

IMPACT OF EMPLOYEE EMOTIONAL INTELLIGENCE AND POLITICAL SKILLS ON TRUST WITH MEDIATING EFFECT OF EMPLOYEE RAPPORT

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ABSTRACT: *In the current era of dynamic environment every organization tries to gain and increase employees' trust. Employees trust leads towards higher productivity and decrease the turnover problem. In this research, researcher analyzed the effect of employee's intelligence and political skills on the Trust with mediating effect of employee's rapport. A convenient sampling technique used in the process of data collection. Correlation analysis used to check the relationship among variables. Furthermore, through multiple regression and hierarchical analysis researcher verifies the hypothesis. The results of this research supported the positive and significant effect of independent variables (Employees intelligence, Political skills) on Trust. Findings also proved the partial mediating effect of employee rapport. This research will be valuable for organizations that suffer with the problem of employee's turnover.*

Keywords: Employee emotional intelligence, Employee political skills, employee trust

INTRODUCTION:

Emotional intelligence has been an intriguing area of research for many decades. It is defined as the ability to perceive, respond and manipulate emotional information (experiential emotional intelligence) and ability to understand and manage emotions (strategic emotional intelligence) [1]. The definition has two main parts; the emotional perception which is based on one's ability to be aware of his emotional state and his ability to express emotional needs to other people. The second part of the definition is related to emotional understanding which is referred to as understanding of emotions while the management of emotion is one's ability to connect or disconnect him from certain emotions considering their usefulness. Emotions have an important impact over intellectual abilities and this impact is important, especially in organizations, where employee performance is influenced by their emotional intellect. Employees with higher emotional intelligence skills are great assets for organizations as they are more focused on achieving organizational goals along with personal objectives. Organizations seek such employees who are far better in understanding and managing their emotional intellect and therefore show performance at a level where significant achievements can be made both at the individual and organizational level. Another reason of the importance of emotional intelligence is that interpersonal interaction at work place is affected by employee's emotions, i.e. how an employee perceived, understand and manage his emotions. Higher level of emotional Intelligence leads to improvements in the area of career building, transformational leadership style, political skills and impression management, conflict management and job performance [2-3-4-5]. In the previous researches, emotional intelligence analyzed with different dimensions and sectors. A detail study of service sector with respect to employee emotional intelligence reveals strong empirical evidence that proved that emotional competencies of employees can influence and predict the customer's trust and satisfaction with services provided [6-7]. Several past researches reveal that employee intelligence has significant impact over job satisfaction [8]. Emotional Intelligence also has significant impact over perceived organizational justice and turnover, sales performance and organizational entrepreneurship [9-10-11]. It is found that

that the people who are more intelligent emotionally, they demonstrate sharp and effective political skills [12].

Political skill is entirely a different construct from emotional intelligence, but both of these construct show significant positive relation with each other. Political skills defined as one's ability to understand others effectively at work and demonstrate such knowledge that influences others in such a way that makes achievement of personal and organizational goal possible [13]. As emotionally intelligent person is more aware of the impact of his actions and responses, he uses certain political tactics that enable him to achieve his objectives without leaving any negative impression. Researchers from the past concluded that one will show good performance during his job if his ability to demonstrate effective political skills is high [14-15]. Research also suggested that political skills have positive link with career success and job effectiveness [16-17]. Scholars also found that people who are politically skilled, their main focus is on enhancing their networking ability at workplace and it helps them to increase their influence over the people around them. These people also demonstrate a significant level "apparent sincerity" to get more and more favor from people at work place. Apparent sincerity results in positive reputation that serves as a base to establish good professional relationships [18]. Scholars also reported that political skills influence various outcomes such as leadership effectiveness and team performance [19]. As its impact over social influence, political skills are correlated with "social effectiveness" and thus helping a person to better cope up his or her work oriented challenges [20]. Researchers gave social influence theory and this theory provide a theoretical basis to understand the social impacts of political skills [21]. At workplace people try to use their influence to achieve desired targets like rewards, desired position in groups and teams, assignments and roles [22]. Some researchers made a remarkable contribution in the area of political skills and their impact in organizations. Scholars also reported that political skills influence various outcomes such as leadership effectiveness and team performance [23]. In this research, employee rapport used as the mediating variable which is defined as "Personal connections" and "enjoyable interactions". In past role of rapport has been studied in the service sector and although role of rapport in professional

services is too important, but still there is a need to get work done on rapport building strategies [24]. As rapport is related to the one's connections with others at workplace, it always affects the professional relationship quality. From the previous literature, it is just like political skills rapport is all about social influence, i.e. how one satisfy people around him whether if they are his customers, supervisors or peers. In relationship marketing rapport plays a significant role in gaining customer loyalty. From the employee's point of view rapport building is an important element in their career development because it makes a major contribution towards professional success. This research is unique in its conceptual framework, as those analyzed the independent effect of employee's intelligence and political skills on trust with mediating effect of employee rapport. The mediating effect of employee rapport makes this research as distinctive because these factors studied in the past individually. Furthermore, Trust is a confidence between the two parties which exchange their values and rely on each other [25-26]. Trust generated through a verbal promise, or a written agreement in which

one party relies upon the other party [27]. Employees of the organization are the key source in the development of trust. Employees solve the customer problems and build trust about the company. It is proved that trust provides the base for long lasting relationship [28-29]. In the previous literature, three factors trust model largely implemented to examine the trust factor [30]. These three factors are competence trust, goodwill trust and contractual trust. In competence trust, one part expects that other part full fill the promise on the standard level of quality [31]. In contractual trust, one party confident about the execution of promise from other side. In contrast, the goodwill trust develops when one party give outcome beyond the expectation of the other party [32].

MATERIAL AND METHOD:

Here employee emotional intelligence and political skills are independent variables while trust is dependent variable. Employee rapport is mediating the relation between dependent and independent variables.

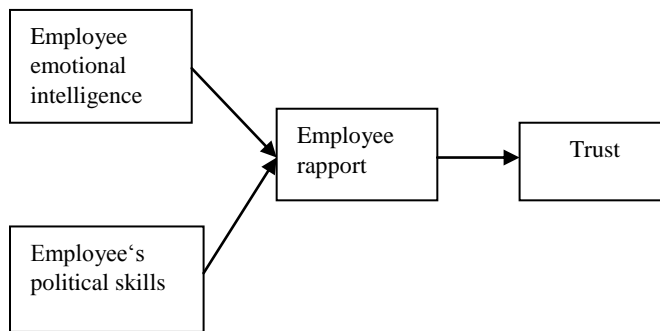


Figure 1: Conceptual framework

H1: Employee emotional intelligence has significant impact on trust.

H2: Employee's political skills has significant impact on trust.

H3: Employee emotional intelligence has significant impact on employee rapport.

H4: Employee's political skills has significant impact on employee rapport.

H5: Employee rapport mediates the relationship between Employee emotional intelligence, Employee's political skills and trust.

This research was quantitative in nature. Structured questionnaire was used for the collection of data. The 19 scale items were used to measure the Employee emotional intelligence and the scale was modified from previous research [33]. For Employee's political skills 17 scale items was used and taken from [34]. Employee rapport and employee trust measured through 3 and 7 items respectively and was taken from previous study respectively [35-36].

Researcher used five point LIKERT scale as a standard for observing the behavior of respondent. This scale has five ranges, the 1 number shows the Strongly Disagree option, and the number 2 stands as Disagree. Number 3 used as neutral response. The 4 and 5 shows the Agree and strongly agree respectively. In this research, there were 300

respondents included in data collection process. In this research, the data was collected from the respondents of pharmaceutical industry. All respondents belong to area of Lahore, Pakistan. Non probability convenient sampling technique used in the process of data collection. The CRONBACH alpha value of each variable was shown in table 1. Pearson Correlation has employed to check the relationship among variables. Multiple regression analysis used for the mediation analysis.

RESULT AND DISCUSSION:

The intention of this research is to discover the Influence of employee emotional intelligence and political skills on trust with mediating effect of employee rapport. Hence correlation analysis is applied to get the association among study variables. The outcomes are shown in Table-1. The independent variables (Employee emotional intelligence and employee's political skills), mediating variable (Employee rapport) and dependent variable (Trust) are strongly and positively correlated with each other, because its value is greater than ± 0.5 . The value of Cronbach's alpha of each variable is also shown in the table. It demonstrates that each variable has acceptable value of cronbach's alpha as in table 1.

Table 1: Correlation and Reliability analysis

Variables	Alpha	1	2	3	4
1-Employee Intelligence	0.886	1			
2-Political Skills	0.893	.839**	1		
3-Employee Rapport	0.758	.747**	.803**	1	
4-Trust	0.810	.815*	.829*	.827**	1

Regression Analysis:

The regression analyses are applied after checking normality, linearity, HOMOSCDASTICITY and MULTICOLINEARITY and their results were satisfactory. The variance inflation factor (VIF) test and tolerance level were applied to check the multicollinearity. The value of VIF shown in table 2 and 3 respectively and the values of tolerance level show results below .10 indicate no multicollinearity between the variables. Regression analysis has performed to explore the influence of employee emotional intelligence and political skills as independent on trust as dependent variable firstly and then with the mediating effect of employee rapport. The results are shown in table-2, table-3 and Table-4. The outcome shows that firstly, both independent variables have positive and significant impact on trust with the value of $R^2 = 0.735$ (73.5%) and $F= 377.824$ ($P<0.01$). More specifically, the beta coefficient employee emotional intelligence is 0.465 and employee political skill is 0.516 which are significantly affecting the trust as shown in table2. Hence, the H1 and H2 are accepted.

Table 2: Regression Analysis

Dependent variable	Independent variable	Beta	T	Sig.	VIF
Trust	Employee emotional intelligence	0.465	7.038	0.01	1.241
	employee political skill	0.516	8.535	0.00	1.327

Secondly, both independent variables employee emotional intelligence and political skills has significantly influence to employee rapport with the value of $R^2= 0.663$ ($R^2=66.3%$) and the value of $F=267.174$ ($P<0.01$). Further mainly, the beta value of employee emotional intelligence and political skills are 0.353 and 0.783 respectively, which are also shown the significant relation with employee rapport as dependent variable as shown in table 3. Hence, the H3 and H4 are also accepted.

Table 3: Regression Analysis

Dependent variable	Independent variable	Beta	T	Sig.	VIF
Employee rapport	Employee emotional intelligence	0.353	3.795	0.000	1.414
	employee political skill	0.783	9.205	0.000	1.227

Mediation Analysis

Mediation analysis has been utilized to observe the effect of predictor variables (employee emotional intelligence and political skills) on reliant variable (trust) in the existence of mediator (employee rapport). Strategy takes following three steps. In first step multiple regressions was applied between predictor variables (employee emotional intelligence and political skills) and dependent variable (trust). In second step regression was executed between independent variables (employee emotional intelligence and political skills) and dependent variable (employee rapport) that used as mediator. In third step, hierarchical regression was performed between these variables (employee emotional intelligence and political skills) and dependent variable (trust) in the presence of mediator variable (employee rapport).

As shown in Table 3 and 4, outcome of regression analysis demonstrated that independent variables are significantly related to trust in first step with the value of $R^2 = 0.735$ (73.5%) and $F= 377.824$ ($P<0.01$). In second step, all the independent variables are positively related to employee rapport with the value of $R^2= 0.663$ ($R^2=66.3%$) and the value of $F=267.174$ ($P<0.01$). Lastly, in the existence of employee rapport using as mediator, connection between both independent variables employee emotional intelligence and political skills still has positive and significant impact on trust with the little increase in the value of $R^2 = 0.787$ (78.7%) and $F= 334.505$ ($P<0.01$) but the value of β -coefficient (employee emotional intelligence = 0.354, employee political skill = 0.269) and t- value (employee emotional intelligence = 5.811, employee political skill = 4.328) have decreased due to mediator variable (employee rapport) as shown in table 4. Therefore, employee rapport partially mediates the relationship between employee emotional intelligence, employee political skill and trust. Therefore H5 is partially supported.

Table 4: Mediation Analysis

Dependent variable	Independent variable	Beta	T	Sig.	R ²
Trust	Employee emotional intelligence	0.46	7.03	0.01	0.735
	employee political skill	0.51	8.53	0.00	
Trust	Employee emotional intelligence	0.35	5.81	0.00	0.787
	Employee political skill	0.26	4.32	0.00	
	Employee rapport	0.31	8.14	0.000	

CONCLUSION:

This paper highlighted the significant effect of employee intelligence and political skills on Trust with partially mediating effect of employee rapport. Findings approved the employee intelligence and political skills are positively correlated with trust and also proved the mediating relation of employee rapport with trust. The results of this research also supported the partial significant effect of mediating variable (Employee rapport). This research will help out the organizations in decreasing trust deficit of employees. It will promote the relationship of employees and organization that will decrease the turnover ratio. In future, this research will conduct with different size of sample size and industry.

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