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### THE EFFECTS OF EMOTIONAL INTELLIGENCE ON EMPLOYEES' WORKPLACE BEHAVIOR IN BANKING SECTOR

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#### ABSTRACT

In current research stream, empirical work regarding emotional intelligence and workplace behaviors is sparse. This study partially filled this void by examining the relationship between emotional intelligence with workplace behaviors (i.e. turnover intention, job performance, and organizational citizenship behavior) with the mediating role of political skills. Quantitative research method was used to collect data from 354 participants belonging to the banking sector of Pakistan. Using SPSS v 21, the results showed that emotional intelligence was positively related to job performance and organizational citizenship behavior and negatively related to turnover intention. Furthermore, political skill acted as mediator in all of the three hypothesized relationships. The findings of this study are vital for organizations. From managerial perspective, the importance of emotional intelligence training is highlighted which is approved as a powerful tool that managers can deploy to enhance individual's job performance, organizational citizenship behavior, and reduce turnover intention. On theoretical part, this research broadens the scope through which emotional intelligence contributes to the output of organizations and the way it affects the attitude and perceptions of employees. In last, implications for policy makers along with future research directions are discussed.

#### INTRODUCTION

Nowadays, due to enormous competition among businesses, organizations are more concerned and focused about their workforce. Recent research (Bardach et al., 2021) in the area of management sciences has stressed to reveal the new horizons of intelligence and emotions. In this regard, the significance of employees' emotional intelligence has garnered increasing attention. As

workplaces evolve, the ability of employees to understand and manage their emotions, as well as navigate interpersonal relationships has emerged as a crucial factor influencing various facets of organizational life. One such area of exploration is the profound impact that employees' emotional intelligence can have on their work behaviors within organizational settings.

Emotional Intelligence (EI), often defined as the capacity to perceive, understand, and manage one's own emotions and the emotions of others, has become a focal point in organizational psychology and management studies (Goleman et al., 1995). EI stands as a vital instrument empowering employees to navigate their emotions effectively at the workplace. The workplace is a complex social environment where individuals must helm diverse relationships, conflicting demands, and evolving tasks. Work behaviors encompass a spectrum of activities ranging from individual tasks to organizational commitment and work performance. In organizations individuals face a dynamic and multifaceted environment encountering challenging situations that influence occupational well-being and job attitudes (Redín and Erro-Garcés, 2020). In this context, the role of EI becomes pivotal, shaping the ways in which employees contribute to overall organizational effectiveness. In order to excel both in interpersonal interactions and professional pursuits, the capacity to discern and regulate emotions within social settings holds paramount importance (Zeidner, et al., 2008).

Prior studies have examined the association between EI and a variety of work-related outcomes, arguing that it can have significant impact on the environment of the workplace. Researchers have found consistent evidence indicating that individuals with high EI tend to demonstrate superior performance compared to those at lower levels of EI (Wong and Law 2002). Consequently, organizations have increasingly adopted training and development initiatives aimed at enhancing the EI of their employees due to the strong positive correlation established between EI and performance. A high level of EI may enhance Job Performance,(JP) promote Organizational Citizenship Behavior (OCB), and contribute to organizational loyalty. Conversely, a lack of EI may lead to interpersonal conflicts and workplace dis-satisfaction. Aligned with this rationale, numerous empirical studies have consistently demonstrated the significance of EI as a critical precursor influencing various work-related outcomes, including Turnover Intention (TI) and JP. These job-related factors contribute to employees' negative work attitudes including low performance and intention to quit (Redín and Erro-Garcés, 2020). Employees intention to quit poses a substantial challenge due to the economic burdens involved (Wang and Hall, 2021). Across various sectors, high turnover rates, notably in banking sector is a prevalent phenomenon in Pakistan.

The premise underlying this research is that employees' EI significantly influences the work behaviors. This study aims to investigate the nuanced relationship between employees' EI and their work behaviors (TI, JP and OCB) within organizational settings. Understanding these dynamics holds implications for organizational leaders, human resource practitioners, and scholars interested in fostering healthier and more productive workplace.

Specifically, within the banking sector, EI assumes critical importance as the effectiveness of this industry heavily relies on employees' satisfaction and their capacity to deliver high quality services.

EI is also related to Political Skills (PS) (Syed and Khan, 2015). A chunk of researches have focused the link between EI and different work-related variables (Dirican and Erdil, 2020; Prentice, 2019; Giao et al., 2020). But studies in which PS acted as a mediator between EI and work-related settings are sparse. As Butt et al. (2017) suggested to consider PS mediating effects in the relationship of EI with OCB, JP, job satisfaction or other work behaviors in various geographical areas and different cultural backgrounds. This research widens the perspective on the importance of political competence in the workplace. Moreover, prior research has not examined how EI would influence employee TI with PS as the mediator. Similarly, Dirican and Erdil (2020) stressed for such research studies that shed more light on both employees and organizational-related effects of EI including JP, and TI. This research is continuation to that lead, as it intends to investigate the association of EI, PS with work-outcomes like OCB, JP and TI in banking sector of Pakistan. Employees in this sector have strong interpersonal relations and are most likely to involve in negative activities as this sector is well-known for work overload.

In Pakistan, banking sector employees have to face high level of stress because of role ambiguity, role conflicts, work overload, lack of feedback and accountability to general public. Despite the improvements in Pakistan's banking sector due to technological advancements and reforms, employees are grappling with defining their roles within the community. Hence, it is essential to find evidence of the reasons for undesirable job outcomes to avoid their impact on the work. Additionally, societal pressures make it challenging for them to maintain emotional equilibrium at work. Thus, there's a pressing need to enhance their EI to elevate performance and achieve positive work-related outcomes. The research offers insights into evaluating employees' performance through the lens of EI. It intends to assist banking sector in comprehending the extent to which EI contributes to enhancing employees' performance. This understanding will aid in formulating tailored programs and strategies to augment bankers' EI, enabling them not only to navigate workplace challenges but also to elevate their performance by adeptly managing their emotions.

In the subsequent sections, we will delve into a comprehensive review of existing literature, present the research methodology, and analyze findings to shed light on the multifaceted relationship between employees' EI and their work behaviors within the organizational contexts.

## **LITERATURE REVIEW**

The workplace is a social environment in which positive or negative attitudes have different effects on the organization and its employees. Employees who express these behaviors, EI may play a crucial role because emotions are one of the key factors that influence behavior patterns. Favorable discretionary action is generally defined by job satisfaction, the conduct of organizational

citizenship, and the efficient performance at work (Collins and Mossholder, 2017). In addition, negative discretionary action is commonly known as counterproductive job conduct like TI and careless attitude (Dalal, 2005).

EI, a theoretical construct that involves the capacity to recognize, comprehend, and regulate both personal and others' emotions (Bardach et al., 2021). These emotional competencies have been highlighted key personal assets that influence the fundamental mechanisms contributing to employees' retention (Bardach et al., 2021;). For instance, drawing from the Affective Events Theory (AET) in the workplace, EI might empower employees to navigate tough situations effectively. Consequently, this ability could significantly impact broader work-related attitudes, potentially lowering their inclination to leave the banking profession (Bardach et al., 2021). A robust inverse correlation between EI and the intention to quit has been observed in a meta-analytical review (Miao et al., 2017) which suggested that professionals possessing higher EI exhibit lower tendencies to leave their jobs compared to those with fewer emotional skills. Similar findings have emerged demonstrating that employees with higher EI exhibit stronger commitment and a reduced disposition to abandon their careers (Mérida-López, et al., 2020).

### ***Hypotheses Development***

#### ***Emotional Intelligence and Political Skills***

In management sciences research, PS are often considered a crucial aspect of an individual's interpersonal and leadership capabilities within organizational settings. PS refer to the ability of individuals to effectively navigate and influence the political landscape within an organization (Treadway, et al., 2005). While according to Ferris et al, (2005) PS are “the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one's personal or and/or organizational objectives”. These skills involve understanding and leveraging social dynamics, building networks, and using influence tactics to achieve personal and organizational goals. The previous literature showed that success in organizations needs sufficient PS (Pfeffer, 1981). Mintzberg (1983) stressed upon the importance of PS in the organization and asserted that PS in the form of arguments, negotiation and manipulation are important to be successful in the organizations.

Research studies have addressed the influence of EI on PS. Likeway, Ferris et al. (2009) suggested that individuals with high EI are likely to navigate social situations more effectively, contributing to their PS. In another study, Munyon et al. (2010) demonstrated that individuals with higher EI could possess enhanced PS, leading to positive work outcomes. EI, with its emphasis on understanding and managing emotions, could contribute to the interpersonal and social acumen associated with PS. Similarly Ferris et al. (2008) investigated EI with its emphasis on social awareness and relationship management and stated that it likely to contribute to the development and expression of PS in organizational settings. On the other hand, Côté & Miners (2006) stated that individuals with higher EI may possess enhanced social

skills, which are integral to political competence. On the basis of stated literature, it is hypothesized that:

**H1:** Emotional intelligence will have positive impact on political skills.

### ***Political Skills and Turnover Intentions***

In organizations the individuals' perceptions of organizational politics highlight the importance of understanding how employees perceive organizational politics. Individuals with high PS may be more adept at navigating and understanding organizational politics, which could influence their perceptions of fairness and justice within the workplace. Unfavorable perceptions of organizational politics have been associated with increased TI (Ferris et al., 2008). Furthermore, the study on self-serving political strategies suggests that certain political behaviors, driven by self-interest, can have consequences on employee reactions. Employees who perceive their colleagues or superiors engaging in self-serving political strategies may experience negative emotions and job dissatisfaction, potentially leading to increased TI (Munyon et al. 2010). Thus employees with effective PS are better equipped to manage workplace politics, thereby mitigating negative perceptions and reactions that could contribute to TI. Hence it is predicted that:

**H2:** Political skills will have negative impact on turnover intention.

### **Political Skills and Job Performance**

The previous literature supports the point of view that PS are effective in achieving success in personal and professional life. It helps in achieving better work performance (Ferris et al, 2008; Pfeffer, 1981). The PS are also found to be related to JP and team performance in organizations. Semadar et al, (2006) examined the prediction of managerial performance generated through PS in comparison to other variables such as self-monitoring, leadership and self-efficacy. PS were found to be the strongest in predicting the managerial performance and a key factor in differentiating between top performance and others. Miao et al.(2017) explored the meta-analytic relationship between leader EI and subordinates' job satisfaction. While not directly addressing PS, this study suggests that leaders with higher EI may be more adept at managing interpersonal relationships, potentially contributing to a positive work environment. This indirectly supports the idea that EI could be linked to PS. Blickle et al. (2011) examined the efficiency of predictability of PS for JP along with general mental ability and personality characteristics. The results of the study indicated that PS caused sufficient variation in the JP beyond the general mental ability and personality characteristics. This shows that politically skilled individuals are able to influence their peers in a way that they show better task performance as well as have a positive attitude towards organizational goals. Mintzberg, (1983) regarded PS as being necessary for effective personal involvement in the organization and found that it significantly contribute towards JP of the individuals. Thus it is posed that:

**H3:** Political skills will have positive impact on job performance.

### ***Political Skills and Organizational Citizenship Behavior***

OCB refers to discretionary, voluntary, and positive behaviors exhibited by employees in the workplace that go beyond their formal job requirements. These behaviors are not explicitly rewarded by the formal reward system of the organization but contribute to the overall functioning and effectiveness of the organizations. The relationship between PS and OCB has been a subject of interest in organizational psychology and management research. PS involve interpersonal influence enhanced networking, which are behaviors that may contribute to an individual's willingness to engage in discretionary, extra-role behaviors like OCB (Ferris et al. 2005). Likeway, Munyon et al. (2010) stated that PS may enhance an individual's ability to build trusting relationships, which, in turn, could foster OCB as employees feel more positively inclined to contribute beyond their formal job roles. Thus individuals with high PS may be more adept at building positive relationships and engaging in behaviors that go beyond their formal job requirements like OCB. Hence it is predicted that:

**H4:** Political skills will have positive impact on organizational citizenship behavior.

### ***Mediating role of Political Skills between Emotional Intelligence and Work Outcomes***

According to Giao et al. (2020), EI is one of the most important elements influencing an employee's TI. Employees' EI not only reduce workplace tension and dissatisfaction but it also make individuals less likely to leave their organization (Raza et al. 2018). From an individual's perspective, optimistic feelings are indicative of organizational collaboration and fairness. Pessimistic thoughts have detrimental effects both on the organizations and on individuals. EI has been determined to be a crucial factor in keeping workers' focused and realizing the emotional causes of decision-making. The work embeddedness theory, the attrition-selection-attraction theory, and the theory of human capital, all have supported positive association between EI and TI.

In prior literature EI and JP are reported to be significantly associated with each other. Rahim and Malik (2010) affirmed a strong relationship between EI and JP and job satisfaction. According to Rahim and Malik (2010), the core of JP is determined by the values that are most valued in the workplace. They further highlighted that employees with greater level of EI can better control their emotions by keeping a positive state of mind which can lead towards better performance. Scholars have linked EI to JP, contending that it encompasses not just self-regulation but also the comprehension of others within an organization. In practical terms, managers now consider the correlation between EI and work performance during recruitment and training, aiming to facilitate quicker employee adaptation to new work environments and enhance overall JP. By enhancing employees' EI, managers can effectively alleviate JP, and address issues pertaining to enterprise efficiency. The study of Saeed et al. (2013) demonstrated an inverse relationship between

employees' stress and their performance as well as a favorable impact of EI on performance. Employees who use their emotions constructively can help the organizations in a way that may lead to organizational success as their emotions are diverted towards constructive activities (Dalal, 2005).

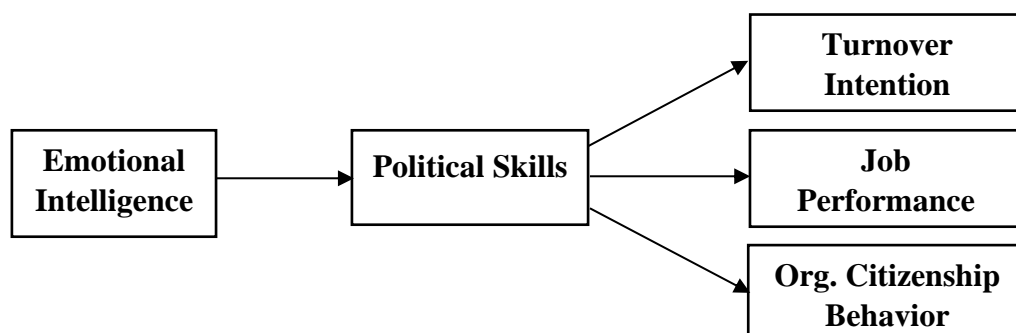
Organizational citizenship requires practices and activities that favor mates working in organizations. Employees with the high EI are expected to be more responsive to the organization's informal performance objectives and goals. In addition, such workers appear to display behaviors that are favorable to their moods in an optimistic manner. Also, employees with strong EI are likely to be in good mood and show the actions of OCB. As a result, they are more aware of the factors that contribute to their positive mindset, which drive them to exhibit OCB.

A chunk of earlier research about organizational politics portrayed politics as a negative phenomenon and discussed its adverse effects on the workplace settings. However, the study of Syed and Khan (2015) accentuated the positive outcomes of organizational politics. PS are also found to be positively related to career success and the results of the empirical research have established a positive linkage between EI and career success. PS are also considered to contribute effectively to decision-making in organizations. Many studies averred the relationship between EI, PS, and work-related outcomes (like OCB, performance, and job satisfaction). For instance, Abbas et al. (2014) found that all work-related effects are much associated with perceived organizational politics. Similarly, the research of Asad et al. (2014) also established a link between EI and perceptions of organizational politics. Syed and Khan (2015) vindicated that political abilities are positively associated with job satisfaction and performance, but inversely related to TI. Given the arguments that PS acted as a bridge between EI and work outcomes, the following hypotheses are put forth:

**H5:** Political Skills mediate the negative relationship between emotional intelligence and turnover intention.

**H6:** Political Skills mediate the positive relationship between emotional intelligence and Job performance.

**H7:** Political skills mediate the positive relationship between emotional intelligence and organizational citizenship behavior.



**Figure 1.** Conceptual Framework

## RESEARCH METHODOLOGY

This research is based on quantitative research paradigm to meet the research objectives for which quantitative data was gathered through questionnaires. Individual employee acted as unit of analysis. The common managerial positions that employees hold in the targeted banking sector were middle and lower level managerial positions such as relationship manager, branch manager, operations manager, cash management officer, consumer loan executive and fraud investigator. The exact total population remained unknown in which a sample of 400 employees was selected through convenience sampling. Across 400 questionnaires distributed, 358 were received back in which 4 responses were discarded as some were incomplete and some were not properly filled. So a total of 354 valid responses were considered for data analyses.

In current research all variables' measures were adopted from literature. EI was the only independent variable of this study whom measure was adopted from the scale abbreviated as Wong and Law Emotional Intelligence Scale (WLEIS) formulated by Wong and Law (2002). There are 4 items for the Use of Emotion (UoE), 4 items for Others' Emotional Appraisal (OEA), 4 items for Regulation of Emotions (ROE) and 4 items for Self-Emotional Appraisal (SEA). So this measure comprised a total of 16 items. The mediating variable political skills' measure was adopted from Political Skill Inventory (PSI) developed by Ferris et al., (2005) containing 18 items. The variable turnover intention's measure having 3 items was adopted from Giorgi (2017), job performance which was assessed by the measure developed by Motowidlo and Van-Scotter (1994) having 24 items. The variable organizational citizenship behavior was valuated through interpersonal and organizational features that were adopted from Dalal (2005). All these measures were evaluated on a 5-point Likert scale.

## RESULTS AND DATA ANALYSES

The demographics of the respondents are drawn in table 1. The details show that majority of the respondents were male (71.5 %) while female respondents constituted a lesser proportion of the total sample (28.5 %). This is primarily due to the socio-cultural barriers that exist in eastern countries, where women still have to struggle to win job opportunities as compared to men. As far as the age of respondents is concerned, 17.5 % of respondents belong to the age group below 25 years, 53.4 % and 27.7 % were in age categories 26-35 years and 36-45 years respectively while there were only 1.4 % respondents having age 45 and above. Regarding education, the data shows that 56.8 % of respondents hold postgraduate qualification while 43.2% of the respondents were graduates. With regards to experience in the banking sector, 19.8 % of the respondents carried experience or length of service less than 5 years. Also 62.4 % and 12.6 % were 5-10 years and 10-15 years experienced respectively and just 5.2 % were such employees whom possessed experience more than 15 years. This summarizes that majority of the respondents were male with relatively high educational level and have reasonable experience in their jobs.



**Table 1.** Profile of Respondents

Demographic	Category	Count	Percentage
Gender	Male	253	71.5%
	Female	101	28.5%
Age	Less than 25	62	17.5%
	26-35	189	53.4%
	36-45	98	27.7%
	45 and above	5	1.4%
Education	Graduate	153	43.2%
	Postgraduate	201	56.8%
Position	Operations Manager	74	20.9%
	Relationship Manager	66	18.6%
	Branch Manager	125	35.3%
	Other	89	25.2%
Working Experience	Less than 5 years	70	19.8%
	5-10 years	221	62.4%
	10-15 years	45	12.6%
	More than 15 years	18	5.2%

**Data Normality**

To check the normal distribution of data, skewness and kurtosis measures were used. As per results drawn in Table 2, skewness and kurtosis values for all variables fall within the acceptable range of +2 to -2 (Syed and Khan, 2015), thus indicating that the data collected was normally distributed.

**Table 2.** Data Normality

Variables	Skewness			Kurtosis	
	Mean	Statistic	St Error	Statistic	St Error
Emotional Intelligence	2.01	0.007	0.149	-0.173	0.297
Turnover Intention	3.22	0.157	0.149	-0.017	0.297
Job Performance	3.01	0.138	0.149	-0.021	0.297
Organizational Behavior	3.14	0.281	0.149	-0.465	0.297
Citizenship					
Political Skill	3.36	0.749	0.149	-0.171	0.297

**Reliability Analysis**

In order to affirm the internal consistency of the scale, reliability analysis was undertaken and tested through Cronbach's Alpha ( $\alpha$ ) test. An  $\alpha$  value greater than or equal to 0.7 is usually considered acceptable and approves that scale is reliable (Hair et al., 2010). The results demonstrated in table 3 shows that all  $\alpha$  values are in the acceptable range.

**Table 3.** Reliability Analysis

Variables	Items	$\alpha$
Emotional Intelligence	16	.794
Turnover Intention	3	.742
Job Performance	24	.776
Organizational Citizenship Behavior	16	.881
Political Skill.	18	.789

**Correlation Analysis**

The correlation analyses are depicted in table 4. The values of correlation coefficient  $r$  for the association of EI with PS, TI, JP and OCB were .542, -.513, .604 and .566 respectively. The association of PS with TI, JP and OCB have values -.628, .659 and .631 respectively. All of these correlations are significant at 0.01 level. The correlation results concluded that all the focal relationships show strong association with each other.

**Table 4.** Correlation Analysis

Variable Name	EI	TI	OCB	JP	PS
Emotional Intelligence	1				
Turnover Intention	-.513**	1			
Org. Citizenship Behavior	.566**	-.653**	1		
Job Performance	.604**	-.728**	.691**	1	
Political Skills	.542**	-.628**	.631**	.659**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

Table 5 shows that all values of tolerance are greater than 0.20 or 0.10 whereas values of VIF are lower than 5. These stats show that data is free from the problem of multicollinearity.

**Table 5.** Variance Inflation Factor and Tolerance Test

Ind Variable	DepVariables	R Square	Tolerance	VIF
Emotional Intelligence	Turnover Intention	0.289	0.681	1.24
	Job Performance	0.371	0.593	1.52
	Org Citizenship Behavior	0.325	0.645	1.46
	Political Skills	0.314	0.674	1.32

**Hypotheses Testing**

In this research, to test the hypothesized relationships regression technique was deployed. The regressions were carried out in two steps. In first, direct relationships were tested (see table 6). The results relating H1 demonstrated

that EI ( $\beta = 0.542, p = .000$ ) has significant impact on PS. So H1 has been accepted. Also, PS has significant relationships with TI ( $\beta = -.628, p = .000$ ), JP ( $\beta = 0.659, p = .000$ ) and OCB ( $\beta = .643, p = .000$ ). Hence H2, H3 and H4 were also accepted. Furthermore, EI has significant relationship with TI ( $\beta = -0.513, p = .000$ ), JP ( $\beta = 0.604, p = .000$ ) and OCB ( $\beta = 0.566, p = .000$ ). So these results provided the way to test the mediation.

**Mediation Analysis**

In the second step of regression analyses, mediating hypotheses were checked through Hayes (2017) i.e. Hayes' Macro PROCESS model 4. Hayes' PROCESS (5000 bootstrapping) was used in each of the mediation case (see table 3). In the first case EI has indirect effect on TI via PS ( $\beta = -.417, LLCI = -0.34, ULCI = -0.47$ ). Regarding the second mediation case EI has also indirect effect on JP via PS ( $\beta = .527, LLCI = 0.27, ULCI = 0.68$ ). In the third and final case EI has indirectly affected OCB via PS ( $\beta = .511, LLCI = 0.43, ULCI = 0.72$ ). The lower and upper levels of confidence intervals in each of these three cases did not show zero. These results approved that PS acted as a mediator in all the three cases. Hence, on the basis of these results hypotheses H5, H6 and H7 were accepted.

**Table 6.** Direct, Total and Indirect Effects: Mediation Effects

<b>EI – PS – TI</b>		<b>B</b>	<b>S.E</b>	<b>t</b>	<b>P</b>
Direct and Total Effects					
EI Regressed on TI (Direct Effect)		-.513	.11	8.17	.000
PS Regressed on TI (Direct Effect)		-.628	.13	7.76	.000
EI Regressed on PS (Direct Effect)		.542	.06	4.01	.000
EI Regressed on TI controlling for PS (Total Effect)		-.417	.18	7.95	.000
Indirect Effect using Bootstrap					
	<b>B</b>	<i>Boot S.E</i>	<b>LL 95% CI</b>	<b>UL 95% CI</b>	
	-.36	.08	-.34	-.47	
<b>EI – PS – JP</b>					
Direct and Total Effects					
EI Regressed on JP (Direct Effect)		.604	.15	11.17	.000
PS Regressed on JP (Direct Effect)		.659	.17	10.03	.000
EI Regressed on JP controlling for PS (Total Effect)		.527	.21	7.43	.000
Indirect Effect using Bootstrap					
	<b>B</b>	<i>Boot S.E</i>	<b>LL 95% CI</b>	<b>UL 95% CI</b>	
	.44	.08	.33	.54	

**EI – PS – OCB**

Direct and Total Effects					
EI Regressed on OCB (Direct Effect)		.566	.12	9.98	.000
PS Regressed on OCB (Direct Effect)		.643	.04	11.02	.000
EI Regressed on OCB controlling for PS (Total Effect)		.511	.10	10.15	.000
Indirect Effect using Bootstrap					

	B	Boot S.E	LL 95% CI	UL 95% CI		
	.49	.06	.43	.72		

Note n = 354. Unstandardized regression coefficients are reported. Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit; Level of confidence for all confidence intervals in output: 95.00

EI= Emotional Intelligence, PS= Political Skills, TI= Turnover Intention, JP= Job Performance, OCB= Organizational Citizenship Behavior

## DISCUSSION AND CONCLUSION

The main purpose of this study was to examine the impact of EI on work behaviors outcomes through the mediating role of PS. The results obtained through the testing of hypotheses are discussed in this section. As per the findings of current study, the direct impact of EI on PS, this analysis largely serves as evidence of H1 being supported. On the other hand PS was also linked positively and significantly with JP and OCB while negatively with TI of banking sector employees in Pakistan. These results provided the basis to accept H2, H3 and H4. Finally, the PS were found to mediate the relationships between EI and TI, JB and OCB. The mediation effects were checked through Hayes MODEL 4. The three mediation effects were tested and the results clearly showed that EI impact TI, JB and OCB not only directly but also indirectly. In other words, EI affects how PS are anticipated which in turn impacts TI, JB and OCB, thus, supporting the last three hypotheses of the study i.e. H5, H6 and H7.

The findings from our study underscore the imperative of fostering conducive work environments by examining the interplay between employees' performance and their inclination to contribute to the existing understanding of performance and turnover dynamics. It also underscores the pivotal role of EI in shaping their JP. These outcomes offer substantial evidence, empowering bankers to preemptively address concerns regarding TI among employees. Such early interventions are crucial to sustain the motivation of banking staff in delivering continuous care to customers.

The results indicated that the impact of EI on enhanced JP occurs not only through direct pathways but also indirectly through the mediating influence of PS within interpersonal relationships. Individuals who possess the ability to effectively harness their emotions for the generation of diverse and adaptable plans for their future, demonstrate enhanced decision-making capabilities, foster creative thinking, and exhibit greater resilience in doing challenging tasks. Such individuals exhibit an adaptability and effectiveness in managing both positive experiences, such as job satisfaction, and negative emotions, including the inclination to quit. Several scholars have consistently proposed a robust negative relationship between EI and the intention to quit, as evidenced by studies (Wong and Law 2002; Falkenburg, and Schyns 2007). Our research aligns with this body of evidence, revealing a significant negative association between EI and intentions to quit. Consequently, organizational members with elevated EI consistently maintain positive emotional states, leading to improved performance when compared to their counterparts who perceive

such emotions as distress and disappointment, thereby failing to attain a commensurate level of fulfillment. Moreover, individuals with high EI are adept at recognizing, managing, and leveraging their emotions to surmount obstacles, cultivate their skills, and ultimately expand their horizons beyond the capabilities of their peers. Additionally, they demonstrate a superior ability to control stress arising from intricate and demanding work environments, effectively mitigating the adverse impact of stressors on their career trajectories.

### ***Theoretical and Managerial Implications***

The present study not only complies with the findings of previous studies but also adds to the literature on EI and PS by expounding on their roles in the organizational scenario. This study provides evidence that the relationship of EI with work-related outcomes includes mediators such as PS, broadening the scope of EI in the organizational context.

This study provided empirical evidence that PS should not be considered an indicator of career success alone, rather it also influences employees' attitudes and behaviours positively. There are substantial social and practical implications for this study. This study supports the notion by providing empirical evidence, that EI training can reduce employees' TI and improve JP and OCB levels. EI will not only enhance the professional skills of the individuals, but it may also help them to bring improvements in their personal lives as well.

### **LIMITATIONS AND FUTURE RESEARCH AVENUES**

The study has some theoretical and practical limitations due to time constraints that are important to mention. The study did not explore the impact of different dimensions of Emotional Intelligence separately on Turnover Intention, Job Performance, and Organizational Citizenship Behavior rather it considered the overall impact of emotional intelligence on some of the work-related variables. Emotional intelligence may be related to many other work attitudes and behaviors such as organizational commitment and perceived justice etc. but this study considered only few of work domains. The results can be generalized to the banking and financial institutions only and not to the other service industry of Pakistan.

Future research can be conducted by studying the impact of different dimensions of Emotional Intelligence on work attitudes and behaviors separately to explore which aspect of emotional intelligence influences the workplace. The relationship between PS is not investigated deeply in the Pakistani organization context; therefore, future research should be conducted to examine the relationship between political skills with work attitudes and behaviors.

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