

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY



**Impact of supervisor's emotional intelligence and political skills on
employee's engagement**

MS Thesis

Submitted to

School of Business and Economics

In the partial Fulfillment of the Requirements

For the degree of

Masters of Science in Management

Supervisor

Dr. Abdul Rashid Kausar

By

Quratulain (13016092005)

DECLARATION

I HEREBY DECLARE THAT THIS THESIS HAS BEEN COMPOSED SOLELY BY MY SELF AND HAS NOT BEEN ACQUESEED HITHERTO FOR ANY OTHER DEGREE. I ALSO STATE THAT DATA ANALYSIS AND INTERPRETATION IS THE UPSHOT OF MY OWN INDEPENDENT WORK. FURTHERMORE, I TOOK CARE TO CERTIFY THAT MY WORK IS ORIGINAL AD HAS NOT BEEN TAKEN FROM THE SOURCE EXCEPT CITED AND ACKNOWLEDGE WITHIN THE TEXT.

Qurat ul ain

ABSTRACT

The main aim of this research is to find out the relationship between the emotional intelligence and political skills of supervisor with the level of employee engagement in Pharmaceutical sector of Lahore. The data were collected from 170 supervisors and employees that are working in pharmaceutical industry in Lahore. 200 questionnaires were sent out of which 170 usable responses were received totaling to a response percentage of 85%. The data were analyzed using multiple regressions in SPSS 20 and it is revealed that political skills and emotional intelligence of supervisors have an impact on increasing the level of engagement of employees but emotional intelligence is more effective in this regard. This thesis has contributed to the extant knowledge on the political abilities, emotional intelligence and its results. Thesis supports the argument that factors of emotional intelligence and mentor's political abilities are perceived by workers in favorable manners. Furthermore, it will guide the supervisors in pharmaceutical industry to use their political skills and emotional intelligence to engage employees.

Key words: Emotional intelligence, Political skills of supervisor, Employee engagement, Pharmaceutical sector of Lahore.

ACKNOWLEDGEMENT

On finally achieving this milestone, I would like to express my humble gratitude and thankfulness to number of people to whom I owe debt for their priceless, worthy and persistent motivation, assistance, guidance, support and encouragement.

First of all, I would like to thank Dr. A.R Kausar who has been an exemplified and distinguished teacher, supervisor and above all my mentor, from whom I learnt so much. I really want to thank you for your unconditional motivation, support, assistance, encouragement and guidance. Most importantly, believing in me and my “unseen and undiscovered” capabilities. Thank you so much sir for being patient, perseverant and affectionate. Because of your personal attention and assistance, this academic journey had been much more than a research journey. I also want to express my gratitude to you for your expertise, knowledge, foresightedness and resourcefulness. Last but not least, thank you so much sir for your feedback and cooperation throughout MS studies and thesis.

Secondly, I would like to thank my mom, who has been my inspiration since the day I was born. I can never pay her back for all the hardships, emotional crisis and financial crunches she went through, and nevertheless her love, support, prayers, encouragement and appreciation remained uninterrupted. I owe her so much. The words like thanks and gratitude seem superficial against the favors she did to me and still doing to date. I want to express my gratitude by declaring that I am what I am just because of her. Thank you so much mama for being my mom, my childhood buddy, my friend, my mentor, my teacher, my guiding light, my strength, my confidence, my guardian and above all my father and mother simultaneously. Last but not the least my husband became my strength throughout this journey. Without his emotional and financial support, I could have never achieved this milestone.

Thirdly I would like to thank my family, my friends who had been supporting and encouraging me throughout this time. I owe a big thanks to all of you.

Last but not the least, I would like to thank all my teachers, resource persons specially Sir Umar Ayub for the valuable insights and knowledge sharing they did throughout.

Table of Contents

Introduction	1
1.1 Background of Study	Error! Bookmark not defined.
1.1.1 Emotional Intelligence	Error! Bookmark not defined.
1.1.2 Political Skill Impact on Employee’s Engagement.....	Error! Bookmark not defined.
1.1.3 Employee’s Engagement.....	Error! Bookmark not defined.
1.2 Statement of Problem.....	Error! Bookmark not defined.
1.3 Purpose of Research	Error! Bookmark not defined.
1.4 Research Questions	Error! Bookmark not defined.
1.5 Significance of Study	Error! Bookmark not defined.
1.6 Structure of Thesis	Error! Bookmark not defined.
Literature Review	Error! Bookmark not defined.
2.1 Emotional Intelligence	Error! Bookmark not defined.
2.2 Political Skills.....	Error! Bookmark not defined.
2.3 Employee Engagement	Error! Bookmark not defined.
2.4 Theoretical Framework.....	Error! Bookmark not defined.
2.5 Hypothesis Formulation.....	Error! Bookmark not defined.
Methodology.....	Error! Bookmark not defined.
3.1 Research Methodology	Error! Bookmark not defined.
3.2 Research Paradigm	Error! Bookmark not defined.
3.3 Research Type	Error! Bookmark not defined.
3.4 Research design	Error! Bookmark not defined.
3.5 Population.....	Error! Bookmark not defined.
3.6 Sampling.....	Error! Bookmark not defined.
3.7 Sampling Frame	Error! Bookmark not defined.
3.8 Sampling Technique.....	Error! Bookmark not defined.
3.9 Sample Size	Error! Bookmark not defined.
3.10 Data Collection.....	Error! Bookmark not defined.
3.11 Measurement	Error! Bookmark not defined.
3.12 Research Ethics	Error! Bookmark not defined.
Results.....	Error! Bookmark not defined.

4.1. Demographics	Error! Bookmark not defined.
Table 4.1: Demographics	Error! Bookmark not defined.
4.2 Normality of Data	Error! Bookmark not defined.
Table 4.2: Descriptive Statistics	Error! Bookmark not defined.
4.3. Correlation among variables:.....	Error! Bookmark not defined.
Table 4.3: Correlation	Error! Bookmark not defined.
4.4. Reliability Analysis.....	Error! Bookmark not defined.
Table 4.4: Reliability Analysis	Error! Bookmark not defined.
4.5 Validity analysis.....	Error! Bookmark not defined.
4.6. Multiple Regression Analysis	Error! Bookmark not defined.
Table 4.6.1: Model Summary:.....	Error! Bookmark not defined.
Table 4.6.2: ANOVA:.....	Error! Bookmark not defined.
Table 4.6.3: Coefficients:	Error! Bookmark not defined.
Table 4.6.4: Model Summary:.....	Error! Bookmark not defined.
Table 4.6.5: ANOVA:.....	Error! Bookmark not defined.
Table 4.6.6: Coefficients:	Error! Bookmark not defined.
Table 4.6.7: Model Summary	Error! Bookmark not defined.
Table 4.6.8: Summary of hypothesis testing.....	Error! Bookmark not defined.
4.7. Discussion of results.....	Error! Bookmark not defined.
Conclusion and Implications	Error! Bookmark not defined.
5.1. Research Implications	Error! Bookmark not defined.
5.2. Research Limitations.....	Error! Bookmark not defined.
5.3. Future research directions.....	Error! Bookmark not defined.
References	Error! Bookmark not defined.
Appendix A: Questionnaire	Error! Bookmark not defined.

Chapter One

Introduction

Emotional intelligence (EI) is the integrative term for skills that concerns with accurate or effective perception, comprehension, regulation, and utilization of affect and affective information. The most broadly accepted definition of EI is that presented by Salovey and Mayer (1990), the scholars who coined the term EI. According to Mayer and Salovey (1997), EI is the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. In accordance with Mayer and Salovey's (1997) model, known as the ability model of EI, Wong and Law suggested that EI includes the following four components: self-emotion appraisal, others' emotion appraisal, regulation of emotion, and use of emotion (Law, Wong, & Song, 2004; Wong & Law, 2002). Thus, EI as conceptualized by the ability model, involves an intellectual understanding of emotion and how emotion guides thought and actions (J. D. Mayer, Roberts, & Barsade, 2008).