RELATIONSHIP OF POLITICAL SKILLS AND EMOTIONAL INTELLIGENCE WITH EMOTIONS AT WORK

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ABSTRACT

Political behavior in organizations has long been established as a central dynamic in organizational life. It is widely accepted today that organizational politics has both positive and negative organizational implications. In present paper we tried to identify relationship of the political skills , emotional intelligence with emotions at work. For the purpose the data was collected from 150 employees of hospitality industry of Gwalior region with the help of standardized questionnaire. Results show that political skills have impact on emotions at work but strange results are shown by the other variable i.e emotional intelligence. Emotional intelligence is not showing any impact on emotions at work.

Keywords: Political Skills, Emotional Intelligence, Emotions, Work

INTRODUCTION

Political skills can be defined as a set of skills to read and understand others in organization, these skills are used to get the work accomplished and to achieve the goals whether personal or organizational. It also can be defined as the skill of influencing or motivating one's behavior in an organization to achieve organizational as well as individual goal at workplace. Politics at workplace can

affect in positive as well as negative way. Political skills when apply in positive way then it will lead to trust, honesty, achievement of organizational goals effectively, whereas negative politics in an organization create conflicts, ,misunderstandings, disappointments, resign jobs etc .

 "Leaders need to inspire the team to work toward a common goal. A leader with good political skills can get employees to go the extra mile because they have been convinced that it will help the organization. Political skills enable leaders to maximize and leverage their relationships in order to get things done efficiently and effectively at work (Ferris et al. 2005)

Emotions are reactions to a person (seeing a friend at work may make you feel glad) or event (dealing with a rude client may make you feel angry). They are often shown in the face, the voice or the body.

Emotions also play a very important role in the workplace. People shows emotions when they are "happy about something, angry at someone, afraid of something." Emotions are the expressions of a person as they cannot be separated from a person in the workplace. Human beings are emotional and they bring their emotions at workplace. Emotions play a large role in how an organization communicates within itself and to the outside world. Positive emotions in the workplace help employees get favorable outcomes including achievement and job enrichment whereas negative emotions increase the workplace negativity.

Political skills and emotional intelligence at work should be applied positively in an organization so that it helps in achieving organization as well as an individual goal very effectively.

Political skill as: "The ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ferris, Treadway et al., 2005: 127).

Political skill is the ability of the person through which he or she can influence other people working in the organization in such a way so that the organizational as well as individual goal can be achieved. Also the person should have the ability to understand other's motivations so that he or she can motivate them accordingly. This ability ensures that employees will have a leader who understands them, who motivates them to achieve their own goals, and who is able, through political skill to obtain the resources needed to achieve group goals. Strong leaders have strong political skills.

Therefore, an individual having high political skill combine social intelligence with the capacity to adjust behavior to changing situational expectations in a way that appears to be sincere, keep support and trust, and effectively influences and controls the responses of others. Emotions influence everything we do – every

thought, every action, every decision…

"Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships." (Goleman, 1998)

Emotional intelligence (EQ) is the ability to identify, understand, and manage emotions in positive ways to overcome stress, communicates effectively, having good understanding with others, overcome challenges, and resolve conflict. Emotional intelligence impacts on many different aspects of your daily life, such as the way you behave and the way you interact with others. We can use this understanding of emotions to relate better to other people, form healthier relationships, achieve greater success at work, and lead a more fulfilling life.

According to Hess (2001), "emotions in everyday language, can simply refer to feelings states such as happiness, excitement, love, fear or hate."

Emotion at work, It may be defined as the management of one's own feelings or as work done in a conscious effort to maintain the well being of a relationship; though some would reserve the term emotion work for work upon the self alone, as different to emotion work on others.

Emotions in the workplace play a large role in how an entire organization communicates within itself and to the outside world. "Events at work have real emotional impact on participants. The results of emotional states in the workplace, both behavioral and attitudinal, have large significance for individuals, groups, and society". "Positive emotions in the workplace help employees obtain favorable results including job enrichment, achievement, excitement have desirable effect independent of a person's relationships with others, including greater task activity, persistence and enhanced cognitive function". "Negative emotions, such as fear, anger, stress, hostility, sadness, guilt, work overload, lack of rewards, and social relations which appear to be the most stressful work-related factors and increase the certainty of workplace environment".

REVIEW OF LITERATURE

Akila and Thangavel (2013) found that there is significant linear relationship between emotional intelligent leader and emotional competent group norms of their team. Emotional intelligence is also positively correlated with job satisfaction and but it has negative significant correlation of surface acting and job satisfaction whereas surface is a good mediator between emotional intelligence and job satisfaction (Psilopanagioti, Anagnostopoulos, Mourtou and Niakas (2012) suggested that Emotional intelligence (Use of Emotion dimension) was

significantly and positively correlated with job satisfaction and also observed a negative significant correlation between surface acting and job satisfaction whereas surface acting use as a mediator.the relationship is when teated for marketing people then emotional intelligence and marketing effectiveness demonstrated a strong positive relationship (Nwokah and Ahiauzu 2009) and hence it was suggested that the marketing people should be given proper emotional intelligence training to improve the effectiveness of these employees.

Shipley Jackson and Segrest concluded that Emotional intelligence was positively related with work experience and also found Age was not positively correlated with emotional intelligence. Global trait emotional intelligence was not significantly related with academic achievement, however, students in the mid-range GPA had a significantly higher mean "well-being" factor score than students in the lower and higher-range GPA.

Davis and Peake (2014) in his study applied hierarchical regression and found that the levels of political skills decide the association between emotional intelligence and entrepreneurial intent and emotional intelligence and political skills affect each other. And also suggest that developing both emotional intelligence and political skill may benefit those students who are going for entrepreneurial process.

Meisler (2013) found in their research the positive relationship between Emotional Intelligence and both political skill on the workplace. Political skill acts as a mediator in the relationship between Emotional Intelligence and job satisfaction. It proves that the greater the participant's Emotional Intelligence, the greater his or her political skill.

Appolus, Niemand and Karodia (2016) in their study they showed that there were no meaningful correlations between emotional intelligence and any of the team effectiveness characteristics/factors and also. This indicates that the teams are not using the high emotional intelligence levels to benefit the teams.

Koubova and Buchko (2013) in their research study they used these variables Life-work balance, Emotional intelligence, Work performance, Life satisfaction, Employee motivation, Management theory, Employees attitudes, Employees behaviour and Motivation (psychology) and found that Emotional Intelligence plays a major role in developing an individual's life-work balance, and the primary effect of one's personal life suggests that it is more appropriate to view work as a component of overall life satisfaction; hence the use of the term "life-work balance". Taliadorou and Pashiardis (2014) observed that the emotional intelligence and Political Skills of school principals are related to the educational leadership styles they use and to teachers' job satisfaction. And this finding confirmed by the result of other researchers, such as Wong and Law (2002) who found that managers' EI was

positively related to employees' job satisfaction. As for the positive correlation of principals' PS to the teachers' job satisfaction, this is associated to the research results of Ahearn et al. (2004) and Treadway et al. (2004) which indicated that the PS of the leaders impact the reliability and support that followers have for them and are included to the main factors that contribute to the job satisfaction of employees, their cooperation and minimization of the possibility for resignation.

Abdul Kadir Othman, Hazman Shah Abdullah and Jasmine Ahmad (2009) in their research paper used multiple regression analysis and found that the Positive Drive was the only moderating variable found to significantly moderate the relationship between the EI and team role effectiveness. It shows that the effect of SEA and OEA on service provider's team role effectiveness is moderated by work motivation; the effect is complex and counter-intuitive.

Singh (2011) in their paper performed multiple regression analysis and they showed the relationship between the dimensions of emotional intelligence and ethics at workplace in Indian business organizations. This suggests that emotional intelligence and its dimensions are significantly related to ethics at workplace and variables of emotional intelligence like self awareness, interpersonal connectivity and emotional regulation. And also conclude that emotional intelligence is one of the prerequisite for the success of any business enterprise. Howard Gardner (1999) put it, "no intelligence is moral or immoral in itself;" noting that Goethe used his verbal skills in a laudable manner, the Nazi propagandist Joseph Goebbels in a hateful way.

Carmeli (2003) used separate hierarchical regression analyses and examined the extent to which senior managers with a high emotional intelligence employed in public sector organizations develop a positive work attitude which shows that emotional intelligence augments positive work attitudes, altruistic behavior and work outcomes, and moderates the effect of work-family conflict on career commitment.

Sarkar and Suresh (2014) in his research paper performed Pearson correlation and hierarchical multiple regression and the research is to examine the associations of personality, political skill and emotional intelligence with emotion work. It pointed out that personality, political skill and emotional intelligence emerged as strong predictors of emotion work and also highlights the need for understanding emotion work as an important potential interpersonal variable for enhancing employees' as well as organizational health. The data indicated there is a positive significant correlation between positive emotions and political skill followed by EI and negative correlation with neuroticism. And a significant negative correlation was observed between negative emotions and EI followed by conscientiousness, agreeableness and positive correlation with neuroticism. The data also indicated a

positive significant correlation between sensitivity requirements and EI followed by political skill agreeableness openness and negative correlation with neuroticism. And a significant positive correlation was also observed between emotional dissonance and neuroticism and also between interaction control and political skill. Agrawal (2013) concluded that people who manage their own feelings well and deal effectively with others are more likely to live content lives, even in highly political environment of organizations, emotionally intelligent people are more apt to retain information and do so more effectively than dissatisfied people.. Thus emotional intelligence abilities are vital if people are to successfully overcome organizational politics and in turn to succeed at workplace and helps in overcoming organizational politics. And Koffev Dirk(2002) in their study they found that office politics can reduce Organizational productivity, create a lack of trust, increase internal conflict, and lead to greater resistance to change.-People who don't get recognized for their performance feel demotivated and have a lower morale.

Meisler and Gadot (2014) shows that elements of emotion can shape perceptions of politics in which employees understand and regulate felt emotions affects their interpretation of the political arena, whereas, emotional intelligence not only affects perceptions of politics, but indirectly affects employees' work attitudes and behaviors. Also the organizational politics was found to mediate the relationship between emotional intelligence and all three outcomes.

Lee (2013) in their study used SEM model to test the hypothesized model and the study was to test a model for emotional intelligence and emotion work and found that emotional intelligence plays a partially significant role in the performance of emotion work. Others' emotional awareness and self-emotional management were significantly related to performance of emotion work. Staw, Sutton, and Pelled (1994) found that positive emotion yields favorable outcomes for employees and improves organizational performance.

Yadav (2014) in their study they observed that Emotional intelligence plays a prominent role in intelligent decision making and in the development of an organization. Emotions need not be a problem at workplace. He/she concluded that in an organization there are superiors who are confident, efficient and maintain good relations, but need to be emotionally intelligent. The importance of emotional intelligence hinges on the link between sentiment, character and moral instincts. Three attributes, i.e., technical skills, IQ or emotional intelligence, are important for a leader.

Westerlaken, Jordan, Ramsay and Woods (2009) have focused on aggression in the workplace. Organizational retaliatory behaviour has been identified as a specific typology of workplace aggression that has been gaining increasing attention. This article will conceptualize a model arguing that low political skill, low self

monitoring and low emotional intelligence are individual difference variables that may be antecedents to organizational retaliatory behaviors.

Yang (2014) examined in their research study the role of trust during emotion sharing. He concluded that by facilitating the creation of trust, social sharing of negative emotions has a more direct influence on group climate and group cohesion than social sharing of positive emotions.

Ozgen and Kurt (2012) in their study performed correlation and Hierarchical regression analysis and suggested that post-recovery negative emotions were affected by pre-recovery emotions with the mediating role of distributive justice perceptions which shows that dealing successfully with pre-recovery emotions and integrating these emotions with favorable distributive justice perceptions have critical importance in mitigating the post-recovery negative emotions.

Brotheridge and Lee (2008) concluded that managers must attend to their own emotions and express them appropriately or experience declines in their personal emotional health. They need to manage their emotions in a way that reduces the likelihood that they will experience failure.

Nair (2008) in their research study observed that the link between emotions and conflict has received little attention both in the literature on conflict and that of emotions. Insights into the role of emotions at the time of conflict and towards its subsequent resolution are provided. Future directions for study and potential linkages between the two streams are offered.

Watkins and Smith (2014) found that when working in male-dominated organizations, women with high levels of political skill fared better than women with low levels of political skill in terms of obtaining positions with authority.

Oerder, Blickle and Summers (2014) observed that Work council members increase their political skill when they hold a higher position and have more time involvement. Further, councilors' age was found to moderate these relationships. That is, older councilors develop political skill at a higher rate than middle aged employees.

Objectives of the Study

- To identify and confirm the factors underlying: Political Skills, Emotional Intelligence And Emotions at Work
- To measure the impact of political skills on emotions at work.
- To measure the impact of Emotional Intelligence on Emotions at Work.

RESEARCH METHODOLOGY

The study was causal in nature being survey method was used for data

collection.. The population of the current study was all Individual employee who was working in the hotels of Gwalior region these are the hotels which shows great footfall (Adityaz, Central Park etc.) .

The sample size of the current study was one hundred fifty two individual employees . Sampling techniques referred as the way to collect the data in the research. Hence, Non probability judgemental sampling technique was used to get response from the respondents. Individual respondent was treated as sampling element in the current study.

The Standardized questionnaires emotional intelligence (WLEIS, Wong and Law, 2002; in Greek, Kafetsios and Zampetakis, 2008), political skills (Ferris et al., 2005) and Emotions at Work (Best, Downey, and Jones, 1997) was used to collect data. Data will be collected on a likert type scale, where 1 stands for strongly disagree and 5 stands for strongly agree.

The collected data was analysed using various statistical tools like Reliability test was applied to check the reliability of the questionnaire with the help of Cronbach Alpha. Exploratory Factor analysis using principal component matrix and varimax rotation was applied for identifying the underline factors of political skills, emotional intelligence and emotions at work.

- Linear multiple regression was applied to evaluate the impact of political skills and emotional intelligence on emotions at work.

DISCUSSION AND INTERPRETATION: RELIABILITY ANALYSIS

TABLE: 1 – SCALE: EMOTIONAL INTELLIGENCE, POLITICAL SKILLS AND EMOTIONS AT WORK

The reliability was computed by using spss 18 version software. Cronbach's alpha reliability test was applied to check the reliability coefficient was computed for the all statements in the questionnaire for the variables Emotional Intelligence, Political Skills and Emotions at work.

Construct used	Cronbach's Alpha	No. of Items
Emotional Intelligence	.829	16
Political Skills	.895	18
Emotions at work	.794	7

The reliability test revealed Cronbach's Alpha value should be above 0.7. Then, Statements which were used in the questionnaire ought to be understood as reliable. In this study, all construct and their items were found to absolutely reliable because the value of Cronbach's Alpha was found above 0.7 in the all cases.

DISCUSSION AND INTERPRETATION: FACTOR ANALYSIS

KMO AND BARTLETT'S TEST

Kaiser Meyer Olkin Measure (KMO) test was applied to check the normal distribution and sample adequacy and Bartlett's Test has been applied to check the identity matrix and to find out whether data is suitable for factor analysis or not.

Table below shows that the value of KMO is greater than 0.7 so we can say that data is adequate as well as normally distributed. The results of Bartlett Test are also significant as the value is below 5% i.e. .000.

Table: 2 KMO and Bartlett's Test for Emotional Intelligence,
Political Skills and Emotions at work

Variable	KMO Value	Bartlett's Test of Sphericity	
		Chi Square	Significance Value
Emotional Intelligence	0.732	933.843	.000
Political Skills	0.761	1355.840	.000
Emotions at work	0.752	299.249	.000

The Kaiser-Meyer-Olkin Measure of sampling adequacy value for Emotional Intelligence, Political Skills and Emotions at work was 0.732, 0.761 and 0.752 respectively indicating that the sample size was adequate to consider the data as normally distributed .The Bartlett's Test of Sphericity was tested through Chi-Square Value 933.843, 1355.840 and 299.249 significant at 0% level indicating that the inter-item correlation matrix was not an identity matrix and therefore the data was suitable for factor analysis.

Table: 3 Exploratory Factor Analysis for Emotional Intelligence

Factor Name	Total of Initial Eigen values	Variance	Loading Value	Statement
Self Motivated	4.712	29.452%	0.783	Self-motivated person.
			0.778	Set goals and then try best to achieve them.
			0.745	Always tell myself I am a competent person.
			0.585	Always encourage myself to try my best.

Emotionally Stable	2.091	13.062%	0.746	Good sense of having certain feelings most of the time.
			0.731	Always know whether or not I am happy.
			0.674	really understand what I feel
			0.611	Good understanding of my own emotions.
Understanding	1.621	10.132%	0.804	Always know my friends' emotions from their behaviour.
				good observer of others' emotions
			0.750	Sensitive to the feelings and emotions of others.
			0.731	
Self awareness	1.423	8.892%	0.800	Always calm down quickly when I am very angry.
			0.753	Able to control my temper and handle difficulties rationally.
			0.600	good control of my own emotions.
Emotional awareness	1.061	6.632%	0.612	Good understanding of the emotions of people around me.
				Quite capable of controlling my
			0.602	own emotions.

Table: 4 Exploratory Factor Analysis for Political Skills

Factor Name	Total of Initial Eigen values	Variance	Loading Value	Statement
Interpersonal Skills	6.579	36.551%	0.843	I have developed a large network of colleagues and associates at work whom I can call on for support when I really need to get thing done.
			0.662	I am a good at building relationships with influential people at work.
			0.649	I am good at getting people to like me.
			0.622	I spend a lot of time at work developing connections with others.
			0.565	I am good at using my connections and network to make things happen at work.

| Trustworthy	1.816	10.091%	0.727	At work. I know a lot of important people and am well connected.
			0.708	When communicating with others, I try to be genuine in what I say and do.
			0.668	It is easy for me to develop good report with most people.
Good Observer	1.334	7.411%	0.770	I pay close attention to people's facial expression.
			0.726	I am particularly good at sensing the motivations and hidden agendas of others.
			0.664	I understand people very well.
			0.536	I try to show a genuine interest in other people.
			0.597	I pay close attention to people's facial expressions.
Commitment	1.126	6.253%	0.806	I spend a lot of time and effort at work networking with others.
			0.619	I am able to make most people feel comfortable and at ease around me.
Self-confident	1.069	5.938%	0.599	I have good intuition or savvy about how to present myself to others.
			0.567	I always seem to instinctively know the right things to say or do to influence others.
			0.496	It is important that people believe I am sincere in what I say and do.

Table: 5 Exploratory Factor Analysis for Emotions at Work

Factor Name	Total of Initial Eigen values	Variance	Loading Value	Statement
Tolerance	3.149	44.986%	0.852	I hide my anger or disapproval about something someone has done (e.g., an act that is distasteful to me).
			0.807	I hide my disgust over something someone has done.
			0.723	I hide my fear of someone who appears threatening.

Sympathetic	1.068	15.250%	0.735	I express friendly emotions (e.g., smiling, giving compliments, making small talk).
			0.729	I Reassure people who are distresses or upset.
			0.642	I express feelings of sympathy (e.g., saying I "understand," I am sorry to hear about something).
			0.572	I remain calm even when I am astonished.

Confirmatory Factor Analysis:

Confirmatory Factor Analysis: Emotional Intelligence
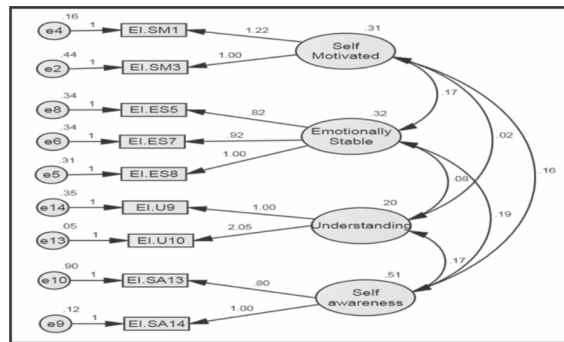
Model Fit : The most commonly used model fit statistics is the Chi Square (χ^2) test for association. Because we are dealing with a measure of misfit, the p-value for χ^2 should be larger than .05 to decide that the theoretical model fits of the data. The χ^2 value for Emotional Intelligence is 36.046 and is significant at .022 which is near to 0.022 indicating very good fit of the data in the model. CMIN/DF value of 1.716 also indicated high goodness of fit for the default model.

Table: Showing χ^2 goodness of fit

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	24	36.046	21	.022	1.716

There are three other groups of measures of goodness of fit for CFA model and it is imperative to include at least one measure from each group. Can be seen from the table below both the values of Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) are 0.953 and 0.900 respectively and are both higher than the desired minimum level for high fit. RMR indicates badness of fit and should be below 0.08, in the Emotional Intelligence model, RMR value is 0.045 again indicating good fit.

Table: Showing RMR, GFI and AGFI Goodness of fit

Model	RMR	GFI	AGFI	PGFI
Default model	.045	.953	.900	.445

Table: Showing Comparative goodness of fit Indexes

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.903	.834	.957	.923	.955

All the comparative fit indexes should also be greater than 0.9. The table above indicates that three of the comparative fit indexes IFI, TLI and CFI are 0.957, 0.923 and 0.955 and are thus greater than the minimum requirement of 0.9, indicating good fit of model to the data.

Table: Showing Parsimony-Adjusted Goodness of fit Measures

| Model	PRATIO	PNFI	PCFI
Default model	.583	.527	.557

All the Parsimony Goodness of Fit Indexes need to have values that are greater than 0.5, as can be seen in the table above, the values of PRATIO, PNFI and PCFI are 0.583, 0.527 and 0.557 respectively indicating good fit of model to the data.

Table: Showing RMSEA – Badness of fit

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.069	.026	.106	.194

The badness of fit index RMSEA need to be smaller than 0.05 for the model that fits the data adequately. As can be seen from the table above the value of RMSEA is 0.069 indicating good fit of model to the data. (According to Stieger, 1990 it is ideally less than 0.05 but according to Browne & Cudeck, 1993 the value of RMSEA is less than 0.08) So RMSEA value is acceptable.

Confirmatory Factor Analysis: Political Skills
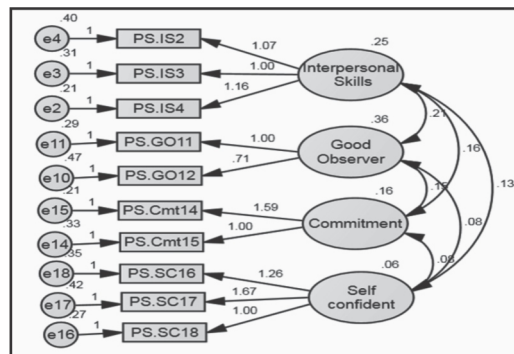
Model Fit: The most commonly used model fit statistics is the Chi Square (χ^2) test for association. Because we are dealing with a measure of misfit, the p-value for χ^2 should be larger than .05 to decide that the theoretical model fits the data. The χ^2 value for Political Skills is 47.999 and is significant at .015 which is near to 0.05 indicating very good fit of the data in the model. CMIN/DF value of 1.655 also indicated high goodness of fit for the default model.

Table: Showing χ^2 goodness of fit

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	26	47.999	29	.015	1.655

There are three other groups of measures of goodness of fit for CFA model and it is imperative to include at least one measure from each group. Can be seen from the table below both the values of Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) are 0.939 and 0.885 respectively and are both are approx to the desired minimum level for high fit. RMR indicates badness of fit and should be below 0.08, in the political skill model, RMR value is 0.029 again indicating good fit.

Table: Showing RMR, GFI and AGFI Goodness of fit

Model	RMR	GFI	AGFI	PGFI
Default model	.029	.939	.885	.495

Table: Showing Comparative goodness of fit Indexes

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.885	.822	.951	.921	.949

All the comparative fit indexes should also be greater than 0.9. The table above indicates that three of the comparative fit indexes IFI, TLI and CFI are 0.951, 0.921 and 0.949 and are thus greater than the minimum requirement of 0.9, indicating good fit of model to the data.

Table: Showing Parsimony-Adjusted Goodness of fit Measures

| Model	PRATIO	PNFI	PCFI
Default model	.644	.570	.612

All the Parsimony Goodness of Fit Indexes need to have values that are greater than 0.5, as can be seen in the table above, the values of PRATIO, PNFI and PCFI are 0.644, 0.570 and 0.612 respectively indicating good fit of model to the data.

Table: Showing RMSEA – Badness of fit

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.066	.029	.098	.203

The badness of fit index RMSEA need to be smaller than 0.05 for the model that fits the data adequately. As can be seen from the table above the value of RMSEA is 0.066 indicating good fit of model to the data. (According to Browne & Cudeck, 1993 the value of RMSEA is acceptable)

Confirmatory Factor Analysis: Emotions at Work
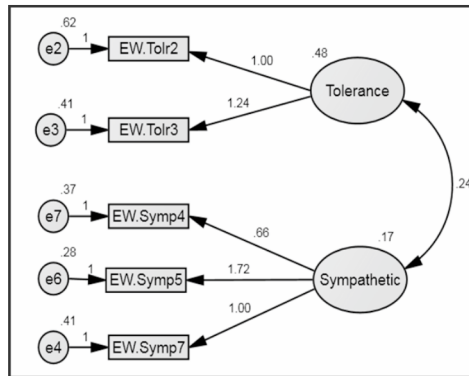
Model Fit: The most commonly used model fit statistics is the Chi Square (^{2}) test for association. Because we are dealing with a measure of misfit, the p-value for ^{2} should be larger than .05 to decide that the theoretical model fits the data. The ^{2} value for Emotions at Work is 5.358 and is significant at .252 indicating very good fit of the data in the model. CMIN/DF value of 1.340 also indicated high goodness of fit for the default model.

Table: Showing ¢² goodness of fit

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	11	5.358	4	.252	1.340

There are three other groups of measures of goodness of fit for CFA model and it is imperative to include at least one measure from each group. Can be seen from the table below both the values of Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) are 0.986 and 0.948 respectively and are both higher than the desired minimum level for high fit. RMR indicates badness of fit and should be below 0.08, in the emotions at work model, RMR value is 0.023 again indicating good fit.

Table: Showing RMR, GFI and AGFI Goodness of fit

Model	RMR	GFI	AGFI	PGFI
Default model	.023	.986	.948	.263

Table: Showing Comparative goodness of fit Indexes

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.969	.922	.992	.979	.992

All the comparative fit indexes should also be greater than 0.9. The table above indicates that three of the comparative fit indexes IFI, TLI and CFI are 0.992, 0.979 and 0.992 and are thus greater than the minimum requirement of 0.9, indicating good fit of model to the data.

Table: Showing Parsimony-Adjusted Goodness of fit Measures

Model	PRATIO	PNFI	PCFI
Default model	.400	.388	.397

All the Parsimony Goodness of Fit Indexes need to have values that are greater than 0.5, as can be seen in the table above, the values of PRATIO, PNFI and PCFI are 0.400, 0.388 and 0.397 respectively which are near to 0.5 indicating good fit of model to the data.

Table: Showing RMSEA – Badness of fit

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.047	.000	.139	.428

The badness of fit index RMSEA need to be smaller than 0.05 for the model that fits the data adequately. As can be seen from the table above the value of RMSEA is 0.047 indicating good fit of model to the data.

Regression Analysis

H_0: There is no significant impact of Emotional Intelligence and Political skills on Emotions at work

The multiple regression test was applied to find the relationship between the Emotional Intelligence & political skills (Independent variables) and Emotions at work (Dependent variable) and we assumed there is no significant impact of Emotional Intelligence and Political skills on Emotions at work.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.624[a]	.389	.381	3.27499	1.781

The table of model summary indicates the impact that are explained by independent variable (emotional intelligence & political skills) on dependent variable (emotions at work) and in this study, the H0, between Emotional Intelligence and Political skills on Emotions at work and their value explained 38.1% variance on emotional intelligence and political skills.

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1017.990	2	508.995	47.456	.000[a]
	Residual	1598.109	149	10.726		
	Total	2616.099	151			
a. Predictors: (Constant), total PS, tota lEI						
b. Dependent Variable: totalEW						

In multiple regressions the ANOVA table indicated the goodness of model and here, in the present study there is ANOVA was tested through the value of F. F value was found 47.456 significant 0.000 at 5% level of significance. Hence, model shows the impact between Emotional Intelligence and Political skills on Emotions at work are appropriate.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.523	2.606		.968	.335
	totalEI	.083	.051	.143	1.627	.106
	totalPS	.260	.044	.517	5.867	.000
a. Dependent Variable: totalEW						

Coefficients table showed as the Beta value which was found 0.143 of emotional intelligence. It indicates that beta is 14.3% over the emotions at work which is tested through the value of "t'. The't' value was found to be 1.627 significant at 0.106 level of significance. Hence, the null hypothesis indicated that there is no significant impact of emotional intelligence on emotions at work. Therefore, the null hypothesis will not be rejected because of its significant value is more than 0.05. Another relationship also showed in this table, the Beta value which was found 0.517 of political skills. It indicates that beta is 51.7% over the emotions at work which is also tested through the value of "t'. The't' value was found to be 5.867 significant at 0.000 level of significance. Hence, the null hypothesis indicated that there is significant impact of political skills on emotions at work. Therefore, the null hypothesis was rejected because of its significant value is less than 0.05 so we can say that the independent variable (emotional intelligence and political skills) has impact on dependent variable (emotions at work).

CONCLUSION

We have found from our present study which we have used for the hotels of the Gwalior region is that our variables Emotional Intelligence, Political Skills and Emotions at Work are related with each other on the basis of the reliability which

came from our questionnaires filled by the employees of the hotels of the Gwalior region. According to researcher Koubova and Buchko (2013), Emotional intelligence worked as a crucial component of achieving both personal life and work performance. According to scholar Taliadorou and Pashiardis (2014), He examined the role of emotional intelligence and political skill to educational leadership and their effects to teachers' job satisfaction. We have also found that there is relationship between Political Skills and Emotions at Work but there is no relationship between Emotional Intelligence and Emotions at Work. But what we think is that there is also a relationship between Emotional Intelligence and emotions at work because in every work Emotional Intelligence are required to control the emotions at work.

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