

**Impact of Emotional Intelligence on Job Performance:
Political Skill as a Mediator**



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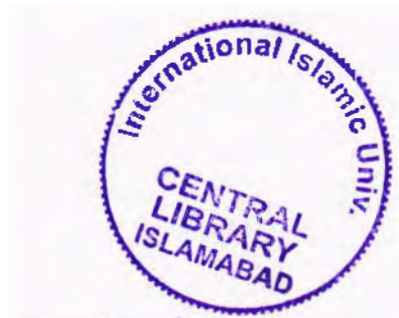
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Accession No TP17303

MS (12)
658-3125
FAI

Employee Evaluation
Employees, Rating of.



Impact of Emotional Intelligence on Job Performance: Political Skill as a Mediator

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
Philosophy/Science in Management with specialization in Management at
the Faculty of Management Sciences
International Islamic University,
Islamabad

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December, 2016



In the name of Allah, the most merciful and beneficent

DEDICATION

I dedicate this thesis to my parents, and my supervisor whose support has
enabled me
to complete this research study successfully

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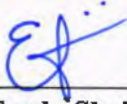
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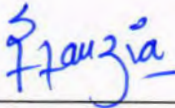
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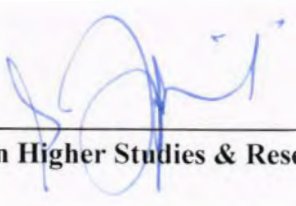
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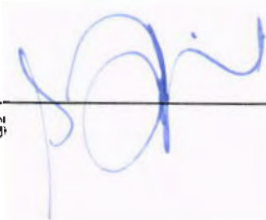
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FORWARDING SHEET

The thesis entitled “Impact of Emotional Intelligence on Job Performance: Political Skill as a Mediator” submitted by Mr. Asaad Salam Farooqi as partial fulfillment of MS degree in Management Sciences with specialization in Management, has completed under my guidance and supervision. The changes advised by the external and the internal examiners have also been incorporated. I am satisfied with the quality of student’s research work and allow him to submit this thesis for further process as per IIU rules & regulations.

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Abbreviations

EI= Emotional Intelligence

PS=Political Skill

JP=Job Performanc

ABSTRACT

This study examined the process of impact of emotional intelligence (EI) on employee job performance. The political skill is taken as a mediator. The political skill framework is applied for the first time to study the influence of emotional intelligence (EI) on employee's job performance. The descriptive design was used through questionnaire survey. A convenient sampling technique was used by administering standardized questionnaires personally to 400 employees working in cellular companies of Pakistan in two major cities (Rawalpindi/Islamabad) of Pakistan. Data was analyzed by using SPSS version 22 and it was found that political skill partially mediates the relationship between emotional intelligence and job performance, and both (emotional intelligence & political skill) have significant impact on job performance. Major limitation relates to the cross sectional approach and according to the future recommendation impact of political skill on work behaviors/attitudes turnover intentions (job performance, job satisfaction etc) should/may have been taken into consideration.

Key Words: Emotional Intelligence, Job Performance, Political Skill

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Chapter 1

INTRODUCTION

Chapter 1 details about introduction and background, research gap, research questions, research objectives and the significance of the study. The next paragraphs will discuss the introduction of the study.

1.1. Introduction of the Study

Career growth depends more on social factors than on actual performance (Munyon et al., 2014). Emotional intelligence lead towards personal and social dimensions which are important for doing daily functions (Asha & Krishnan, 2016). Emotional intelligence is the human mental ability that enables human to think logically to understand other emotions. Emotional intelligent individuals regulate their emotions effectively (Vratskikh et al., 2016). Although emotions and cognition were two different terms in past but in present era both these are closely associated with each other (Cobo, Cabelo, Berrocal, 2016). Although emotional intelligence means to understand one's own emotions, then other emotions and to guide others by using such knowledge but not in negative form (Osisioma, Nzewi, Nnabuiife, 2016).

Emotional intelligence has not only limited to effective job performance but it also has an impact on the person's private life. Also emotional intelligence is the combination of the emotional and intellectual intelligence (Durrani & Cheema, 2016).

Emotions play important role in developing personality. It varies from person to person according to age (Singh & rajni, 2016). The next paragraphs will discuss background of the study.

1.2. Background of the Study

Emotions are complex in nature including behavioral and psychological factors (Vahidi, Namdar, Areshtanab, Bostanabad, 2016). One method of creating various analysis contributions to separate them into totally different areas in line with the characteristics they studied. In 1990, Salovey and Mayer planned that these skills created up a unitary emotional intelligence.

It is found out that the distinction between a merely sensible person and an excellent manager depends upon emotional intelligence (Salovay & Mayer, 1993). Turner (2004) argued that emotional intelligence is part of total intelligence. Intelligence quotient (IQ) is the ability of understanding things with logic and emotional intelligence is to judge one's own and others emotions.

Weiss & Cropanzano (1996) stated that emotions have the great impact on performance at work place. So emotional intelligence explains who and what factors in which "who" refers to select the suitable person for a job and "what" refers to find out ultimate solutions of the organizational problems for achieving organizational objectives. Political skill on the other hand explains when, where and how factors in which "when" indicates the right time to guide employees or solve their query, "where" indicates the suitable environment to learn from their seniors and "how" indicates to draw out the strategy to handle weaknesses of employees and for the betterment of the entire organization.

Cote and Miners (2006) are of the view that emotional intelligence is the only key which helps to judge employee performance and it is the basic element for achieving organizational targets. Goleman (1995) says that Emotional Quotient has

more importance than Intelligence Quotient because emotionally intelligent person has the ability to access, control and manage one's and other's emotions. Lam and Kirby (2002) are of the view that importance of emotional intelligence cannot be denied in achieving individual and organizational performance, hence organizations are focusing on it now a days. They also found out that emotional intelligence increases performance and productivity at work-place. Semadar, Robins and Ferris (2006) say that high political skill leads to high job performance in effective and in efficient manner.

Ashkanasy and Daus (2005) and Giardini and Frese (2006) say that despite the fact that emotional intelligence has been intensively studied but some aspects are still under researched. Giardini and Frese (2008) and Mayer, Salovey and Caruso (2008) said that the use of one's own emotions and to understand emotions of others and guide them effectively can only be done through emotional intelligence.

Meisler (2014) is of the view that future studies must focus on exploring importance of political skill by taking it as mediator between emotional intelligence and job outcomes like job satisfaction, job commitment and job performance. The next paragraphs will discuss research gap and rationale of the study.

1.3. Research Gap and Rationale of the Study

Jordan and Troth (2011); Wong and Law (2002); Sy et al (2006); Carmeli (2003) all are of the view that emotional intelligence have positive impact on turnover intentions. Higgs (2004) says that good job performance to a large extent depends upon emotional intelligence of a person. Shamsuddinn & Rahman (2014) find out that a study in a call centers indicated that emotional intelligence was strongly associated

with job performance. A number of studies indicate that emotional intelligence has strong relationship with work out comes (Carmeli, 2003; Law et al., 2004; O'Boyle et al., 2010). However few researchers examined relationship between emotional intelligence and political skill with regard to effective individual and organizational performance (Mintzberg, 1983; Pfeffer, 1983). Emotional intelligence is the key to improve job performance (Arnold, 2005; Jennings & Greenberg, 2009; Rohana, Kamaruzaman, & zanariah, 2009; Najmuddin, Noriah, & Mohamad, 2011). Emotional intelligence has positive relation with job performance (Bachman, Stein, Campbell, & Sitarenios, 2000; Prati, Douglas, Ferris, Ammeter, & Buckley, 2003; Wong & Law, 2002).

Meisler (2014) suggested that future research must discover importance of political skill and its role as a mediator between emotional intelligence and work outcomes like job satisfaction, job commitment and job performance. Inresponse to the call of Meisler (2014), the current study intends to examine the relationship between political skill, emotional intelligence and job performance and to fill up the gap identified by theorists. This type of study may assist in understanding how political skill effects employees job performance. The next paragraph will discuss the theoretical foundation.

1.4. Theoretical Foundation

The theory of emotional intelligence supports the model of current study (Salovay & Mayer, 1990). This theory is build up of four factors named as perception, use, understanding and management of emotion. It means to know one's own and other emotion and to guide other by using of emotion which ultimately strengthens the relationship between manager and employee.

The four factors leads to enhance political skill in a way that when a manager is aware of and understand others emotions, he is more likely to utilize this knowledge to achieve organizational goals. This means that the four fundamental factors of emotional intelligence are fundamental for becoming emotionally intelligent. But how these abilities are to be utilized in a work place remains to be explored (Brackett et al., 2006).

Another concept closely related to emotional intelligence is political skill. Political skill is described as effectively observed others at work place and to use such knowledge to influence others to enhance employees abilities and achieving organizational objectives (Ferris et al., 2005). This definition explains that political skill enables a person that when, where and how to use such knowledge for an effective outcome.

Referring to our conceptual framework the emotional intelligence enable a person to be aware of his own and other emotion and also to use this knowledge to build relationship (Brackett et al., 2006). How these relationship can be utilized for effective management is based on his political skill which identify that how, when and where to use this knowledge. In other words political skill is the mechanism through which emotional intelligence factors are executed in a work-place for effective outcome.

The third and dependent variable is job performance which consist of task and non task performance (Campbell, 1990). Task performance is build upon competencies, skills and abilities that help to perform the assigned tasks. The assigned task are those task for which an employee is hired for. Whereas non task performance are those tasks that are not the part of job contract. But they support the smooth

functioning of an organization. It is also known as contextual performance (Campbell, 1990). For non task performance a person needs to be aware of other needs and problems which can not be done without having emotional intelligence and in order to resolve the needs and problems of others that also need political skill.

Based on the previous research we build the following frame work of this study which consist of emotional intelligence as independent variable, political skill as mediating mechanism and task and non task performance (job performance) as dependent variable.

The next paragraphs will discuss the problem statement.

1.5. Problem Statement

Various researchers claimed that emotional intelligence leads towards high job performance. Mayer et al (2000) is of the view that emotional intelligence leads to high job performance (task and contextual) and Shahzad et al., (2010) is of the view that self-directed, self-motivated and self-managed individuals always have an edge over those who lack these characteristics, yet no attention is being given to emotional intelligence of employees at the time of hiring.

The emotional intelligence of an individual paves the way for acquiring political skills. This suggests that emotionally intelligent individuals have greater capability to achieve political skill which eventually leads to high job performance (Salovay& Mayer, 1990). The research suggests that political skill plays a key role in job performance (Braddy and Campbell, 2014). Also political skill as a mediator in relationship between emotional intelligence and job performance has not been seen yet (Meisler, 2014). Therefore it is essential to examine and highlight factors that

contribute to high job performance. Hence based on the above discussed gaps this study comes up with the following problem statement.

“To what extent emotional intelligence influence job performance with the mediating role of political skill in the cellular companies of Pakistan”. Based on the research gap the research questions will be developed in next paragraph.

1.6. Research Questions

This research examines that how emotional intelligence effects on job performance. Additionally it examines the mediating role of PS between EI and JP. The analysis queries are as below;

1. Is there any significant relationship between emotional intelligence and job performance?
2. Is there any significant relationship between emotional intelligence and political skill?
3. Is there any significant relationship between political skill and job performance?
4. Is political skill act as a mediator between emotional intelligence and job performance?

Through the above questions following objectives of the study are to be achieved.

1.7. Objectives of the Study

Following are the objectives of this study

1. To examine the relationship between emotional intelligence and job performance.

2. To examine the relationship between emotional intelligence and political skill.
3. To examine the relationship between political skill and job performance.
4. To examine the mediating role of political skill between emotional intelligence and job performance.

The next paragraph will discuss the significance of the study.

1.8. Significance of Study

1.8.1 Theoretical Contribution

This is an addition in the literature of emotional intelligence and political skill because according to the literature it is under researched. Therefore this research is a valuable contribution in the literature of emotional intelligence and job performance.

Also this research is a valuable contribution in the literature of emotional intelligence and job performance relationship. The next paragraph will discuss the practical contribution of the study.

1.8.2 Practical Contributions

This study has also practical contributions. As it is essential for the managers to understand the important role of emotional intelligence and political skill for enhancing job performance (task & contextual). Therefore the findings of this study will enhance their understanding of the topic in order to increase the job performance. By understanding this they can train and command their subordinates in an effective and efficient way. It will also contribute in the way that how the political skill is important in behaving with staff intelligently and emotionally and how emotional

intelligence, job performance and ultimately achieving organizational objectives depend upon correct usage of political skill.

The next paragraph will represent the organization of the study.

1.9. Organization of Study

This study consists of five chapters, Chapter 1 details about the introduction and background of the study, research gap, problem statement, research questions, research objectives and significance of the study. Chapter 2 details about literature review of the variables, hypothesis development and conceptual framework of the study. Chapter 3 details about research design, population and sample size, measuring instruments, data processing and analysis. Chapter 4 details about the findings and results. Chapter 5 details about discussions and conclusion.

The next chapter will discuss the literature review of the study.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

Chapter 2 details about literature review of the variables, hypothesis development and conceptual framework of the study. The next paragraphs will discuss the emotional intelligence. That is independent variable of the study.

2.2. Emotional Intelligence

Emotional intelligence is the first and independent variable of the study. Emotional intelligence is gaining importance day by day because it is the need of 21st century with respect to firms (Mann & Kaur, 2012). Without this managers are unable to understand the feelings of staff and to respond accordingly (Salovey & Mayer, 1993). Emotional intelligence helps managers to use political skill effectively and these both ultimately lead towards job performance (Salovey & Mayer, 1995).

Salovey & Mayer (1990) introduced the concept of emotional intelligence and noted that it is very different from the general intelligence. Moreover they are of the view that emotional intelligence all about knows one's own emotions and other and by using this to treat other accordingly and effectively. Emotional intelligence is important in a way that it leads to mental well being because mental well being of a leader, manager is very important to guide his team or subordinates. It is also important in a way that if manager do not understand the emotions of employees then he can't understand their feelings and ultimate no manager-employee relationship will be built. The use of emotional intelligence leads towards achievement (Mayer &

Salovey, 1993). Emotional intelligence could be a new plan that has been a part of interested students, especially in psychological science and management. Behbahani (2011) says that it is now standardized as a kind of intelligence which has an actual understanding of the emotions of the self and therefore the emotional conditions of others. Goleman (1995) defines it as intelligent usage of emotions within the manner the individual will increase his or her behaviors and thoughts so as to realize his or her goals.

Emotional intelligence in work setting could be a multi-dimensional part (Goleman, 1998). It helps the managers to know the emotional state of other and to act accordingly for the benefit of individuals and for organization. It also helps the managers to develop good relationship with employees because manager-employee strong affiliation is very necessary for organizational success. This all can only be possible by using emotional intelligence at right time and at right place.

EI has its origins within the thought of “social intelligence” that was first introduced by Thorndike in 1920. Emotional intelligence is social intelligence in a way that when manager judge employees after understanding their emotions then they interact with the employees to guide them and in this managers do not ignore the element of empathy. This thing builds good relationships, increases motivation and leads employees towards personal and organizational success. The next paragraphs will discuss the ability model of emotional intelligence.

2.2.1. Ability Model of Emotional Intelligence

According to Salovey and Mayer (1990), there are three main models of EI:

- a) Ability model

- b) Mixed models
- c) Trait model

Ability model of emotional intelligence was introduced by (Salovay & Mayer, 1990). As the name indicates that it is the person ability to understand his/her own emotions, other emotions, regulation and use of emotions. The following are the four dimensions of this model.

2.2.1.1. Appraisal and Expression of Emotion in the Self (Self-Emotional Appraisal)

Self appraisal of emotions means the capability of an individual to know his own emotions in order to guide others effectively.

2.2.1.2. Appraisal and Recognition of Emotion in Others (Others' Emotional Appraisal)

Other appraisal of emotions means to understand the emotions of others, consequently guide individuals effectively and efficiently.

2.2.1.3. Understanding of Emotions

Regulation of emotions means to respond to others emotions in a way that is socially tolerable and also includes the ability to delay spontaneous reactions when needed.

2.2.1.4. Use of Emotion

It means the individual ability to use his own's emotion or other's emotion in order to achieve desired outcome.

The next paragraph will discuss the mixed model of emotional intelligence.

2.2.2. Mixed Model

Goleman (1998) states that mixed model of emotional intelligence consists of emotional intelligence as well as different personality traits. These include the person's or manager ability to know himself, his own strength and weaknesses, the ability to adjust according to the environments, the ability of self-motivation to keep motivating staff or others, the ability to show love and care to others or employees, the ability to be socially warm and to meet others, employees or staff open-heartedly and attend to their problems with kindness and patience and then solve accordingly.

The following paragraph will discuss the trait model in detail.

2.2.3. Trait Model

K.V Petrides (2001) explained trait model of emotional intelligence as a manager's ability to his own emotional perceptions and by using this to guide employees, staff or other for their benefit and ultimately achieving organizational objectives. The next paragraphs will discuss the job performance.

2.3. Job Performance

Job performance is the hall mark of organizational success in line with (Oswald et al, 2007) and (Appelbaum et al, 2008) as cited by (Smith & Segal, 2012) stated that performance of an employee can only be effective when he or she will follow organizational rules and ethics. Oswald et al (2010) explained job performance as the worker attitude towards others and his or her work at organization. However, Faulkner et al (2007) as cited by Watson and dawdler (2010) says that it the cluster of activities which the employees perform and it is expected from employees to do in effective and in timely manner in order to attain firm goals.

There are two types of job performance “task and contextual” performance. These overall performance at organization totally depends on emotional intelligence and political skill because emotional intelligences assist manager to understand emotions of others, employees or staff and political skill of a manager assists to execute activities and to observe employees at work-place in order to guide them for their betterment, effective job performance and ultimately attaining organizational goals.

Furthermore, task performance is the process of converting of raw materials into finished goods through using of technical skills while contextual performance basically means the skill of individual which he/she uses to build firm social networks and also to create environment which supports the operations of task performance. For this purpose Campbell (1990) introduced a model having eight points. Out of eight, five are specifically associated with the task performance like task specific behavior, non task specific behaviors, effective communication whether it is oral or written, leadership skills, effective management.

Contextual performance is much diverse construct from task performance unrelated to task specific behavior. To understand this Borman and Motowidlo (1993) explained contextual behavior as the person willingness to perform the activities which are not listed in the job description.

These two types “contextual and task performance” (task specific behavior, non task specific behavior), depends on emotional intelligence and political skill because emotional intelligence enable to understand emotions and political skill enables to execute activities at workplace at right time and at right place in order to be efficient and effective to do job with its utmost performance.

Werner (2000) is of the view that individual efforts when with the objective to build social relationship or network for the organization turned into contextual performance. Furthermore task performance is the process of converting raw material into finished products by using technical skills (Van Scotter, 2000). Integration of both task and contextual performance is necessary for achieving organizational objectives (Borman and Motowidlo, 1993). Education level, race, skills all these types of demographics have a strong impact on job performance (Judge and Ferris, 1993).

Motivation and responsibility are very necessary factors for various tasks in an organization. Tasks can only be done efficiently and effectively when there will be good supervision and the motivation factor will be included. While the contextual performance is effective only when the manager will be socially warm and extrovert in nature. Because for building social network the extrovert skill of a manager is very necessary to achieve organizational objectives (Borman and Motowidlo, 1993).

The next paragraph will detail about political skill.

2.4. Political Skill

Political skill is very essential element to achieve success in organizations (Pfeffer, 1981). Mintzberg (1985) conceptualized organizational politics as the hallmark of organizational success. Political skill is defined as the ability to effectively observe others at work, and to use such information to influence others to act in ways through which one's personal and organizational objectives can be achieved. The next paragraphs will discuss the dimensions of political skill.

2.4.1. Dimensionality of Political Skill

Political skill is emerging as a essential element for effective job performance.

political skill comprise of four major dimensions. these dimensions include social astuteness, social influence, networking ability and apparent sincerity and are discussed below in detail.

2.4.1.1. Social Astuteness

People having social astuteness are keen observers of behaviors of others and having this skill they manage people easily and in an effective way to achieve organizational goals (Pfeffer, 1992).

2.4.1.2 Interpersonal Influence

Pfeffer (1992) is of the view that the managers who have strong influencing ability can handle and manage employees effectively. This strong and proper interaction with the employees individually or in group can lead the firm towards success and employees can get benefit to improve their professional and personal skills.

2.4.1.3 Networking Ability

Pfeffer (1992) is of the view that the managers who are socially warm and extrovert in nature are very helping for the organization because they are expert in building relations with the employees inside the company and with the people outside the organization.

2.4.1.4 Apparent Sincerity

Politically masterly people bears high level of sincerity because the manager can only be having strong political skill only when he is sincere with the employees and his focus will be on achieving organizational goals (Pfeffer, 1992).

These four dimensions of political skill make manager politically skilled because if the manager is emotionally intelligent and if he or she not use political skill then there is no advantage of being emotionally intelligent. Because knowing others emotions is not enough. It needs to build rapport with employees after observing for their better guidance and to achieve organizational goals. Apparent sincerity is the most important dimension in this regard because without sincerity there is no political skill. Ultimately there will be no observation, guidance, relationship between managers and employees and achieving organizational goals (Pfeffer, 1992).

The next paragraph will discuss the emotional intelligence and job performance.

2.5. Emotional Intelligence and Job Performance

Emotional intelligence improves people's job performance (Ganji, 2011; Hasanzadeh, 2009). Additionally, what's of predominant importance within the method of job performance is facilitating the communication inside organization that is another hall mark of emotional intelligence (Ganji, 2011). Its role is to manage staff effectively coaching and therefore monitor the performance of organization inside the organization. The emotional intelligence helps managers in making decisions at workplace at right time and at right place in order to achieve objectives. Mayer et al (2004) is of the view that effective job performance is possible due to emotional intelligence. As a result of the influence of emotional intelligence on work life, individuals ultimately become "star performers". Devilliers (2004) examined study to see the impact of emotional intelligence on job performance with the sample size of 200 employees of call centre industry. The next paragraphs will discuss the emotional intelligence and political skill.

H1= Emotional intelligence is positively related to job performance.

2.6. Emotional Intelligence and Political Skill

Emotional intelligence explains who and what factors in which “who” indicates to find out the suitable person to be promoted or to be hired and “what” indicates to find out the problems inside the firm and their ultimate solutions for achieving organizational objectives. While political skill explain when, where and how factors in which “when” indicates the right time to guide employees or solve their query, “where” indicates the suitable environment to learn from their seniors and “how” indicates to draw out the strategy to handle weaknesses of employees and for the betterment of the entire organization (Goleman, 1998). Managers who are emotionally stable well manage their staff and lead the firm towards effectiveness and achieving organizational objectives than the managers who are not well emotionally. While as for as concern about political skill, the manager who have good political skill can observe employees and then guide well for betterment of employees and ultimately organizational objectives are achieved. But this situation is reverse when the managers have weak political skill.

Current analysis suggests that EI additionally affects job performance. In line with Mayer & Salovey (1997), showing emotional intelligent people can handle situation well in organization and can perform better in stress situation than the manger that are not well emotionally.

Ferris et al (2005) is of the view that observing other employees in organization and then guiding them is very important for achieving firm goals. The manger who has good political skill can build relations inside with employees and

with the people outside the organization. The next paragraphs will discuss the relationship between political skill and job performance.

H2= Emotional intelligence is positively related to political skill.

2.7. Political Skill and Job Performance

Political skill represents the capability to perceive people and things at work, and to bear upon such knowledge is to influence others in order that goals may be accomplished (Ferris et al, 2005). Effective job performance is only possible due to using political skill at right time at right place (Ferris et al, 2005). Effective management is possible only due to using political skill (Andrews et al, 2009).

The manager who have good political skill Achieve organizational objectives easily and effectively. Emotional intelligence of a manager improves political skill and then it provides ease to guide staff for good performance at work-place and for achieving organizational goals (Ferris et al, 2005).

Emotional intelligence is distinct from political skill in a way that emotional intelligence is the person ability to know own's emotion and others emotion and by using that thinking to guide employees for their betterment and for achieving organizational objectives. It basically includes self emotion appraisal, other emotion appraisal, management and use of emotion (Salovay & Mayer, 1993). Whereas political skill is effectively observing and understanding others at work and to use such knowledge to influence others to act in ways that lead towards employees betterment and achieving organizational objectives (Ferris et al., 2005).

Ferris, Perrew, Anthony, and Gilmore (2000) says that "political skill as well as emotional intelligence are two effective predictors of performance across a broad

array of jobs” and same perception about political skill by (Blickle et al, 2011); (Ferris et al, 2005); (Jawahar, Meurs, Ferris, & Hochwarter, 2008). The managers who have good political skill have the ability to know the hidden emotions of the employees. Infact they are master in reading faces of the staff. Also these managers have the ability to develop good relations with the staff inside the organization and with the people outside the organization. Several studies Blickle et al (2011); Hochwarter et al (2007); Jawahar et al (2008) , Bing, Davison, Minor, & Frink (2011) says that political skill have positive impact on performance of employee at organization. Apart from this political skill is important when it is implemented at right time and at right place and ultimately it leads towards effective performance by staff at work-place (Blickle, Ewen, Plies, & Günther, 2012); (Blickle, Wendel, & Ferris, 2010) ; (Brouer, Harris & Kacmar, 2010) ; (Harris, Kacmar, Zivnuska & Shaw, 2007).

H3= political skill is positively related to job performance.

The next paragraph will discuss the mediating role of political skill.

2.8. Mediating Role of Political Skill

According to Frazier et al (2004) an employee emotional intelligence is effective only when political skill of a person is evaluated, perceived and indirectly affects the work outcomes like job performance. Hence, it is suggested to explore mediating effect of political skill on the relationships between emotional intelligence and the outcomes like job performance. According to Meisler (2014) not so much attention has been paid to exploring the relationship between EI and job performance. Moreover, this study according to Meisler (2014) suggested that importance of political skill must be highlighted in future as a mediator between emotional intelligence and job commitment, job satisfaction. Various researchers studied the

relationship between emotional intelligence and job performance but not taken political skill as a mediator (Boyle et al., 2011). Researchers also studied the impact of emotional intelligence and political skill on trust being employee rapport but however political skill as a mediator not seen yet (Rubab et al., 2015).

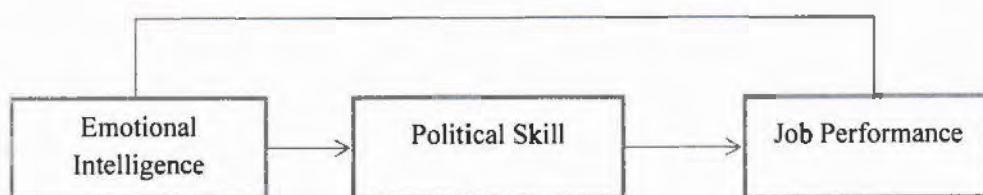
H4=Political skill mediates the relationship between emotional intelligence and job performance.

The next paragraphs displays list of variables.

2.9. List of Variables

Independent variables	Mediator	Dependent variables
Emotional Intelligence	Political Skill	Job Performance

2.10. Schematic Diagram of Theoretical Framework:



2.11.Hypotheses:

H1= Emotional intelligence is positively related to job performance.

H2= Emotional intelligence is positively related to political skill.

H3= political skill is positively related to job performance.

H4=Political skill is positively related with emotional intelligence and job performance.

The next paragraphs will discuss the definitions of all concepts used in this research.

2.12 Definitions of the Concept:

Emotional Intelligence	Emotional intelligence is capability to know one's own and other emotions to know the difference and to use such thinking to guide other in achieving organizational objectives. (Salovey & Mayer, 1997).
Emotional Perception	The ability to know emotions in faces, pictures, voices as well as the flexibility to spot one's own emotions.
Using Emotions	The ability to harness emotions and apply them to tasks like thinking and problems solving (Salovey & Mayer, 1997).
Understanding Emotions	The understanding of one's own and other feelings. Understanding emotional messages and the actions associated with them is one important aspect of this area of skill (Salovey & Mayer, 1997).
Managing Emotions	The ability to manage emotions including the ability to regulate one's own emotions and the ability to cheer up or calm down another person (Salovey & Mayer, 1997).

Job Performance	(John P. Campbell, 1993) describes job performance as to check that an individual performs good at workplace or not in order to achieve the firm objectives.
Political Skill	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 and/or organizational objectives.
Social Awareness	According to Ferris et al (2005) observing and guiding employees are very crucial for their betterment and for attaining organizational goals.
Interpersonal Influence	According to Ferris et al, (2005) motivation is the tool by which manager use by motivating employees for their better performance and achieving organizational objectives.
Networking Ability	According to Ferris et al, (2005) manager can only build relationship when he will be self-motivated personality and socially warm.
Sincerity	According to Ferris et al, (2005) the manager who is sincere handle employees effectively and efficiently and its provide ease for attaining organizational goals.

The next chapter will discuss the research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

Chapter 3 details about research design, population and sample size, measuring instruments, data processing and analysis. The next paragraph will discuss the research design.

3.2. Research Design

In line with the study objectives, the cause and effect relationship will be developed to see the effect of independent variable on the dependent variable. For example, effects of emotional intelligence (independent variable) and political skill (mediating variable) on job performance (dependent variable). Therefore; data collection and analysis for further interpretation and recommendations will be made possible through the following means and procedures. The questionnaire will be filled by the respondents for getting first-hand response and no artificial setting will be introduced in the natural settings of the organization. This research is cross-sectional and the data filled in questionnaire by respondents for only one time. The next paragraph will discuss the population and sample.

3.3. Population and Sample

This research is based on the managers of the cellular companies (Zong, Warid, Ufone, Mobilink and Telenor) located in the twin cities of Islamabad and Rawalpindi. The recommended sample size is 350. It has been increased to 400 in view of non-response and missing data issue. Another advantage of such an amplified

sample size will be of increased generalizability of the study. Convenient sampling technique was applied. The next paragraph will discuss the measuring instruments.

3.4. Measuring Instruments:

Emotional Intelligence (Independent Variable)

The emotional intelligence questionnaire consisted of 16 items scale of (Wong & Law, 2002). The questionnaire was distributed personally to the participants among cellular companies in twin cities including Rawalpindi as well as in the federal capital city of Islamabad. For sample selection convenient sampling technique was used. The respondents were asked to record their responses on 5-point scale regarding each study variable ranging from 1 (strongly disagree) to 5 (strongly agree). The data was collected by managers in cellular companies.

Political Skill (Mediator)

The political skill questionnaire consisted of 18 items scale of (Ferris et al., 2005). The questionnaire was distributed personally to the participants among cellular companies in twin cities including Rawalpindi as well as in the federal capital city of Islamabad. For sample selection convenient sampling technique was used. The respondents were asked to record their responses on 5-point scale regarding each study variable ranging from 1 (strongly disagree) to 5 (strongly agree). The data was collected by managers in cellular companies.

Job Performance (Dependent Variable)

The job performance questionnaire consisted of 14 items scale of (Borman&

Motowidlo, 1993). The questionnaire was distributed personally to the participants among cellular companies in twin cities including Rawalpindi as well as in the federal capital city of Islamabad. For sample selection convenient sampling technique was used. The respondents were asked to record their responses on 5-point scale regarding each study variable ranging from 1 (strongly disagree) to 5 (strongly agree). The data was collected by managers in cellular companies. The data was self-reported by managers themselves. The data which was self reported when tested has weak relationship with emotional intelligence in the past research (Brackett & Rivers, 2006).

The next paragraph will discuss the data processing and analysis.

3.5. Data Processing and Analysis

SPSS (version 22) is used to analyze data. For sample descriptions, description statistics shall be obtained. Regression, mediating regression and correlation analysis will be conducted to explore the correlation among variables. Next chapter will explain data analysis on the basis of quantitative data of research which was gathered through distributing and filling up of questionnaires. The next chapter will discuss the data analysis and discussion.

Chapter: 4

RESULTS AND ANALYSIS

4.1 Introduction

Chapter 4 details about the findings and results. The next paragraph will discuss the result analysis.

4.2. Results and Analysis

The population of the study was employees/managers of cellular companies (Zong, Warid, Mobilink, Ufone, and Telenor). The sample was limited to managers of cellular companies (Zong, Warid, Mobilink, Ufone, and Telenor) in Rawalpindi/Islamabad of Pakistan. The total forms distributed were 400, out of which 350 forms were of use making 87% of recorded response as useful. The next paragraph will discuss the demographic data.

4.3. Demographic Data

This table no 1 is based on the demographics and the number of male respondents were more than the number of female employees. About 55 percent respondents were unmarried. More respondents fall into the age from 26 years to 43 years.

Demographic Sample Profile

Age	percentages
20-25	17
26-30	39
31-35	20

36-40	14
41-45	6
46 & above	4

Marital Status

Married	45
Single	55

Gender

Male	73
Female	27

Qualification

Bachelor	35
Master	65
MS/M.phil	10

The next paragraph will discuss the correlation analysis.

4.4 Correlation Analysis

Table:1 Mean, Variance, Reliability and Correlations

	MEAN	STD.D	MEAN	STD.D	EI	PS	JP
EI	3.40	.743			(.87)		
PS	3.5	.524			.69(**)	(.80)	
JP	3.64	.660			.69(**)	.65(**)	(.89)

** Correlation is significant at the 0.01 level (2-tailed). N=350, alpha values in parenthesis..

We calculated for each variable's mean and variance, and created a hypothesis test all the variables used within the statistic matrix. Mean, variance, reliability, and for analysis of all the correlation between scales shown in Table 2. The complete

structure of the variables analyzed using Cronbach's alpha reliability scores, and tested Cronbach's alpha values of all variables recommended (Nunnally, 1978), and (Ndubisi, 2006), scores of Emotional Intelligence (.868), Political skill (.797) and Job Performance (.890). Analysis of Table 2, reveals that Emotional Intelligence, Political skill and Job Performance are significantly correlated with each other as $P < 0.01$ level. The next paragraph will discuss that whether demographic variables have an impact on an job performance.

4.5 Demographics Variables

Table 2: Demographics Variables

Model	Coefficients ^a				Sig.
	Unstandardized Coefficients		Standardized	t	
	β	Std. Error	Coefficients Beta		
(Constant)	3.538	.198		17.843	.000
Gender	-.014	.080	-.011	-.180	.86
Age	-.124	.085	-.145	-1.453	.147
Qualification	.005	.058	.005	.081	.936
Experience	.188	.072	.27	2.607	.010

a. Dependent Variable: JP

The values shows that age, gender, qualification has no impact on job performance but according to this table experience has an impact on job performance but when experience was added into equation with emotional intelligence then its values became insignificant. So all the demographics have no impact on job performance. No significance in the study.

4.6 Regression Analysis

Linear regression analysis was conducted to test Emotional Intelligence as a predictor on Job Performance and Political skill as a mediator within the relationship

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between Emotional Intelligence and Job Performance. The next paragraphs will discuss the impact of emotional intelligence on job performance.

4.6.1 Main Effect Regression Analysis (Emotional Intelligence on Job Performance)

Table 3: Effect of emotional intelligence on job performance

		Coefficients ^a				R ²	
Model		Unstandardized Coefficients		Standardized Coefficients	T		Sig.
		B	Std. Error	Beta			
1	(Constant)	3.486	.066		53.078	.000	
	Experience	.105	.037	.149	2.816	.005	
2	(Constant)	1.480	.121		12.220	.000	
	Experience	.052	.027	.075	1.942	.053	
	EI_2	.614	.034	.691	17.997	.000	

- a. Dependent Variable: JP
- b. Independent Variable: EI
- c. N=350

Table 3 shows the regression analysis between Emotional Intelligence and Job Performance. Results showed that the Emotional Intelligence (independent variable) contains a significant result ($p < 0.05$) on Job Performance the (dependent variable) and ($\beta = 0.691$). The β value of H1 shows that one unit increase in Emotional Intelligence would bring 69.1 % increase in Job Performance. The result provided adequate proof to support H1. The R2 value of this model is (0.47) that suggests that independent variable has explained 47% variance in Job Performance. It also shows that experience which is demographic variable has no impact in relationship between emotional intelligence and job performance.

The next paragraphs will discuss the impact of emotional intelligence on political skill.

4.6.2. Effect of Emotional Intelligence on Political Skill (Mediator)

In order to test hypothesis 2 means of independent variable i.e. emotional intelligence (EI) and political skill (mediator) entered. Political skill (mediator) entered as dependent variable.

Table: 4 Regression Analysis of Emotional Intelligence Effect on Political Skill (Mediator)

		Coefficients ^a			T	Sig.	R ²
Model		Unstandardized Coefficients		Standardized			
		β	Std. Error	Coefficients Beta			
1	(Constant)	3.40	.052		64.730	.000	.47
	Experience	.062	.030	.112	2.095	.037	
2	(Constant)	1.806	.097		18.5	.000	
	Experience	.021	.022	.037	.955	.340	
	EI_2	.485	.027	.69	17.691	.000	

- a. Dependent Variable: JP
- b. Independent Variable: EI
- c. N=350

Table 4 shows the regression analysis between Emotional Intelligence as independent variable and Political skill (mediator) as dependent variables. The result indicates that the Emotional Intelligence had a big result ($p < 0.05$) on political skill ($\beta = 0.69$). The β value of H2 shows that one unit increase in Emotional Intelligence would bring 69% increase in political talent. The result provided a adequate proof to support H2. The R2 value of this model is (0.47) which suggests that independent variable has explained 47% variance in political skill. It also shows that experience which is demographic variable has no impact in relationship between emotional intelligence and job performance. The next paragraphs will discuss the impact of political skill on job performance.

4.6.3. Effect of Political Skill (Mediator) on Job Performance

In order to test hypothesis 3 means of political skill (mediator) entered as independent variable and job performance entered as dependent variable.

Table: 5 Regression Analysis of Political Skill (Mediator) on Job Performance

		Coefficients ^a			T	Sig.	R ²
Model		Unstandardized Coefficients	Standardized Coefficients				
		β	Std. Error	Beta			
1	(Constant)	3.486	.066		53.078	.000	.41
	Experience	.105	.037	.149	2.81	.005	
2	(Constant)	.745	.182		4.105	.000	
	Experience	.055	.029	.078	1.903	.058	
	PS_2	.808	.051	.641	15.71	.000	

- a. Dependent Variable: JP
- b. Independent Variable: EI
- c. N=350

Table 5 shows the regression analysis between political skill (mediator) as independent variable and job performance as dependent variables. The result indicates that the political skill (mediator) had a significant impact ($p < 0.05$) on job performance ($\beta = 0.64$). The β value of H3 shows that one unit increase in political skill (mediator) would bring 60.4% increase in job performance. The result provided an adequate proof to support H3. The R2 value of this model is (0.41) which suggests that political skill (mediator) taken as independent variable has explained 41% variance in job performance. It also shows that experience which is demographic variable has no impact in relationship between emotional intelligence and job performance. The next paragraphs will discuss the mediating impact of political skill in relationship between emotional intelligence and job performance.

4.7. Mediated Regression Analysis

4.7.1. Political Skill as Mediator in the Relationship Between Emotional Intelligence and Job Performance

In order to check hypothesis 4 mediation analysis was performed. Political skill entered as a mediator among the relationship between Emotional Intelligence and Job Performance. Hypothesis 4 express that Political skill will mediate the relationship between Emotional Intelligence and Job Performance. To check this hypothesis and in order to see the effect on dependent variable Job Performance (JP), the means of independent variable i.e. Emotional Intelligence (EI), mediating Variable i.e. Political Skill (PS) entered together.

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized	T	Sig	R ²
		β	Std. Error	Beta			
1	(Constant)	3.486	.066		53.078	.000	0.11
	Experience	.105	.037	.149	2.816	.005	
2	(Constant)	.745	.182		4.105	.000	
	Experience	.055	.02	.078	1.903	.058	
	PS_2	.808	.051	.641	15.710	.000	
3	(Constant)	.765	.162		4.714	.000	
	Experience	.044	.026	.063	1.723	.086	
	PS_2	.396	.063	.32	6.255	.000	
	EI_2	.421	.045	.48	9.440	.000	

a. Dependent Variable: JP_2

Hypothesis 4 stated that political skill mediates the relationship between Emotional intelligence and job performance.

And for the identification of meditational effect we run meditational regression analysis by using the Barren & keny 1986 equations.

Table 6 shows the mediation effect of political skill in relationship between emotional intelligence and job performance. After entering Political Skill (Mediator) into the equation the P-value of Emotional Intelligence still remains significant (0.00). However Beta value of Emotional Intelligence reduced from .64 to .48 and R-square value is 0.11. It shows that partial mediation exists.

4.7.2 Justification of Partial mediation

In mediation analysis the relationship between mediator (political skill) and dependent variable (Job Performance) remains significant. After this (Emotional Intelligence) the independent variable was included with (Political Skill) the mediator in independent column and (Job Performance) which is dependent variable in dependent column, then again the value became significant. This shows that partial mediation exists.

Next chapter will explain discussions and conclusions

Chapter: 5

DISCUSSION AND CONCLUSION

5.1. Introduction

Chapter 5 details about discussions and conclusion. The next paragraphs will discuss the major findings.

5.2. Major Findings

The main purpose of the study is to highlight the importance of emotional intelligence and political skill and its impacts on Job Performance. All hypothesis have been verified. Results of the research can be viewed as under;

- ✓ Emotional intelligence has significant impact on job performance in providing ease in achieving organizational objectives.
- ✓ Emotional intelligence has significant impact on political skill providing ease in achieving organizational objectives.
- ✓ Political skill has significant impacts on job performance providing ease in achieving organizational goals.
- ✓ Political skill significantly mediates the relationship between emotional intelligence and job performance for achieving organizational objectives.

To summarize the above findings we can conclude that individuals having emotional intelligence and Political skill are more proficient in their job performance. In simple words emotionally intelligent people tend to have greater political skills which leads to personal high performance as well as bringing the best performance by other coworkers. Political skill is an important tool that positively mediates the

association between emotional intelligence and job performance. The next paragraph will discuss the findings and discussion.

5.3 Findings and Discussion

This research showed that the emotional intelligence effects political skill in a positive way. Same findings were concluded by (Utamia, Bangunb, & Lantuc, 2014). So these findings are similar with the research done earlier in this sphere. The findings of this study showed that the managers who are emotionally healthy and stable and are aware and concerned of the emotions, needs and problems of the employees can handle them well and lead the organization towards success. Also political skill is very important tool to observe and then guide employees for achieving their personal organizational goals.

The findings of this study also show that good political skill leads towards effective job performance affirming the previous findings of the study by Nlickle, Ehlert, Pirner, Dietl, Hanes & Ferris (2011). The research also showed that political skill acted as a mediator in relationship between emotional intelligence and job performance. The next paragraph will discuss the implication of the study.

5.4 Implications of the Study

5.4.1 Theoretical Implication

This study extends the existing body of literature on emotional intelligence with reference to political skill and job performance. This study is valuable contribution in the existing literature which will be helpful for managers as well as

for researchers to expand the theory by introducing different new variables in this regard. The next paragraph will discuss the practical implication.

5.4.2 Practical Implications

This study is in context of Pakistan, therefore it has valuable contribution for Pakistani organizations to understand the role of political skill in the relationship of emotional intelligence and job performance. The findings affirm that managers and leaders of an organization can fairly improve employee job performance by applying emotional intelligence and political skills. This research will increase managers awareness and understanding of the essential role of emotional intelligence and political skills regarding job performance. The results of this study are significant and it is proved now that emotional intelligence improves employee performance at workplace. The managers may use their emotions in order to understand emotion of higher authorities as well as subordinates. This may also help managers to motivate employees at right time and in right direction. This research also provides ease to the managers to learn that when and how they have to act or handle their employees so that the organization could get its goals easily. In this competitive era no organization can achieve goals without better performance and this need emotional intelligence and political skill (Meisler, 2014). Moreover political skill will help managers to bring confidence in the employees. Emotional intelligence assists managers to increase productivity and growth of the firm. The next paragraphs will discuss the limitations and future research directions.

5.5 Limitations and Future Research Directions

This study fulfills all the research objectives and all the hypotheses are proved, all results are significant. Yet this study has some limitations that can be eliminated in

other words some future research. First it includes research only on cellular sector. Second it is cross-sectional study. Third it is limited only to twin cities the Rawalpindi and Islamabad. Fourth the job performance is self-reported. The impact of emotional intelligence has not been seen with team performance. Also the impact of emotional intelligence on individual (manager) performance.

This research highlights the importance of political skill in the relationship between emotional intelligence and job performance. The researchers suggest to further examine and highlight the importance of political skill using it as a mediator in the relationship between emotional intelligence and other work outcomes like job commitment and job satisfaction. The next paragraphs will discuss the conclusion.

5.6 Conclusion

The model was developed on the basis of study variables supported by theory of emotional intelligence by (Salovey & Mayer, 1990). The hypotheses were verified through significant results. It is proved that a managers emotional intelligence and high political skill have a positive effect on the job performance of an employee.

The usage of emotional and political skills will help to understand the problems of employees first and then will help to improve their performance by guiding them. Results of the study have shown that the emotional intelligence enhances political skill and both help out to enhance job effectiveness of an employee. The research will help managers of the cellular companies operating in Pakistan how to improve organizational strategies and gain competitive edge by applying emotional intelligence and political skill. Therefore this research is a valuable contribution in the literature of emotional intelligence and job performance.

This study has also practical contributions. As it is essential for the managers to understand the important role of emotional intelligence and political skill for enhancing job performance (task & contextual). Therefore the findings of this study will enhance their understanding of the topic in order to increase the job performance. By understanding this they can train and command their subordinates in an effective and efficient way. It will also contribute in the way that how the political skill is important in behaving with staff intelligently and emotionally and how emotional intelligence, job performance and ultimately achieving organizational objectives depend upon correct usage of political skill.

Yet this study has some limitations. First it includes research only on cellular sector. Second it is cross-sectional study. Third it is limited only to twin cities the Rawalpindi and Islamabad. Fourth the job performance is self-reported. The impact of emotional intelligence has not been seen with team performance. Also the impact of emotional intelligence on individual (manager) performance. Future research directions are to highlight the importance of political skill in a more effective manner and see the relationship of emotional intelligence and work outcomes like job satisfaction and job commitment, team performance by taking political skill as a mediator.

This research highlights the importance of political skill in the relationship between emotional intelligence and job performance. The researchers suggest to further examine and highlight the importance of political skill using it as a mediator in the relationship between emotional intelligence and other work outcomes like job commitment and job satisfaction, team performance.

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APPENDIX 1

Appendix 1

Dear Participant,

Assalam-o-Alaikum

Respected Sir/Madam, I am a student of MS management at International University Islamabad IIUI pursuing my research on the “IMPACT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE WITH POLITICAL SKILL AS A MEDIATOR IN CELLULAR SECTOR OF PAKISTAN. It is my humble request to you to fill out the questionnaire and help me fulfill my research requirements. I shall be thankful to you for your kindness and your time. It is guaranteed that your identity must be kept secret and will not be revealed in the document. And if you want to know the results of the research you can contact on the following email id, asfarooqi60@yahoo.com.

Respectfully,

Asaad Salam Farooqi
MS-Management Sciences Scholar
Faculty of Management Sciences
International Islamic University, Islamabad.

Emotional Intelligence: where

1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

Sr.no	Questions	1	2	3	4	5
1	I have a good sense of why I have certain feelings most of the Time					
2	I have good understanding of my own emotions					
3	I really understand what I feel					
4	I always know whether or not I am happy					
5	I always know my friends' emotions from their behavior.					
6	I am a good observer of others' emotions					
7	I am sensitive to the feelings and emotions of others					
8	I have good understanding of the emotions of people around me					
9	I always set goals for myself and then try my best to achieve them					
10	I always tell myself I am a competent person					
11	I am a self-motivated person					
12	I would always encourage myself to try my best					
13	I am able to control my temper and handle difficulties rationally					
14	I am quite capable of controlling my own emotions					
15	I can always calm down quickly when I am very angry					
16	I have good control of my own emotions					

Political Skill: where

1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

Sr.no	Questions	1	2	3	4	5
1	I spend a lot of time and effort at work networking with others					
2	I am able to make most people feel comfortable and at ease around me					
3	I am able to communicate easily and effectively with others					
4	It is easy for me to develop good rapport with most people					
5	I understand people very well					
6	I have developed a large network of colleagues and associates at work who I can call on for support when I really need to get things done					
7	I am good at building relationships with influential people at work					
8	I am particularly good at sensing the motivations and hidden agendas of others					
9	When communicating with others, I try to be genuine in what I say and do					
10	At work, I know a lot of important people and am well connected					
11	I spend a lot of time at work developing connections with others					
12	I am good at getting people to like me					
13	It is important that people believe I am sincere in what I say and do					
14	I try to show a genuine interest in other people					
15	I am good at using my connections and network to make things happen at work					

16	I have good intuition about how to present myself to others					
17	I always seem to instinctively know the right things to say or do to influence others					
18	I pay close attention to people's facial expressions					

Job Performance: where

1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

Sr.no	Questions	1	2	3	4	5
1	I actively help my colleagues with their work					
2	I focus on team performance					
3	I am courteous at work					
4	I take measures to resolve conflict at work					
5	I actively make suggestions to improve my company					
6	I actively publicize my company's strengths					
7	I manage to complete assigned work that is beyond my responsibility					
8	I actively coordinate with my colleagues					
9	I outperform my colleagues					
10	I handle emergencies well					
11	I achieve objectives that are assigned to me					
12	I am never late nor take off early from work					

13	I aim to attain perfection in my work					
14	I am prudent and seldom make mistakes					

