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Frontiers in Management and Business

RESEARCH ARTICLE

- 51** **The influence of emotional intelligence and organizational politics on employee turnover and performance**

Al-Dubai Omar Yaseen

CASE STUDY

- 45** **Managerial discretion and structures in organizations: The case of Addis Ababa, Ethiopia**

Belay Getachew Girma

- 40** **Large-scale coal-chemical industry project preparation and construction: Case study of Kaiyang project**

Belay Getachew Girma

CASE STUDY

Large-scale coal-chemical industry project preparation and construction: Case study of Kaiyang project

Qi Guo^{1*} Blain Keckler¹ Hongjun Guo² Yongxian Chen³

Abstract: Coal-chemical industry is the foundation of producing industrial chemical products. The construction of a large-scale coal-chemical industry facility is a systematic project. Coal-chemical industry is along with high investment, high tech, and long construction period. Thus, the appropriate management and control is a necessity towards low cost and sustainability of the industry. The purpose of this paper is to provide a guideline on constructing a large-scale coal-chemical industry facility. The goal of the construction is to make the whole project be cost-effective, and quality and timeline guaranteed. Thus, the paper focused on three control aspects: cost control, progress control, and quality control. Each control aspect consisted of control components and followed by case studies. All case studies were derived from the construction of Kaiyang ammonia synthesis project. Although based on Kaiyang project, the paper generalized the control theorem in each control aspect. As a result, all methodology can be applied on any large-scale coal-chemical industry construction.

Keywords: coal-chemical industry, cost control, progress control, quality control

1 Introduction

Coal-chemical industry is a business that produces chemical engineering products from coals. Coal-chemical industry started in the late eighteenth century. The integrated coal-chemical industry system was mature in the ninetieth century. In the twentieth century, abundant organic-chemical products renovated their producing ingredient from plants to coals. The transformation flourished the entire coal-chemical industry and highlighted the significance of the industry.

In coal-chemical industry, coals could stay solid, or be liquefied and gasified. Coal-chemical industry contains the coal's primary, secondary, and deep treatment. The treatments can make coals carbonized, liquidated, gasified, and post-synthesized. Among all treatments, coal gasification is a major field. The gasification is producing combustible carbon gases, such as CO, from coals, but not the thermodynamic phase change. Coal gasification has been broadly used in modern coal-chemical industry.

Most large-scale coal-chemical industry plants adopt coal gasification technologies in their production.

The constructional preparation for a large-scale coal-chemical industry plant is a systematic project. Coal-chemical industry is characterized with high-risk and high-tech. The construction process is comprehensive, interdisciplinary, and time-consuming. In addition, sustainability and ecological civilization is making new challenge to coal-chemical industry. Thus, coal-chemical industry construction has to be on the way of employing advanced technology and equipment, reducing cost, improving resource utilization efficacy, optimizing resource and human allocation, and preventing pollution.

Numerous amounts of research have forced the construction of coal-chemical industry projects. Si and Song presented a research on technology innovation of coal gasification technology in coal-chemical industry^[1]. Wang and Wei summarized precautions on quality control in coal-chemical industry. The precautions however, concluded from a particular area, i.e. automatic control instrument engineering^[2]. Zhang described the effective management of fixed assets on operating a coal chemical industry construction^[3]. Zhang and Hou expressed several thoughts for constructing a large-scale coal-chemical industry project. The thoughts were in the aspects of utilizing technology, allocating resource, and sustaining environment. All thoughts however, were restricted to natural gas projects^[4]. Guo and Kluse emphasized the significance of optimization while constructing facilities^[5].

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* **Correspondence to:** Qi Guo, Department of Engineering Technologies, Bowling Green State University, Bowling Green, Ohio 43403, USA; Email: guoqi2007@qq.com

¹ Department of Engineering Technologies, Bowling Green State University, Bowling Green, Ohio 43403, USA

² Guizhou Kaiyang Chemical Industry Co. Ltd., Yongwen, Guizhou 550306, China

³ Yankuang Guohong Chemical Industry Co. Ltd., Zoucheng, Shandong 273500, China

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However, the researching approach and the case study was based on photovoltaics recycling^[6]. Though, many research works have been published, the advice was too specific to be applied directly on a general large-scale coal-chemical industry project.

There have not been many coal chemical industry facilities constructed all over the world. Due to the high cost, large project, and heavy management workload, there are needs to provide successful guidelines in coal chemical industry facility construction area to be referred and followed. The purpose of this paper is to provide effective constructing procedures for constructing new coal chemical industry facilities. The paper analyzed the achievements in constructing a large-scale coal chemical industry project. While managing and supervising the whole construction project, the authors concluded the most significant parts in constructing a large-scale coal chemical industry facility is cost control, progress control, and quality control. Therefore, the paper provided the major achievements in cost control, progress control, and quality control while constructing a large-scale coal chemical industry facility in Kaiyang. All the guidelines and directions came from the real project constructing and managing experience and can be applied to real large-scale coal chemical industry projects. Although the analyses were based on Kaiyang project, the guidance can be applied on generic large-scale coal chemical industry projects.

2 Kaiyang project overall

Guizhou Kaiyang Chemical Industry Company (Kaiyang Company) is located in Yongwen city, Guizhou province, China. The company was invested by Yankuang Group and Guizhou Kailin Group. On August 16 2006, the company was registered with the registered capital of CNY 900 million. The proposed project was constructing Kaiyang Company to be a larger-scale coal-chemical industry facility. The facility shall include a synthesis ammonia production line with the 500,000 tonne annual capacity. The anticipated facility area was 1.57 km². The estimated annual sale was CNY 1,500 million. Until June 2012, the company has raised CNY3,210 million investment. The facility construction was complete in 2014. The achievement analyses on the facility construction was based on cost control, progress control, and quality control.

3 Cost control

Effective cost control can avoid investment losses, as a result, maximizing the investment efficacy. Applying existing cost control models is one of an effective ways

on cost control. Though many cost control models exist, no certain model can fit perfectly into a real project. Cost control models shall be integrated together while performing cost control.

Cost control on large-scale coal-chemical industry construction is a dynamic process. The construction on the industry are usually along with long construction period, frequent material cost change, and fast labor cost growing. All the characteristics fluctuate the construction cost. Therefore, cost control is a tough process, but significantly important on the way of completing the whole project. The baseline of the cost control is the scenario that do not take any action and just let the project run in the easiest way. There are numerous perspectives and areas in cost control. In Kaiyang project, cost control was successful in emphasizing technology selection, collaborating with professional designers, cooperating with reputable suppliers, and strengthening verifications on initial design.

3.1 Emphasizing technology selection

Technology selection is vital on constructing larger-scale coal-chemical industry projects. Proper equipment and process selection influences the success of the project as a whole. When making the selection, one should consider the economic and local concerns.

Kaiyang project constructed a larger-scale ammonia synthesis production line. Gasification technology is the core of the project. In 2007, gasification technology alternatives in China included stationary bed gasification, oxygen-enriched continuous gasification, coal-water slurry gasification, British Gas: Lurgi (BGL) crushed coal gasification, SHELL: dry-pulverized coal gasification, and GSP: dry-pulverized coal gasification. In order to select the best-fit technology, Kaiyang Company personnel visited multiple existing larger-scale ammonia synthesis plants. The plants included Guizhou Fertilizer, Pingdingshan Fertilizer, Huainan Fertilizer, Yunnan Jiefangjun Fertilizer, and German Heishuibeng Gasification. The site visits focused on the processes of sulphur retreatment, ammonia synthesis, and sewage treatment. The attention was paid on performance reliability, technology matureness, and compatibility and coherence with other processes and equipment. As a result, GSP dry-pulverized coal gasification technology was selected considered the economical, technical, and local situation of Kaiyang project.

3.2 Collaborating with professional designers

A professional designing company has much more practical experience than others companies do. Total

experience enables the designer to consider the entire engineering system as a whole while optimizing resource allocation. The initial optimal design can significantly save the cost on future operation and maintenance. Therefore, it is recommended inviting a professional designing company to initialize the global facility design.

In Kaiyang project, a professional designing company, Tianchen Co. was contracted for the global facility design. The designing company had numerous experience on designing processes, equipment, electrical, control, pipes and ducts, HVAC, civil, and drainage. In Kaiyang project, the necessary modules of the facility included processes, electrical, instrumentation, civil, and drainage. All of the modules' designing work were contracted to Tianchen Co. for ensuring operability and practicability. Back and forth communication were conducted between Kaiyang personnel and Tianchen Co. throughout the entire designing process.

3.3 Cooperating with reputable suppliers

Reputable suppliers tend to provide quality materials and services. In large-scale coal-chemical industry projects, paying higher initial cost is worthwhile than spending time and money on downtime maintenance in the future. In addition, high quality materials have less quality issues, subsequently, saved the labor and the cost on processing exchanges and returns.

In Kaiyang project, 210 quality suppliers were selected based on their achievements, reliability, supplying capability, and material cost performance. The whole selection procedure complied with Kaiyang Company administrative documents. Those documents were "Administrative measures for bidding and tendering" and "Price comparison for material purchasing".

In addition, to save the cost on processing incoming-materials, a database was developed for transit-material quality documentation. The documented materials included not only those sending to the warehouse, but also the ones delivering to the construction site. All the 210 suppliers' performance were recorded in the database. Furthermore, Kaiyang Company formulated a quality inspection system with detailed inspecting procedures on each process and profession. The inspecting evaluations were conducted by specialists from each field. For the supplies that did not satisfy the requirements, a replacement or return request was triggered prior to making payments.

3.4 Strengthening verifications on initial design

All design scenarios must be validated repeatedly in both feasibility and economy before being implemented.

Once approved, design scenarios shall not be changed. Every change is a piece of waste on resource and investment.

In Kaiyang project, two major flaws were discovered beforehand. The first was modified within the purification process in the gasification reactor. During the verification procedure, the team was aware that the original design could not satisfy the requirement of coal ash being less than 1 mg/m^3 . The original gasification reactor applied a shower-based system in the synthetic gas purification process. As the modification, the bath-based dry pulverized coal synthetic gas purification process was employed. The bath-based purification process can purify the synthetic gas more thoroughly and therefore, reduced the future downtime maintenance cost in commissioning. The second modification was on the wall structure of the ammonia-synthesis tower. The original design proposed to use one 16cm-thickness alloy steel plate. The 16 cm-thickness alloy steel plate needed to be pre-ordered abroad and was very expensive. As the modification, one domestic 13 multilayer-clamping plate was utilized to replace the original single layer plate design. The modification saved the investment by at least CNY 10,000,000 and saved the construction period by at least one half year.

4 Progress control

Progress control ensures all tasks are completed in certain time with certain quality. Progress control shall start from the beginning of the project. Detailed plans and implementing measures shall be formulated on each sub-project. Implementing appropriate project organization and formulating project progress plans were two aspects on facilitating the success of large-scale coal-chemical industrial projects.

4.1 Employing appropriate project organization mode

There are two major types of project organization modes: Engineering Procurement Construction (EPC) and the owner taking management responsibility. EPC means the owner paying a fixed cost to a third party on completing the whole project. It is the third party's responsibility on designing, making purchases, constructing, and delivering the complete project to the owner. As the opposite, the owner taking management responsibility means the owner manages all core work on its own. The owner taking management responsibility requires the owner to possess sufficient professional employees in all areas.

Kaiyang project applied the owner taking management responsibility mode. In order to do so, Kaiyang Com-

pany established a special committee called the constructing command leading committee. The committee connected designers, reviewers, owner representatives, and specialists as a whole, which helped on conducting cross-functional audits. During the audits, all major designing scenarios were optimized in diverse perspectives several times. The scenario optimization improved the designing quality and reduced the chance of making future changes.

The mode of the owner taking management responsibility made many positive impacts to the whole project. Take the thermal ducts and pipes system commissioning as an example. The committee members went to the site and verified the appropriateness of the beam and truss installation. The verification improved the reliability of the thermal ducts and pipes system, and subsequently, shortened the feed-producing time and boosted the progress of the whole project.

4.2 Formulating project progress plan reasonably

Formulating a progress plan is a repetitive procedure. The progress plan needs to be modified and detailed at all times. In Kaiyang project, all progress plans were formulated by the constructing command leading committee. All progress plans complied with local reality for ensuring feasibility. All progress plans were also detailed weekly, monthly, quarterly, and yearly. The weekly plan propels the monthly plan; the monthly plans propels the quarterly plan and so on.

While formulating plans, the constructing command leading committee invited the related engineering department, the auditing union, and the project contractor to participate. Those participators provided numerous valuable insights in the aspect of labor allocation, mechanical equipment, and material turnover. In addition, proper buffer times were set while formulating plans. Those buffer times were for overcoming the effects from uncertainties. Lastly, for ensuring the completion of each task, one superintendent was assigned to each plan.

5 Quality control

Quality control is supervising and monitoring processes, products, and projects for avoiding defects and fails. Kaiyang project was located in a rural, under-development area. The area is characterized with severe environmental condition, poor construction equipment, low quality technology, and less labor skills. Despite all tough situation, the project was completed with full quality credits in facility construction and equipment installation. The success was attributed to holding quality control training and meetings, compiling measurable cri-

teria, and performing on-site supervision.

5.1 Holding quality control training and meetings

Kaiyang project emphasized quality control from the beginning of the construction. Kaiyang Company required all contractors to take the initial quality control training before start any of the construction work. In addition, Kaiyang Company held regular quality control meetings with contractors. The meetings were dedicated to the quality control of ongoing construction. The training and meetings not only benefited ongoing construction, but also prevented future subpar quality potentials due to the defects from the beginning.

5.2 Compiling measurable criteria

Kaiyang Company established measurable criteria in quality control. The criteria varied with each individual construction work. All criteria were detailed in constructional processes, technical parameters, quality standards, and an acceptable range. Those criteria can be applied on most types of inspection and assessment activities. The internal criteria not only acted as a reference to constructors, but also provided a standard on quality assessment for Kaiyang Company.

5.3 Performing on-site supervision

Many gigantic equipment were utilized in Kaiyang ammonia synthesis project. The investment on equipment was as much as CNY 1600 million. Therefore, Kaiyang Company put much effort in equipment quality assurance. First, Kaiyang Company sent corresponding engineers living in the city where the equipment manufacturer is located. The engineers reported the manufacturing progress and equipment quality to Kaiyang Company. In addition, during the equipment on-site installation, the whole process was supervised by a professional committee. The committee consisted of project designers, the construction contractors, and the chief engineers from Kaiyang Company. As a result, most major equipment in ammonia synthesis project accomplished their expected quality level.

6 Conclusion

Large-scale coal chemical industry facility constructions usually come with high cost, high risk, and a long project cycle. Due to all those characteristics, there are not many large-scale coal chemical industry facilities worldwide. While constructing a large-scale coal chemical industry facility, the project management team has

the needs on seeking the past project experience, achievements, and caution to follow and refer. The paper targeted the preparation and construction of large-scale coal-chemical industry project. Three control aspects were focused, i.e. cost control, progress control, and quality control. Each control aspect was discussed in detail and followed by case studies from Kaiyang Company. In cost control, the paper focused on emphasizing technology selection, collaborating with professional designers, cooperating with reputable suppliers, and strengthening verifications on initial design. In progress control, employing appropriate project organization mode and formulating project progress plan were emphasized. In quality control, the importance of holding quality control training and meetings, compiling measurable criteria, and performing on-site supervision were interpreted. All the best practices were from the real project experience and can be directed applied to other large-scale coal chemical industry facility construction projects. The research work not only provided insights on constructing large-scale coal-chemical industry projects, but also prompted the sustainable development in the coal-chemical industry.

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CASE STUDY

Managerial discretion and structures in organizations: The case of Addis Ababa, Ethiopia

Belay Getachew Girma

Abstract: Due to the turbulent of business environment, complexity of managing human resource and volatility of customer needs, it is a formidable managerial task to design structures which will be suitable to meet such requirements and free to exercise course of action for managerial discretion. However, in most of the case the structure type that can be designed and implemented in many organizations are to the interest of stakeholders and owners. Research also shows that the latitudinal action of management staffs and autonomous decisions are a theme of discussion in managerial discretion. The researcher used a conceptual study of both a qualitative and quantitative approach coupled with case study for this study. The aim of this paper therefore is to assess the applicability of managerial discretion that suite to organization structures, and based on the study, the research findings show that organizations that have managed by owner-manager has less experienced managerial discretion, and thereby came to conclude that managers who are free to choose course of action have led to company success than those company which managed by owner-manager.

Keywords: managerial discretion, structure, organization, course of action, contemporary, latitude

1 Introduction

The perspective of managerial discretion with respect to structure of an organization has a great place in contemporary management thinking as a latitude of action & a free course of action performed by professional managers would able to drive an organizations to better position in competitive environment and exceed customer expectation. However, in most of the case it is less likely to experience managerial discretion in many of the organizations, except with Share Companies.

In line with this, to exercise managerial discretion understanding the organization set up is essential and better equip with the formation of company; however forms of a company is different from country to country. As stated by Negussie Tadesse^[1]: “the major forms of business organization in US are: the sole proprietorship, Partnerships, Limited Partnerships, Corporations, Limited liability Companies and Limited Partnerships. In UK, the two major categories of companies are public and private companies. German law provides for

two principal categories of business organizations: the Aktien gesellschaft/AG which is equivalent to the US Corporation and the Gesellschaft mitbeschränkter Haftung/GmbH or limited liability company. The French Commercial Code also provides four forms of Commercial companies: General Partnerships, Limited Partnerships, Limited Liability Companies and Public Limited Companies.”

However, in Ethiopian context the most types of organizations are Sole proprietorships, Private Limited Company (PLC) & Share Company. Among these the two companies which recognized by law are Private limited company and Share company. For instance, out of 9897 companies registered the number of private limited companies is 9504 (about 96%), whereas the number of the share companies is only 393 (about 4%)^[1].

On browsing Ministry of Trade website (www.mot.gov.et), to form and establish Sole proprietorship a single person share is required, whereas for Private Limited Company it requires 2–5 shareholder and for Share Company it requires more than 5 shareholders. Based on my practical work experiences and exposures for the last 29 years in different organizations, an organization; like, Sole proprietorships and PLC predominantly have owner-manager structure which implies almost all major decisions are taken by owners. Hence, there is no chance of getting decision by other managers and this prevents to exercise managerial discretion.

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* Correspondence to: Belay Getachew Girma, International Leadership Institute (ILI), Addis Ababa, Ethiopia; Email: bgetachew04@gmail.com

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Whereas, Share Company has a different setting in which shareholders nominate board of directors and then the organization set up can be designed to fill managerial positions, accordingly managers will staff remaining employees. Based on the context of business environment, customer requirements and functions of an organization, this share company would be able to introduce either a simple or complex structures.

Hence exercising free course of actions is a major problem in an organization, the purpose of this research paper therefore is to examine literature parts in the area, identifying the gaps on exercising managerial discretion and then recommend on how an organization able to utilize such course of actions.

2 Theoretical review

2.1 Managerial discretion

For past many years and till now the central theme of exercising managerial discretion with respect to organizations objectives has been a conflicting issue as there is an argument of how managers meet stakeholders interest vis-à-vis excelling its role independently. From more than two decades of this article writer personal experience, insight and observation as a manager in different organizations, it is unlikely to get managers to choose their course of action, and even to the extent that owners/shareholders are unaware of the theoretical implication of managerial discretion on the performance of an organization.

On this regard, there are numerous scholars' articles and research which are written about managerial discretion, and as Phillips *et al.*^[2] stated "for several decades, a central question in the literature on business strategy and organizations has been the degree to which managers are free to choose courses of action and whether these choices bring about intended outcomes."

Though the latitude of actions differ from organization to organization, the involvement of top management in decision process is inevitable. In this respect, on exercising managerial discretion we can perceive that whether an organization's form and fate sit totally outside the control of its top managers, completely within their control, or, more typically, somewhere in between Finkelstein & Boyd^[3].

Researchers have made various explanations about managerial discretion in relation to firms. According to Fama & Jensen (1983b), Jensen & Meckling (1976), cited in Cho^[4] high levels of discretion encourage managers to appropriate wealth from other stakeholders and thereby impair firm performance. They argue that firms should limit managerial discretion.

The perception towards managerial discretion has been a point of argument for quite for many years, Phillips *et al.*^[5] also noted "stakeholders' reaction to orientation may be quite varied: a manager with a narrow orientation – say focused on financiers – might be in a position of high discretion vis-a-vis those financiers (or at least a subset of them), but at the cost of additional constraints from consumers or employees. A manager with a broad orientation might find less discretion from any individual stakeholder group, but more in the aggregate across stakeholders." However, this paper points out these two scenarios (narrow & broader orientation) are still debating and a point of argument.

In addition Phillips *et al.*^[5] depicted that managerial discretion at a given time may be high or low and are associated with the manager's choice of orientation. In the context implied by most extant stakeholder theoretic studies, let us assume managers with high discretion are initially more likely to choose a broad orientation, using their latitude to address all stakeholders' interests. This may have the effect of catalysing an increase in managerial discretion perhaps due to higher levels of trust. High discretion may also mean that managers have greater freedom to choose to focus on a narrower group of stakeholders (*e.g.* shareholders, consumers or employees), which may then reduce aggregate discretion in future periods as under attended stakeholders react.

Alternatively, low discretion may derive from a single powerful stakeholder group (*e.g.* financiers) demanding a narrow orientation toward their interests or, in contexts characterized by powerful regulatory/civil society institutions. In this case, we are likely to find a combination of low discretion with broad orientation which will create a rather different dynamic. This presents a great deal of complexity in the possible combinations of levels of managerial discretion and orientation. This combinational complexity is only increased by the dynamic and recursive addition of stakeholders-responses to managers-orientations, influencing future levels of both stakeholder-specific and aggregate discretion.

Hambrick & Finkelstein^[6] under the title "Upper Echelons Theory: The Organization as a Reflection of its Top Managers": stated that organizational outcomes-strategic choices and performance levels-are partially predicted by managerial background characteristics, and organizational outcomes-both strategies and effectiveness-are viewed as reflections of the values and cognitive bases of powerful actors in the organization, which are top managers.

Theodore 2017 (cited in Wangrow *et al.*, 2014) indicated that managerial discretion plays a role in organizational outcomes such as the diversity of organizational

performance, commitment to predetermined activities or even compensation of the chief executive.

According to Wangrow & Schloemer^[7], though generally viewed in the management literature as an opportunity for executives to positively affect performance and increase value, the literature in finance and economics argues that managerial discretion represents a cost to shareholders from potential opportunism or other self-serving behaviors.

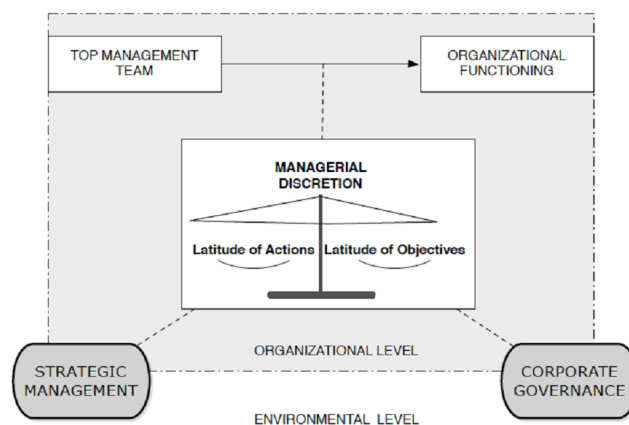
March and Simon 1958 also argued that executives engage in rational human choice and that, because of executives' limited cognitive capacities relative to the complexities of the problems faced by individuals and organizations, simplifying processes are required to capture the main features of problems facing their organizations. Additionally, executives' bounded rationality and aspiration levels, combined with implications of organizations existing as social institutions, influence executives' decisions and their organizations' actions.

Theodore *et al.*^[8] further noted that "managerial discretion stresses the constraints, on which discretion to act is inside the 'zone of acceptance' of the more controlling parties, especially those who control critical resources and contingencies. While during strategy implementation process, managers in organizations need resources and contingencies managed by others that may influence the success of strategy implementation."

Besides, as stated on Figure 1 below managerial discretion can't function in open system rather it encompasses various factors like; top management functions which has a direct link to organizational functions, and in organization function context there are strategic management & corporate governance that could make an impact at organizational & environmental level. So to exercise managerial discretion there are should not be an imbalance of latitude of objectives & latitude of actions in which top management of an organizations will aspire from strategic management point of view so that it can inculcate the role of corporate governance in an organization.

What can deduce from the above description & diagram is that the theme of managerial discretion can be hampered by both latitude of objectives & actions, and these in turn would be influenced by factors at organizational and environmental level. Hence for free course of actions, managers shall get a room and freedom to integrate all those factors so that they are able to meet organizational objectives.

To this effect, nowadays companies are increasingly focusing on human capital as it is a driving force for success; this is highly attributed to professional managers who aspire for free course of action and autonomous decision by them. Hence, organizations shall give an



Notes: Adapted from Ponomareva & Umans, 2015: An Integrative View on Managerial Discretion: A Study of a Russian Firm in Transition, p.4

Figure 1. Managerial discretion: framework of analysis

emphasis to discretionary behavior as those managers and employ that have free course of actions would able to perform more and do their job in a better way. This notion is also augmented by scholars Hambrick & Finkelstein^[9] as managerial discretion refers to the latitude of options that CEOs have when making strategic choices.

2.2 Organizational structure with respect to managerial discretion

2.2.1 Organization structure

Theories of managerial discretion revealed that structure of an organization influences the pattern of latitude of actions and course of actions exercised by managements which in turn have an impact on performance of an organization. Due to this reason reviewing organization structure has a paramount importance for this study. Accordingly, as Buchanan & Huczynski^[10] state organization structure is the formal system of task and reporting relationships that control, coordinate and motivate employees to work together to achieve organizational goals. The purpose of organization structure is, first, to divide up organizational activities and allocate them to sub-units; and second, to coordinate and control these activities so that they achieve the aims of the organization.

Rediate^[11] cited in Hanover Research (2010), stated that organizational structure is a tool for aligning the company's workforce and strategies with their intended result. At the root of any design effort is flexibility. A successful end result creates work flows, incentives, and reporting/decision making structures that best support a company's strategic mission while allowing the company to adapt quickly to unforeseen events.

Ahmady, Mehrpour & Nikooravesh^[12], cited in Minterzberg (1972) stated that organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve

the goals. Organizational structure is a set of methods dividing the task to determined duties and coordinates them.

2.2.2 Common type of organization structure

Managerial discretion has a great link with strategic direction and thereby to structure of an organization, to this extent managerial discretion is shaped by internal organizational factors such as powerful factions inside the firm, firm demographics, and resource availability^[7]. Besides, as Murugan 2005^[13] states the major types of organization structures are, line organization, functional organization, line and staff organization, project organization and matrix organization. From these types of structures, in case of Ethiopia-Addis Ababa; line organization/simple structure, functional organization/bureaucracy, line and staff organization and matrix organization are commonly implemented in most of Sole proprietorship, Private Limited Company & Share Company.

For instance, the typical characteristics of organizations structures are explained by Robinsons 2016 as **Simple structure** in which it is a structure characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization, and **Bureaucracy** type of structure is an organizational structure with highly routine operating tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command, and **Matrix structure** is an organizational structure that creates dual lines of authority and combines functional and product departmentalization.

In line with these, the course of action to exercise managerial discretion is highly attributed to prevailing organization structures. To this extent from my practical experience in various organizations; the managerial discretion of autonomous and latitudinal decisions are more commonly exercised in an organization structure of Share Companies, whereas it is unlikely to get managerial discretion with an autonomous managerial decision in the structure of Private Limited Companies. Instead, a lot of intervention, nepotism, favoritism and inexperienced management staffs hinder a course of action to exercise managerial discretion at Private Limited Company.

3 Methodology of the study

Since there is resource scarcity on getting theoretical review on conceptual research article on the topic of managerial discretion, for the purpose of this study it employed mixed studies review of systematically reviewing literature and combining quantitative with qualitative re-

search are used. The quantitative part is attributed to questionnaire to supplement the qualitative part of the study. However, methodologically it would be vital to employ qualitative type of study and as Butler & Surace^[14], cited in (Eisenhardt, 1989; Hesse-Biber and Leavy, 2011; Yin, 2009) stated the qualitative study based on multiple case studies was chosen as the method of this study. The author has taken three organizations to conduct case studies as “the purpose of the case study research is to get an in-depth understanding about the complexity of at least one case” Stake 1995^[15]. Hence, in order to investigate and understand the existing problem an exploratory research design supplemented with personal insight and observation are used.

The author uses a longitudinal study of 25 years real life work experiences (as personal observation), in which by working as a management team of performing managerial tasks so that it is being an opportunity to exercise latitudinal action. By using non-probability (convenience) sampling techniques, the structured close-ended and unstructured open-ended questionnaires (which breakdown into 5 majority categorized questions) were designed, administered and distributed to 120 top Private Limited Companies who led by owner-manager that situated on dispersed location in the city. From these companies, the sample is taken from a total of 254 respondents that works as senior managers who are led by owner-mangers. Due to accessibility of data, researcher took those samples by targeting to business firms which engaged on freight logistics, garment factories and retailers. Since the population is low (254 respondents), a census of the entire population was taken. In addition to those companies, to avoid biases a sample of 55 Share Company's; in which each two management staffs (with a total of 110 respondents, that is the entire population) also taken in which they were not working as owner-manager. In total, the author distributed a questionnaire to 175 Private and Share Companies which have 364 senior managers and management staffs (from 1350 total number of employees). This implies it has a total response rate of 100%.

4 Results and discussions

After the data is gathered it is analyzed by using Excel spreadsheet. As summarized on [Table 1](#) above, organization structures that hamper course of action have a significant point (93.41%), those who don't have latitude of actions on making autonomous decision accounts 15.11%, on the other hand 81.87% responds that managerial discretion is less experienced in owner-manager's company than Share company's, besides 88.19% responded favoritism, nepotism, mala-administration and intervention are at-

Table 1. Climate models used

S.N.	Type of Questions	Yes (%)	No (%)
1	As a manager do you think that organization structures hamper course of action?	93.41	6.59
2	As an executive of business do you have latitude of actions on making autonomous decision which enable to meet company objectives?	15.11	84.89
3	Do you think that owner-manager company's /PLC/ is less experienced to managerial discretion than Share companies?	81.87	18.13
4	Do you think companies lead by owner-managers are attributed to favoritism, nepotism, mala-administration and intervention?	88.19	11.81
5	Do you believe that positive discretion behavior has an impact to organizational performance?	94.78	5.22

tributed owner-managers companies and lastly 94.78% states positive discretion behavior has an impact to organizational performance.

The implication of the above analysis indicates organizations have to pave way for free course of action and management shall exercise managerial discretion autonomously so that it drives organizational success. This paper also identifies companies which lead by owner-manager type businesses are highly attributed to nepotism, maladministration and favoritism, and a lot of intervention has been made by such inexperienced owner-managers relatives which in turn drives them to poor competitiveness, and in addition such companies in which their structure are designed to hamper course of action are less experienced for managerial discretion and also decisions that are solely made by owner-manager are less effective than those companies who exercise free course of action on managerial discretion.

This finding also supported by such theory that positive discretionary behavior has a good impact to organizational performance, besides the flexibility that managers must manage things in the most appropriate would be a result of free course of action in managerial discretion.

5 Conclusion and implication for future research

Regarding managerial discretion for several decades, a central question in the literature on business strategy and organizations has been the degree to which managers are free to choose courses of action and whether these choices bring about intended outcomes. On the contrary, there is a point of discussion that high levels of discretion encourage managers to appropriate wealth from stakeholders and thereby impair firm performance, which argue that firms should limit managerial discretion. However, theoretical part of this paper identifies simple/line structure is attributed to an organizational structure in which characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization are hindering management to exercise managerial discretion.

Since the dynamic nature of business environment requires a professional and talented manager, organizations structures shall introduce flexibility and underpin man-

agement staff by giving autonomous decision for managers. On compromising latitude of actions and latitude of objectives managerial discretion can be affected by organization and external level as well. On this regard, the conflict of interest through stakeholders; like owners, finance on one side and managers (those who run the business) on the other hand shall be harmonized for the success of the company as long as all are on the same page.

Hence, at a concluding remark since the central question on theoretical part of literatures focuses on the degree to which managers are free to choose courses action or exercise managerial discretion and whether these choices bring about intended outcomes, the management strategic decisions therefore have to be making autonomous decision to meet company objectives.

In addition, both hypothetically and the data that has been collected indicates those managers who are free to choose course of action, having a room for discretionary behavior, broader in their orientation and did their job in latitude have led to company success than those company which managed by owner-manager which hamper course of action. At last, even if there are plenty of chances on getting literatures on managerial discretion, it is unlikely to find a case study specific to this research topic. Hence, this research article will contribute for business owners to investigate the reason of why they are unfamiliar to exercise course of actions by managers and able to assess the result of introducing managerial discretion. In addition, it will be a point of discussion to conduct future research and contribute to research gaps; like, by undertaking a hypothesis study of the relationship between managerial discretion and organization performance.

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RESEARCH ARTICLE

The influence of emotional intelligence and organizational politics on employee turnover and performance

Al-Dubai Omar Yaseen

School of Business Administration, Zhejiang Gongshang University, Hangzhou, China



Correspondence to: Al-Dubai Omar Yaseen, School of Business Administration, Zhejiang Gongshang University, China;
E-mail: wasetc@hotmail.com

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Abstract: Employees are viewed as the most valuable organizational assets especially in today's competitive environment. Accordingly, it is essential to retain skilled employees and provide a supportive environment to improve their performance especially in service companies as their employees have direct communication and interaction with customers. The purpose of this research is to examine the influence of organizational politics and emotional intelligence on two fundamental employee outcomes: turnover intention and employee performance. In addition, the current study examined the moderating impact of emotional intelligence on the relationship between organizational politics and turnover intention, and on the relationship between organizational politics and employee performance. Further, the study examined the association between employee characteristics: gender, age and work experience, and their turnover intention and performance. This study employed a quantitative research method and used administered survey questionnaire to collect data from 400 employees working in four service industries in Kuala Lumpur and Selangor states, Malaysia: banking, telecommunication, insurance and tourism. Structural equation modelling using Smart-PLS was used to analyze collected data. The research findings revealed that organizational politics and emotional intelligence had a significant impact on turnover and employee performance. However, emotional intelligence had no significant moderating impact on the relationship between organizational politics and the two employee outcomes: turnover intention and employee performance. Moreover, employees' age was found to be significantly related to their turnover intention as employees as older employees were found to have a low turnover intention. The findings of this research provide a significant managerial implications which revolve around the need for managers to ensure a fair and effective organizational politics and retain employees with good level of emotional intelligence.

Keywords: organizational politics, employee performance, turnover intention, emotional intelligence, service industry

1 Introduction

There is no denial that organizations depend on employees to operate and achieve their objectives. Despite heavy reliance on information technology and artificial intelligence, organizations still need to consider and appreciate the influential role played by employees in achieving their goals especially in service industry. Organizations operating in service industry such as tourism, insurance, banking, telecommunications, *etc.* rely on the abilities of their employees to communicate and interact with their customers.

Employee performance or individual performance is considered to be a significant building block for the company and provides the basis for high performance^[1]. Prior studies found a negative relationship between organizational politics and job performance^[2-5].

Over the years, researchers have validated and consented that perceived organizational politics have a positive impact on the purpose of turnover^[6,7]. Organizations are currently facing the issue of a comparatively lower degree of emotional intelligence among the majority of employees and researchers proposed a number of strategies to improve employee emotional intelligence. This study builds on the definition of emotional intelligence as "The ability to regulate emotions to support intellectual growth" presented by Salovey & Mayer (1990). The fundamental research aim of this research is to examine the impact of emotional intelligence and

organizational politics on employee turnover and performance in Malaysian service industry. This paper seeks to extend literature on employees' turnover intention and performance in relation to one comprehensive organizational based variable: organizational politics and one employee based variable: emotional intelligence. Based on the researcher's knowledge, this is the first study that intended to examine the collective relationships among these four fundamental variables. In addition, the current study aims to develop a conceptual model to predict employees' turnover and level of performance in relation to organizational politics and turnover intention in service industry context. This comprehensive model has the potential to effectively explain employees' turnover intention and performance and can be tested in different contexts. Further, this research intends to provide a set of recommendations to Malaysian service companies on how to improve their employee performance and decrease the turnover intention. Research findings reflect employees' perception of their organizational politics and its impact on their performance and turnover intention and explain how their emotional intelligence affects their level of performance and their intention to quit their jobs.

2 Theoretical framework & hypothesis development

Two fundamental theories are proposed to explain the two employee outcomes: turnover intention and performance in relation to their level of emotional intelligence and organizational climate represented by organizational politics. These theories are: organizational support theory and theory of planned behavior. Eisenberger *et al* (1990) are the main founders of organizational support theory which indicates that employees will appreciate their organizations and perform job tasks effectively when the company fulfill their socio-emotional needs and care about their well-being. Organizational support produces organizational justice and other factors that all aim at developing and improving performance to achieve. The theory of organizational support tries to focus on determining the nature of the reciprocal relationship between employees and the organization on the basis of the theory of reciprocal benefits. Benefit sharing will enhance benefits that will affect this relationship later, as Eisenberger and Aselage (2003) see social relationships help provide individuals with the expectations that will benefit the organization to the extent that it is both a worker and an owner the work will be on constant willingness and desire to improve benefits. This research argues that the theory of organizational support has the potential to explain why some employees in certain companies have low willingness to quit their jobs and perform their job tasks effectively due to the support and care received from their organizations. On the other hand, organizations that don't care about their employees and provide no support may result in higher turnover intention and low level of employee performance.

The theory of planned behavior was originated in 1985 by one of the leading scholars in the field of social psychology and professor emeritus of the University of Massachusetts, Dr. Ayske Ajzen. Scholars argued that theory of planned behavior provides a better understanding of employees' turnover intention. This research argues that the theory of planned behavior has the potential to explain employees' turnover intentions based on their decision making processes and beliefs about their companies which might be reflected by their actions such as searching for attractive job offers in other companies.

2.1 Emotional intelligence and turnover intention

Previous research has shown a negative correlation between emotional intelligence and turnover of employees^[8,9]. They said workers with higher emotional intelligence had very low intentions to resign. Mir (2018) argued that Emotional Intelligence was described as one of the most important and essential factors in the reduction and modification of the degree of intent of Turnover by workers working in private telecommunications organizations across Jammu and Kashmir.

Many scholars examined the relationship between employee emotional intelligence and their intention to quit their job^[10]. Researchers argued that employees with high emotional intelligence are capable of managing their own and others' positive and negative emotions and this leads to decreasing their turnover intentions^[10]. According to Raza *et al.* (2018)^[11] emotional intelligence possessed by employees allow them to reduce job dissatisfaction and stress and decrease their intention to leave their companies. Falahat *et al.* (2014) revealed that there is a substantial connection between the Emotional Intelligence and the Turnover intention of ICT professionals in Malaysia. Authors argued that emotional intelligence helps to build a good working atmosphere in businesses that ultimately reduces the rate of turnover intention to a minimum. This indicates that individuals who are emotionally intelligent on the private aspects

and emotions of others are more open to the positive and negative of their inner experience, which leads to the effective regulation of emotions in themselves and in the self of others^[12]. Based on these argumentations, the first research hypothesis is stated as follows:

H1: Emotional intelligence has a significant relationship with employee turnover intention.

2.2 Emotional intelligence and employee performance

Godini & Baghfalaki (2015) portrays emotional intelligence as a central component of employee performance. Emotional intelligence has a direct correlation with the success of workers^[13]. In their research on the effect of the performance of Emotional Intelligence employees in their work place, Rexhepi and Tobin (2017)^[13] argued that success in work and overall work performance depends not only on the technical knowledge and level of IQ of employees and managers, but also on the very significant impact of the level of Emotional Intelligence. Munir and Azam (2018)^[14] argued that emotional intelligence relates significantly and positively to the mission and contextual success of employees. The findings also showed a noticeable change in the employee satisfaction scores of the participants as a result of their increased level of emotional intelligence.

Munir and Azam (2018) argued that emotional intelligence relates significantly and positively to the mission and contextual success of employees. The findings also showed a noticeable change in the employee satisfaction scores of the participants as a result of their increased level of emotional intelligence. Priti and Das (2010) conducted a research on the importance of emotional intelligence to successful job performance has been performed. The idea of their study was to investigate the relationship between the score and the score of the performance appraisal checklist. Relationship was investigated using a correlation analysis. Chirasha *et al.* (2017) found the gradual effect of EI-approved managers on the performance of employees. Shahzad *et al.* (2011) analyzed the effect of emotional intelligence on employee performance, which revealed a positive correlation between social knowledge and employee performance. Guided by previous explanations, the second research hypothesis is states as following:

H2: Emotional intelligence has a significant relationship with employee performance.

2.3 Organizational politics and turnover intention

Employees perceiving unfavorable organizational politics such as injustice and the presence of influential groups with own interests maintain a high level of turnover intention^[2]. Organizational Politics have the potential to result in psychological withdrawal of employees, neglect, and turnover intention^[2,6,16]. The Model of Ferris *et al.* (2002)^[16] argued that organizational politics have direct impact on several employee outcomes such as turnover intention, job anxiety and success, job satisfaction, affective commitment.

Many researchers looked at the impact of perceived organizational behaviors and turnover in various workplaces. The findings showed a substantial relationship between these two variables, in which Cropanzano *et al.* (1997) found that perceived organizational policy had negative effects on the intentions of turnover, while Abubakar and Abdullah (2017) found that the two variables had a reciprocal effect. Because both the perceived organizational strategy and the intention to make a turnover are strongly met by workers at work. Hassan and Vina (2017)^[17] indicated that perceived organizational strategy was positively linked to the purpose of the turnover. Present study was carried out due to continuing research limitations in the methods used to examine the relationship between emotional intelligence and employee outcomes. Miao, Humphrey, and Qian (2017) suggested the use of a longitudinal design rather than a cross-section design to calculate a true causal relationship. They also argued that emotional intelligence was not natural, but an ability to learn. Another important reason for this study was the presence of research gaps in the field of emotional intelligence training intervention development and implementation with a view to increasing the existing level of emotional intelligence among employees.

In a study undertaken by Abubakara *et al.* (2014) on the relationship between perceived organizational policies, organizational confidence, human resource practices and turnover intentions among nurses in Nigeria, they found that organizational policy has a positive relationship with the intention of turnover. Guided by relevant literature, the third research hypothesis is withdrawn as:

H3: Organizational politics have a significant relationship with employee turnover intention.

2.4 Organizational politics and employee performance

Many researchers paid attention to investigating the impact of organizational politics on different dimensions of employee performance and how organizational politics influence the efficiency, productivity and quality of employee performance which indicates that organizations need to address and emphasize the increasing needs of their employees^[5, 18, 19].

Enyinna *et al.* (2014) conducted a qualitative study on two banks in Nigeria, the study found that bad political behavior had a negative impact on employee results. In addition, Bai *et al.* (2016)^[3] found out that the use of the political environment contributed to the conflict of tasks and relations. Negative organizational policies are disapproved because of the moral dilemmas and issues that emerge in the workplace, while positive organizational policies result from the amalgamation of shared interests and the stimulation of collaboration^[20].

Albloush *et al.* (2020)^[21] investigates the effects of organizational politics on the efficiency of employees in the 22 regional directorates of the Greater Amman Municipality (GAM), Jordan. Authors suggested that there are several workers whose output is poor or unsatisfactory. Albloush, Ahmad, Yousoff and Mat (2019) suggested that the interpretation of organizational policy had a negative effect on job efficiency. Moreover, Abubakar and Abdullah (2017) have stated and argued that the perceived organizational politics and turnover intentions have a reciprocal impact. In other words, both perceived organizational policies influence each other by perceived organizational policies that influence the role of turnover, and the intention of turnover may also influence the perception of organizational policy in the labor market. According to vast literature on the relationship between organizational politics and employee performance, the fourth research hypothesis is stated as following:

H4: Organizational politics have a significant impact on employee performance.

2.5 Moderating role of emotional intelligence

Adequate evidence has also shown that emotional intelligence, considering the significant predictor of employability related outcomes. Poon (2012)^[22] indicated that emotional intelligence can not be observed explicitly while the significance of emotional intelligence has been observed as a moderator in a variety of settings, such as, the moderating variability of emotional intelligence between several variables indicates that emotional intelligence plays a positive and significant role in stress and mental health. Jordan, Ashkanasy & Hartel (2002)^[21] argue that the moderating influence of emotional intelligence has been identified between emotional and behavioral reactions to job security. The same moderating effect of Karimi, Leggat, Farrell & Couper (2013) investigating the moderating effect of emotional intelligence between well-being and perceived work stress. In addition, a number of scholars have suggested hypotheses and have sought to clear this debate as to how individual variations have moderated behavior predictors. However, no reliably accurate inference has yet been drawn as to how emotional intelligence moderates the role of employability and employability (self-perceived) (Bastian *et al.* 2005; Potgietez and Coetzee, 2013) explicitly at the undergraduate level. Studies have shown EI to be a significant factor in numerous work-related results, including innovation and creativity (*e.g.*, Joseph & Newman, 2010). In addition, emotional intelligence has also been shown to be a moderator in several studies. Ojedokun (2010) stated that the emotional intelligence moderated the interaction between certain psychosocial factors and behaviors. This association may be responsible for the ability to understand, control self and others' emotions and the use of emotions in people. EI allows individuals to produce and maintain positive emotions.

Emotional intelligence can not only be acquired, but also improved at any point of one's life. However, a strong encouragement, a structured learning situation and continuous practice are required to do this. Besides Daniel Goleman and his colleagues, almost all leading scholars and psychologists who have published high-quality research journals around the world believe that emotional intelligence can be taught, learned and improved in all age groups and careers^[23]. Apart from empirical research, the principle of self-efficacy supports the idea that emotional intelligence can be acquired and improved. The current study showed that workers had a deep confidence in their abilities, which is why they had improved their emotional intelligence skills. The framework created by the theory supported this study during the implementation of emotional intelligence training and coaching strategies to improve emotional intelligence. Guided by different studies which employed emotional intelligence as a moderator to examine various employee and organizational outcomes, the fifth and six hypotheses are stated as follows: *H5: Emotional intelligence has a significant moderating impact on organizational politics and employee turnover intention.*

H6: Emotional intelligence has a significant moderating impact on organizational politics and employee performance.

This study has two independent variables: emotional intelligence and organizational politics, two dependent variables: turnover intention and employee performance, one moderating variable: emotional intelligence. Figure 1 depicts the conceptual framework.

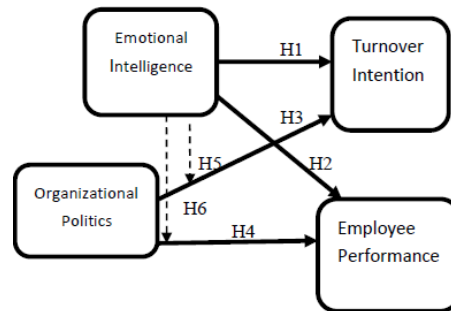


Figure 1 Conceptual framework

3 Method

The researcher believed that using quantitative research and employing survey questionnaire is an effective method to gain a better understanding of how organizational politics and emotional intelligence affect employees' turnover and performance. This research employed a developed questionnaire to collect primary data from first line employees working in Malaysian service industry in order to obtain pertinent quantifiable data for the descriptive research using 5 Likert scale to evaluate respondents' answers from 1 "strongly disagree" to 5 "strongly agree". Questionnaires allow respondent to express their views simply and quickly. Further, questionnaires were advocated as a better data collection method after respondents were ensured that their responses are kept confidential and permission taken from managers and collected data are used solely for academic purpose. This research employed a non-probability convenience sampling due to the pandemic of Corona-Virus and due to concentration of service industries main branches in Kuala Lumpur and Selangor states.

The researcher identified the fundamental sectors of Malaysian service industry. After careful observation and discussions with some academician and professionals, the researcher decided on selecting four main sectors: banking, insurance, telecommunication, and tourism. Guided by their market share and availability of many branches, the researcher selected Maybank and, CIMB banks. In telecommunication industry, the researcher decided to collect data from Digi, Celecom, and Maxis. These companies are well known and widely used by huge number of consumers in Malaysia. For tourism companies, the researcher selected some of the common hotels and travel agencies such as Times Square hotel, Istana, and Hilton in Kuala Lumpur State. With regard to insurance companies, the researcher has decided on selecting three main companies: "AIA General Berhad", "AXA Affin General Insurance Berhad" and "Allianz General Insurance Co" due to their well-known image and growth. Later, the researcher determined the main and well known branches and offices of respondent organizations and paid initial visits to meet their managers and request permission to allow employees to fill in questionnaires. The researcher selected big sized branches in order to gain better understanding of the potential relationship among study variables. Huge branches have high number of employees and employees can describe the organizational politics and their emotional intelligence.

The researcher distributed 600 questionnaires to employees working in four Malaysian service industries: banking, tourism, telecommunication and insurance. The researcher has requested the help of two local Malaysian citizens and a foreign citizen residing in Malaysia for several years to distribute and collect survey questionnaire. At an initial stage, the researcher has identified the names and number of Malaysian banks, insurance, tourism, and telecommunication companies as a target population. Given, the help presented by Malaysian citizens and foreign friend, the researcher had the chance to take to managers in order to ask employees to fill in questionnaires. Employees were given one week to complete questionnaires.

The measures of study variables were adopted from mature literature. Emotional intelligence scale was measured using Wong and Law (2011) scale which covers appraisal of

self emotions, appraisal of others' emotions and the use of emotions dimensions. Emotional intelligence was measured using 16 items. Examples of these items include "I have a good sense of why I have certain feelings most of the time" and "I am quite capable of controlling my own emotions". Organizational politics variable was measured using Kacmar and Carlson (1997). Organizational politics variable was measured using 15 items such as "People in this organization attempt to build themselves up by tearing others down" and "Agreeing with powerful others is the best alternative in this organization". Turnover intention was measured using Wayne, Shore, and Liden (1997) scale. Turnover intention was measured using three items: 1) "As soon as I can find a better job, I will leave the organization" 2) "I am actively looking for a job outside the organization" and 3) "I am seriously thinking of quitting my job". Employee performance was measured using 7 items based on Williams and Anderson (1991) measurement scale. Examples of these items are: "I complete assigned duties adequately" and "I fulfil responsibilities specified in job description".

4 Results

Table 1 lists the demographic and general information related to research participants. The research findings revealed that approximately 57% of employees are males and 43% are females with ages ranging between 26-35 years (501%) and 36-45 years (26%). The discrepancies between employed men and women in Malaysia are not very high as women are highly involved in work environment.

Further, it was evident that majority of employees are youth aged (76%). For work experience, it was reported that 45% of the valid sample have work experience ranging between 4-10 years, followed by 35% who possess short term work experience (1-3 years). Around 33% of employees are working in telecommunication industry, followed by 28% working in banking industry while insurance and tourism industry had closer results 19% and 21% respectively. Finally, approximately 83 of employees have undergraduate degrees.

Table 1 Respondents' profile

	Item	Frequency	Percent
Gender	Male	227	56.75
	Female	193	43.25
Age	21-25	49	11.6
	26-35	211	50.2
	36-45	107	25.5
	46+	53	12.7
Work Experience (y)	1-3	149	35.5
	4-10	187	44.5
	10-15	68	16.2
	15+	16	3.8
Industry	Tourism	78	18.6
	Banking	119	28.3
	Telecommunication	136	32.4
	Insurance	87	20.7
Educational Level	High school/Diploma	29	6.9
	Undergraduate	347	82.6
	Postgraduate	44	10.5

4.1 Analysis of research model

Structural equation modelling (SEM) technique was used to test the research model. Research findings revealed that all constructs reported Cronbach's alphas above .70 threshold and all of the constructs have item loadings higher than the recommended 0.70. On the other, construct validity measure the extent to which a measurement logically connects and reflects the observed phenomenon to the construct. Construct validity is often measured using convergent and discriminant validity

Table 3 includes the AVE values for the converging validity of the constructs used in this analysis. Since all values reached the minimum threshold value (0.50) of AVE, the correct convergent validity for the measurement model of the present study was demonstrated. Discriminant validity identify if two variables or measures that should not be related are actually related. **Table 4** indicates that the square root of the construct AVE is greater than its association with

other constructs, meaning that the Fornell and Larcker criterion metrics have strong differential validity in this research.

Table 2 Constructs' reliability

	Cronbach's Alpha	Composite Reliability
Employee Performance	0.927	0.938
Turnover Intention	0.883	0.892
Organizational Politics	0.916	0.924
Emotional Intelligence	0.891	0.895

Table 3 Average variance extracted (AVE) value

	Average Variance Extracted (AVE)
Employee Performance	0.713
Turnover Intention	0.759
Organizational Politics	0.728
Emotional Intelligence	0.698

Table 4 Fornell-Lecker criterion

	EP	TI	OP	EI
EI	0.861	-0.362	0.103	0.057
OP		0.817	1.063	-0.032
TI			0.791	-0.079
EP				0.785

4.2 Assessment of structural model

This research predicated a significant relationship between two independent variables: emotional intelligence and organizational politics, and the two dependent variables: turnover intention and employee performance along with considering the moderating role of emotional intelligence on the relationship between organizational politics and the two dependent variables. This research used "bootstrapping" to calculate the values of path coefficients for each independent and moderating variable on the dependent variables with considering the t value of 0.95 standard error measure and significance level value of 0.05. Table 5 reports the results of research hypotheses.

Further, the results of structural model are depicted in Figure 2 and Figure 3. The coefficient of determination (R^2) calculated in the present studies. R^2 value of 0.689 which accounted for a significant amount (75.6 per cent) of variation in employee turnover induced by the organizational politics. Guided by current research findings, it can be inferred that this research structural model maintain a significant impact of independent variables: organizational politics and emotional intelligence on the dependent variables turnover intention and performance. For employee performance, the calculated R^2 was 0.837 which means that a 83.7% of variation in employee performance can be accounted for organizational politics. The adjusted R square means that if the current study has been conducted in another context, the R square will be 0.719 for employee turnover intention and 0.811 for employee performance.

The results of structural model are presented in Table 4. The fundamental measures used for illustrating the results of a structural model are the regression weights (path coefficients), t values, and p values for significance of t statistics were used to structural model. Path coefficient was measured and analyzed using bootstrapping. Figure 2 shows the regression weights for organizational politics and emotional intelligence, and employee turnover intention along with the moderating impact of emotional intelligence.

Figure 3 depicts the results of the structural model by identifying the regression weights and R square of the relationship between organizational politics and emotional intelligence, and employee performance with the consideration of moderating impact of emotional intelligence. This research proposed six research hypotheses to determine the direct and moderate relationship between the proposed variables. The first research hypothesis aimed at testing the association between employees' emotional intelligence and their turnover intention. Research findings revealed that path coefficient value (0.226), t value was (3.088), and p value (0.003). Accordingly,

Table 5 Path coefficient and hypothesis testing

Path relationship	Path Coefficient	SE	t Value	P Values	Result
Emotional Intelligence ≥ Turnover Intention	0.226	0.049	3.008	0.003	Supported
Emotional Intelligence ≥ Employee Performance	0.693	0.081	8.157	0.000	Supported
Organizational Politics ≥ Turnover Intention	0.642	0.063	8.044	0.000	Supported
Organizational Politics ≥ Employee Performance	0.254	0.081	3.166	0.001	Supported
Organizational Politics* Emotional Intelligence ≥ Turnover Intention	-0.125	0.069	3.358	0.000	Supported
Organizational Politics* Emotional Intelligence ≥ Employee Performance	-0.043	0.082	1.409	0.673	Declined

Notes: OP = Organizational Politics, EI = Emotional Intelligence, TI = Turnover Intention, EP = Employee Performance

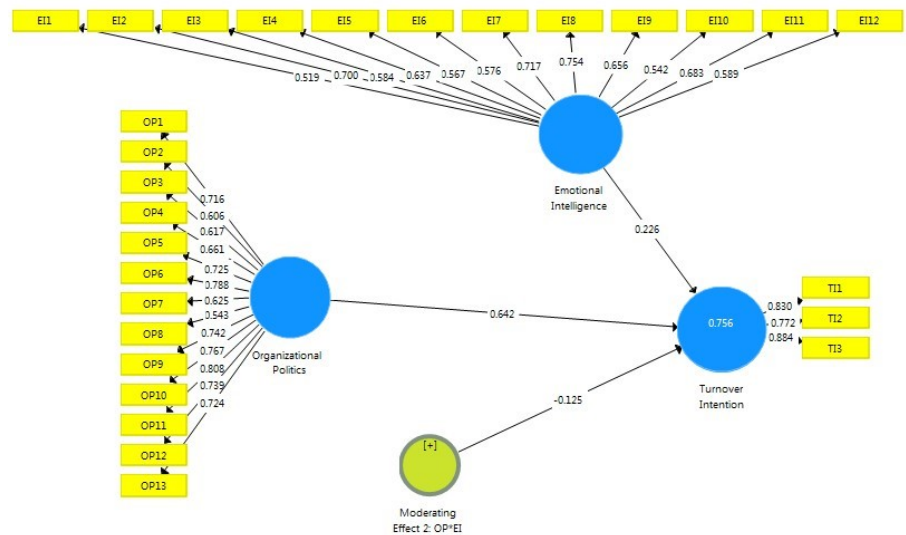


Figure 2 Results of structural model (Regression Weights): Organizational politics & turnover intention

the first hypothesis is supported and this research concluded that emotional intelligence had a significant impact on employee turnover intention.

The second research hypothesis tended to examine the influence of emotional intelligence on employee performance. The result revealed that path coefficient value (0.693), t value was (8.157), and p value (0.000). Such findings led to accepting second research hypothesis and stated that emotional intelligence had a significant impact on employee performance.

The third research hypothesis intended to study the relationship between organizational politics and employee turnover intention in Malaysian service industry. The reported findings (path coefficient (0.642), t value (8.044), and p value (0.000) indicated a significant relationship between organizational politics and employee turnover intention. Accordingly, third hypothesis was supported.

The fourth research hypothesis examined the relationship between: organizational politics have a significant impact on employee turnover intention. The result revealed that path coefficient of (0.254), t value (3.166), and p value of (0.001) and revealed a significant relationship between organizational politics and employee performance. Therefore, fourth hypothesis was supported.

The fifth research hypothesis aimed to identify the moderating impact of emotional intelligence on the relationship between organizational politics and employee turnover intention. The reported findings showed a path coefficient of (-0.125), t value (3.358) and p value of 0.000. Therefore, the fifth hypothesis is accepted and emotional intelligence was found to have a negative impact on the link between organizational politics and turnover intention.

The sixth research hypothesis aimed at assessing the impact of the interaction of emotional intelligence with organizational politics on both turnover and performance of employees in Malaysian service industry. The reported findings showed a path coefficient of (-0.043), t value (1.409) and p value of (0.763). Guided by these results, H6 is declined and the current research concluded that emotional intelligence was found not to significantly affect the relationship between organizational politics and employee performance.

It was evident from Figure 4.3 that the presence of emotional intelligence decreases the impact of organizational politics on employee turnover intention. Employees with high

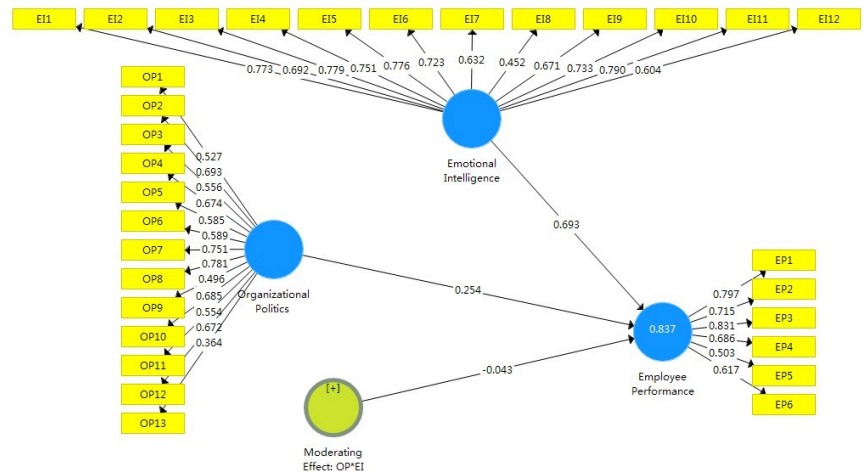


Figure 3 Distribution map of meteorological stations in Iraq

emotional intelligence are planning to quit their jobs while employees with low emotional intelligence are gradually and slowly thinking of quitting their jobs as depicted in Figure 4.

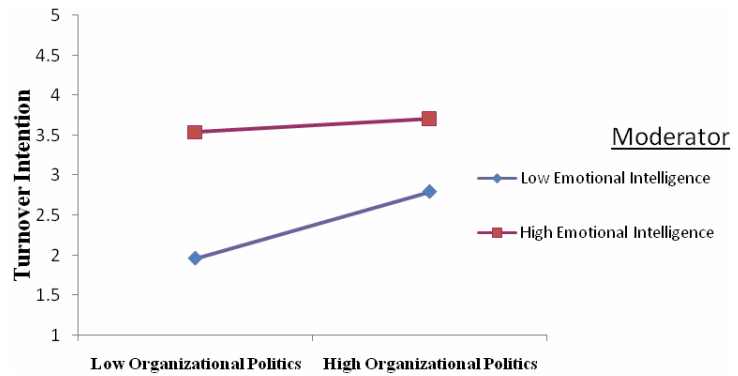


Figure 4 Moderating Effect of Emotional Intelligence

5 Discussion

This research validates the theory of organizational support and theory of planned behavior. Employees who feel justice and fair organizational politics are found to work hard. On the other hand, emotional with high level of emotional intelligence are less likely to quit their jobs. Developing employees who are extremely emotional would have a positive effect on the degree to which the company succeeds in maintaining its most critical staff. When this strategy is fully applied, the organization will be able to save an immense amount of advertising and orientation, hiring and retraining expenses, in addition to the time and effort of recruiting employees. In addition, emotionally intelligent workers are capable of generating positive organizational culture among employees. This positive impact would lead to higher efficiency, more creative ideas and eventually increase the overall performance of the company. Despite the unfavourable organizational politics employees are performing their tasks effectively but they plan to leave their companies when they get nice job offers. Accordingly, managers and leaders in Malaysian service companies need to maintain a fair and motivating organizational politics and perform some human resource management practices such as fair performance appraisal, compensation and rewards, and training and development in order to retain their employees and enhance their performance.

It is evident that organizational politics are mainly related to negative employee outcomes such as employee job dissatisfaction, low level of performance, turnover intention, and employee disengagement. It deserves to mention that the way organizational politics is measured is usually expressed in a negative way. Therefore, some companies might maintain a good and

encouraging organizational politics which eventually result in positive and favorable employee performance. The current study also found an important direct association between emotional intelligence and employee performance, similar to the results of Rexhepi and Tobin (2017)^[13]. Prior studies highlighted that perceived organizational politics had a direct impact on job performance (Mesiler Vigoda, 2014). Mastar, Darus and Shamsudin (2016)^[25] argued that turnover of workers is a current issue in the Malaysian service industry, such as the hotel industry. Mastar *et al.* (2016)^[25] stated that organizational policy has a major effect on the turnover of employees in the Malaysian hotel industry. In a recent study on the link between employees' emotional intelligence and their turnover intention, Brewster (2020)^[26] revealed surprising findings and argued that there was no association between both concepts but significant relationship between emotional intelligence and organizational commitment was reported. Mohammad *et al.* (2014)^[27] reported that employees who possess high emotional intelligence level are able to make wise decisions and organizations find no difficulty retaining them and recommended managers to pay attention to developing and enhancing employee emotional intelligence.

Venugopal (2013)^[28] underlined the significant impact on employee performance caused by organizational politics and argued that work spirituality and emotional intelligence have the potential to decrease this negative influence. The author advocated the importance of employee emotional intelligence and work spirituality and recommended organization to maintain a reasonable level of each in order to enhance employee performance. Puri and Mehta^[29] have shown that there is a clear and positive relationship between emotional intelligence and employee performance in Pakistani hospitals. Authors concluded that workers with high emotions can control their own and other emotions that can eventually contribute to high job results. Javed (2014) underlined a positive significant influence of organizational politics on employees' turnover intention. In general, majority of studies indicates a positive impact on employees' intention to quit their jobs and move to other companies^[30]. Yusof, Zulkiffli, Padlee, and Yusof (2018)^[31] looked at the association between organizational politics, employee satisfaction and turnover intention and reported a major correlation between organizational strategy, employee satisfaction and the plan to make a turnover. Sanchez-Gomez and Bresó (2020)^[32] found positive associations between emotional intelligence and success among Spanish professionals and argued that high-level emotional intelligence professionals reported the highest performance. Previous research has shown that success at work is highly influenced by emotions and feelings that are an integral part of human life in any sense^[33]. Many scholars indicated that emotional intelligence skills include communication, empathy, coordination, negotiation, and success orientation which play a vital role in allowing employees to perform their job tasks effectively and in a timely manner^[34].

Based on the research findings, emotionally intelligent employees were performing their jobs effectively and don't have the intention to quit their jobs. Therefore, managers of Malaysian service companies need to maintain a high level of emotional intelligence in their employees and may organize some activities to help employees learn about the positive influence of emotional intelligence. This will increase the awareness of emotional intelligence among employees and its benefits back to organization because employees with high level of emotional intelligence understand their own and others' emotions and will work in a harmonic atmosphere. Further, when recruiting new employees, managers should focus on assessing the emotional intelligence of candidates and don't over emphasize the gender, experience and age of the new recruits.

6 Conclusion and further research

This research examined the impact of organizational politics and emotional intelligence on two fundamental outcomes: turnover intention and employee turnover and considered the moderating role of emotional intelligence on the relationship between organizational politics, and turnover intention and employee performance in Malaysian service industry. In addition, the results of the study revealed that organizational politics and emotional intelligence have a significant impact on turnover intention and employee performance. Further, emotional intelligence had a significant moderating impact on the relationship between organizational politics and turnover intention. Employees with high emotions working in organizations with unfavourable organizational politics are likely not to consider turnover intention compared to employees with low emotional intelligence. Guided by such findings, this study proposes three future research avenues. First, apply research framework in different context and using qualitative research method (qualitative, case study, mixed research methods). Second, further research may investigate the reasons that may lead some employees to leave their organization despite the availability of favorable organizational politics. Finally, given the vital role of emotional intelligence, further research may focus on how firms help employees to develop and

increase their emotional intelligence.

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