

Combined Effects of Perceived Organizational Politics and Emotional Intelligence on Job Satisfaction and Counterproductive Work Behaviors

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Abstract

With a sample of 190 employees from telecom sector of Pakistan, the authors intended to test the main effects of three dimensions of perceived organizational politics (General Political Behavior, Go Along to Get Ahead and Pay and Promotion Policies) on Employees' job satisfaction and counterproductive work behaviors. Moderating role of emotional intelligence was also examined on the politics-outcomes relationship. General Political behavior and Go along to get ahead were found to have significant negative relationship with job satisfaction and positive with counterproductive work behaviors. Pay and promotion policies and outcomes relationship could not reach statistical significance. Emotional Intelligence was positively related to job satisfaction and negatively related to counterproductive work behaviors. As hypothesized, emotional intelligence moderated the relationship between general political behavior, go along to get ahead and outcomes. Contrary to expectations, interaction for pay and promotion policies and emotional intelligence was negatively related to job satisfaction and positively related to counterproductive work behaviors.

Keywords: Telecom Sector, Pakistan, Perceived Organizational Politics (POP) dimensions, Job Satisfaction, Counterproductive Work Behaviors,

Introduction

Organizational Politics (OP) is a multifaceted and an indispensable construct of organizational life (Vigoda, 2001). Organizational politics are ubiquitous and all pervasive and by its very existence it has multiple effects on crucial processes (Management decisions regarding resource allocation, performance management) which consequently lead to influence organizational efficiency and effectiveness (Chang, Rosen, & Levy, 2009). Researchers have asserted that Organizational Politics should be comprehended as a subjective phenomenon rather than an objective state of reality itself; "Since it is not actual politics that matters most to organizational processes, rather it is Perceived Organizational Politics (POP), whether real or not, which sequentially relate to adverse work attitudes and behaviors" (Ferris et al., 1996). Furthermore, it is consistent with the dominant literature and notion which states that responses of employees are based on their own understanding of the reality rather than actual reality itself (Miller, Rutherford, & Kolodinsky, 2008) but still it is imperative to study and comprehend POP even if these are misperceptions of real events (Ferris, et al., 1996). From now on, this study will remain consistent with POP. Recently a number of studies have established POP as a substantial antecedent predictor of employee performance (Abbas, Raja, Darr, & Bouckennooghe, 2012) and furthermore its occurrence is perceived to have adverse to detrimental effect on workers and organizations (Chang, Rosen, Siemienieć, & Johnson, 2012; Miller, et al., 2008). Perceived politics is linked with uncertainty, obscurity and lack of clarity (Chang, et al., 2012).

For over two decades, POP has remained vital subject of investigation as a workplace stressor for researchers of Organizational behavior (Chang, et al., 2012). Yet, in spite of two recent meta-analysis (Chang, et al., 2009; Miller, et al., 2008), the effects of POP on several outcome variables are still inconclusive (Abbas, et al., 2012). For example, in one of the afore-mentioned meta-analytic study, Miller, Rutherford, & Kolodinsky (2008) examined POP and several employee outcomes such as Job Satisfaction and job stress which suggested that POP has negative effects on personal and organizational performance, albeit findings reveal clear differences in its effects across different settings and outcomes. Specifically, the POP effects on employees' job performance were quite smaller as compared to other outcomes. The above findings suggests the need for further research of POP-outcomes relationship in different settings (Abbas, et al., 2012) as this relationship is suggested to vary. Therefore, further primary research is essential to ascertain the true crux of POP and work related outcomes because individual, cultural and work environment differences have shown different effects on various outcomes (Miller, et al., 2008).

While Identifying that there is lack of detailed understanding as to how POP affects employee attitudes and behaviors, Chang et al. (2009) explained POP-outcomes relationship theoretically through stress-based and a social exchange perspective based effects. Furthermore, several researchers have identified the need to examine the influences of individual and situational moderators in POP-outcomes relationship (Abbas, et al., 2012; Chang, et al., 2009). Miller et al. (2008) have reported existence of several moderating influences on the association between POP and its several negative and harmful effects on behaviors and attitudes of employees. Abbas, et al. (2012) have called future researchers to study the influence of other probable contextual and individual moderators in the POP-outcomes relationships. Furthermore they have called for a comprehensive analysis of the POP dimensions and their influence on employee performance. Focusing on emotional descriptions of above-mentioned relationship, current study develops a model incorporating the "Transactional Stress Model" (TSM) (Lazarus & Folkman, 1984) and "Affective Events Theory" (AET: Weiss & Cropanzano, 1996).

Research over last two decades has shown considerable variability in performance amongst workers and efforts have been carried out to investigate individual differences which may predict significant job outcomes (Law, Wong, Huang, & Li, 2008). It is posited that as a factor Emotional Intelligence (EI) has requisite likelihood to contribute to positivity at the work-related outcomes in terms of attitudes and behaviors. While conceptualized as either ability or a personality trait EI is considered as a managerial competence (Carmeli, 2003) and furthermore an employee's EI has a significant and positive relationship with JS and performance (Law, et al., 2008). EI is conceptualized as a cluster of skills with its roots in social intelligence. There is ample empirical evidence in the literature that EI skills are different from personality characteristics so it can be developmental in nature (Law, Wong, & Song, 2004). Several researchers have identified a range directions for future researchers to study EI, including its moderating effects which can prove helpful in understanding employee attitudes and behaviors (Vigoda-Gadot & Meisler, 2010). Hence it is proposed that the dispositional variable EI has the ability to moderate the effect of POP on individuals' attitudes and behaviors. This is because EI includes a comprehensive set of abilities which has the potential to explain the ways through which employees manage emotions. Thus it is argued that EI lessens the direct impact of POP on attitudes and behaviors.

Literature Review

Definitions

Perceived organizational politics can be defined as "perceptions of an individual about others' self-interest acts or behaviors; where these supposed actions are often related with the

manipulations and maneuvering of organizational procedures and often contains intimidating strategies even at the expense of other employees for short term advantages” (Abbas, et al., 2012). POP has been organized into three components: General Political Behavior (GPB), which include overt self-centered behaviors to attain valued outcomes; Go Along to Get Ahead (GAGA), it include hidden self-centered behaviors consisting of tacit understanding by employees (e.g. to remain silent), so that they can achieve prized outcomes (Byrne, 2005); and Pay and Promotion Policies (PPP), which involves organizations working politically through its enacted policies (Kacmar & Ferris, 1991). Job Satisfaction has been defined as “An evaluative state that expresses contentment with and positive feelings about one’s job” (Judge & Kammeyer-Mueller, 2012 p. 343). Counterproductive Work Behaviors have been defined as “intentional behaviors of organizational fellows that disrupt substantial organizational customs, and in doing so, threaten the well-being of the organization and/or its members” (Bennett & Robinson, 2000). Emotional Intelligence (EI) has been defined as “the ability to perceive emotions, to access and generate emotions so as to assist thoughts, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth” (Salovey & Sluyter, 1997).

Theoretical Framework

Perceived Organizational Politics and outcomes

Researchers suggests that POP activates a primary appraisal (Lazarus & Folkman, 1984) that a work environment is intimidating and pressurize employees to engage in politics to meet their goals. Highly political organizations reward employees who get involved in influence tactics, seek credit for others work members of powerful alliances and well connected. As such political activities are rewarded; it forces workers to engage in political behaviors in order to compete for scant resources. According to the job demands-resource model of work stress, employees who perceive that job is becoming more demanding and hence exceeds their coping resources feel overwhelmed. This emotional strain needs additional coping efforts from employees that could be devoted to job performance. Excessive stress/strain reactions can have adverse impact on employee health and even drive them out to find less stressful environments. So these perspectives suggest that these perceptions are linked to work environment related uncertainty and ambiguity which results in strain and lower job satisfaction of employees (Chang, et al., 2009).

Although, stress researchers have often referred to stress, coping theory (Lazarus & Folkman, 1984), Susan Folkman and Richard Lazarus have suggested that emotions should be more talked about as compared to stress. Modern theories such as ethological theory, cybernetic theory, and equilibrium theory put feelings and self-control at the heart of an evolving theory of stress. These emotions have the ability to claim attention resources towards those problems that in any way intimidate integrity of individuals. These problems might be physical, social or psychological. Emotions are conceptualized to be adaptive in any given situation, as its activation protects individuals from harm. Emotions facilitate individuals’ self-identity in different social settings and lead individuals towards tasks and goals achievement. Therefore, stress experience is display of several undesirable emotions activated by danger, threat and challenge; which signals the human body the need to get ready for actions of protection and defense. So negative emotions and stress are due to a kind of dysfunctional relationship between self and the environment (Slaski & Cartwright, 2003).

Hindrance stressors are major example of such Affective events that may engender emotional responses. Work Environment demands that surpass an employee’s resources are liable for experiences of psychological stress according to transactional stress model. An important component of this TSM is the process of such encounter appraisals. Hindrance stressors are

appraised as hampering personal goal attainment and growth hence they should generate negative emotions and furthermore it is stressed that negative emotions should result from threats and harm to valued outcomes. Since anger and anxiety as negative emotions are responses to an obvious threat to one's values. Hence, hindrance stressors should invoke anger and anxiety. After specifying that certain events produce emotional reactions, AET posits that these emotions have strong influence on subsequent attitudes and behaviors of employees. It is proposed that these attitudes and behaviors can be seen as openings with which employees react to emotions so it can be called emotion-focused coping orchestrated to cope emotional reactions to stressful experiences (Lazarus & Folkman, 1984).

Perceived Organizational Politics and Job Satisfaction

Recently, Abbas, et al (2012) conducted a research with a sample of 231 employees in Pakistan from telecom, banking, textile and public sector. The study found significant negative relationship between POP and JS. Vigoda-Gadot & Meisler (2010) found a negative relationship in a sample of 380 employees in Israel. Based on above-mentioned theoretical framework and empirical findings, it is proposed that components of POP (GPB, GAGA and PPP) will be negatively related to JS.

Hypothesis 1: GPB component of POP will be negatively related to JS.

Hypothesis 2: GAGA component of POP will be negatively related to JS.

Hypothesis 3: PPP component of POP will be negatively related to JS.

Perceived Organizational Politics and Counterproductive Work Behaviors

Christopher C Rosen (2006) studied 455 part time employees in USA and found a significant positive relationship between POP and CWB ($\beta = 0.59$, $p < .05$). Based on afore-mentioned theoretical framework and empirical findings, it is proposed that components of POP (GPB, GAGA and PPP) will be positively related to CWB.

Hypothesis 4: GPB component of POP will be positively related to CWB.

Hypothesis 5: GAGA component of POP will be positively related to CWB.

Hypothesis 6: PPP component of POP will be positively related to CWB.

Emotional Intelligence and outcomes

EI binds together two scientific fields of Emotions and Intelligence by viewing emotions as valuable source of information which helps individuals to make cognizance of social environment and navigate it (Salovey & Grewal, 2005). Intelligence is the ability to comprehend information, while emotions are a resultant response to the environment. Hence EI is the capability to evaluate emotions while processing emotional information, as well as the ability to use emotions, feelings to assist reasoning (Vigoda-Gadot & Meisler, 2010). Preliminary evidence shows that EI has an effect on important life outcomes such as developing satisfying personal relationships and attaining success at workplace (Salovey & Grewal, 2005). EI is conceptualized as competency and expected to elicit positive work attitudes and behaviors. "Emotions are ineffable feelings of self-referential sort and defined as feelings an employee experiences or at least claims to experience in regard to performance that he or she brings to the social world. These state of feelings refer to basic emotions (e.g. love, joy, anger), other social emotions (e.g. guilt, shame, envy, jealousy), and related constructs such as sentiments, affect and moods" (Carmeli, 2003 page. 790).

Researchers argue that EI is a combination of three theoretically related psychological processes. These are; "understanding and expressing emotions in self and others, controlling emotions in self and others and using these emotions in an adaptive way that involve emotional information" (Carmeli, 2003 page. 790).

Emotional Intelligence and Job Satisfaction

Carmeli (2003) Examined a sample of 98 senior managers in Israel to find out relationship in Emotional Intelligence and work attitudes, behaviors. EI was reported to be significantly and positively related to JS. Furthermore, Vigoda-Gadot & Meisler (2010) found a similar relationship between EI and JS. Therefore, based on dominant body of literature and in line with majority of empirical findings, it is proposed that EI will be positively related to JS.

Hypothesis 7: EI will be positively related to JS.

Emotional Intelligence and CWB

Jung & Yoon (2012) studied a sample of 319 employees (Food & Beverages Employees) of a five star hotel in South Korea. The study found three of the factors of Emotional Intelligence named as; Self Emotions Appraisal, Others Emotions Appraisal and Use of Emotions were found to have a significant negative effect on CWB.

Hypothesis 8: EI will be negatively related to CWB.

Emotional Intelligence as a moderating variable

The display of undesirable emotions is triggered by feelings of challenge, threat or danger. Cumulatively, these feelings are referred to as stress that warns the body to prepare for protection and self-defense for adverse circumstances. Human behavior is conditioned to scale down the impact of such continuous stressful emotions (Slaski & Cartwright, 2003). Employees try to subdue job related strains through coping behaviors so that stress feelings may recede substantially. Lazarus and Folkman (1984) have asserted that employees may deploy two distinctive coping strategies to manage such stressful situations. The first of these two types is referred to as problem-focused coping, which is anticipated to handle root causes of experienced stress. The second coping strategy is to curtail harmful emotions caused by experiencing profound stressful situations. These coping behaviors may have either negative or positive impact on individual outcomes. Research suggests that immediate natural reaction to stress is defensive reaction and thus producing reactive attitudes and behaviors rather than proactive. It is a negative coping behavior (Jordan, Ashkanasy, & Hartel, 2002). Since stress emanating from POP is mainly a phenomenon which is perceived by individuals, hence it is rational to infer that individual stress perceptions will affect the way in which individual construct their attitudes and behave. Thus introduction of dispositional variable (EI) will affect the way individuals conceive, appraise and handle stressful emotions and it has the ability to forecast whether employees will deploy positive coping or negative coping.

Emotional self-evaluation is the initial phenomenon for grappling with the sensitivities emanating from organizational politics related stress. With enhanced self-awareness individuals gain the ability to disconnect themselves from emotion laden events and control their own emotions so that it may stop them from being occupied by or getting overwhelmed by emotional experiences (Slaski & Cartwright, 2003). In case of stress, employee may experience a range of emotions such as fear, frustration, dismay, fear and grief. Emotion assimilation process enables them to determine whether these emotions are reasonable enough in that situation. Furthermore, it facilitates the ability to assess the problem from optimistic and pessimistic scenarios and select appropriate emotional state so that problem can be solved amicably. Emotions management is that ability which may enable employees to detach from mental states of frustration or anger, if these feelings are distracting employees from task at hand (Jordan, et al., 2002). To sum up, it is inferred that relationship between stress and EI is based on conception that experience of stress and harmful emotions are the outcome of a kind of aberrant relationship between employees and their work environment and in such a case EI is ability to assess and regulate one's own emotions and others while acting as moderator. So EI is regarded as explanatory variable which has the capacity to

account for individual variances as capability to process emotional information and relate them with cognitions (Slaski & Cartwright, 2003).

Slaski & Cartwright (2003) have reported that EI development and training program for managers resulted in significant increase in emotional intelligence and qualitative data showed that there was significant positive effect on health, well-being and performance. Vigoda-Gadot & Meisler (2010) have conducted a study among public sector employees and reported moderating role of EI in the relationship between POP and AC as well as between POP and employees' absenteeism. It is proposed that EI will moderate the negative relationship between POP and JS, AC, and positive relationship between POP and IT, CWB.

Hypothesis 9: EI will moderate the negative relationship between (a) GPB, (b) GAGA, (c) PPP and JS.

Hypothesis 10: EI will moderate the positive relationship between (a) GPB, (b) GAGA, (c) PPP and CWB.

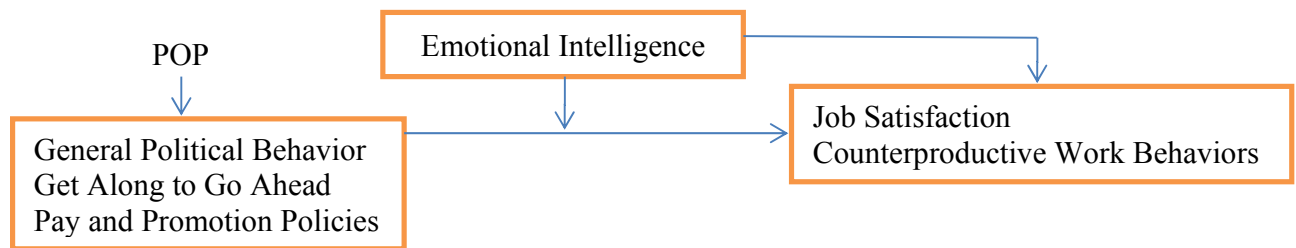


Figure 1: Hypothesized Research Model

Research Design

Target Population, Sampling Techniques

Proposed target population for this study is Telecom sector employees. There are five major organizations working in Pakistan. A well-structured questionnaire was developed and administered to respondents to elicit their response. Targeted population of current study was approached through respective Human Resource Managers. HR managers of respective organizations were briefed regarding objective of the study, data collection procedures and efficacy of this research. Institutional letters were served to respective HR managers to approach officer grade employees. After getting approval of HR manager, the questionnaires were administered through supervisors due to privacy of the data. Managers were asked to distribute a questionnaire to every nth respondent through systematic random sampling. Each questionnaire was attached with a covering letter at which survey method was mentioned with privacy assurances and study objectives. Out of total 500 distributed questionnaires, 213 were received with a reasonable response rate of 42.6%. During data entry, 190 were found to be complete and deemed useful for the study so the actual response rate remained 38%.

Measures

Self-reported instruments were deployed to measure all constructs. Except CWB, responses related to all study variables were solicited with the help of a Likert-type scale of 5 points. The scale had anchors such as “1 = strongly disagree, 2 = disagree, 3 = neither disagree/nor agree, 4 = agree, and 5 = strongly agree”. CWB were assessed using 5-point Likert Scale ranging from “1 = Never, 2 = rarely, 3 = occasionally, 4 = Mostly and 5 = Always”. For all the scales, higher scores are related to higher level of the constructs. The items of different study scales were averaged in order to generate an inclusive mean for each variable.

The Perceived Organizational Politics scale comprises of 12-items developed by Kacmar & Ferris (1991) to measure this construct. This scale includes three sub-dimensions of perceived

politics: GPB (6 Items), Go Along to Go Ahead (4 Items), and Pay and Promotion Policies (2 Items). As current study is related to examining the impact of three dimensions of POP on outcomes, therefore Confirmatory Factor Analysis (CFA) was conducted to see whether related items load on three dimensions. The CFA results revealed a good fit for a three dimensional construct (CMIN/df = 2.63, Comparative Fit Index [CFI] = .88, Goodness of Fit Index [GFI] = .90, Incremental Fit Index [IFI] = .89 and Root Mean Square Error of Approximation [RMSEA] = .09). The study assessed inclusive job satisfaction through a 6-Item scale established by Agho, Price, & Mueller (2011). Counterproductive Work Behaviors were measured using 11-Items from Fox & Spector (1999) CWB Scale, which has shown strong psychometric properties. In order to shorten CWB scale length, eleven items were selected. The selected items comprises of five organizational deviance items and six interpersonal deviance items. Selected items from each dimension were among those which had maximum reported occurrence in Fox and Spector's (1999) work and adjusted them slightly to fit cultural context. The study deployed Wong and Law Emotional Intelligence Scale (Law, et al., 2004; Wong, Law, & Wong, 2004). The scale comprises of 16-items and it has shown to be valid and reliable in several studies recently (Law, et al., 2004). A 2nd order CFA was conducted to see whether four dimensional construct did load on a single latent factor. The CFA results show a good fit for a single latent factor (CMIN/df = 2.49, Comparative Fit Index [CFI] = .86, Goodness of Fit Index [GFI] = .87, Incremental Fit Index [IFI] = .86 and Root Mean Square Error of Approximation [RMSEA] = .08)

Data Analysis

After collecting data from respondents, it was entered into Statistical Program for Social Sciences (SPSS 20) for inference and analysis. The reliability of all operationalized measures was checked through chronbach Alpha analysis. A moderated multiple regression analysis (COHEN, COHEN, WEST, & AIKEN, 2003) will be used to evaluate the magnitude and form of the hypothesized relationship. Control variables will be entered in the first step. The centered main effects for POP and EI will be entered in the second step. In the third step, the centered variables of POP and EI two way interaction will be checked for significance. Multicollinearity among independent variables was checked through tolerance index and Variance Inflation Factor test (VIF) available in linear regression.

Results and Discussions

Mean, Standard Deviation and Correlation among Variables

Table 1 shows the means, standard deviations and zero-order bivariate correlations. GPB was found to have significant negative relationship with JS ($r = -0.44$, $p < 0.01$).

Table 1: Mean, Standard Deviation and Correlation Matrix

Sr. No.	Variable	M	SD	1	2	3	4	5
	Age	30.4	5.63					
1	GPB	3.00	0.78	(.82)				
2	GAGA	2.67	0.74	.482**	(.66)			
3	Pay & Promotion Policies	3.06	0.93	.178*	.153*	(.73)		
4	Emotional Intelligence	3.63	0.49	-.232**	-.128	-.154*	(.85)	
5	Job Satisfaction	3.61	0.65	-.447**	-.251**	-.059	.342**	(.74)
6	CWB	1.77	0.62	.370**	.375**	-.017	-.283**	-.366**(.86)

“Note: N = 190, GPB = GPB; GAGA = GAGA; PPP = Pay and Promotion Policies EI = Emotional Intelligence: Alpha reliabilities are shown in parentheses”

Moreover, GPB had significant positive association with and CWB ($r = 0.37, p < 0.01$). The “GAGA” component of POP was found to be negatively related to JS ($r = -0.25, p < 0.01$) and positively associated to CWB ($r = 0.37, p < 0.01$). Although third and final component of Perceived Organizational Politics (PPP) was not significantly related to any of the outcome variables but the correlation coefficients are in the expected direction. Emotional Intelligence had a significant positive association with JS ($r = 0.34, p < 0.01$). EI was negatively related to CWB ($r = -0.28, p < 0.01$). All zero-order bivariate correlations are in the expected direction and lend credence to hypotheses.

Hypothesis Testing

Hierarchical Multiple Regression (COHEN, et al., 2003) model was performed to test the hypotheses using SPSS 20. This model has been used in earlier moderation studies (Abbas, et al., 2012) related to Perceived Organizational Politics and it is found to be a reliable technique to assess attitudinal and behavioral outcomes. Control variables were entered in the first step. In the second step, main effects were entered followed by the interaction term of independent and moderator variable. Moderation is proved if interaction term is found to be significant. The independent and moderator variables were centered by subtracting the mean from their individual values for the analysis. In addition to this, Variation Inflation Factor (VIF) scores were obtained (Hair, Black, Babin, Anderson, & Tatham, 2010) along with tolerance statistic, which measure up to what extent collinearity among predictors affects the accuracy of the regression model. The largest VIF value was 1.78 less than the cutoff value of 5 (Chatterjee & Price, 1991). The results showed that multicollinearity was not an issue in the analysis.

All the data was self-reported. It was collected through same questionnaires at one cross section of time. Harmon’s one factor test was used to scrutinize the possible impact of Common Method Variance (CMV; Podsakoff & Organ, 1986). A principal component analysis was performed using varimax rotation. The results of the analysis showed that the first (largest) of the factors did not account for bulk of the variance (21% Variance). There was no other factor that accounted for major covariance among variables. Common method variance may not be considered as a problem for this sample.

The effects of GPB, Emotional Intelligence and Interactive Effect of GPB and EI on Job Satisfaction, and Counterproductive Work Behaviors

These hypotheses are related to the main effects of GPB dimension of perceived organizational politics, Emotional Intelligence and their interactive effect on employee attitudes and behaviors. Table 2 presents the results for the main effects of GPB and EI on the outcomes. GPB is negatively related to JS ($\beta = -0.44, p < .01$). These results support hypotheses 1. According to expectations, GPB is positively related to CWB ($\beta = 0.31, p < .01$). These findings support hypotheses 1 and 4. Furthermore, EI has positive significant relationship with JS ($\beta = 0.28, p < .01$). Whereas, EI is negatively related to CWB ($\beta = -0.21, p < .01$). So these findings support hypotheses 7 and 8.

Empirical evidence supports theoretical underpinning that those telecom sector employees who perceive higher levels of GPB are more likely to have reduced job satisfaction with higher levels of CWB. The empirical findings are consistent with earlier studies, in which overall perceived politics were negatively associated with JS (Abbas, et al., 2012; Vigoda-Gadot & Meisler, 2010) and CWB (Rosen, 2006). Emotional Intelligence has been conceptualized as a competency which enables employee to cope with difficult situations and improve their work life (Carmeli, 2003). Empirical evidence provides support to theoretical perspective that those employees, who have high levels of EI, are more expected to have enhanced JS and lower degree of CWB. Current findings are in consonant with earlier empirical research, which shows that EI has been positively associated

with JS (Carmeli, 2003; Vigoda-Gadot & Meisler, 2010), and negatively related to CWB (Jung & Yoon, 2012).

Results presented in Table 2 (Step 3) shows that, by controlling the effects of GPB and EI, the interaction term of GPB X EI was significant for JS ($\beta = 0.12$, $p < .10$; $\Delta R^2 = .01$, $p < 0.10$) and CWB ($\beta = 0.12$, $p < .10$; $\Delta R^2 = .01$, $p < 0.10$). The results suggests that those employees who have higher level of EI, as compared to their colleagues, have more ability to cope with working environments characterized by higher levels of overt politics by individuals.

Table 2: Hierarchical Moderated Regression Analysis for Interaction Terms of GPB and EI

Predictors	Job Satisfaction	CWB
Step: 1		
Gender	-.045	.163**
Academic Qualification	.065	-.120
Stay in Current Org	.012	-.161**
Total Work Experience	.138	-.132
R ²	.008	.092*
Step: 2		
Gender	.063	.089
Academic Qualification	-.059	-.034
Stay in Current Org	-.073	-.103
Total Work Experience	.097	-.103
GPB	-.401***	.275***
Emotional Intelligence	.256***	-.185***
ΔR^2	.24***	.117***
Step: 3		
Gender	.069	.083
Academic Qualification	-.048	-.044
Stay in Current Org	-.061	-.113
Total Work Experience	.079	-.085
GPB	-.441***	.313***
Emotional Intelligence	.287***	-.215***
GPB X EI	.127*	-.122*
ΔR^2	.01*	.012*
“Note: N = 190, GPB = GPB; GAGA = GAGA; PPP = Pay and Promotion Policies EI = Emotional Intelligence Gender: Male = 1, Female = 0; Academic Qualification: < 16 Years = 1, ≥ 16 Years = 0 Stay in Current Org: 1-5 Years = 1; 6 Years or above = 0 Total Working Experience: 1-5 Years = 1; 6 Years or above = 0 * $p < 0.10$; ** $p < .05$; *** $p < 0.01$ Standardized Betas are provided”		

In order to understand interactions certain post-hoc analysis techniques have been performed as recommended by statisticians (COHEN, et al., 2003; Preacher, Curran, & Bauer, 2006). Significant Interactions were plotted for high and low ($M + SD$) values of the EI (Moderator). The plots of the significant interactions are displayed in figure 2 through 3.

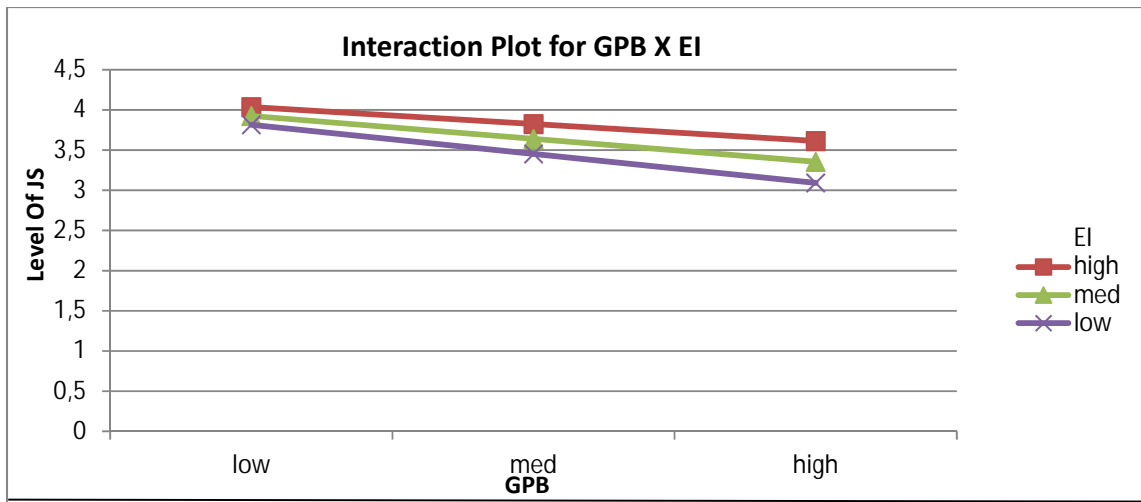


Figure 2: GPB X EI Predicting Job Satisfaction

The interaction plot shows that when GPB is high and EI is low than level of JS is low, whereas when GPB is high and EI is also high, the level of JS is also high. Furthermore, simple slope tests were performed as recommended by (Preacher, et al., 2006) to see whether interaction represent the combined effect of GPB X EI in all the data or is it just at one level. Probing shows that the simple slopes of JS regressed on GPB are significant at all the chosen conditional values of EI. The results of the simple slope test are presented in Table 3. The simple slope test for each line was significantly different from zero.

Table 3: Simple Slope Results for GPB X EI Predicting Job Satisfaction

t-value for high level of EI	-4.71	p-value	0.00
t-value for medium level of EI	-5.23	p-value	0.00
t-value for low level of EI	-4.66	p-value	0.00

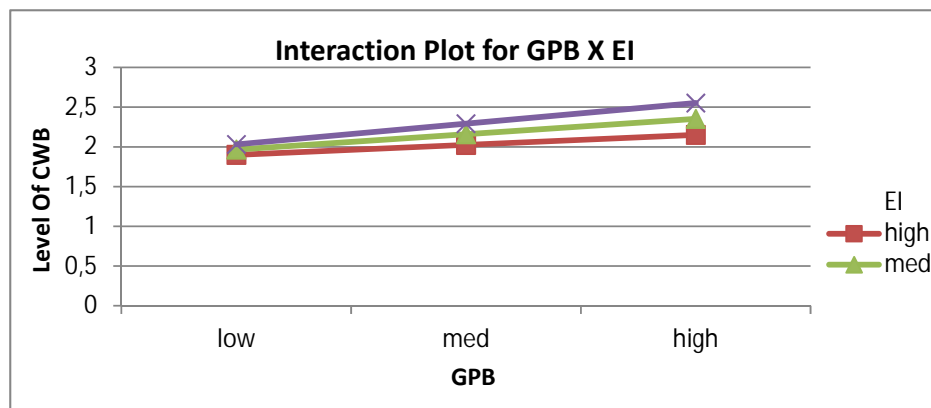


Figure 3: GPB X EI Predicting CWB

The figure 3 shows that when GPB is high and EI is low than level of CWB is on the higher side, whereas when GPB is high and EI is also high, the degree of CWB is low. Probing further manifests that these simple slopes of CWB regressed on GPB are significant at all the selected conditional values of EI. The results of the simple slope test are in Table 4. The simple slope test for each line was significantly different from zero.

Table 4: Simple Slope Results for GPB X EI Predicting CWB

t-value for high level of EI	2.79	p-value	0.00
t-value for medium level of EI	4.80	p-value	0.00
t-value for low level of EI	3.36	p-value	0.00

The effects of GAGA, Emotional Intelligence and Interactive Effect of GAGA and EI on JS and CWB

These hypotheses are related to the main effects of GAGA component of perceived organizational politics, Emotional Intelligence and their interactive effects on employee attitudinal and behavioral outcomes.

Table 5: Hierarchical Moderated Regression Analysis for Interaction Terms of GAGA and EI

Predictors	Job Satisfaction	CWB
Step: 1		
Gender	-.045	.163**
Academic Qualification	.065	-.120
Stay in Current Org	.012	-.161**
Total Work Experience	.138	-.132
R ²	.029	.092***
Step: 2		
Gender	.021	.090
Academic Qualification	.010	-.069
Stay in Current Org	-.040	-.113
Total Work Experience	.099	-.085
GAGA	-.203***	.305***
Emotional Intelligence	.309***	-.206***
ΔR^2	.141***	.139***
Step: 3		
Gender	.005	.102
Academic Qualification	.009	-.068
Stay in Current Org	-.029	-.120
Total Work Experience	.109	-.093
GAGA	-.227***	.322***
Emotional Intelligence	.307***	-.206***
GAGA X EI	.181***	-.132**
ΔR^2	.031***	.017**

“Note: N = 190, GPB = GPB; GAGA = GAGA; PPP = Pay and Promotion Policies EI = Emotional Intelligence

Gender: Male = 1, Female = 0; Academic Qualification: < 16 Years = 1, \geq 16 Years = 0

Stay in Current Org: 1-5 Years = 1; 6 Years or above = 0

Total Working Experience: 1-5 Years = 1; 6 Years or above = 0

*p < 0.10; **p < .05; ***p < 0.01

Standardized Betas are provided”.

GAGA component of organizational politics is found to be negatively related to job satisfaction ($\beta = -0.22$, $p < .01$). Furthermore, GAGA is positively related to CWB ($\beta = 0.32$, $p < .01$).

.01). As expected, EI is positively related to JS and negatively related to CWB. These findings are shown in Table 5. Empirical results support hypotheses 2, 5, 7 and 8.

Empirical evidence supports theoretical foundation that telecom sector employees who observe higher levels of GAGA are more likely to have lower degree of job satisfaction with higher levels of CWB. The empirical findings are constant with earlier studies, in which overall perceived politics were negatively associated with JS (Abbas, et al., 2012; Vigoda-Gadot & Meisler, 2010) and positively associated with CWB (Rosen, 2006).

Results shown in Table 5 (Step 3) shows that, by controlling the effects of GAGA and EI, the interaction term of GAGA X EI was significant for JS ($\beta = 0.18$, $p < .01$; $\Delta R^2 = .03$, $p < 0.01$) and CWB ($\beta = -0.13$, $p < .05$; $\Delta R^2 = .01$, $p < 0.05$). The results suggests that those employees who have higher level of EI, as compared to their colleagues, have more ability to cope with working environments characterized by higher levels of overt politics by individuals.

Significant Interactions were plotted in a graph for high and low ($M + SD$) values of the EI (Moderator). The plots of the significant interactions are displayed in figure 4 and 5.

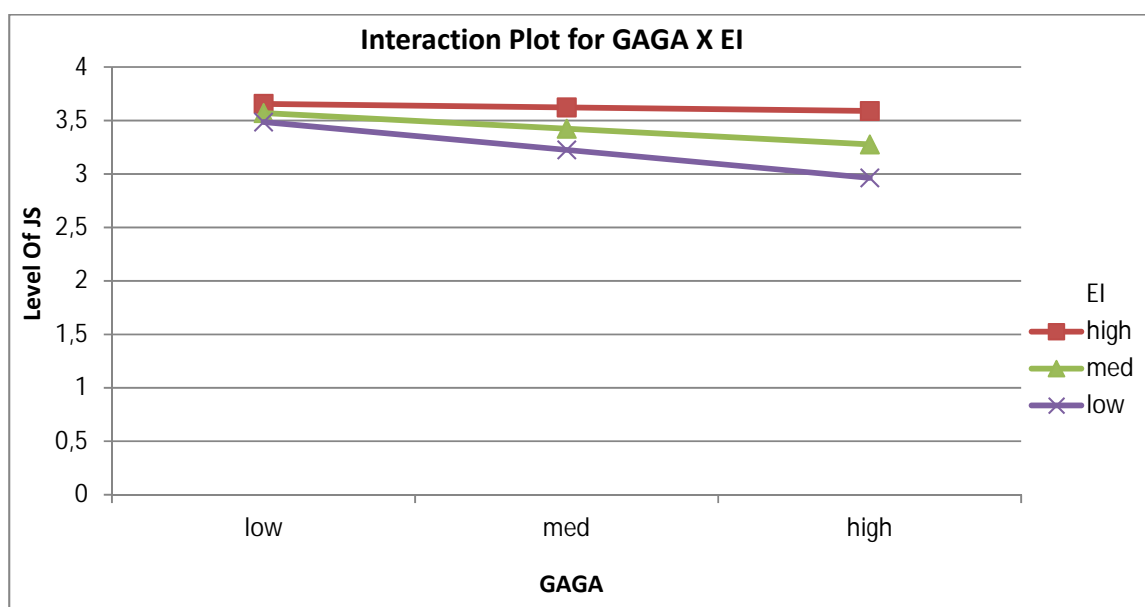


Figure 4: GAGA X EI Predicting Job Satisfaction

The interaction plot in Figure 4 shows that when GAGA is high and EI is low than level of JS is low, whereas when GAGA is high and EI is also high, the level of JS is also high. Furthermore, to further explore the interaction results simple slope tests were performed as recommended by (Preacher, et al., 2006) to see whether interaction represent the combined effect of GPB X EI in all the data or is it just at one level. Probing shows that the simple slopes of JS regressed on GAGA are significant at medium and lower values of EI. The results of the simple slope test are presented in Table 6. The simple slope test for medium and low lines was significantly different from zero.

Table 6: Simple Slope Results for GAGA X EI Predicting Job Satisfaction

t-value for high level of EI	-0.52	p-value	0.60
t-value for medium level of EI	-3.18	p-value	0.00
t-value for low level of EI	-4.12	p-value	0.00

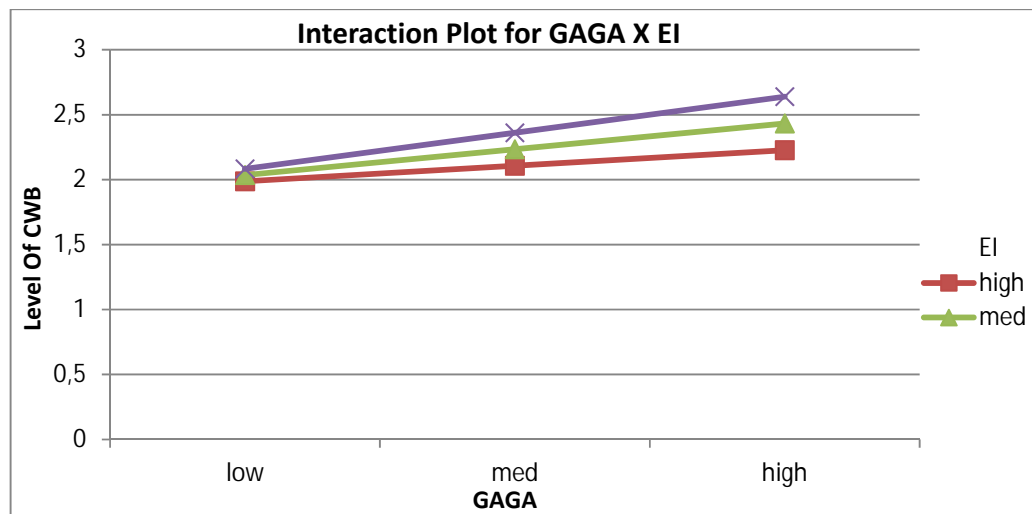


Figure 5: GAGA X EI Predicting CWB

The interaction plot in Figure 5 shows that when GAGA is high and EI is low than level of CWB is high, whereas when GAGA is high and EI is also high, the level of CWB is low. Furthermore, to explore the interaction results simple slope tests were performed to see whether interaction represent the combined effect of GPB X EI in all the data or is it just at one level. Probing reveals that the simple slopes of CWB regressed on GAGA are significant at all conditional values of EI. The results of the simple slope test are presented in Table 7. The simple slope test for high, medium and low lines was significantly different from zero.

Table 7: Simple Slope Results for GAGA X EI Predicting CWB

t-value for high level of EI	1.89	p-value	0.05
t-value for medium level of EI	4.28	p-value	0.00
t-value for low level of EI	4.39	p-value	0.00

The effects of Pay and Promotion Policies, Emotional Intelligence and Interactive Effect of PPP and EI on and CWB

These hypotheses are linked to the main effects of PPP component of perceived organizational politics, Emotional Intelligence and their combined effects on employee attitudinal and behavioral outcomes. PPP component of organizational politics is not found to be related to any of employee outcomes. The statistical results reveal that the hypothesized relationships of pay and promotion policies component of POP and employee attitudinal and behavioral outcomes has failed to reach statistical significance. The results are compiled in Table 7. So, empirical evidence does not support hypotheses 3, 6. Whereas EI is found to be positively related to JS and negatively related to CWB providing further approval to hypotheses 7 and 8. So empirical evidence suggest that the pay and promotion policies of these five telecom companies are aligned with laid down procedures and policies. Consequently, due to non-political behavior of the organization the PPP component of organizational Politics has failed to affect any of the behavioral and attitudinal outcomes of employees.

Contrary to our expectations, the interaction term of PPP and EI could not moderate the relationship between PPP and JS. Results shown in Table 8 (Step 3) shows that, by controlling the effects of PPP and EI, the interaction term of PPP X EI was significant for CWB ($\beta = 0.19$, $p < .05$; $\Delta R^2 = .04$, $p < 0.01$). Contrary to expectations, the results of interaction term is in opposite of expected direction. Such as, EI should have moderated the positive relation between PPP and CWB.

Interestingly interaction term of PPP and EI is predicting CWB positively. Nonetheless, it must be noted that actually PPP is not related to any of the outcomes. The results suggests that those employees who have higher level of EI react negatively even if they perceive lower levels of politics enacted by the organization.

Table 8: Hierarchical Moderated Regression Analysis for Interaction Terms of PPP and EI

Predictors	Job Satisfaction	CWB
Step: 1		
Gender	-.045	.163**
Academic Qualification	.065	-.120
Stay in Current Org	.012	-.161**
Total Work Experience	.138	-.132
R2	.029	.092***
Step: 2		
Gender	-.012	.139**
Academic Qualification	.025	-.104
Stay in Current Org	-.024	-.140*
Total Work Experience	.123	-.113
Pay and Promotion Policies	-.004	-.075
Emotional Intelligence	.326***	-.244***
ΔR^2	.102***	.058***
Step: 3		
Gender	-.009	.128*
Academic Qualification	.023	-.100
Stay in Current Org	-.020	-.158**
Total Work Experience	.115	-.085
Pay and Promotion Policies	.004	-.105
Emotional Intelligence	.328***	-.251***
PPP X EI	-.054	.195***
ΔR^2	.003	.036***
<p>“Note: N = 190, GPB = GPB; GAGA = GAGA; PPP = Pay and Promotion Policies EI = Emotional Intelligence Gender: Male = 1, Female = 0; Academic Qualification: < 16 Years =1, \geq 16 Years = 0 Stay in Current Org: 1-5 Years = 1; 6 Years or above = 0 Total Working Experience: 1-5 Years = 1; 6 Years or above = 0 *p < 0.10; **p < .05; ***p < 0.01 Standardized Betas are provided”.</p>		

Further exploration shows that the simple slopes of IT regressed on PPP are significant at only one provisional value of EI. The results of the simple slope test are compiled in Table 9. Simple slope test for high, low lines were insignificant and that of medium line was significantly different from zero.

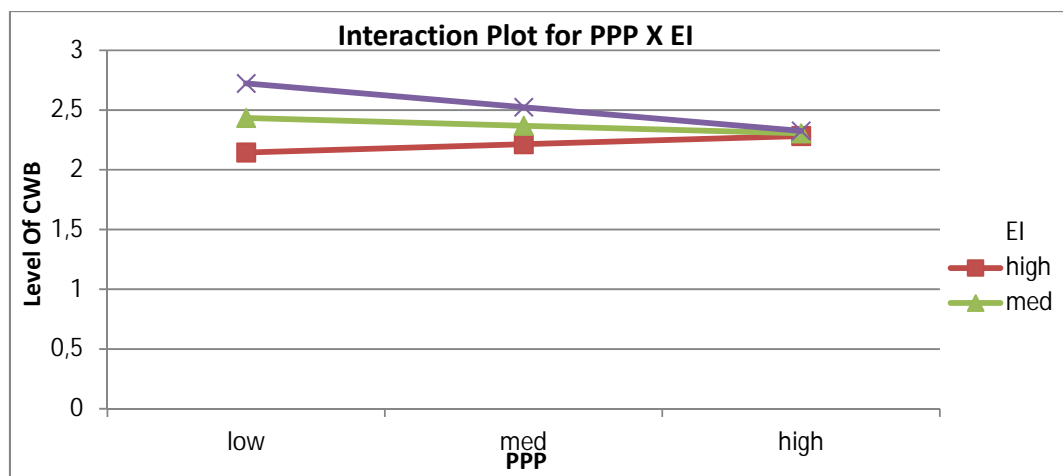


Figure 6: PPP X EI Predicting CWB

The interaction plot in Figure 6 shows that when PPP is low and EI is low than level of CWB is high, while at lower level of PPP with higher level of EI, the level of CWB is low.

Table 9: Simple Slope Results for PPP X EI Predicting CWB

t-value for high level of EI	1.09	p-value	0.27
t-value for medium level of EI	-1.42	p-value	0.15
t-value for low level of EI	-3.14	p-value	0.00

The results of the simple slope test are compiled in Table 9. Simple slope test for high, medium lines were insignificant and that of low line was significantly different from zero.

Discussion

In current study adverse influence of POP dimensions is investigated to find that which dimension of politics at the workplace is more harmful as compared to others. Furthermore, Emotional Intelligence is conceptualized as contextual dispositional variable to ascertain its ability to buffer harmful consequences of POP in the telecom sector of Pakistan. The findings undoubtedly support the claim that POP has negative effects on employee attitudinal and behavioral outcomes. When employees perceive politics, it is more likely to reduce their level of job satisfaction and they are more likely to display Counterproductive Work Behaviors at the workplace. Current study examines afore-mentioned conjectured relationship between EI levels and attitudinal, behavioral outcomes of telecom sector employees. Findings fully endorse the positive impact of Emotional Intelligence. EI is found to be related to higher level of JS and negatively related to CWB. Emotionally Intelligent employees have the ability to carry positive bent of mind with little inclination towards negativity. Current study provides empirical support to this assertion that EI has the potential to curb stress and negative affect at the workplace.

The current study has studied POP dimensions to ascertain that which dimension of organizational politics is more harmful as compared to others in telecom sector employees of Pakistan. Results reveal that GPB is more harmful to job satisfaction as compared to other two dimensions. PPP dimension is found to have least impact on JS level of employees. Comparably GPB and GAGA dimensions are equally responsible for employees' likelihood to display CWB at the work place.

Contrary to expectations, the PPP dimension of POP has completely failed to reach statistical significance for all employee attitudinal and behavioral outcomes. The plausible reason for this

might be that telecom service providers are following laid down procedures and well defined guidelines for pay and promotion. Careful implementation of policy guidelines regarding rewarding and compensation management may be the reason for this. Furthermore, there are five large multinational corporates currently operating in Pakistan. Due to their mammoth size and presence in different geographical areas, these companies must be following best management practices completely aligned with established rules of corporate governance.

Conclusion

Organizational Politics is an indispensable and inalienable reality of human existence. Wherever human beings will come into contact with each other to form any kind of organization, they will start politicking in order to manifest self-seeking behavior inculcated through nurture and nature. Hence, POP is inextricably linked to human behavior with an insatiable desire to seek precedence over others by securing valuable outcomes. Although, all human beings have tendency to display political behavior but different individuals have different level of ability to manipulate situations. Due to these individual and contextual differences OP has been related to negative consequences in organizations. Current study has established this fact that OP has harmful effects on employee attitudes and behaviors due to its stress-related concerns.

Strengths

Current study has multiple strengths as it has extended POP research in a new context as Pakistani culture has remarkable differences as compared to Western or European cultures. A detailed dimensional analysis of POP has been carried out to explore differential impact of three factors of the construct. By doing this the study has extended POP literature through in-depth understanding of its construct and relationship of its factors with several attitudinal and behavioral outcomes. The study examines impact of EI on attitudinal and behavioral outcomes of employees. The study further investigates personal dispositional characteristics of employees in order to find out individual differences regarding POP and outcomes relationship. EI is conceptualized as one moderator dispositional characteristic as study shows that EI has the ability to moderate relationship between organizational politics and outcomes.

Limitations

It is important to note that the current study has some limitations. One important limitation is Common Method Bias because alike most behavioral sciences research the cross sectional data has been collected through self-reported measures. Harman's one factor test has been carried out to detect if there are any problems related to CMB. The results show that CMB does not exist but still it may have some impact on results. Another limitation is regarding some concerns pertaining to convergent validity of the data in our analysis of measurement model. Another limitation is that current results are based on cross sectional data which is collected from respondents at one point in time. There is some generalizability issues related to these results. As it is mentioned earlier, that current study has investigated only telecom sector in Pakistan. Future researchers and scholars should take greater care in generalizing findings of this study in different contexts, cultures and different sectors of the economy.

Practical Implications

The current study provides some useful and valued guidelines for relevant managers at the workplace. Managers should be able to discern between different dimensions of politics within organizational paradigm. They should strive hard to reduce politics because it can be harmful to organizational efficiency and effectiveness. The managers should provide level playing field to all employees by adopting principles of equity, fair play and justice. The supervisors should orchestrate

elaborated and transparent rules and procedures so that ambiguity and uncertainty may be curbed. Incentive plans should be fair and rewards should be linked to positive behaviors and attitudes at the workplace. Those managers or change agents who are tasked with redundancies, delaying, mergers or takeovers should take greater care in minimizing uncertainty from their environments. Managers should introduce certain training programs such as imparting much needed skill/ability of Emotional Intelligence. This competency will improve the performance of the employees enormously and enable them to deal with difficult situations at workplace.

Future Research

Future researchers should further examine other conceivable contextual and individual dispositional moderators such as psychological empowerment, Perceived Organizational Support or Big Five Traits in POP and its consequential outcomes relationship. Future researchers may add further attitudinal or behavioral outcomes such as Occupational commitment as an extension to the current model. Future research should keep on exploring and establishing validity and reliability of EI scale as it will enable us to delve into emotional behavior at the workplace and utilize it as a buffer to negative outcomes. It will be interesting to see if future research may be able to integrate cultural dimensions in overall POP and outcomes model or a more direct comparison of samples from diverse regions could have been studied to directly compare and contrast cultural differences. Future research should be conducted in other subsectors of the economy such as services or manufacturing. Future researchers should study POP-outcomes relationship in Public sector of Pakistan. A detailed longitudinal study related to POP and outcomes will be quite illuminating, which will enable us to explore long-term impact of POP on employee behavior and performance at the workplace.

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Annexure I

Research Questionnaire

Perceived Organizational Politics and its effects on Employees' Attitudes and Behaviors

Part I: Personal Informational

Name (Optional): _____	Department: _____
Organization/Branch (Optional): _____	Age: _____

Part II: Demographic

Gender	<input type="checkbox"/> Male	<input type="checkbox"/> Female	Marital Status	<input type="checkbox"/> Married	<input type="checkbox"/> Single
Age Group	<input type="checkbox"/> < 25- years <input type="checkbox"/> 25-45 years <input type="checkbox"/> > 45 years		Academic Qualification	<input type="checkbox"/> Less than 14 years Schooling <input type="checkbox"/> 14 years <input type="checkbox"/> 16 years education <input type="checkbox"/> Above 16	
Total exp in current Organization	<input type="checkbox"/> Less than 1Year <input type="checkbox"/> 5Years <input type="checkbox"/> 6-10Years <input type="checkbox"/> Above 10Years		Total Work Experience	<input type="checkbox"/> Less than 1Year <input type="checkbox"/> 5Years <input type="checkbox"/> 6-10Years <input type="checkbox"/> Above 10Years	
Salary Structure (in thousands)	<input type="checkbox"/> <20 <input type="checkbox"/> 20-40 <input type="checkbox"/> 41-60 <input type="checkbox"/> 61-80 <input type="checkbox"/> 81-100 <input type="checkbox"/> 101-150 <input type="checkbox"/> 151-200 <input type="checkbox"/> Above 200		Recommended Salary for your position	<input type="checkbox"/> >20 <input type="checkbox"/> 20-40 <input type="checkbox"/> 41-60 <input type="checkbox"/> 61-80 <input type="checkbox"/> 81-100 <input type="checkbox"/> 101-150 <input type="checkbox"/> 151-200 <input type="checkbox"/> Above 200	
Working Hours (daily)	<input type="checkbox"/> 4-8 <input type="checkbox"/> 9-12 <input type="checkbox"/> 13-16 <input type="checkbox"/> 17-20 <input type="checkbox"/> 21-24		Recommended Working Hours for your position (daily)	<input type="checkbox"/> 4-8 <input type="checkbox"/> 9-12 <input type="checkbox"/> 13-16 <input type="checkbox"/> 17-20 <input type="checkbox"/> 21-24	

Part III: Emotional Intelligence

Sr. #	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I have a good sense of why I have certain feelings most of the time.	①	②	③	④	⑤
2	I have good understanding of my own emotions.	①	②	③	④	⑤
3	I really understand what I feel.	①	②	③	④	⑤
4	I always know whether or not I am happy.	①	②	③	④	⑤
5	I always know my friends' emotions from their behavior.	①	②	③	④	⑤
6	I am a good observer of others' emotions.	①	②	③	④	⑤
7	I am sensitive to the feelings and emotions of others.	①	②	③	④	⑤

8	I have good understanding of the emotions of people around me.	①	②	③	④	⑤
9	I always set goals for myself and then try my best to achieve them.	①	②	③	④	⑤
10	I always tell myself that I am a competent person.	①	②	③	④	⑤
11	I am a self-motivated person.	①	②	③	④	⑤
12	I always encourage myself to try my best.	①	②	③	④	⑤
13	I am able to control my temper so that I can handle difficulties rationally.	①	②	③	④	⑤
14	I am quite capable of controlling my own emotions.	①	②	③	④	⑤
15	I can always calm down quickly when I am very angry.	①	②	③	④	⑤
16	I have good control of my own emotions.	①	②	③	④	⑤

Part III: Perception of Organizational politics

17	Favoritism rather than merit determines who gets ahead around here (in your company).	①	②	③	④	⑤
18	There is no place for yes-men around here: good ideas are desired even when it means disagreeing with superiors.	①	②	③	④	⑤
19	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.	①	②	③	④	⑤
20	There has always been an influential group in this organization that no one ever crosses.	①	②	③	④	⑤
21	People here usually don't speak up for fear of retaliation by Others.	①	②	③	④	⑤
22	Rewards come only to those who work hard in this organization.	①	②	③	④	⑤
Sr. #	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
23	Promotions in this organization generally go to top performers	①	②	③	④	⑤
24	People in this organization attempt to build themselves up by tearing others down (to criticize or degrade someone or something).	①	②	③	④	⑤
25	I have seen changes made in policies here that only serve the purposes of a few individuals, not the work unit or the organization.	①	②	③	④	⑤
26	There is a group of people in my organization who always get things their way because no one wants to challenge them.	①	②	③	④	⑤
27	I can't remember when a person received a pay increase or a promotion that was inconsistent with the published policies.	①	②	③	④	⑤
28	Since I have worked in this organization, I have never seen the pay and promotion policies applied politically.	①	②	③	④	⑤

Part IV: Job satisfaction

29	I am often bored with my job	①	②	③	④	⑤
30	I feel fairly well satisfied with my present job.	①	②	③	④	⑤
31	I am satisfied with my job for the time being.	①	②	③	④	⑤
32	Most days I am enthusiastic about my work.	①	②	③	④	⑤
33	I like my job better than the average worker does.	①	②	③	④	⑤
34	I find real enjoyment in my work.	①	②	③	④	⑤

Part V: Affective Commitment

35	I would recommend my organization to my friends as a great place to work.	①	②	③	④	⑤
36	I am proud to tell others that I work for my organization.	①	②	③	④	⑤
37	My organization inspires me to do my best work.	①	②	③	④	⑤
38	I am pleased with my decision to work for my organization.	①	②	③	④	⑤

Part VI: Intention to Leave

39	I often think about quitting.	①	②	③	④	⑤
40	I will probably not stay with this organization for much longer.	①	②	③	④	⑤
41	Next year I will probably look for a new job outside this organization.	①	②	③	④	⑤
42	Lately, I have taken an interest in job offers in the newspapers.	①	②	③	④	⑤

Part VII: Counterproductive Work Behaviors

Sr. No.	Item Statement	Always	Most ly	Occasio nally	Rarely	Never
43	I daydream rather than doing my work.	①	②	③	④	⑤
44	I complain about insignificant things at work.	①	②	③	④	⑤
45	I seriously consider quitting my job	①	②	③	④	⑤
46	I play practical jokes on someone at work.	①	②	③	④	⑤
47	I purposely come to work or come back from lunch breaks late.	①	②	③	④	⑤
48	I purposely ignored my boss.	①	②	③	④	⑤
49	I stay home from work and say I am sick when I am not.	①	②	③	④	⑤
50	I tell people outside the job what a lousy (miserable) place I work at.	①	②	③	④	⑤
51	I purposely do not work hard when there are things to be done.	①	②	③	④	⑤
52	I become nasty (Unpleasant) to a fellow worker.	①	②	③	④	⑤
53	I fail to help a co-worker.	①	②	③	④	⑤