

Effect of Organizational Politics on Job Performance: The Mediating Role of Emotional Intelligence

Jamil Ahmad

Institute of Business & Management, University of Engineering & Technology, Lahore, Pakistan

Maryam Saeed Hashmi

Lahore College for Women University, Lahore, Pakistan

Hafiz Muhammad Waqas Akhtar

School Education Department, Punjab, Pakistan

The motive behind the study is to assess that how employees' performance is influenced by organizational politics and it also aims to evaluate the potential mediation of emotional intelligence between them. Total 292 employees from the banking sector of Pakistan completed self-report questionnaire contains Wong and Law's Emotional Intelligence Scale; Kacmar's Perception of Organizational Politics Scale and William's Task Performance Scale, Dalal's Organizational Citizenship Behavior and Counter Productive Work Behavior Scale for job performance. Baron-Kenny model was used to test mediation supplemented by Sobel test to find its significance. Results indicate that emotional intelligence significantly mediates between politics and performance having a significant negative relationship. Study suggests managers to assess political behaviors (which affect the performance of employees) and design emotional intelligence training to reduce their negative relationship. The study witnessed new empirical insight about the interplay of politics-performance and how emotional intelligence mediates their relationship.

Key words: emotional intelligence, job performance, organizational politics, mediation.

In the recent times organizations and academia have realized that politics in the organization (OP) is an important factor both for organizations and individuals working under organization's umbrella. Researchers concluded OP as a scourge (Vigoda, 2000) and acknowledged that it exists in organizations (Ferris & Judge, 1991; Ferris & Hochwarter, 2011; Mintzberg, 1983; Pfeffer, 1981). To address politics researchers focused on the perception rather than actual political activities and suggested that it's more vital than the actual behaviors (Ferris & Kacmar, 1992). Scholars have argued about the perception of political context because they think that it is widely considered conceptually and empirically as well, but still, it's essential and under research (Heath & Sitkin, 2001). Studies conducted in an organizational context concluded largely unpleasant consequences of politics for both organizations and employees (Gandz & Murray, 1980). These adverse consequences are turnover, high stress, low productivity, low satisfaction and low job performance, etc. (Miller, Rutherford, & Kolodinsky, 2008). Chang, Rosen, and Levy (2009) said that, organizational politics creates moral problems, psychological strain and unbalanced relationship. But the emotions-politics relationship is not so much researched, as Meisler and Vigoda (2014) said that politics gives birth to intense emotions.

In the past, researchers recognized the importance of emotional intelligence (EI) and OP interplay, which is still very controversial. As some researchers concluded that OP and EI has no significant relationship (Vigoda & Meisler, 2010; Shrestha & Baniya, 2016), some said that significant negative relationship exists (Meisler & Vigoda, 2014; Samad, 2011a), whereas some said that there exist a significant positive relationship (Asad & Durani, 2014).

Above mentioned studies have discussed the interaction between EI and OP, but they raised a number of questions to be answered. Like what kind of relationship they actually have? Whether it is significant or insignificant? If this relationship exists, then whether EI plays any part between OP and job outcomes or performance? As, affective event management theory argued that emotions related experiences at work cause change in behaviors and attitudes (Weiss & Cropanzano, 1996) and Liu et al. (2006) said that emotions and related behaviors have the capability to mediate the effect of perception of politics in the organization and several behavioral and attitudinal outcomes and translating ability of EI between POP and outcomes was recognized (Chang et al., 2009). Similarly, researchers concluded that EI does not

moderate the relationship between POP, job outcomes and job performance (JP) (Samad, 2011a; Meisler & Vigoda, 2014), whereas Vigoda and Meisler (2010) concluded that OP does not mediate between EI and job outcomes.

On the basis of the above studies another question arises that whether EI mediates between OP and JP as suggested (Liu et al., 2006; Chang et al., 2009; Samad, 2011a) and keeping in view the facts that it does not moderate between them as well as OP does not mediate between EI and outcomes (Vigoda & Meisler, 2010; Samad, 2011a; Meisler & Vigoda, 2014). So, the present study attempts to find whether EI mediates between OP and JP. Most of OP related researches conducted in the only public sector (e.g. Vigoda, 2001; Vigoda & Meisler, 2010; Samad, 2011a) and private sectors (e.g. Haq, 2011, Meisler & Vigoda, 2014) and few are conducted in both sectors (Vigoda & Kapun, 2005; Miller et al., 2008). But there is a need to measure it in the banking sector as few studies concluded that it prevails in it (Haq, 2011; Asad & Durani, 2014).

According to Joseph and Newman (2010) service industry is emotional labour intensive and there is a need to measure the effect of EI in it. Banking is a service industry and organizational politics prevails in it which affects job outcomes like turnover, stress, deviant behavior, intentions to quit, and performance etc. (Haq, 2011; Asad & Durani 2014). These studies attempt to address OP, but banking sector has a very controlled and developed system. Despite of it, if the banking has politics, then there is a need to measure that how it works and affects the performance of employees? Are there any intervening variable exist?

Pakistan has a strategic location and gained more popularity after signing of China-Pakistan Economic Corridor project. After completion of this project, it will attract more foreign and local investors due to which banking business will be increased, which will increase work load on the employees. Pakistani banking sector's asset base growth rate was 15.4% for the year 2014 and reached 12.1 trillion, which has crossed 12.5 at the end of March, 2015 (Economic Survey of Pakistan, 2014-15). Although the banking sector is the major contributor of the employment of Pakistan yet it has psychological issues like stress, anxiety, etc., which results in lower performance of the employees and emotional intelligence can make it better (Rahim, 2010).

To meet the needs of the customers it is very needful for the employees of the banking industry to be emotionally well equipped, so that customers' needs can be better understood. It is only possible when employees use their emotions intelligently to neglect the negative organizational behaviors like organizational politics, it adds value to their performance as well. So it is the most urgent need to find out the organizational politics' indirect effect on the job performance so that performance may be improved by using emotional intelligence as mediator.

The present study has a few contributions; firstly, this study contributes to the literature of OP by confirming its relationship with EI which is not clear (Vigoda & Meisler, 2010; Asad & Durani, 2014; Meisler & Vigoda, 2014; Shrestha & Baniya, 2016). Secondly, it contributes to our understanding of EI that how it affects JP. Thirdly, this study uses EI between OP and JP in the banking industry as most of the studies conducted in public and private sector with moderating effect and unable to find any support. Lastly, this study has the definite approach of practical implications. Managers can assess what type of political tactics are used by the employees and how these affects the performance of others and which part of OP and JP is explained by EI. All this helps the management to improve the performance of employees by imparting training and discussing these issues with them.

Organizational Politics

OP means actions taken by employees of an organization to acquire, develop and use power for achieving individual goals (Pfeffer, 1981). Researchers portray OP negatively as well as neither completely illegal nor legal action (Mintzberg, 1983, 1985; Ferris & King, 1991). OP is conceived as the enemy of any organization by the researchers (Allen, Madison, Porter, Renwick, & Mayes, 1979; Mintzberg, 1983, 1985), which is very crucial for employees and organizations equally (Pfeffer, 1981; Bacharach & Lawler, 1980; Tushman, 1977). Researchers shed light on OPs' consequences as well as antecedents (Falbe & Yukl, 1992), which take turns to career or job related issues (Jawahar, Meurs, Ferris, & Hochwarter, 2008; Blickle et al., 2011; Todd, Harris, Harris, & Wheeler, 2009). The perception of it is subjective, which varies in situations, times, individual etc. and different from actual OP which is objectively observable (Ferris & Kacmar, 1992; Cohen, Vigoda, & Samorly, 2001). It may be concluded from the notion that it is individual centered (Darr & Johns, 2004) and closely related to one's emotions while others are preferred over him (Vigoda, Vinarski-Peretz, & Ben-Zion, 2003).

Ferris, Russ, and Fandt (1989) introduced a model which is considered as a base for modern POP related work. This model was validated by researchers by checking its negative and positive relation with outcomes like citizenship behavior, satisfaction, commitment, performance, stress, turnover, etc. (Chang, et al., 2009; Cropanzano, Howes, Grandey, & Toth, 1997; Vigoda, 2000, 2001). This model was further modified and validated by Kacmar and Ferris (1991), Zhou and Ferris (1995) and Kacmar and Carlson (1997). Kacmar and Carlson (1997) come up with a concept that OP must

Emotional Intelligence

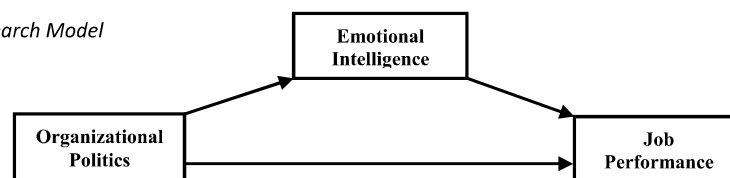
Salovey and Mayer (1990) have given perhaps the best definition of EI which states that it is a set of related abilities of an individual to match emotions and reasoning. This becomes a kick-off for the researchers to develop measures and conceptualize EI which shapes into two facets. One group argued that it is of theoretical nature which made of some skills and abilities combined (Mayer & Salovey, 1997) and later called ability-model. Another group proposed that it includes motivational and personality aspects along with skills and abilities (Golman, 1995) called mixed-model. Later one is criticized by the researchers by arguing that it is alike personality traits (e.g. Daus & Ashkanasy, 2003; Zeidner, Matthews, & Roberts, 2004; Conte, 2005), cognitive ability characteristics are lacking (e.g. Murphy, 2006; Elnfenbein, 2007; Locke, 2005) it is worthless (Daus & Ashkanasy, 2003) and over broadened (Murphy, 2006). Study has chosen ability-based EI model of Wong and Law (2002) which was prior proposed by Mayer and Salovey (1997), who define EI as set of inter-linked skills and abilities.

Job Performance

JP includes all the activities of the employees at work which directly or indirectly contribute to the achievement of the goals of the organization (Viswesvaran & Ones, 2000), whereas Borman and Motowidlo (1997) said that all activities which directly contribute to the technical core of the organization. Job performance is further divided into two parts, one is task performance and the other is contextual performance (Meade & Johnson, 2010). Rotundo and Sackett (2002) further divided JP into three domains namely; task performance (TP), organizational citizenship behavior (OCB) and counter-product work behavior (CWB). Adam (1965) said that when a person feels difference in his and others input and output level, then he feels inequality which affects his JP. This is a politics which is negatively associated with JP (Samad, 2011b) and EI is a thing which is positively associated with it (Chughtai & Lateef, 2015).

It is impossible to remove OP from the life of an organization completely, so it is irrational to suppose that it does not induce intense emotions like frustration and anger in the mind of every person whether experiencing or practicing it (Meisler & Vigoda, 2014). Despite EI contributes to negative-positive emotions (Mayer & Salovey, 1990; Mayer, 2001) this is still unclear that what type of relation OP and EI have (Vigoda & Meisler, 2010; Asad & Durani, 2014; Meisler & Vigoda, 2014; Shrestha & Baniya, 2016). So, this is an effort to explore their relationship along with JP. As mentioned earlier, no support found that OP mediates or moderates between EI and JP (Vigoda & Meisler, 2010; Samad, 2011a; Meisler & Vigoda, 2014). Studies found the existence of OP in the banking sector (Haq, 2011; Asad & Duranni, 2014) and banking being a service industry is emotional labour intensive and there is a need to measure its impact (Joseph & Newman, 2010). So this study conducted in the banking sector and proposed a model in which EI mediates between OP and JP. There are rare studies which suggest that EI mediates between OP and JP, rather studies suggested as mentioned earlier.

Figure 1: Research Model



In the previous section we mentioned that there are controversies about the relationship between OP and EI. It is proposed that OP is inversely related with EI, there are a few reasons to expect such relationship. Firstly, OP is positively associated with stress, anger and frustration (Mesiler & Vigoda, 2014) and EI affects negatively to stress (Rahim, 2010). Secondly, people who are well aware of emotions arising negative actions and how to deal with that by keeping in view past events (Mesiler & Vigoda, 2014). Hence it is expected that OP has a negative relationship with EI.

H1: Organizational Politics has a significant negative relationship with emotional intelligence.

It is proposed that OP is inversely related to JP. The reasons behind this supposition are that politics, control and authority have some effect on every member of the organization (Goodman & Friedman, 1971). Adams's (1965) equity theory revealed that when a person feels difference in his and others input and output (rewards, pay, etc.) level he feels inequality and Samad (2011b) said that this is due to politics, which is negatively associated with JP (Kacmar et al., 1999; Ferris et al., 2002; Rosen et al., 2006).

H2: Organizational Politics has a significant negative relationship with job performance.

It is further proposed that EI is positively associated with JP. The reason behind this assumption is literature which concludes that EI leads towards stable behavior, greater social ability, increased productivity and overall positive behavior at work place (Jadhav & Mulla, 2010). So, EI is extensible and positively correlated with JP (O'Boyle et al., 2011). Hence it is expected that EI has a significant positive relationship with JP.

H 3: Emotional Intelligence has a significant positively relationship with job performance.

Previously, scholars have explored the OP's direct effect on JP (Mesiler & Vigoda, 2014) but few studies test mediating variables between them like work engagement (Karatepe, 2013) and perception of social exchange (Bodla, Afza, & Danish, 2014). Most of the researches applied moderator between OP relationship with outcomes (Samad, 2011a; Abbas et al., 2015; Bukhari & Kamal, 2015) and some use it as moderator and mediator between EI and outcomes (Vigoda & Meisler, 2010; Meisler & Vigoda, 2014). But these studies do not find support for the proposed relationship except a few. As mentioned above that in most of the studies POP does not moderate between EI and outcomes or JP, it is proposed by these researchers that EI can mediate between OP and JP (e.g Poon, 2004; Chang et al., 2009; Samad, 2011a etc.). On the basis of these findings and suggestions of the researchers it is supposed that:

H 4: Emotional Intelligence significantly mediates the relationship between Organizational Politics and Job Performance.

Method

Sample and Procedure

This study is conducted under the positivist paradigm and survey method is used for data collection which was adopted from the previous researches. Data was gathered from the staff of public (National Bank of Pakistan) and private sector banks (HBL, UBL, ABL, MCB and Alfah Bank) from Sahiwal, Bahawalnagar, Okara and Pakpattan districts. Total 400 questionnaires were distributed to private and public sector banks equally. The overall turnover of 73.26 percent was attained, resulted in 292 useable responses received (163 from private sector and 129 from public sector bank). Heterogeneous profile holders participated in the survey. They were from different job level, experience and education level. Out of total sample, 228 were men, majority of the respondents were from the age slab of 26-35 years and 45.20 percent are of master degree holder and 37.40 percent of bachelor degree holders. At the end, we can say that the profiles of the respondents are representative of the profiles of others in the organizations. The survey was directly handed over to the respondents, after explaining them the purpose behind the research and the usefulness of their response. It is also explained that their response will use only for the study purpose and will be kept confidential at all levels. No organization has access to collect data as no name and location was mentioned on the questionnaire and the same is assured to all the respondents.

Measurement

A self report scale measure was used ranged from Likert scale "1" strongly disagree and "5" strongly agree for all the construct of the study. All the scales were adopted from the previous researches.

Organizational Politics

We used Kacmar and Carlson (1997) 12-items scale developed to measure the respondents' views on their work environment as political. The reliability in this study was .815 which concur with the other studies used the scale (e.g. 0.77 in Vigoda, 2000; 0.87 Kacmar & Carlson, 1997).

Emotional Intelligence

We used 16-items self-report scale covering four emotional intelligence's dimensions, namely self and others emotional appraisal, regulation and use of emotions developed by the Wong and Law (2002). The reliability in the current study of the scale was 0.85, whereas previous researches supported it as it is internally consistent, valid as well as the structure of its factor (e.g. Wong & Law, 2002; Law, Wong, & Song, 2004; Agarwal, 2013, Greenidge, Devonish, & Alleyne, 2014)

Job Performance

We divided job performance into two parts, one is task performance and the other is contextual performance i.e counterproductive work behavior along with organizational citizenship behavior. Williams and Anderson (1991) 7-items scale was used to measure task performance and counterproductive work and organizational citizenship behaviors were measured using Dalal, Lam, Weiss, Welch and Hulin (2009) 16-items scale. The overall reliability of the construct was 0.91 and studies reported it as high in internal consistency (e.g. 0.86 in Kluemper, DeGroot, & Choi, 2013; .95 in Vigoda & Kapun, 2005).

Data Analysis

The Regression model is used to test the effect of the independent variable on the dependent variable and found that significant relationship exist between the proposed variables. To test the mediation, we follow the guidelines provided by Baron and Kenny (1986) and in the end Sobel (1982) test is applied as supplement for testing the significance of mediation and found that the proposed hypothesis is correct as emotional intelligence significantly partially mediates between the organizational politics' relationship with job performance.

Results

Reliability of all the constructs of the study was measured in SPSS and found that all the constructs have reliability over .70. For example, organizational politics had reliability of 0.82; job performance had reliability of 0.91; emotional intelligence had reliability of 0.85 and the overall reliability was 0.84. To test construct validity we have used Harman's un-rotated single factor analysis, which is most widely used technique (Podsakoff et al., 2003). Results show that there is no significant common method bias effect because only 23% variance is explained by the first component which is very low than 50%.

Table 1
Means, Standard Deviations, Correlations and Reliabilities

	Mean	S.D	Age	Gender	Sector	OP	EI	JP
Age	2.68	1.02	1					
Gender	1.22	.41	-.19**	1				
Sector	1.44	.50	.23**	-.12*	1			
OP	3.04	.64	-.04	-.14	.29**	(.82)		
EI	4.02	.40	-.12	.18**	.01	-.244**	(.85)	
JP	3.86	.51	.15*	.18**	.06	-.371**	.541**	(.91)

*Note: N=292, α (reliability coefficients) are given in parentheses with .84 overall reliability. ** $p \leq .01$, * $p \leq .05$ (OP (Organizational Politics), EI (Emotional Intelligence) and JP (Job Performance)*

Age (1=Under 26, 2=26-35, 3=36-45, 4=46-55, & 5= Above 56), Gender (1=Male, 2=Female) and Sector(1= Private, 2=Public)

Correlation matrix in Table 1 shows that OP is significantly negatively associated with EI and JP, whereas EI is significantly positively associated with JP.

For the purpose to find the independent variable's impact on the dependent variable regression was used. We used Baron and Kenny (1986) model for finding the emotional intelligence' mediational effect between the organizational politics' relation with job performance; they suggest a series of regression equations and fulfill the three conditions. Firstly, independent variable is regressed by the mediator and there should be an effect of the independent variable on the mediator. Secondly, the independent variable is regressed by the dependent variable and there should be an effect of the independent variable on the dependent variable. Thirdly, mediating variable is regressed by the dependent variable and there should be an effect of mediating variable on the dependent variable. Fourthly, the dependent variable is regressed on both mediating and independent variables and control for mediator. If the effect of independent variables in the last step is reduced significantly to zero, then there is full mediation and if it is reduced to some extent then it is evidence of partial mediation.

All the guidelines were followed in this study and we got the below mentioned results in the Table 2. When emotional intelligence is regressed on the organizational politics, we found direct effect ($\beta = -.147, p \leq .01$) and it supports our first hypothesis. Similarly, we regressed job performance on organizational politics ($\beta = -.312, p \leq .01$) and it supports second hypothesis. Similarly, in the third step job performance is regressed on emotional intelligence ($\beta = .642, p \leq .01$) which support our third hypothesis. From these three regression equations we find that all the three conditions of Baron and Kenny (1986) met and fourth part of the table shows that the effect of OP while controlling for EI is less i.e. indirect effect ($\beta = -.229$) as compared to the direct effect of OP ($\beta = -.312$) on JP.

Baron and Kenny (1986) suggested supplementing the analysis with the Sobel's test (1982) for testing the significance of mediation. Wood, Goodman, Beckmann and Cook (2008) also suggested that to test mediation a complete procedure should be followed as prescribed by the statisticians.

Now for testing the significance of emotional intelligence' mediational effect on organizational politics' relation with job performance, we used Sobel (1982) test by using values from Table 2 ($a = -.147, S_a = .038, b = .565, S_b = .062$). Results indicate EI as a significant mediator ($z\text{-value} = -3.56, \text{Std. Error} = 0.023, p = 0.0003$). Hence the last hypothesis also accepted that the emotional intelligence mediates the relationship between them.

Table 2
Regression Analysis

Effect of Organizational Politics on Emotional Intelligence						Model Summary		ANOVA	
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.	R²	Adj. R²	F	Sig.	
(Constant)	4.035	.163		24.818	.000				
Age	.182	.056	.185	3.218	.001	.107	.095	8.611	
Gender	.054	.024	.135	2.295	.022				
Sector	.048	.049	.059	.977	.330				
OP	-.147	.038	-.230	-3.880	.000				
Effect of Organizational Politics on Job Performance									
(Constant)	4.147	.194		21.350	.000				
Age	.211	.067	.170	3.126	.002	.201	.190	18.053	
Gender	.063	.028	.126	2.262	.024				
Sector	.160	.059	.155	2.708	.007				
OP	-.312	.045	-.386	-6.895	.000				
Effect of Emotional Intelligence on Job Performance									
(Constant)	.912	.264		3.451	.001				
Age	.138	.063	.111	2.171	.031	.312	.302	32.493	
Gender	.048	.026	.096	1.838	.067				
Sector	.044	.052	.042	.837	.403				
EI	.642	.064	.509	10.067	.000				
Predicting Job Performance from Organizational Politics and Emotional Intelligence									
(Constant)	1.869	.304		6.145	.000				
Age	.108	.061	.087	1.787	.075	.379	.369	34.979	
Gender	.033	.025	.066	1.321	.188				
Sector	.133	.052	.129	2.540	.012				
OP	-.229	.041	-.283	-5.589	.000				
EI	.565	.062	.447	9.069	.000				

Discussion

A few years back, researchers admitted the importance of inclusion of EI to understand the OP, its antecedents and consequences in today's organizational setup (Meisler & Vigoda, 2014; Stergiopoulou, 2014). The effect of OP explained by the other variables on the job outcomes like performance is not so much explored by the researchers. So, the present study is attempting to find that how much OP's effect is explained by the EI on the JP of the employees.

We proposed that Pakistani bankers' perception about OP negatively affects their EI and results revealed that OP significantly negatively predicts EI, supporting H1. It can be drawn from the results that employees of the banking sector perceive organizational politics which affects their EI. This finding concurs the finding of the Meisler and Vigoda (2014) and Samad (2011a) that OP and EI have a significant negative relationship, which is in contrast of the finding of Vigoda and Meisler (2010), Asad and Durrani (2014) and Shrestha and Baniya (2016) that there exist an insignificant or positive relationship between these two variables.

It is proposed in the present study that EI will mediate between OP and JP relationship. For this purpose, we first find OP and JP relationship which also have negative trend. 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 in line with the results of the previous research that OP negatively affects the performance of the employees (e.g. Samad, 2011b; Rehman, et. al., 2011; Vigoda & Drory, 2006). Secondly, we find the effect of EI 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 (e.g. Chughtai & Lateef, 2015; Greenidge et al., 2014; O'Boyle et al., 2011; Newman, Joseph, & O'Boyle, 2015).

After finding these two relationships we test our second hypothesis that EI of banking sector employees mediates between the relationship of OP and their JP. By using the Baron and Kenny (1986) causal steps approach results revealed that EI partially mediates the relationship between these two variables, but the results of the Sobel (1982) test showed that it mediates between them significantly. The results of the current study concur with the suggestion of the researchers who suggested that there exist other variables which can mediate the relationship of OP and JP (e.g. Poon, 2004; Chang et al., 2009; Samad, 2011a; Rehman, et. al., 2011; Karatepe, 2013).

This study contributes to the literature of OP in a number of ways. First, the present study found that OP and JP have negative and significant relationship, which is in line to the literature (Goodman & Friedman, 1971; Ferris et al., 2002; Kacmar et al., 1999; Rosen et al., 2006). It is also noted from the results that OP is two tailed significant in both private and public sectors. This is the worthwhile contribution as the banking system has tight operational and human resource policies even then OP significantly affects their JP. Second, this study contributes by testing the impact of OP on the EI 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 OP, in directly predicting EI and JP as well as finding the indirect impact of it on JP through mediation of EI. Finally, it is from a few of the researches related to OP conducted in Pakistan as most of the researches are conducted in the United States (Hochwarter & Treadway, 2003; Chang et al., 2009), Israel (Meisler & Vigoda, 2010, 2014) and few in other countries. This finding shows that OP is not the phenomena of a few countries.

Other than its contribution to the literature of OP it also contributes to the EI literature. First, little research is carried out in the banking sector as most of the researches were conducted in private and public sector organizations (Meisler & Vigoda, 2014; Samad, 2011a). Second, most of the researchers took EI as moderation between OP and outcomes of job (Meisler & Vigoda, 2010), JP (Samad, 2011a). On the other hand, some have taken OP as a mediator between EI and job outcomes (Meisler & Vigoda, 2010) attitude and behavior (Meisler & Vigoda, 2014). The current study is worthwhile because unlike others, it used EI as mediator between other variables as suggested in the literature.

This research has worthwhile managerial implications as well, training is a process through which EI can be developed and improved (Dulewicz & Higgs, 2004; Slaski & Cartwright, 2003). Managers can identify the political behaviors of the employees which may affect the performance of the other employees and check that whether they affect task performance or the contextual performance of the employees. They can also check how the effect of OP is explained by the EI in relation with JP. After making ascertain these two things, managers can arrange 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 banks become able to devise and implement training programs related to EI then they can become able to reduce the negative effect of OP on JP.

Limitation and Future Direction

Like other studies, this study also has some limitations and future directions. First, it includes only bank branches' employees from the four districts of the Punjab and in future studies may include employees from the other areas of Pakistan and controlling offices as well. Second, it used a five point Likert scales to measure the constructs of the study, which may create mono method bias (Chen, Liu, Sheu, & Yang, 2012). Although, to check the validity of the data we used Harman's un-rotated single factor test which shows that no single factor counts for common method variance. In the future, researchers may focus on the different measurement scales. Finally, it used cross sectional data, but it could be possible that data collected at different times may affect the variables' relationship. Future studies may include it in their research.

This study, other than its contributions leaves a number of directions for future research. First, the presented study has examined the mediation effect of EI between OP's relationship with JP. Future studies might conduct it by adding some other mediators like education level, position, etc. so that remaining indirect effect of OP on JP can be explained. Adding other mediators may extend our understanding of its negative effect on performance and could be reduced to maximum level. Second, present research includes one dependent variable, i.e. JP, in future, researchers might include other outcome variables like turnover intentions, absenteeism, job satisfaction, etc. Third, the present study uses cross sectional data but in future researchers might opt. Time series data so that the responses given by the

respondents might change the results of the model. If the results change, then other new variables might be discovered which can become the reason for the change. Fourth, a future researcher might design a training program and get responses before and after training to find the change. Finally, before recruitment banks might assess the level of EI of the candidates and then match it with the job requirements and the prevailing OP. It will help them in the recruitment cost reduction by controlling turnover.

Conclusion

The study comes up with the results which give a snap shot of the banking sector employees' performance and the role of politics in the presence of EI. The mediation effect of the EI between the relationship of politics and performance is under earth and need to be explored, the current study attempts to explore this model. In result of this effort it has been found that how EI can be used as a mechanism through which politically influenced people improve their JP. Moreover, present study becomes an addition to the literature by finding that how OP affects JP as well as predicts emotional intelligence. It is worthwhile if the future researchers develop model by including other mediators to explain the relationship between OP and JP. This can help banks that how to improve the performance of the employees by keeping in view the political environment of the organization which will ultimately improve the organizational performance. Similarly, banks can measure the level of EI of the candidates before recruitment; it will help in hiring the right person for right job especially for the posts demanding high emotional labour. Moreover, if the researchers include training program in their research, then gathering data before and after training it would be a positive effort for enhancing performance in this situation.

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