



# Impacts of Organizational Politics on Job Performance and Job Satisfaction with Moderating Role of Emotional Intelligence

Muhammad Furqan Shahzad<sup>1</sup>, Mobashira Alvi<sup>1\*</sup>

<sup>1</sup> Department of Business Administration, Allama Iqbal Open University, PAKISTAN.

\*Corresponding Author (Tel: +92 322 5338339, Email: [alvimobashira@gmail.com](mailto:alvimobashira@gmail.com)).

Paper ID: 13A10L

Volume 13 Issue 10

Received 30 April 2022

Received in revised form 05 July 2022

Accepted 12 July 2022

Available online 19 July 2022

## Keywords:

Public Sector; Health Sector; Job Security; Job Fulfillment; Organizational Norms; Working Environment; Emotional Stability.

## Abstract

This study investigates connections between Organizational Politics, Job Performance and Job Satisfaction of public health sector medics and nurses. Moreover, it also addresses whether Emotional Intelligence has a moderating effect on the relationship between Organizational Politics, Job Performance and Job Satisfaction. The study was conducted as a field study and is cross-sectional in nature having negligible research interference. Different types of tests are used in the study i.e. correlation analysis, regression analysis, etc; which analyzed the connection between independent and dependent variables. The first and second hypotheses investigated the critical adverse consequence of Organizational Politics on Job Performance and Job Satisfaction. From the investigation, it is found that the outcomes are not endorsing these hypotheses. It implies that Organizational Politics has positive effects on Work Performance and Job Satisfaction of medics and nurses in public sector hospitals in the area under investigation. However, the last assumption clearly illustrates that Emotional Intelligence plays a moderating role in the relationship between Organizational Politics and Job Satisfaction in such a way that relationship is weaker with higher Emotional Intelligence.

**Discipline:** Business Administration & Management Sciences (HRM, Organizational Behavior, Health Service Management).

©2022 INT TRANS J ENG MANAG SCI TECH.

## Cite This Article:

Shahzad, M. F., Alvi, M. (2022). Impacts of Organizational Politics on Job Performance and Job Satisfaction with Moderating Role of Emotional Intelligence. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, 13(10), 13A10L, 1-11. <http://TUENGR.COM/V13/13A10L.pdf> DOI: 10.14456/ITJEMAST.2022.201

## 1 Introduction

Experts and specialists support the idea that a working environment that encourages commitment or dedication is necessary for employees in any organization. As indicated by the

model, organizational workplace and individual differences of view of Organizational Politics, lead to various work results like, how much employees are involved in the job, job fulfillment, nervousness, turnover and absenteeism (Ferris et al., 1998). Viable and serious public area workers can be created through preparation. Occupation Performance can be debilitated by Organizational Politics (OP). Accordingly, this review investigated the impacts of the Perception of Organizational Politics (POP) on work execution and the intervening job of Perceived Preparing Opportunities (PTO) on the POP occupation execution relationship (Albloush et al., 2019). Keeping in view it is hereby anticipated that the responsibilities of different inventors referenced previously.

Various authors contended that the happening of Organizational Politics issues inside the organizational setup are an unsafe and negative factor as it identifies with work, particularly to the extent of employees' execution of work and organizational outcomes. Considering as a whole, experimental research attempts to recognize many factors that may improve the ruinous effects of Organizational Politics issues. Discoveries supported the likelihood that employees who are in a position to appropriately study the vital justification of authoritative conduct and apply a particular authority over their individual climate are less inspired to report the forceful effects related to POP (Vigoda-Gadot & Kapun, 2005)

Positive organizational politics is useful instead of useless and spotlights the apparent advantages of political conduct. Their discoveries show that view of positive legislative issues was critical in anticipating significant employee results (work fulfillment, oversight and subordinate fulfillment, mental agreement), these being completely related to valuable reactions (Miller et al., 2008).

The distinctions have been aligned into the individual considerations related to hierarchical activities like political issues (Silvester, 2008). The political environment is elucidated as activities that approve individuals in the group to accomplish objectives lacking adherence to appropriate measures. Whether or not political activities provide livelihood or ruin the firm based on regardless the targets of individuals are trustworthy with the administrative aims. There has most likely that beliefs related to politics are a normal detectable reality in every firm. Along with these beliefs, performance appraisal politics has also been discussed by Honiball (2008). Performance is a consequence of employee activities which can be estimated by contrasting the obligations assigned to him and the results of his endeavors to satisfy his obligations and duties. It is additionally attached to the hierarchical objectives as the organization's performance depends on the presentation of the people working in it. Honiball (2008) characterized the exhibition as the endeavors and the activities of workforces that are important to accomplish the firm objectives. Regarding the execution of the evaluation of issues related to Organization Politics, another factor to be considered is the overall atmosphere of the association. On the other hand, if the association's current situation is political, it will affect the performance evaluation methodology and policy-driven issues will be related to it. Organizations having vague execution examination processes and questionable conditions give opportunities to political issues to win.

Research inspected the negative ramifications of issues related to politics for different work standpoints, practices, and execution procedures, including position fulfillment, legitimate obligation, work breakdown, pressure, turnover goals, and careless conduct, Chang et al. (2009). Indicating the absence of a theoretical understanding of how the view of political issues impacts employee outcomes, Chang et al. (2009) called for future scientists to look at relevant and singular distinction factors as mediators in such connections. There are few examinations have endeavored to investigate the directing job of individual contrast factors in the connection between saw political issues and different results, nevertheless there remains an absence of understanding of the impact of a person's composite mental assets, especially expectation and self-efficacy, on the connection between perceived political issues and results, for example, turnover goals, work fulfillment, and employment performance.

Eldor & Harpaz (2016) put that changing nature of work has tested the usual perspectives of in-job performance (JP), which no longer represent the full scope of dynamic implementation important in today's competitive organizational reality. Besides, employees are more likely to apply additional exertion when managing vulnerability in their workplace with an end goal to impact this condition. They see several behaviors at work like workers' commitment, information sharing, and proactivity and adaptively choosing the joint effect of worker responsibility and political related issues, a significant justification for vulnerability in the work environment.

Emotional Intelligence (EI) was brought into the setting of the organization by Salovey and Mayer (1990). The studies e.g. Aghdasi et al., 2011; Carmeli, (2003) generally indicated that Emotional Intelligence earnestly influences individual-level outcomes, for instance, work satisfaction, work fulfillment, work association, organizational citizenship behavior (OCB), work execution and so on. Meisler and Vigoda-Gadot (2014) led an examination with the contention, "Perceived organizational politics was found to mediate the relationship between emotional intelligence and all three outcomes i.e. job satisfaction (JS), turnover behavior, negligent behavior". Vigoda-Gadot and Meisler's (2010) investigation explored an adverse connection between EI and OP. different studies have discussed the interaction between Emotional Intelligence and Organizational Politics, as mentioned above, revealing the question that if a relation exists, what type of effect does it have? Whether significant or insignificant? Source of the questionnaire Emotional Intelligence has been taken from the 7-point Likert scale developed by Wong & Law, (2002) Emotional Intelligence Scale, WLEIS.

This study investigates the impacts of Organizational Politics on Job Performance & Job Satisfaction by moderating the role of Emotional Intelligence in the Pakistani context & particularly in health services related to a district like Chakwal.

## 2 Literature Review

Organizational Politics has also been discussed in the most recent study with suggestions that organizations need to make a domain where workers don't see issues related to politics and

consequently they will have a higher level of satisfaction for better performance (Shrestha & Baniya, 2016).

Performance is of high significance for organizations and individuals alike. The most major measurements one can recognize are the succession perspective (i.e., social) and the consequential part of the performance (Borman and Motowidlo, 1993; Campbell et al., 1993). The social viewpoint really refers to what exactly individuals accomplish at work (Campbell, 1990). The outcome aspect of performance expressly talks about the objective fitted factor, for example, behavior that the association enlists the specialists to do well as execution. Likewise, the outcome aspect of the performance is referred to as the results of the individuals. Both these behavioral and result perspectives are connected.

Job Satisfaction (JS) is one of the most broadly investigated variables in the setup of the organization. Generally speaking, productive organizations have increasingly satisfied workers, while low job content may truly influence the organization, Galup et al., (2008). In 2010, Lopez et al. also conducted an investigation "Exploring stress, burnout, and job dissatisfaction in secondary school teachers". The aftereffects of factual examination unequivocally support the presence of deciding elements (psychosocial, individual, and logical) regular to every one of the three wonders.

Salovey and Mayer (1990) firstly presented the expression "emotional intelligence" in the writing of psychology-related literature, although the birthplace of the awareness returns to early investigations of the 1920s, Carmeli, (2003). Goleman illustrated how specialists had discovered a relationship between enthusiastic abilities and social conduct in this book. He also stated that passionate insight was both a response to the savagery disturbing our schools and as astonishing as and from time to time more important than IQ' in foreseeing attainment in life, Goleman, (1995, p.34). Individuals from all occupations i.e. teachers, psychologists, human resource managers, and business directors began to fuse EI into their step-by-step dialect and expert practices. Wong and Law recommended that EI incorporates the following four parts: self-emotion appraisal, others' emotion appraisal, regulation of emotions, and use of emotions. Empirical indications from the most recent decade have exhibited that EI adds to explaining the performance of the groups (Hess et al., 2011; Day et al., 2004).

Organizational Politics refers to activities made inside the organization so as to secure, make, use and control various assets with the end goal that will take to favoring individual outcomes (Pfeffer, 1981). In an amended form of the organization politics model, Ferris et al, (2002) proposed optimistic and adverse effects as indications of organizational politics. Hochwarter and Treadway, (2003) adopted to some degree distinctive strategy and proposed an interacting impact of organizational politics on job fulfillment. Their examination explored exact proof for this line of reasoning. Rosen et al. (2009), pursued a similar school of thought, contending that the day-by-day problems related to organizational political issues stimulate negative emotional reactions, which connect political issues with employment fulfillment and other job-related outcomes. Arshad et al.

(2013) explored the impact of Performance Appraisal Politics on Job Satisfaction, Turnover Intention, and Loyalty to Supervisor.

Labrague et al. (2017) explored the influence of Organizational Politics recognitions on nurses' work outcomes like job outcomes, work burnout, and turnover goals. A cross-sectional exploration arrangement was exploited in this investigation. Almost 166 medical caretakers took an interest. Five normalized mechanical assemblies were utilized: the Job Satisfaction Index, the Job Stress Scale, the Burnout Measure Scale, the Turnover Intention Inventory Scale, and the Perception of Organizational Politics Scale.

## 2.1 Hypotheses

**H1:** There is a negative impact of Organizational Politics on Job Performance.

**H2:** There is a negative impact of Organizational Politics on Job Satisfaction.

**H3:** Emotional Intelligence moderates the relationship between Organizational Politics and Job Performance.

**H4:** Emotional Intelligence moderates the relationship between Organizational Politics and Job Satisfaction.

## 2.2 Research Framework

Figure 1 shows the research framework.

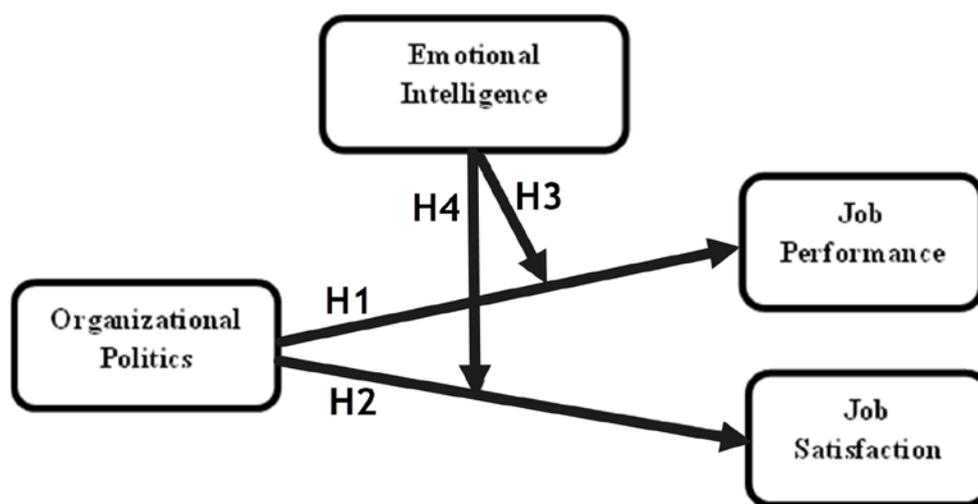


Figure 1: Research Framework.

## 3 Method

This is an empirical study where the impact of Organization Politics on Job Performance & Job Satisfaction with the moderating role of Emotional Intelligence between them, is measured on such basis as the distribution of a questionnaire to the respondents involving/via DHO-MS (District Health Officer Medical Services) of Chakwal, with regards to these variables. Primary data is being collected for this study. This is a field study because participants i.e. medics & nurses are contacted on their job to fill the questionnaires in their natural work environment.

The population of this study involves medics & nurses of public sector hospitals in District Chakwal, approximately above 480, as described by Dr. Anjum Qadeer, DHO-MS (District Health

Officer Medical Services) of Chakwal. The reason is that no study has been conducted before regarding public sector hospitals in this region. The study is based on probability sampling (simple random sampling) with data collected from medics & nurses of public sector hospitals in District Chakwal.

OP is measured using a 5-point Likert scale developed by Ferris and Kacmar (1992). EI is measured using a 7-point Likert scale developed by Wong & Law (2002) Emotional Intelligence Scale, WLEIS. JP is measured using a 7-point Likert scale developed by Podsakoff et al. (1982). JS is measured using a 7-point Likert scale developed by Rothe (1951).

## 4 Result and Discussion

SPSS was used for analysis and different parameters were derived from the software to summarize the data like the descriptive analysis. Correlation helped to establish and explain the association between all study variables. Regression analysis and moderation analysis were used to determine how every independent variable predicts the dependent variable.

**Table 1: Data demographics.**

Demographics	Categories	Frequency	Percent
Gender	Male	128	44
	Female	162	56
Highest Qualification	HSSC(FA/FSc)	46	15.9
	Nursing/Mid Wifery	81	27.9
	Diploma	104	35.9
	MBBS(16Y)	38	13.1
	MCPS/FCPS(18Y)	21	7.2
Designation	Any Other	142	49
	Doctor	112	38.6
	Nurse	36	12.4
	Any Other	124	42.8
Age	20-30	114	39.3
	30-40	40	13.8
	40-50	12	4.1
	Above 50	101	34.8
	3-5	130	44.8
Total Experience	5-10	40	13.8
	10-15	11	3.8
	15-20	8	2.8
	Above 20	8	2.8

The classification in regards to Qualification, Designation and experience has been chosen after examination with the master for example DHO-MS. MBBS (Bachelor of Medicine, Bachelor of Surgery) is the principal proficiency degree in medication and medical procedures. MSPC (Membership of the College of Physicians and Surgeons) is the diploma awarded by The College of Physicians and Surgeons Pakistan is offering Membership training in almost 22 categories. FSPC (Fellowship of the College of Physicians and Surgeons) is the diploma awarded by The College of Physicians and Surgeons Pakistan and offers Membership training in 73 specialties.

The participants who were part of the study were employees of Government Hospitals in the city of Chakwal. The data collection process lasted for as long as two months during which 310

respondents were engaged with the help of questionnaires through head office, DHO-MS. Out of 310 distributed questionnaires, 298 were received, whereas, 290 complete questionnaires were selected for analysis. There was a mix of female as well as male respondents who were part of the study which was conducted. Of the total number of respondents, 44 % were male while 56 % were female. This translated to a frequency of 128 males and 162 females, respectively.

**Table 2: Descriptive Analysis**

	N	Minimum	Maximum	Mean	SD
	Statistic	Statistic	Statistic	Statistic	Statistic
Organizational Politics	290	2.00	5.00	3.99	.58
Job Performance	290	2.50	7.00	5.77	.87
Job Satisfaction	290	2.50	7.00	5.81	1.02
Emotional Intelligence	290	1.13	7.00	5.94	.75
Valid N (list wise)	290				

Descriptive statistics involves summarizing and organizing the data so that it can be easily understood. It shows that organizational politics in medics & nurses of public sector hospitals of District Chakwal has been reported at the Mean value of 3.632 and which deviates from 0.58. The standard deviation shows the spreading out of the data, which means the distance between each value and the mean. A low standard deviation shows that data tends to be closer to the mean, whereas a high standard deviation shows that data is spread out over a wider range of values. Here the value of standard deviation for organizational politics shows that the data is spread out a bit.

The descriptive analysis shows that job performance in medics & nurses of the study at a Mean value of 5.77 and which deviates from 0.87. The SD for job performance shows that the data is spread out at value. Likewise, job satisfaction it is showing a mean value of 5.81 and a standard deviation of 1.02, which is also quite high and reflects that data is spread out from the mean. At last emotional intelligence for the present study is showing a mean value of 5.74 and an SD of 1.02 respectively. Overall, descriptive analysis is reflecting that data is spread out.

**Table 3: Correlation Matrix**

Variables	N	Mean	SD	1	2	3	4
Organizational Politics	290	3.99	.58	1			
Job Performance	290	5.77	.87	0.436**	1		
Job Satisfaction	290	5.81	1.02	0.329**	0.591**	1	
Emotional Intelligence	290	5.94	.75	0.397**	0.530**	0.672**	1

\*\* \*\* indicates significant values with p-value < 0.05

Correlation is a procedure that is intended to establish and explain the association between all study variables. Pearson’s correlation is used to explain the strength of the linear relationship between two variables. Correlation analysis is used to find the strength of the relationship between the variables. Its value ranges from -1 to +1. If the correlation value is between -1 and 0, as one variable increases the other decreases. This is called a negative correlation. If the correlation value is between 0 and +1, it means variables are positively correlated. In the study under discussion, variables are positively related to each other i.e. there is a positive correlation between OP to JP (r= 0.436, p< 0.01). There is a positive correlation between OP to JS (r= 0.329, p= 0.06) and a positive

value is not providing initial support to H2. There is positive relationship between EI to JP and EI to JS ( $r= 0.530, p=0.01$ ) and ( $r=0.672, p=0.01$ ).

Regression analysis is used to assess the connection between independent and dependent variables; the regression coefficient is determined by how powerfully every independent variable predicts the dependent variable. To examine the proposed hypotheses, a stepwise regression analysis was applied to examine the hypotheses of the study.

**H1** states that OP has an impact on JP. Results exposed that OP has a significant negative relationship with JP where the beta value was originated to be  $\beta = .404^{**}$  at the significance level ( $p < 0.05$ ), which suggests that OP explains around 40% variance in JP in a positive direction. Thus, H1 is accepted.

**H2** states that OP has a negative impact on JS. According to the proposed hypothesis, OP should impact JS and the beta value was established to be  $\beta = .131$ (ns) insignificant. Thus, H2 is not supported ( $p$ -value  $> 0.05$ ).

**Table 4: Moderation Analysis**

Predictors	JP			JS		
	$\beta$	$R^2$	p	$\beta$	$R^2$	p
<i>Step I:</i>						
Control Variables	-	-	-	-	-	-
<i>Step II (Main or Direct Effect)</i>						
Org Politics	.404**		0.01	.131ns		0.051
EI	.491**	.341		.873**	.457	
<i>Step III (Moderating Effect)</i>						
OP x EI	-.034 (ns)	.342	0.051	.267**	.467	0.01

\*\* indicates significant values at  $p < 0.05$

**Moderation effects in H3**, it has been proposed that EI will moderate the relationship of OP and JP such that the relationship will be weakened when EI is high. Results exposed that the interactive effect of OP and EI was found to be insignificant ( $\beta = -.034$ ) and after the addition of the interaction term, the sign of beta value is changed from positive to negative. H3 is rejected ( $p$ -value  $> 0.05$ ).

**Moderation effects in H4**, it has been proposed that EI will moderate the relationship of OP and JS such that the association will be weakened when EI is high. Results exposed that the effect of an interactive term of OP and EI was proved to be a significant impact ( $\beta = 0.267, p < 0.05$ ), thus, H4 is accepted.

## 4.1 Discussion

To begin with the rejection of hypotheses 1 and 2, it is worth mentioning to reveal that some of the discoveries regarding the specific study are not in the direction as hypothesized:

**H1 analysis:** Organizational Politics has an impact on Job Performance.

The first hypothesis claims that there is a significant negative impact of organizational politics on job performance. From the analysis part, it is found that the results are not endorsing the idea which has been mentioned in the hypothesis. It means that organizational politics has a

positive impact on the job performance of medics & nurses of public sector hospitals in Chakwal-related areas. Traditionally it is also viewed in a negative sense however this study has findings that organizational politics has the potential for positivity. This may be due to the acceptance of politics in the area under discussion and also it has become a norm in our country. The study of Eldor, L. (2017) also revealed the positive impact of politics-related issues in the connection between worker commitment and execution at work.

**H2 analysis:** Organizational Politics does not have an impact on Job Satisfaction significantly.

The second hypothesis which has been selected for the same analysis is relating to organizational politics and job satisfaction. The factor of cultural intention can't be ignored as well. The population of the area under study has also got the norm that Organizational Politics is part of their values. This analysis rejects the negative impact of Organizational Politics on Job Satisfaction.

**H3 analysis:** Emotional Intelligence does not moderate the relationship between Organizational Politics and Job Performance significantly.

On the other hand, rather than the standard way of thinking in this field, this investigation upholds the idea that Organizational Politics has a more challenging relationship with work outcomes, a relationship that might be distinctive for different kinds of representatives. Every employee will not respond to Organizational Politics in a similar way as their colleagues will, and the social skills of the individual provide support against the possible negative consequences of Organizational Politics. This is because of several reasons as observed. The data was taken from Government Hospitals with high job security. In other words, employees in the Government sector with a high level of trust or sense of security are not easily influenced by Organizational Politics; hence the impact of Organizational Politics meagerly changes their Job Performance.

**H4 analysis:** Emotional Intelligence moderates the relationship between Organizational Politics and Job Satisfaction.

The hypothesis is likely to analyze that with the introduction of a moderator i.e. emotional intelligence the significance level increases. It clearly shows that Emotional Intelligence moderates the relationship between Organizational Politics and Job Satisfaction in such a way that the relationship is weaker with higher Emotional Intelligence.

## 5 Conclusion

In organizations, workers'/employees work can be binding and worth full, and people within the organization are likely to confront many negative demonstrations that might degrade their consideration. In this review, it is perceived that negative actions of others in the organization can adversely affect employment practices such that workers can't show extra-job practices. This concentrates that the impact of Organizational Politics can affect the hard-working attitudes of employees. The intensity of the same can impact more rigorously the Job Satisfaction of employees. With direction to results and analysis, it is demonstrated that OP in the areas under consideration may become the part of people who are working within the organization and to some extent, it

meagerly impacts the satisfaction of employees as well. But the organizations should not stick to this point, as it is stated above that the present relationship may be investigated in some different setups with different moderators, which can reflect different results. Hence speaking in larger prospect, the organizations must take solid steps to maintain the sanctity of the work to value their employees, so that they may be able to put their utmost effort into the betterment of the organization.

## 6 Availability of Data and Material

Data can be made available by contacting the corresponding author.

## 7 References

- Albloush, A., Ahmad, A., Yusoff, Y. M., & Mat, N. H. N. (2019). The Impact of Organizational Politics on Job Performance: Mediating Role of Perceived Training Opportunities. *International Journal of Business and Society*, 20(2), 657-674.
- Arshad, M. A., Masood, M. T., & Amin, G. (2013). Effects of performance appraisal politics on job satisfaction, turnover intention and loyalty to supervisor: Study with reference to the telecom organizations of Pakistan. *International Review of Management and Business Research*, 2(3), 653.
- Aghdasi, S., Kiamanesh, A. R., & Ebrahim, A. N. (2011). Emotional intelligence and organizational commitment: Testing the mediatory role of occupational stress and job satisfaction. *Procedia Social and Behavioral Sciences*, 29, 1965–1975.
- Borman, W. C. and Motowidlo, S. J. (1993) 'Expanding the Criterion Domain to Include Elements of Contextual Performance', in N. Schmitt and W. Borman (eds), *Personnel Selection in Organizations*. New York: Jossey-Bass, pp.71-98.
- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of Managerial Psychology*, 18(8), 788–813.
- Campbell, J. P., McCloy, R. A., Oppler, S. H. and Sager, C. E. (1993) 'A theory of performance', in C. W. Schmitt and W. C. A. Borman (Eds), *Personnel Selection in Organizations*. San Francisco: JosseyBass, pp. 35-70.
- Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of Managerial Psychology*, 18(8), 788–813.
- Day AL, Carroll SA (2004) Using an ability-based measure of emotional intelligence to predict individual performance, group performance and group citizenship behavior. *Personality and Individual Differences*, 36, 1443-1458.
- Daniel Goleman (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*.
- Eldor, L., & Harpaz, I. (2016). A process model of employee engagement: Learning climate and its relationship with work performance. *Journal of Organizational Behavior*, 37(2), 213–235.
- Eldor, L. (2017). Looking on the bright side: The positive role of organisational politics in the relationship between employee engagement and performance at work. *Applied Psychology*, 66(2), 233-259.
- Ferris, G. R., Arthur, M. M., Berkson, H. M., Kaplan, D. M., Harrell-Cook, G., & Frink, D. D. (1998). Toward a social context theory of the human resource management-organization effectiveness relationship. *Human Resource Management Review*, 8(3), 235-264.
- Ferris, G.R., Adams, G., Kolodinsky, R.W., Hochwarter, W.A. and Ammeter, A.P. (2002). Perceptions of organizational politics: theory and research direction. In Yammarino, F. and Dansereau, F. (Eds), *Research in Multi-Level Issues*, Volume 1: The Many Faces of Multi-Level Issues, JAI Press/Elsevier, Oxford, pp. 179-254.

- Galup, S. D., Klein, G., Jiang, J.J., (2008), The impact of job characteristics on IS employee satisfaction: A comparison between permanent and temporary employees. *Journal of Computer Information Systems*, 48(4), 58-68.
- Hochwarter, W.A. and Treadway, D.C. (2003). The interactive effects of negative and positive affect on the politics perceptions – job satisfaction relationship. *Journal of Management*, 29(4), 551-567.
- Honiball, G. F. (2008). *Managers' perceptions of the relationship between spirituality and work performance*. University of South Africa.
- Labrague, L. J., McEnroe-Petite, D. M., Gloe, D., Tsaras, K., Arteché, D. L., & Maldia, F. (2017). Organizational politics, nurses' stress, burnout levels, turnover intention and job satisfaction. *International Nursing Review*, 64(1), 109-116.
- Miller, B. K., Rutherford, M. A. & Kolodinsky, R.W. (2008). Perceptions of Organizational Politics: a Meta-analysis of Outcomes. *Journal of Business Psychology*, 22, 209-222.
- Meisler, G., & Vigoda-Gadot, E. (2014). Perceived organizational politics, emotional intelligence and work outcomes: Empirical exploration of direct and indirect effects. *Personnel Review*, 43(1), 116–135.
- Pfeffer, J. (1981), “Management as symbolic action: the creation and maintenance of organizational paradigms”, in Cummings, L.L. and Staw, B.M. (Eds), *Research in Organizational Behavior*, Vol. 3, JAI Press, Greenwich, CT, pp. 1-52.
- Rosen, C.C., Harris, K.J. and Kacmar, K.M. (2009). The emotional implications of organizational politics: a process model. *Human Relations*, 62(1), 27-57.
- Salovey, P., Mayer, J.D. (1990). Emotional intelligence, Imagination, Cognition and Personality 9, 185-211.
- Shrestha, A. K., & Baniya, R. (2016). Emotional Intelligence and Employee Outcomes: Moderating Role of Organizational Politics. *Business Perspectives and Research*, 4(1), 15–26. DOI: 10.1177/2278533715605426
- Silvester, J. (2008). 4 The Good, the Bad and the Ugly: Politics and Politicians at Work. *International review of industrial and organizational psychology*, 23, 107.
- Vigoda-Gadot, E. & Kapun, D. (2005). Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors. *Policy & Politics*, 33(2), 251-276.
- Wong CS, Law KS (2002). The effects of leader and follower emotional intelligence on performance and attitude: an exploratory study. *The Leadership Quarterly*, 13, 243-274.



**Muhammad Furqan** is a student at the Department of Business Administration, Allama Iqbal Open University, Pakistan. He got his MS degree in Management Sciences from AIU, Pakistan. He works as Deputy Registrar, University of Chakwal, Pakistan. His research area focuses on Organizational Politics and Emotional Intelligence.



**Mobashira Alvi** is a Lecturer at the Department of Business Administration, Allama Iqbal Open University, Pakistan. She is pursuing her PhD degree in Management Sciences from Sir Syed CASE Institute of Technology, Pakistan. Her research focuses on Organizational and Employee Behaviour, and COVID-19 and its impact on the Attitudes of People.