without the body. According to NER, the trained employees are enough for the organization system. The employee who got training can be expected has the highly informative of EI. Definitely the trainer having good emotional intelligence, can trained the new employee in effective manner, but it is needed to measure this phenomenon, at what level in learning process the EI can plays its role. As per background study, the role of EI on employee's performance can be studied in foreign countries, rather than Pakistan. So, there is a need to discuss in Pakistan.

In the current circumstances organizations and academia have understood that political issues found in the organization. Perceived organization politics plays a vital role both for organizations and people working under organization umbrella. Research achieved that Perceived organization politics as a plague (Vigoda, 2000) and confirmed that it is found in organizations (Kapoutsis, Papalexandris, Nikolopoulos, Hochwarter, & Ferris, 2011). To conclude the issues related to politics researchers concentrated on the recognition instead of real political exercises and recommended that it's more essential than the real practices (Kacmar, Delery, & Ferris, 1992). Researchers observed about political skills and gave their suggestions about researcher's context because they think that it is broadly measured empirically and conceptually as well, yet at the same time, it's fundamental

and under research (Health & Sitkin, 2001). These hostile significances are turnover, low job performance, low satisfaction and, high stress, low productivity etc. (Chang, Rosen, & Levy, 2009) asked that, OP creates ethical problems, emotional strain and unstable relationship. But the politics- emotions relationship is not so explored, as (Meisler & Vigoda-Gadot, 2014) said that politics gives birth to intense emotions. The way that political issues occur in the Organizations of Pakistan additionally remains constant for teaching institutions. Staff is being observed continuing to top seats in sector primarily due to various sort of political conduct staff remained include. (Main strategy is to still being a part of the organization is to become a part of any strong political party. The real strategies are to still remain in organization is to being a part of any political party. Numerous a times a staff is compelled to quit the activity since he declined to become part of any strategy related to politics. Many times it can be seen that if just a single workforce is working and the others are not; that one employee would turn into an upper position according to the others and would eventually turn into a casualty of intensity political issues. The specialist himself has been an observer of political issues being improved at different levels of knowledge. Subsequently, motivation behind research is to look at impression of authoritative political issues on worker's execution through enthusiastic insight among employees of colleges (Nikolaou & Tsaousis, 2002).

Research Problem: EI or Perceived organization politics plays an important role on employee's performance either in a negative way or affirmative way. The issue of job performance is growing day by day so it needs great attention. Past research shows that in Pakistan the factor of satisfaction level of job performance is low due to dishonesty at workplace, Undue favors, early leaving, and Job security. Because of these reasons researchers are interested to study and examine the reasons of low level of Job performance. The idea

behind this research is to determine that how employee's performance is influenced by the Perceived organization politics and it also determine to develop potential mediation of EI or moderation of political skills between them among university staff and for this purpose different public or private sector institutions is being selected to conduct the research

Research Questions

1. How to determine job performance in educational sector when it is intervened by Emotional Intelligence?
2. How to measure relationship of emotional intelligence on job performance?
3. How political skills moderate the relationship between perceived organization politics and Emotional Intelligence?

Objectives of the Study: Consequently, following objectives were framed after a comprehensive insight into the diverse and extensive literature, and taking leads from the various studies conducted hitherto, for the verification of the present investigation:

1. To check the effect of Perceived organization politics on emotional intelligence
2. To find relationship between perceived organization politics and Job performance.
3. To find the effect of emotional intelligence with Job Performance
4. To check the potential mediation of Emotional Intelligence between perceived organization politics and Job Performance
5. To check the moderation of political skills between perceived organization politics and Emotional Intelligence.

Literature Review: Previously, scholars perceived the significance of (EI) and OP exchange, which is still exceptionally questionable. As a few Scholars presumed that OP and EI has no significant relationship (Meisler & Vigoda , 2010; Baniya & Shrestha, 2016), some assume that t negative relationship exists (Samad, 2011a Vigoda, 2014 & Meisler,2016), whereas Some asked that there exist a critical positive relationship (Durani & Asad, 2014).

Important factor which may be negatively or positively related to routine in private and public sector (Vigoda & Kapun, 2005). Public organizations progress their own goals, values and culture orientation (Perry & Rainey, 1988) and are less flexible in terms of major changes and adoption of innovation (Borins, 2001). Status of employees in a political environment is also very important. Employees who have low status or less authority (and less authority over resources) view political environment as cause of prevention and such environment is perceived as negative attitude towards the organization (Drory, 1993). A supportive and nonpolitical environment/workplace is important for employees' commitment and satisfaction and thus turnover is reduced and healthy environment is produced (Cropanzano *et al.*, 1997). (Cohen & Vigoda, 1999) also reported negative relationship of political participation with the performance of employees but political behavior has different effects in different culture. So the need to explore this effect in Pakistani culture is equally important. Signs of politically abused workplace are less information, constrained staff or minimum trust level (Danish, 2008)

In Public sector institutions those employee are survive who are part of a strong political party. Public institutions are usually large bureaucratic bodies. Employee who is on the top level management refers to those who are part of his group. Nonpolitical or supportive environment reduce turn over and produce healthy environment. Politically skilled are socially aware or capable to adjust their activities properly in working environment (Ferris, 2005). There are better employment securities in open organization framework when contrasted with private division. (Cropanzano, 1997) contended, open Organizations are typically extensive administrative organizations or hierarchical governmental issues occur in those forms to considerably more noteworthy step when contrasted with little Organizations which require adverse impact (Pfeffer, 1992

&Medison, 1980). The persons who are politically skilled accept difficult task or related outcome ratings (Gentry *et al.* 2012).

Perceived Organization politics: There are constantly high political issues in such kind of organization atmosphere where Organization assets are compelled and there is testing condition for the employees at working environment. Even political issues conduct happen in the Organization are of two structures relying on the recognitions either in a negative or a positive way. The negative politics behavior makes the negative impact on the workers in the organization and it also impact on the reputation of the organization. Resulting low productivity and employee's turnover etc. and it can be minimized by making a positive relation with the workers and by using organizational justice. Previous study gives the clear understanding of the POP that it harmfully impacts on associations atmosphere which leads to lack of commitment level in organization or trust (Danish, Humayon, Aslam, Usman & Tariq 2014) The idea of conduct of representatives in Organizations is regularly political and no one can escape from political condition. View of hierarchical political issues have been interpreted to be strongly contrarily connected with work fulfillment and employment execution and decidedly connected with concern work and revenue goals (MA Bodla, T Afzal & Danish 2015)

Political Skills: PS enables firm resources to perform better in misleading situations, yet it additionally verifies that political expertise influences the connection between negative environmental discernments and JP. (Lisa Williams, Darren, Brooke *et al.*, 2017)

There are four measurements of political skills that researchers been discussed which contains social intelligence, effect of interpersonal networking skills, organizing capacity, or apparent sincerity. Whereas Social intelligence refers employees those abilities to understand the feelings of their own or another employees (Ferris *et al.*, 2007). Those employees who are

socially astute measured to be intensely self-aware or also very touchy to other people (Ferris, 2012). Named "adaptability" by (Pfeffer, 1992) relational impact alludes to a self-effacing, unassuming individual style that puts others at ease. People who are described by relational impact are powerful communicators what's more, can adjust their conduct to whatever the circumstance demand (Ferris *et al.*, 2007).

The individuals who are politically strong are socially mindful, can connect with others adequately, can comprehend circumstances, and can adjust their activities properly in the working environment (Ferris, 2005). PS people get more undertaking and relevant execution appraisals (Bing, 2011). Political expertise is one such factor that gives people the capacity to reduce weakness inherent in political conditions. Moreover, it empowers people to decrease pessimistic results related with weakness and upgrade the related constructive results. We presume people high in political ability buy in to the view that political issues are not incompatible (Mintzberg, 1983) in light of the fact that they can control their condition and make it more predictable. These people see POP as a chance and as an honest to goodness approach to achieve their objectives, in this manner debilitating the POP- results relationship. Be that as it may, people lows in political aptitude do see governmental issues adversely (Gandz, 1980) in light of the fact that they can't control their condition and view it as more questionable. Accordingly, low politically talented people encounter more vulnerability bringing about a more grounded POP-results connect

Job Performance and Emotional Intelligence:

Past study showed that there is a positive and critical relationship between Emotional Intelligence and Job Performance (Law & Wong, 2002). Additionally found that EI has a huge beneficial outcome on Job Performance by taking an example of senior administrators utilized as CFOs in the nearby government experts in Israel. Representatives who appraised their innovators as more honestly perceptive and

viable were happy with work (Nowak, 2006). Another investigation found that innovator part trade intervened the connection between the Emotional Intelligence and both turnover aim and Job Performance (Jordan & Troth, 2011). Researcher accepted that if workers determine their involvement towards their jobs then they perform their duties in a positive way or in a proper manner. Researchers also approved that career salience and job involvement of employees improves their performance and behavior. Employees always want to improve their overall performance due to this they also improve the performance of their organization; they always think and work for the organization development. Researches also proposed that if employees are highly committed and involved in job then they can perform well and can excel in their future career (RQ Danish, AU Shahid, N Aslam, & M Afzal, 2015).

Conceptual Framework:

job performance (dependent variable) through emotional intelligence (Mediation), or political skills have moderate affect between perceived organization politics or emotional intelligence

Hypotheses

1. **H1:** Perceived organizational politics have significant effect on emotional intelligence
2. **H2:** Perceived organizational politics have significant effect on Job Performance
3. **H3:** Emotional intelligence have significant effect on Job Performance
4. **H4:** Emotional intelligence mediate the relationship between perceived organizational politics and Job Performance
5. **H5:** Political skills moderate the relationship between perceived organizational politics and emotional intelligence

Research Methodology: This section clarifies the methods which are used for research including study type, researcher interference, unit of analysis, study setting, population, time horizon, Sample size, response rate, data

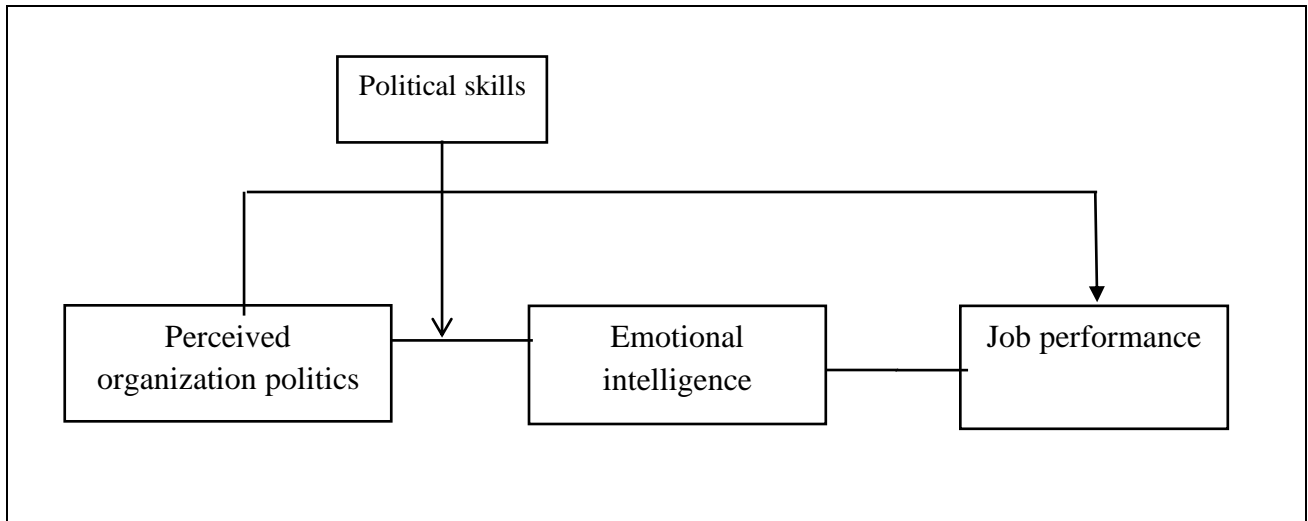


Figure 1: Conceptual Framework

Above figure shows that Perceived organization politics as independent variable, Emotional intelligence as mediator, job performance as dependent variable or political skills as moderation. Figure shows that perceived organization politics (Independent variable) have impact on the

collection techniques, variable measurements and data analysis methods. Explanatory Causal study is type of present study as it examines connection between perceived organization politics or emotional intelligence and also shows moderating role of political skills. Present research is based on Individual. Interfering of researcher is minimum. Present research is

directed in normal atmosphere which is non-contrived setting. Usually there are 2 kinds of time-limit which is used by scholar's i.e. longitudinal or cross-sectional. Data is gathered only 1 time so time horizon of present research is cross sectional. The Population of present research contains of employees for those who are presently employed in Education Sector which is situated in Lahore. Either private sector or public sector. For addition in study, the normal details which were mandatory include position level of employee such as lower level, middle level, top level in which employees working. 221 respondents are used as sample for research purpose. Convenient Sampling Technique was used for data collection Self-report questionnaire were useful In case of gathered information from staff member of education sector.. This tool is preferable and useful by scholars as it is familiar which support scholars to collect data in better way. Questionnaire helps scholars or respondent to get the reaction more simply or quickly. Around 270 questionnaires were spread between the different resources employed in different private universities as well as public universities which are presently situated in Lahore. Out of which, 252 questionnaire were get back from which 20 questionnaire were imperfect (not complete) and 13 questionnaire didn't have demographic data of resources so that they were rejected the study rate response is 81%.

Results And Analysis

Table 1: Descriptive Analysis of Demographic Information

Variables	Frequency	Percent (%)
Gender		
Male	129	58.4
Female	92	41.6
Qualification		
Above Masters	35	15.8
Masters	86	38.9
Bachelors	100	45.2
Position of employees		
Lower level	47	21.3
Middle level	138	62.4

Top level	36	16.3
Experience/ Job tenure		
1 – 2 Years	26	12.4
2 – 4 Years	69	32.9
4 – 6 Years	35	16.7
6 – 7 Years	21	10.0
More than	759	28.1

Table 2: Descriptive statistics

	Min	Max	Mean	Std Deviation
Perception of politics	1.75	5.00	3.5158	.60740
Emotional Intelligence	1.00	5.00	3.7406	.74811
Political Skills	1.00	5.00	3.3522	.70084
Job Performance	1.00	4.50	3.3054	.69675

Correlation among variables: Table 3 displays correlation between all variables of study. As per guideline of this table in this study we can observe the positive connection between all variables. The connection in between perception of politics and emotional intelligence is moderately or positively correlated with each other ($r=.466$, $p<0.01$). The connection in between Perception of politics or political skill has significant or positive correlation ($r=.613$, $p<0.01$). The connection in between emotional intelligence and political skills has moderate or positive correlation ($r=.400$, $p<0.01$). The connection in between Perception of politics or job performance is positive or moderate correlation ($r=.429$, $p<0.01$). the connection in between emotional intelligence or job performance is moderate or positive correlation ($r=.200$, $p<0.01$). The connection in between political skills and job performance has strong or positively correlated ($r=.632$, $p<0.01$)

Table 3 correlation among variables

Variables	1	2	3	4
Perception of politics	1			
Emotional Intelligence	.466**	1		
Political Skills	.613**	.400**	1	

Job Performance	.429**	.200**	.632**	1
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**** Significant level of Correlation is 0.01 (2-tailed). * Significant level of Correlation is 0.05 (2-tailed)**

1:- Perception of politics 2- Emotional Intelligence 3- Political Skills 4- Job performance

Structural Model:

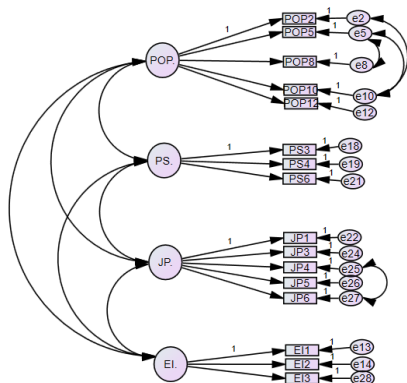


Figure 4: Figure shows Structural Model

In this structural model Perception of politics as independent variable, political skills as moderating variable, job performance as dependent variable or emotional intelligence as mediating variable. In this model some of (-)

paths were detached and a revised model was considered.

The results shows that value of DF/CMIN is 2.097 which are not more than 3 specify the model fit goodness. Whereas value of GFI is .906 which is larger than the value i.e. .800 of threshold which specify the model fit goodness. AGFI value is .865 it is also larger than threshold value i.e. .800 it also indicated the model fitness good. The value of CFI is .886 which is larger than .85 indicated model fitness is good. And the value of RMSEA is .071 that is suitable for model fit. So this is the best fit structural model for study.

Table 4: Model fit

Structural Models	
CFI	.886
GFI	.906
CMIN/DF	2.097
AGFI	.865
RMSEA	.071
PGFI	.626

Regression Weight Analysis

Table 5: Regression Weight

The below figure created on structural model shows the regression weights.

	Estimate	S.E.	C.R.	P	Label
Emotional Intelligence <--- Perception of politics	.825	.151	5.456	***	
Emotional Intelligence <--- Political Skills	.160	.070	2.281	.023	
Job Performance <--- Perception of Politics	.465	.147	3.168	.002	
Job Performance <--- Political skills	.599	.097	6.189	***	
Job Performance <--- Emotional Intelligence	.220	.115	1.922	.049	

**** Significant level of regression weight is 0.05**

Mediation Analysis

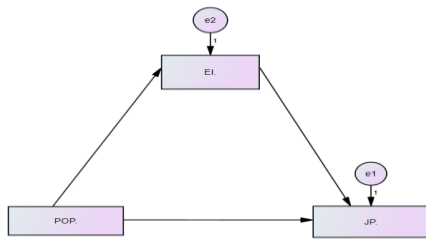


Figure 5 Mediation Analysis

In the above figure shows the hypothesis of emotional intelligence, perception of politics or job performance are accepted or rejected in this case mediation analysis were conducted which shows that without mediation direct effect is

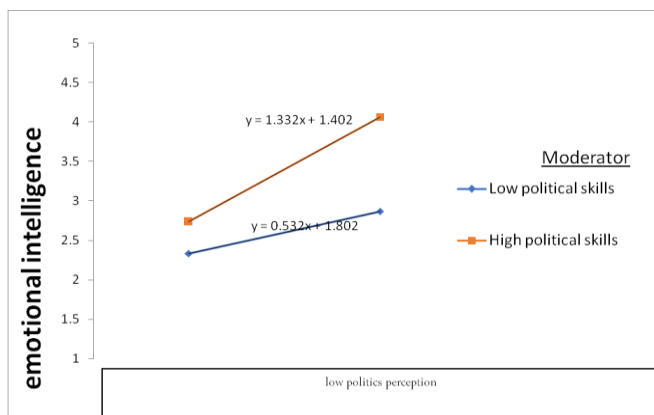
$b=.682$ or p -value 0.001 which is not more than ($p<0.01$) the p value shows that beta value is significant whereas with mediation standardize direct effect shows beta value is $b=1.261$ or p -value is 0.001 which is not more than ($p<0.01$) p value shows beta value is significant, figure also shows the standardize indirect effect of beta value is $b=.579$ or p -value is 0.001 which is not more than ($p<0.01$) p value shows beta value is significant so in this case the type of mediation which is observed is partial mediation or in this case the results shows that hypothesis of perception of politics, emotional intelligence or job performance is accepted.

Figure 6 Mediation Analysis

Hypothesis	Direct beta w/o Med	Direct beta w Med	Indirect Beta	Mediation type observed
Partial Med POP-EI-JP	.682***	1.261**	.579**	Partial Mediation

Moderation Analysis: Moderation analysis can be measured through SPSS by applying regression analysis researcher has to find the Z value. Then using linear regression find the beta values. Researcher take perception of politics as an independent variable or emotional intelligence as a dependent variable then results shows beta value, as shown in below table

The output in Figure 4-6 from data in Table 4-6 shows that there are two categories of peoples having low political skills or high political skills. Blue graphical line shows low political skills whereas red graphical lines show high political skills. So we can see that peoples with high political skills have strong relationship when we make relationship of dependent variable (emotional intelligence) with independent variable (perception of politics) and people with low political skills have less strong relationship with dependent (emotional intelligence) and independent variables (perception of politics). Political skills strengthen the positive relationship between politics perception and emotional intelligence so the results show that our hypothesis of moderation is accepted.



Political skills strengthens the positive relationship between politics perception and emotional intelligence

Analysis

Discussions and Conclusions: A few years back, research admitted the importance of inclusion of emotional intelligence to understand the organization politics, the antecedents and consequences in today's organizational setup (Vigoda and Meisler, 2014). The effect of organization explained by the other variables on job outcome like performance is not so much explored by the researchers. So, the present

study is attempting to find that how much organizational politics effect is explained by the EI and the JP of the employees.

H1: Perceived organizational politics have significant effect on emotional intelligence (Accepted). We proposed the Pakistani education sector perception about organization politics negatively affects their emotional intelligence and results revealed that organization politics positively significantly predicts the emotional intelligence, supporting H1. It can be drawn from the results that employees of the education sector perceived perception organization politics with positively significantly affect their emotional intelligence. This findings occurs the findings of (Meisler 2014 & Samad, 2011) that organization politics or emotional intelligence have a significant negative connection, which is contrast to the results of positive connection in-between these two variables..

H2: Perceived organizational politics have significant effect on Job Performance (Accepted). It is proposed in the present study that emotional intelligence will mediate between organization politics and job performance relationship. For this purpose we first find POP or JP relationship in which results revealed that perceived organization politics positively significantly predicts the emotional intelligence, supporting H2. It means when employees perceive that people use political act in the organization to achieve their personal or group goals by using unfair or negative means, in the meanwhile their performance is affected by this perception. This is line with the results of previous research the perceived organization politics negatively affects the performance of employees (Vigoda and dory 2006, samad 2011 & rehman 2011). Which is contrast to the findings of positive relationship between these two variables?

H3: Emotional intelligence has significant effect on Job Performance (Accepted) now we find the impact of emotional intelligence on JP which is positive and significant. Numerous studies

conducted in Pakistan as well as in other countries concluded that EI positively and significantly associated with the task, contextual and overall performance chugtai and lateef, 2015 newman, joseph 2015.

H4: Emotional intelligence mediate the relationship between perceived organizational politics and Job Performance (Accepted) After finding these two relationships we test our fourth hypothesis that emotional intelligence of education sector employees mediates between the relationship of perceived organization politics and their job performance. By using the SEM, results revealed that emotional intelligence partially mediates the relationship between these two variables, but the results of the (Sobel, 1982) test shows that it mediates between them significantly. The results of current studies occurs with the suggestions of the researchers who suggested that their exist other variables which can mediate the relationship of organization politics and job performance (Poon, 2004 Samad 2011, Rehman 2011 & karatepe, 2013).

H5: Political skills moderate the relationship between perceived organizational politics and emotional intelligence (Accepted) after testing our 5th hypothesis that political skills moderate between the relationship of perceived organization and emotional intelligence. By using stat toll packages, results revealed that political skills show the positive relationship between perceived organization politics and emotional intelligence

This study contributes to the literature of organization politics in a number of ways. First, the present study found that organization politics or job performance have positive and significant relationship which is in line to the literature (Ferris 2002, Rosem 2006 & Goodman, 1971). It is also noted from the results that perception of organizational politics is two tailed significant. That is the worthwhile contribution. as the education system has tight operational or hr policies even then organizational politics significantly affect their job performance.

Second this study contributes by testing the impact of organizational politics on the emotional intelligence and the way how politics influences the emotional management abilities of the employees by creating stress. Third this study broadens the scope of seeing the organizational politics, in direct predicting emotional intelligence and job performance as well as finding the indirect impact of it on job performance through mediation of emotional intelligence. Finally it is from a few of the researches related to organization politics conducted in Pakistan most of researches are conducted in United States (Vigoda 2010, 2014 tread way 2003 & chang 2009) and few in other countries.

The finding shows that organization politics is not a phenomenon of a few countries. Other than it is contribute to the literature of OP it also contribute to the EI literature, first, little research is carried out in education sector as most of researches were conducted in private or public sector organizations (Vigoda 2014& Samad 2011) second most of the researchers took EI as moderation between OP and outcome of job (Vigoda, 2010& Samad, 2011) on the other hand some have taken OP as a mediator between EI and job outcome (Vigoda, 2010) attitude and behavior (Vigoda, 2014). The current study is worthwhile because unlike others it is used EI as mediator between other variables as suggested in the literature. This research has worthwhile managerial implications as well, training in process through which EI can be developed and improved (Higgs, 2004& Cartwrghit, 2003). Managers can identify the political behaviors of the employees which may effect on the performance of others employees and check that weather they affect task performance or the contextual performance of the employees they can also check how the effect of organizational politics is explained by emotional intelligence in relation with job performance. After making ascertain these two things, managers can arrange the training of EI for the staff, which can reduce the effect of OP

on JP to the extent which is mediated by the EI. This shows if management of the education sector becomes able to devise and implement training programs related to EI then they can reduce the negative effect of OP on JP.

Conclusion: Organizational politics is one of the commonly practice in the organization. Individual use political skills in order to maximize their self-interest. According to the literature, organizational politics can be constructive or destructive however when the individual goals are synchronized with the organizational goals then it will enhance the employee performance and help the organization in order to create the competitive edge in the market. When the individual goals conflict with the organizational goals then in such case use of politicking skills will produce a non-effective activity for the organization and among the members. This study is helpful to managerial level as they can understand that in presence of politics employees' performance deteriorate that ultimately affects the level of performance of organization. This study has explained that in Pakistan, politics individually is a negative factor for employees' performance.

Limitations and Future Directions: This study has just focused on the impact of perceived organizational politics on employees 'performance, emotional intelligence as mediator or political skills as moderator however future studies have tried to consider many other variables such as psychological contract as mediator or moderator. Such inclusion of mediator or moderator might better predict the results more comprehensively and can explain in what conditions politics might explain the negative effect or positive one. Longitudinal or qualitative study can also help for this purpose. Same findings can be replicated on specific sector while considering other variable

This study other than its contributions leaves a number of directions for further research. First the present study has examined the mediator effect of EI between POP's relationship with job

performance. Future study might conduct it by adding some other mediators like education level, positions etc so the remaining indirect effect of organization or job performance can be explained. Adding others mediators may extend our understanding of its negative effects on performance and could be reduced to maximum level. Second, present study includes one dependent variable, i.e. Job performance in future research might include other outcomes variables like turnover intentions, absenteeism, job satisfaction etc. Third, the present study uses cross sectional data but in future research might opt. Time series data so that the response given by the respondent might change the result of the model. If the result changes, then other new variable might be discovered which can become the reason for the change. Fourth a future research might design a training program and get response before and after training to buy the change. Finally before recruitment of teachers or admin staff for universities might assess the level of emotional intelligence of the candidates and then match it with the job requirement and the prevailing organization politics. It will help them in the recruitment cost reduction by controlling turnover.

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