

Longitudinal study to examine the influence of emotional intelligence on organizational citizenship behavior: mediating role of political skills

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Abstract: The purpose of this study is to examine the associations between emotional intelligence (EI) and both political skill (PS) and organization citizenship behavior (OCB) by concentrating the mediating role of political skill. Study is quantitative, descriptive and longitudinal in nature. Data were collected twice from a sample size of 480 employees of telecommunication sector in Pakistan by using simple random sampling. Confirmatory factor analysis and structure equation modeling techniques have been used for statistical analysis. Results elaborated that emotional intelligence was positively associated to political skill and organization citizen behavior in time1 and time2. In addition, the findings also demonstrated that political skills significantly mediate the association between emotional intelligence and organization citizenship behavior in time1 and time2. As study was longitudinal in nature, results highlighted the significant change in respondents' behaviors with respect to under study variables in time2 as compare to time1. This study highlighted the essence of emotional intelligence and political skills in the workplace to promote the extra role behaviors.

Key words: *Emotional Intelligence; Political Skills; Organizational Citizenship Behaviors*

1. Introduction

The concepts of EI have widely studied and have drawn intense attention of scholars from last two decades. Researchers from different areas have tested EI in relation to a number of variables. Lack of emotional intelligence and political skills leads to poor performance of employees and ultimately effect organizational outcomes. Moreover lack of emotional intelligence and political skills adversely affect the employee's behavior such as reduced level of Sportsmanship, Courtesy, Altruism and Helping behavior which ultimately effect organization performance. High level of EI has positive impact on desired results in career and work measures (Day and Carroll, 2004) and lower turnover intentions and low level of emotional intelligence results to high turnover intention (Carmeli, 2003; Gerits2004; Meisler, 2013; Law & Wong, 2002; Law 2004, 2008).

Similarly during the implementations of change leaders with low emotional intelligence and political skills face hurdles. A literature study reveals that recent studies shed lights on EI and political skill, a key precursor of success in organization (Mintzberg, 1983). Researcher argued that high political skills are positively associated with career success and job performance (Ferris et al, 2002) and reputation (Jawahar et al, 2008). Moods can be changed from negative to positive if the individual has high EI as it

enhance Altruistic behavior argued by Carmeli (2003). Furthermore positive emotions lead towards social interaction, positive thinking, and Altruistic attitude (Hemmati, 2013). In addition Law and Wong (2002), job satisfaction and work related experience are the function of EI. Subsequently, high EI leads to fewer turnovers. Moreover employees with high EI are in good relations with hierarchy and are committed to the organization (Trot 2011).

In the previous researches not enough attention has been paid to how EI and PS are associated with employee behavior the current study shed light on how PS mediates the effect of EI in relation to OCB in the work arena, so the current study address this by testing the relationship between the variable among employees. Moreover this study suggests PS as a mediator has a mediating effect in relation between EI and OCB. Current study contributes to literature first in contrast to previous research second the mediating role of PS previous researches explored only the direct effect or moderating role of PS. The purpose of current study is to explore the associations between Emotional Intelligence (EI) and both Political Skill and Organization Citizenship Behavior, as well as up to what extent political skill mediates the relationship between EI and organization citizenship behavior.

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2. Literature review

2.1. Emotional intelligence

EI is explained by number of scholars in different words but the definition suggested by Mayer and Salvoes (1990), is generally accepted. In their words EI is "the ability to access appraise and express emotions; the ability to access and/or generate feelings when they facilitate thoughts; the ability to understand emotions and emotional knowledge; the ability to regulate emotions to promote emotional and intellectual growth" (Salovey & Mayer, 1997). According to their ability model EI enhance the knowledge of emotions and intellect in a way it guide thoughts as well as actions as EI is a combination of emotions and intellectual intelligence (Salovey, 2008) cognitive abilities are associated with emotions both were highlighted in the ability model. Other models of EI based on personality traits and factors used by researchers in support of the study. Self-emotional awareness, understanding emotions of others, managing emotions, using emotions are the four dimensions of EI identified by Law and Wong (2002) while describing EI. Self-emotional awareness is the ability of individual to be understood about his/her emotions as well as ability to demonstrate such emotions. The second dimension related to the individual's ability to understand the emotions of others accurately perceiving and understanding of emotions has a significant influence on social interaction (Lopes et al, 2005) management of emotions according to researchers is considered as the third dimension to explain EI to use emotions own and perceived that how able a person is in using such knowledge of emotions during interaction. Many organizations believe that employees should display emotions towards customers (Frese & Giardini, 2006). Customer satisfaction especially in service organizations for customer satisfaction and loyalty it is suggested important for employees to demonstrate emotions to create a positive symbol that contribute to customer retention (Thurau-HENNING, 2006).

2.2. Political skills

Organizations in literature are accepted as political arena (Mintzberg, 1983). Pfeffer (1981), argued that success requires PS in organization. Moreover Mintzberg (1983) contributed to literature that PS is necessary to utilize influence behavior effectively in organizations through manipulation, persuasion and negotiation. OP scholars in addition it is an ability to understand others at workplace effectively and utilizing the knowledge to control others in a way that they act for the enhancement of organization and/or personal goods (Ferris, 2005). Furthermore, Ferris (2007) argued that there are four dimensions of Political Skills Apparent sincerity, Social astuteness, Networking ability, and Interpersonal influence. Apparent sincerity means

high level of honesty, sincerity and integrity. The people having apparent sincerity are not manipulative and coercive they inspire others with trust. The second dimension of PS is social astuteness people observe others astutely. They have the ability to well perform social interactions and to interpret own and others behavior accurately. Such people are sensitive to behavior of others argued by Pfeffer (1992). Socially astute peoples are ingenious show cleverness in dealing with others. Interpersonal influence the third dimension the people with PS influence others with their convincing style, this dimension as explained by Pfeffer (1992) as flexibility people used to adopt the behavior of others in different situations for different targets in different context. Individuals networking ability is to develop and maintain diverse social contacts with others, they consider such contacts as assets essential for organization and personal gains. Pfeffer (1992) argued that they can create and take opportunities and merits from. In addition they are well in managing conflicts dealing with others skilled and negotiators. According to imperial results PS is positively related with career success job performance and effectiveness Ferris (2002). Reputation, performance, hierarchical position is also related (Todd, 2009; Blickle, 2011).

2.3. Organizational citizenship behavior

As explained by Russell & Barnard (2002) OCB is a constructive and cooperative behavior that is not mandated in job prescription and not compensated by the organization in formal system of reward. Bloodgood (2002) defined OCB that employees voluntarily do more than their jobs to help each other for the best interest of the organization aligning their activities with the overall mission. Moreover Turnley & Bolino (2003) further added that taking responsibility of extra assignments, willingly helping others, trying to grow in profession obeying the norms, developing and protecting the organization, avoiding mistakes on workplace with positive attitude (Saleem, Nisar, & Imran, 2017; Nisar, Marwa, Ahmad, & Ahmad, 2014). Appelbaum (2004) summed up the concept that OCB is a behavior that is not a part of job prescription but make functioning effective. Moorman (1991) explored five dimensions of OCB. Altruism is the deliberate action, supporting and helping others on a workplace which is ultimately beneficial for the organization the second one is courtesy means interacting with respect that other feel honor keeping inform others from new decisions and expected actions that may cause problems. The third dimension identified by Moorman is sportsmanship means a symbol of tolerance the inconvenience without whining and protest. Conscientiousness is the fourth is a way of protecting resources, housekeeping, attendance and internal preservations. Civic virtue the fifth dimension of OCB that is the citizen dedication of him/herself for the common welfare of the organization taking part in

the political process of the organization with constructive intention (Ahmad, Nisar, & Naqvi, 2016; Asif, Nisar, Faisal, & Khalid, 2016; Haider, Nisar, Gill, & Ali, 2017). In addition Mackenzie (2000) explored that different researches identified 30 citizenship behaviors during meta_ analytic study they shape 7 dimensions from these 30 behaviors and added 2 more dimensions in Moorman work. According to him the dimensions are helping behavior, sportsmanship, loyalty, organizational compliance, civic virtue, individual initiative and self-development. OCB has significant impact on organizations life from 3 aspects. First develop cooperation (Niehoff, 1993) proper flow of information, second OCB develop sense of responsibility, and develop positive attitude (Ozdevecioglu, 2003).

2.4. Integrating EI with PS and OCB

Emotions play great role to shape individual outcomes (Khan, Imran, & Nisar, 2016). The relationship between EI,PS described by a number of scholars (Mciske & Vigoda, 2014) but the investigation of relationship between EI&PS has not been widely explored, recently researchers have attempted to highlight the relationship (Greenstein, 2004; Semandar, 2006). EI has a significant impact than PS on presidential success, cognitive style, and public communication. Moreover, Ferris (2005) argued that both the variables are dissimilar and there is a significant relationship between them. Mciske (2014) also attempted to conduct research to highlight their relationship, there is a limited literature available related to EI and PS relationship. Political skills direct impact (Treadwaay, 2004; Being, 2011) and moderating (Brouer, 2009; Blicker, 2010) impact of PS has been explored. The mediating effect of PS in relation between EI-OCB was explored

(Mcisler, 2014). The current study is to examine the mediating role of EI&OCB in ASIA.

H1: EI is significantly and positively associated with PS

There are number of studies to investigate the relationship between PS&OCB (Ferris, 2009; Mcisler, 2014) argued that PS and job satisfaction are positively associated and job performance (Blicker, 2011;Wei, 2012) , organization citizenship behavior (Ferris, 2009). Old researches (Meria & Barister 2014) indicated that PS & turnover are negatively associated. Association between PS and job satisfaction is positive claimed by Munyon (2014). In addition (Treadway, 2005; Ferris, 2007) individual with PS shows calmness and effort for achieving the organizations goal, limited literature available on PS and OCB the knowledge of the relationship between PS and OCB needs further investigation.

H2: PS positively significantly mediates relationship between EI and OCB

Moods can be changed from negative to positive if the individual has high EI as it enhance Altruistic behavior argued by Cameli (2003). Further more positive emotions lead towards social interaction, positive thinking, and Altruistic attitude (Hemmati, 2013). In addition law and Wong (2002) job satisfaction and work related experience are the function of EI. Subsequently, high EI leads to fewer turnovers. More over employees with high EI are in good relations with hierarchy and are committed to the organization (Trot, 2011). To explore the relationship current study is conducted.

H3. There is a significant and positive relationship between EI and OCB

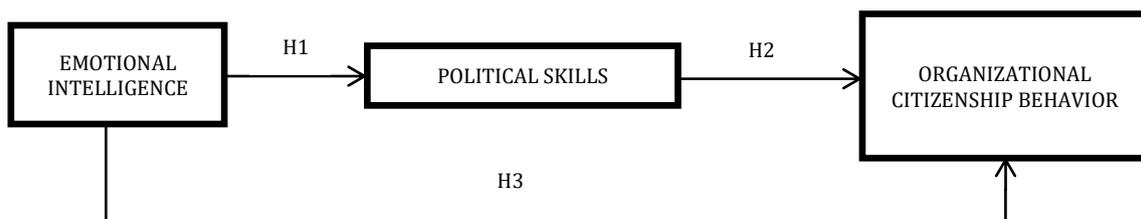


Fig. 1: Theoretical model

3. Methodology

The basic aim of study is to find the relationship among employee’s emotional intelligence political skills and organization citizenship. Study is descriptive and quantitative in nature as it describing and probing the under study variables and relationships which already discussed in previous studies.

Questionnaire design

Survey method is implied to explore relationship among emotional intelligence and organizational citizenship behavior. Questionnaire is used in

survey. Questionnaires is comprises two sections. First section is related to the personal profile of the respondents including their gender, age group, and educational level, nature of employment and length of employment and the second section deal with the magnitude of behavior with respect to the under study variables (EI, PS, OCB).Four hundred and eighty questionnaires were distributed among employees of (telecommunication sector) out of whom 170 useable questionnaires were returned

Sampling

The population is employees of telecommunication sector in Lahore. As for as

sample size is concerned, Hair et al (2010) described a thumb rule that sample size can be obtained by multiplying the total items in a questionnaire by 10 so by following his methods, sample size for current study is 480. Data has been collected by applying simple random sampling technique and unit of analysis in individual.

Measures

EI: Law and Wong (2002), scale of Emotional Intelligence was adopted to measure EI having 16 items which is in accordance with Mayer and Salovey's definition of EI (Mayer and Salovey, 1997), which is based on the ability model. The four dimensions of EI are measured by combining the four into a single EI measure Items were answered on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

PS: Scale was used to measure PS having 18 items for measuring PS from its four dimensions as identified by Ferris (2007): apparent sincerity, interpersonal influence, networking ability, social astuteness, the items were answered on Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

OCB: Williams, & Anderson, (1991) scale was used to measure OCB having 13 items measuring OCB the five dimensions of OCB as identified by Moorman (1991): Altruism, courtesy, sportsmanship, conscientiousness, Civic virtue are measured by combining into a single OCB measure, the questions were answered on likert scaleranging from 1 (strongly disagree) to 5 (strongly agree).

3.1. Data collection procedure

From the official website of PTA the list of number of organizations has been taken engaged in telecommunication services were obtained and by consulting their HR managers and a meeting was conducted to obtain the list of their employees.

Survey method was adapted 480 employees were selected randomly to collect their responses. HR managers were requested to first communicate to all employees and encourage their participation. Questionnaires were distributed among all employees of selected franchises. 15 days time was given to all respondents. After 15 days questionnaire collected from all employees and appropriate statistical tools used to generate effective results.

3.2. Demographics

Mostly respondents were between the age group of up to 25 whose percentage is 64.7% following to this percentage 26.5%, 8.2% and 0.6% the age groups of 26-45, 46-55 and above 56 respectively. Furthermore the respondents were 42.4% male and 57.6% females with educational background of 38.2%, 59.4%, 2.4% Bachelors, Masters, PhD respectively. 37.1% respondent are working on contractual basis and 62.9 % have permanent jobs.

Respondents having experience of 1 year are of 31.2%, 2-5 years are 43. %, 5-10 years are 18.2% and respondents having experience more than 10 years are 7.1%. Length of experience in telecommunication sector on visited franchises.

4. Findings

Table 1 presented the mean, standard deviation, and Pearson correlations among study variables based on responses of employees in telecommunication sector in Lahore for T1 and T2. the mean values for Emotional Intelligence, Political Skills, and Organization Citizenship Behavior are 4.05, 4.17, and 4.65 respectively at TIME 1. Similarly 4.02, 4.05, 3.97 respectively at TIME 2. Moreover the values of standard deviation of Emotional Intelligence, Political Skills, and Organization Citizenship Behavior are 0.498, 0.523, and 0.519 respectively at TIME 1, and at TIME 2, 0.581, 0.577, 0.585 respectively. Above presented results of correlation among variables were in predicted direction and relatively showed strengthen relationship in time 2 responses. Emotional intelligence is significantly positively correlated with political skills measured at time 1 and time 2 ($r_{T1} = .563$; $r_{T2} = .598$). Further, it is positively significantly associated with organization citizenship behavior ($r_{T1} = .516$; $r_{T2} = .532$). Similarly the relationship between political skills and organization citizenship behavior is also significant and positive at both times. ($r_{T1} = .511$; $r_{T2} = .556$)

Results depicted the relationship between under study variables became stronger at time 2 as compare to time 1 which shows the employees' behavior changed with the passage of time in the telecommunication sector.

Table 2 summarized the CFA Model. to carry out the Confirmatory Factor Analysis, we estimated measurement model to evaluate factor loading. Results' at both time 1 and time 2 showed the most of factor loading values are greater than 0.7 furthermore, the values of AVE > 0.5 and CR > 0.8 at time 1 and time 2. Thus the findings demonstrate the discriminant validity and evident the reliability for scale.

Table 3 is reporting model fitness from both CFA and SEM dimensions. The value of variance covariance is greater than 0.90 which represents a good fit model. AGFI is adjusted GFI and its value is 0.82 at time 1 and 0.86 at time 2. The values of all measures of fit indices representing the good fitness of model at both time 1 and time 2 as values of AGFI > 0.8, CFI > 0.9, and RMSEA < 0.10 lies in good rang.

Table 4 is representing the path analysis of the given variables and their relationships. Direct, indirect, and total effects are given to elaborate the direction of relationships. Emotional intelligence direct impact on organization citizenship behavior is positive and significant ($r_{T1} = .491$, $p < 0.05$; $r_{T2} = .523$, $p < 0.05$). While total effect of emotional intelligence on organization citizenship behavior is positive and

significant ($rT_1 = .542, p < 0.05; rT_2 = .473, p < 0.05$). As mentioned above total effect is greater than the direct effect both in time 1 and time 2. It is supporting hypothesis H2 that political skills positively and significantly mediates the relationship

between emotional intelligence and organization citizenship behavior. Values for relationship in time 2 are greater than time 1 is enlightening that responses of people has been positive over a period of time.

Table 1: mean, standard deviation, and Pearson correlations among study variables

	Construct	Mean	SD	1	2	3
1	Emotional Intelligence	4.02	.581	-		
2	Political Skills	4.05	.577	.563**	--	
3	Organizational Citizenship Behavior	3.97	.585	.516**	.511**	--
	Construct	Mean	SD	1	2	3
1	Emotional Intelligence	4.05	.498	--		
2	Political Skills	4.17	.523	.598**	--	
3	Organizational Citizenship Behavior	4.65	.519	.532**	.556**	--

Table 2: CFA Model

Items	Time 1			Items	Time 2		
	FL	AVE	CR		FL	AVE	CR
Emotional Intelligence		.63	.81	Emotional Intelligence		.62	.86
EI 1	.72			EI 1	.76		
EI 2	.75			EI 2	.72		
EI 3	.78			EI 3	.79		
EI 4	.66			EI 4	.62		
EI 5	.86			EI 5	.82		
EI 6	.73			EI 6	.78		
EI 7	.91			EI 7	.90		
EI 8	.76			EI 8	.75		
EI 9	.73			EI 9	.79		
EI 10	.82			EI 10	.83		
EI 11	.74			EI 11	.74		
EI 12	.78			EI 12	.71		
EI 13	.71			EI 13	.81		
EI 14	.69			EI 14	.70		
EI 15	.72			EI 15	.74		
EI 16	.77			EI 16	.78		
Political Skills		.54	.79	Political Skills		.57	.82
PS1	.78			PS1	.80		
PS2	.79			PS2	.79		
PS3	.82			PS3	.84		
PS4	.79			PS4	.78		
PS5	.77			PS5	.78		
PS6	.88			PS6	.89		
PS7	.75			PS7	.75		
PS8	.89			PS8	.90		
PS9	.90			PS9	.89		
PS10	.87			PS10	.88		
PS12	.77			PS12	.76		
PS13	.67			PS13	.68		
PS14	.86			PS14	.86		
PS15	.77			PS15	.79		
PS16	.79			PS16	.79		
PS17	.75			PS17	.78		
PS18	.73			PS18	.76		
Organizational Citizenship Behavior		.57	.79	Organizational Citizenship Behavior		.59	.81
OCB1	.81			OCB1	.84		
OCB2	.71			OCB2	.74		
OCB3	.63			OCB3	.60		
OCB4	.80			OCB4	.80		
OCB5	.74			OCB5	.76		
OCB6	.76			OCB6	.73		
OCB7	.76			OCB7	.77		
OCB8	.90			OCB8	.90		
OCB9	.89			OCB9	.85		
OCB10	.84			OCB10	.82		
OCB11	.72			OCB11	.76		
OCB12	.68			OCB12	.70		
OCB13	.77			OCB13	.82		

Table 3: Model fitness from both CFA and SEM dimensions

Fit Indices	Time1		Time2	
	CFA	SEM	CFA	SEM
Chi-square/df	3.04	2.99	3.02	2.96
GFI	0.93	0.94	0.94	0.93
AGFI	0.82	0.85	0.86	0.84
CFI	0.94	0.94	0.94	0.95
RMSEA	0.05	0.06	0.06	0.06

Table 4: SEM path analysis

Time 1		
Independent Variables	Effects	Organizational Citizenship Behavior
Emotional Intelligence	Direct Effect	.19*
	Indirect Effect	.14*
	Total Effect	.33*
Mediating variable: Political Skills		
Time 2		
Independent Variables	Effects	Organizational Citizenship Behavior
Emotional Intelligence	Direct Effect	.22*
	Indirect Effect	.15*
	Total Effect	.37*

5. Discussion

Goleman (1995) argued that Emotional Intelligence is an essential ingredient for success in OP. However PS can act as a mediator in association between organizational variables (Liu et al., 2007). The current study address these previously ignored issues and explore the association between EI and both political skills and organization citizenship behavior as well as the possibility that political skills mediates the relationship between EI and OCB, so the current study suggested that there is a significant positive relationship between emotional intelligence and political skills (H1) and organization citizenship behavior (H3). Moreover it is suggested that political skills significantly mediates the relationship between EI and OCB (H2). Empirical evidences support H1, H2 at both times T1, T2. Furthermore the findings also support our hypothesis that PS positively significantly mediates the relationship between EI and OCB at T1 and T2. Empirical results demonstrate that there is a partial mediation at both the times. Goleman (1998) model argued that political skills or understanding of OP is a component of EI whereas other models of EI ignore this perspective and the current study is based on ability model of emotional intelligence proposed by (Mayer and Salovey, 1997).

6. Contribution and implication of the study

The current study contribute to literature of PS from many ways, First EI is positively associated with PS in work place and sheds light on the part of Emotional Intelligence in defining OP. Second PS can act as a mediator in relation to EI and OCB in the work place, third the association between EI and employee behavior has been extensively explored. Results of current study support this assumption that PS is not only associated with work performance and career success. Rather, PS is related with employee behavior (OCB). The current study also finds that emotional intelligence and

employee behavior includes a mediator, previous studies explore direct relationship between EI and OCB (Law & Wong, 2004). So the results of current study broad our understanding regarding EI and the scope of EI as well.

Empirical findings also proved that EI level can be improved through EI training (McEnrue et al., 2009; Grove et al., 2008). Findings from the current study are that there is a positive association between EI and both PS, OCB so it can be argued that PS and OCB can be advanced through EI advancement. Secondly social network strongly depend on EI (Mayer et al., 2008), EI training includes helping behavior, Quality interaction, so it can be argued that proper EI training cross the organizational boundaries and effect personal lives as well.

7. Limitations

Current study has gathered the knowledge from EI and PS literature in order to shed lights on the association between both the variables in work place. Moreover the current study sheds light on the mediating role of PS in association between EI and OCB in contrast to the previous studies that have focused on direct relationship between emotional intelligence and organization citizenship behavior or the moderating role of PS (Zeuar et al., 2008; Bickle et al., 2010). Third the theoretical model was tested on large number of respondents 480, and their profile was heterogeneous. The current study has some limitations like the model is tested only on telecommunication sector and other models of EI has totally been ignored the current model is based on ability model which limits the generalizability.

8. Directions for future research

The findings of the current study provide a number of ideas for future investigation. Employee's behavior like organization commitment, turnover intention, organizational justice, can also be explored

using PS as mediator between emotional intelligence and them. Future research can also stretch our model and the scope of PS through exploring PS as mediator in association between other variables of career success like emotional intelligence in relation to job performance, organizational justice, turnover intention, organizational commitment and their consequences.

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