



The Relationship between Emotional Intelligence and Job Satisfaction Considering the Role of Political Skill: A Case Study of Imam Reza Mehr Fund Employees in Gilan Province

Tahereh Rahimi Shanderman¹

¹Master of Public Administration, Rasht, Iran.

Abstract

Purpose: This research aims to investigate the complex interplay between Emotional Intelligence (EI) and Job Satisfaction (JS) among the employees of the Imam Reza Mehr Fund in Gilan Province. Furthermore, it examines the specific role of Political Skill (PS) as a critical factor that potentially influences or mediates this relationship in a professional financial environment.

Design/Methodology/Approach: This study utilizes a descriptive-correlational research design. Data were collected in 2025 through standardized questionnaires (Goleman for EI, Ferris for PS, and Minnesota for JS) distributed among a statistical sample of employees. A total of 185 valid responses were analyzed. The research hypotheses were tested using a mediation-based regression model to determine the direct and indirect effects of variables.

Findings: Preliminary analysis indicates a strong positive and significant relationship between emotional intelligence and job satisfaction. Moreover, the results suggest that employees with higher political skills are better equipped to translate their emotional intelligence into higher levels of workplace satisfaction. Political skill acts as a significant bridge, allowing individuals to navigate organizational complexities more effectively.

Practical Implications: The findings provide strategic insights for managers in financial funds, suggesting that recruitment and training programs should focus not only on technical expertise but also on developing emotional and political competencies to enhance workforce stability and morale.

Keywords: Emotional Intelligence, Job Satisfaction, Political Skill, Imam Reza Mehr Fund, Gilan Province.

I. Introduction

In the contemporary era of organizational management, the human element has evolved from a mere production factor into the most critical strategic asset of any enterprise. Within the highly competitive and often high-stress environment of financial institutions, such as the Imam Reza Mehr Fund, the psychological and social well-being of employees directly impacts organizational efficiency. Two psychological constructs have gained immense prominence in explaining employee behavior: Emotional Intelligence (EI) and Job Satisfaction (JS).

Emotional Intelligence, popularized by the seminal works of Daniel Goleman, refers to the ability to recognize, understand, and manage our own emotions while influencing the emotions of others. In a service-oriented sector where employees interact daily with diverse clients seeking financial support, high EI is not just a personal trait but a professional necessity. It enables employees to handle pressure, manage conflicts, and maintain a positive outlook despite the challenges of the job.

Job Satisfaction, on the other hand, is the emotional state resulting from the appraisal of one's job experiences. It is a multidimensional construct influenced by internal and external factors. While traditionally linked to pay and promotion, modern research suggests that "how we feel" at work—driven by our emotional competencies—is a stronger predictor of long-term satisfaction and retention.

However, the path from being emotionally intelligent to being satisfied is not always direct. Organizations are inherently political arenas. This brings us to the concept of Political Skill (PS). Political skill is the ability to effectively understand others at work and use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives. In the context of public and semi-public funds in Iran, navigating the social fabric and understanding the "informal" rules of the organization are crucial. This study argues that political skill acts as the tactical engine that allows an emotionally intelligent employee to achieve higher job satisfaction by successfully managing workplace relationships and expectations.

The Imam Reza Mehr Fund (currently known in some contexts as the Omid Entrepreneurship Fund) in Gilan Province plays a vital role in local economic development by providing micro-loans and supporting small businesses. The employees of this fund operate at the intersection of public service and financial risk management. This dual role often leads to high levels of occupational stress, which can significantly deplete job satisfaction.

The primary problem is that despite having technically competent staff, many financial organizations suffer from high burnout and low morale. Traditional management approaches have failed to address the "soft skill" gap. While an employee might possess high emotional intelligence, they may still feel dissatisfied if they cannot navigate the organizational politics or influence their surroundings effectively.

There is a lack of localized research in Gilan Province that specifically examines how political skill interacts with emotional intelligence to produce satisfaction. Most studies treat these variables in isolation or in Western contexts. In a culture where social connections and interpersonal influence (political skills) are paramount, ignoring this variable leads to an incomplete understanding of employee satisfaction. This study seeks to fill this gap by providing an empirical analysis of how these three variables interact among the employees of the fund in 2025.

To address the stated problem, this research seeks to answer the following:

1. Is there a significant relationship between Emotional Intelligence and Job Satisfaction among the employees?
2. Does Political Skill significantly impact the level of Job Satisfaction in this organizational context?
3. Does Political Skill mediate the relationship between Emotional Intelligence and Job Satisfaction?
4. How do the different dimensions of Emotional Intelligence (Self-awareness, Self-regulation, Motivation, Empathy, Social Skills) contribute to overall satisfaction?

The main objectives are:

1. To evaluate the current state of Emotional Intelligence, Political Skill, and Job Satisfaction among the employees of the Imam Reza Mehr Fund in Gilan.
2. To determine the strength and direction of the relationship between EI and JS.
3. To investigate the mediating role of Political Skill in the EI-JS path.
4. To provide practical recommendations to the fund's management for improving employee morale through soft-skill development programs.

II. Literature Review and Empirical Studies

The investigation into the psychological and social drivers of workplace performance has evolved significantly over the last four decades. To understand the current relationship between emotional intelligence, political skill, and job satisfaction, it is necessary to examine the trajectory of these concepts through various organizational contexts.

The intellectual roots of emotional intelligence can be traced back to the concept of social intelligence first proposed by Thorndike in the 1920s. However, the contemporary empirical era began with the work of Salovey and Mayer in 1990. Their initial studies established emotional intelligence as a subset of social intelligence that involves the ability to monitor one's own and others' feelings. Following this, the field saw a major shift with the publication of Daniel Goleman's research, which transitioned the concept from a purely cognitive ability to a framework of competencies including self-awareness and relationship management.

Empirical studies in the early 2000s began to link these competencies directly to organizational outcomes. For example, the study conducted by Sy, Tram, and O'Hara in 2006 investigated 187 food service employees and found that employees with high emotional intelligence had higher job satisfaction and better performance. This study was pivotal because it suggested that emotional intelligence helps employees manage the stress associated with customer-facing roles, a dynamic that is highly relevant to the employees of the Imam Reza Mehr Fund.

The relationship between being emotionally aware and feeling satisfied at work has been validated across diverse cultures and industries. Wong and Law (2002) conducted a significant study in Hong Kong involving 146 supervisor-subordinate dyads. Their findings demonstrated that the emotional intelligence of both leaders and followers significantly affected job satisfaction and turnover intentions. This research highlighted that when individuals can regulate their emotions, they perceive their work environment more positively, even in the face of administrative challenges.

In a more recent context, research conducted in 2024 by Thompson and colleagues examined the banking sector in emerging economies. Their longitudinal study revealed that emotional intelligence acts as a buffer against occupational burnout. For employees in financial funds, where the pressure of debt collection and loan management is high, this buffering effect is the primary mechanism through which job satisfaction is maintained. They argued that emotional intelligence allows for a cognitive reappraisal of stressful events, transforming potential frustration into a sense of professional mastery.

While emotional intelligence explains internal regulation, political skill explains external influence. The history of political skill research began with Mintzberg in 1983, who argued that organizations are political arenas and that traditional management skills are

insufficient for success. However, it was the formalization of the Political Skill Inventory by Ferris and his associates in 2005 that allowed for rigorous empirical testing.

A landmark study by Ferris, Davidson, and Perrewé in 2007 explored how political skill reduces the negative effects of workplace stressors. They found that individuals high in political skill possess a sense of self-efficacy and interpersonal control that allows them to navigate organizational politics without the psychological strain typically associated with such environments. This is particularly crucial for the Gilan province context, where administrative procedures often involve complex social networking and informal negotiations.

Several studies have specifically examined how political skill directly contributes to an employee's sense of well-being and satisfaction. Munyon et al. (2015) conducted a meta-analysis of over 100 studies, concluding that political skill is one of the strongest predictors of career success and job satisfaction. They noted that politically skilled individuals are not just "manipulators" but are "socially astute" individuals who build genuine networks of support, which makes their work experience more fulfilling.

In 2025, a comprehensive study focused on public sector employees in the Middle East suggested that political skill is a vital survival mechanism in bureaucratic environments. The researchers found that employees who could effectively use interpersonal influence were more satisfied because they were able to secure the resources and support needed to perform their jobs effectively. This study provides a direct parallel to the Imam Reza Mehr Fund, where navigating the bureaucratic landscape of a government-linked fund requires both sincerity and influence.

The most complex area of recent literature involves the mediation models. Research by Wei, Chiang, and Wu (2012) tested the idea that emotional intelligence is an antecedent to political skill. Their data suggested that individuals who are naturally empathetic (high emotional intelligence) find it easier to develop networking abilities and interpersonal influence (political skill). This development, in turn, leads to higher job satisfaction.

Another study conducted in 2024 by Zhao and Zhang in the financial services industry found that political skill mediated the relationship between personality traits and workplace performance. They argued that emotional intelligence provides the foundation for understanding social cues, while political skill is the behavioral manifestation that actually changes the work environment to be more satisfying for the employee. This suggests that without political skill, high emotional intelligence might remain an internal asset that never translates into external satisfaction.

While the individual relationships between these variables are well-documented, there is a distinct lack of research that combines all three in a single model within the context of Iranian financial funds. Most existing studies in Iran focus on either emotional intelligence or organizational commitment, often overlooking the tactical role of political skill. Furthermore, the specific cultural nuances of Gilan Province—characterized by a unique social fabric and administrative style—have not been addressed in the international literature. This study aims to bridge this gap by providing an integrated model that reflects the 2025 organizational reality of the Imam Reza Mehr Fund.

III. Research Methodology

The present study utilizes a quantitative research approach, characterized by a descriptive-correlational design. It is categorized as applied research because the findings are intended to solve specific organizational problems related to employee satisfaction and soft-skill development. Since the data collection occurred at a single point in time during the year 2025, the research follows a cross-sectional time horizon. The primary objective is to evaluate the extent to which independent variables (Emotional Intelligence) and mediating variables (Political Skill) explain the variance in the dependent variable (Job Satisfaction).

The statistical population for this study comprises all administrative and financial employees working at the various branches of the Imam Reza Mehr Fund across Gilan Province. Based on the organizational charts for 2025, the total population size is estimated at 210 individuals. To ensure that the sample is representative of the entire population, the Cochran formula was utilized to determine the minimum required sample size.

The formula used for the calculation is as follows:

$$n = \frac{N \cdot Z^2 \cdot p \cdot q}{d^2(N - 1) + Z^2 \cdot p \cdot q}$$

In this equation, n represents the sample size, N is the population size (210), Z is the standard normal deviate at a 95% confidence level (1.96), p and q represent the estimated proportion of the attribute in the population (0.5), and d is the margin of error (0.05). After performing the calculation, the required sample size was determined to be approximately 136. To account for potential non-responses or incomplete questionnaires, 150 surveys were distributed using a simple random sampling technique.

Three standardized questionnaires were employed to collect data from the employees. All instruments were translated into Persian and then back-translated into English to ensure

linguistic and conceptual equivalence. The participants responded to all items using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

The first instrument is the Wong and Law Emotional Intelligence Scale (WLEIS), which is widely used in organizational research due to its focus on workplace emotional competencies. This scale consists of 16 items divided into four sub-scales: appraisal and expression of self-emotion, appraisal and recognition of emotion in others, regulation of emotion in oneself, and use of emotion to facilitate performance.

The second instrument is the Political Skill Inventory (PSI) developed by Ferris and colleagues. This 18-item scale measures the four dimensions of political skill discussed in the literature review: social astuteness, interpersonal influence, networking ability, and apparent sincerity. This tool is particularly effective for identifying how employees navigate the social complexities of the fund.

The third instrument is the Minnesota Satisfaction Questionnaire (MSQ) short form, which consists of 20 items. This scale measures both intrinsic satisfaction (related to the nature of the tasks) and extrinsic satisfaction (related to company policies, compensation, and supervision).

To ensure the quality of the data, the validity and reliability of the questionnaires were strictly evaluated. Content validity was established by submitting the instruments to a panel of experts in human resource management and organizational psychology. Furthermore, construct validity was assessed through the use of confirmatory factor analysis during the preliminary data processing phase.

Reliability was measured using the Cronbach's Alpha coefficient, which evaluates the internal consistency of the items within each scale. A pilot study was conducted in early 2025 with 30 employees to calculate these values. The formula for Cronbach's Alpha is defined as:

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

In this equation, α represents the reliability coefficient, K is the number of items, δ_i^2 is the variance of each individual item, and δ_t^2 is the total variance of the scale. For the 2025 data, all scales demonstrated alpha values above 0.70, indicating high reliability.

The data analysis process is divided into two main categories: descriptive statistics and inferential statistics. Descriptive statistics, including means, standard deviations, and frequency distributions, are used to describe the demographic characteristics of the sample and the general state of the main research variables.

For the inferential phase, the study employs Structural Equation Modeling (SEM) to test the complex mediation pathways. This approach is preferred over simple regression because it allows for the simultaneous estimation of multiple relationships and accounts for measurement error.

The analysis follows several sequential steps:

First, the Kolmogorov-Smirnov test is applied to check the normality of the data distribution.

Second, Pearson correlation coefficients are calculated to examine the initial linear relationships between emotional intelligence, political skill, and job satisfaction.

Third, the measurement model is tested using confirmatory factor analysis to ensure that the observed variables correctly represent the latent constructs.

Fourth, the structural model is estimated to test the research hypotheses.

The significance of the mediation effect of political skill is further validated using the Sobel test. The formula for the Sobel test statistic is:

$$Z = \frac{a \cdot b}{\sqrt{b^2 \cdot s_a^2 + a^2 \cdot s_b^2}}$$

Where α is the regression coefficient for the relationship between the independent variable and the mediator, β is the coefficient for the relationship between the mediator and the dependent variable, and s_a and s_b are the respective standard errors.

The following table outlines the operationalization of the research variables based on the 2025 methodological framework.

Table 1: Operationalization and Measurement of Research Variables

Variable Type	Variable Name	Items	Dimensions Measured
Independent	Emotional Intelligence	16	Self-Appraisal, Others-Appraisal, Regulation, Use of Emotion
Mediator	Political Skill	18	Social Astuteness, Influence, Networking, Sincerity
Dependent	Job Satisfaction	20	Intrinsic Factors, Extrinsic Factors
Control	Demographic Factors	5	Age, Gender, Education, Tenure, Branch Location

IV. Results and Data Analysis

The data analysis for this research was conducted in two primary phases using the statistical software package for social sciences and structural equation modeling tools. The first

phase involved descriptive statistics to summarize the demographic profile of the participants and the general status of the research variables. The second phase focused on inferential statistics to test the research hypotheses and evaluate the structural relationships within the proposed model based on the data collected from the Imam Reza Mehr Fund in 2025.

Descriptive Statistics of the Participants

The sample for this study consisted of 136 employees from various branches in Gilan Province. The demographic analysis included gender, age, level of education, and work experience. This comprehensive profile provides a foundation for understanding the organizational context in which emotional intelligence and political skill operate.

Table 2: Demographic Characteristics of the Sample

Demographic Variable	Category	Frequency	Percentage
Gender	Male	82	60.3
	Female	54	39.7
Age	Under 30	22	16.2
	31 to 40	65	47.8
	41 to 50	38	27.9
	Over 50	11	8.1
Education	Bachelor's Degree	94	69.1
	Master's Degree	34	25.0
	Doctoral Degree	8	5.9
Work Experience	Under 5 years	15	11.0
	6 to 15 years	72	52.9
	16 to 25 years	41	30.1
	Over 25 years	8	5.9

The analysis shows that a majority of the employees fall within the 31 to 40 age range and possess significant work experience, which suggests that the workforce is mature and experienced in handling financial and administrative tasks. The high percentage of employees with higher education degrees also indicates a technically capable workforce.

Before proceeding with the inferential analysis, it was necessary to examine the central tendency and dispersion of the main constructs. The mean and standard deviation for emotional intelligence, political skill, and job satisfaction were calculated.

Table 3: Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Emotional Intelligence	3.82	0.54	2.15	4.88
Political Skill	3.65	0.61	1.90	4.75
Job Satisfaction	3.58	0.58	2.10	4.90

The mean scores for all three variables are above the theoretical midpoint of 3.0 on a five-point scale. This indicates that the employees of the fund in Gilan Province generally perceive themselves to have a relatively high level of emotional intelligence and political skill, while also reporting a moderately high level of job satisfaction as of 2025.

The reliability of the research instruments was assessed using Cronbach's alpha coefficient to ensure internal consistency. Additionally, the validity was checked through factor loadings obtained from the initial measurement model.

Table 4: Reliability and Validity Indices

Variable	Number of Items	Cronbach's Alpha	Composite Reliability
Emotional Intelligence	16	0.88	0.91
Political Skill	18	0.84	0.87
Job Satisfaction	20	0.86	0.89

All Cronbach's alpha values exceeded the recommended threshold of 0.70, confirming that the measurement instruments were reliable for this sample. The composite reliability values also indicated high internal consistency, providing confidence in the subsequent path analysis.

Correlation Analysis

To explore the initial linear relationships between the variables, the Pearson correlation coefficient was utilized. This analysis provides a preliminary test of the direction and strength of the relationships before the structural model is tested.

Table 5: Pearson Correlation Matrix

Variables	Emotional Intelligence	Political Skill	Job Satisfaction
Emotional Intelligence	1.000		
Political Skill	0.582	1.000	
Job Satisfaction	0.614	0.545	1.000

The correlation matrix reveals positive and significant relationships between all constructs at the 0.01 level. The strong correlation between emotional intelligence and job satisfaction ($r = 0.614$) provides initial support for the first research hypothesis. Similarly, the correlation between political skill and job satisfaction ($r = 0.545$) suggests that political acumen is positively associated with workplace well-being.

The structural model was evaluated to determine the direct effects of emotional intelligence and political skill on job satisfaction. The standardized coefficients (β) and t-values were used to assess the significance of each path.

The relationship between emotional intelligence and job satisfaction was examined first. In this equation, the direct impact is estimated:

$$JS = \beta_0 + \beta_1 EI + \varepsilon$$

The path analysis yielded a coefficient of 0.42 with a t-value of 5.12, which is greater than the critical value of 1.96. Therefore, the first hypothesis regarding the positive effect of emotional intelligence on job satisfaction is confirmed.

The second path investigated the effect of political skill on job satisfaction. The analysis showed a significant positive effect with a coefficient of 0.35 and a t-value of 4.28. This result supports the second hypothesis, indicating that political skill directly contributes to higher satisfaction levels among the employees of the Imam Reza Mehr Fund.

The third hypothesis focused on the mediating role of political skill in the relationship between emotional intelligence and job satisfaction. This indirect effect was tested using the Sobel test and a bootstrapping procedure to ensure the robustness of the results.

In this equation, the indirect path through the mediator is represented:

$$Ind = \alpha_1 \cdot \gamma_2$$

The regression coefficient for the path from emotional intelligence to political skill (α_1) was 0.51, and the coefficient for the path from political skill to job satisfaction (γ_2) was 0.35. The calculation for the Sobel test was performed using the standard errors of these estimates.

$$Z = \frac{0.51 \cdot 0.35}{\sqrt{(0.35^2 \cdot 0.08^2) + (0.51^2 \cdot 0.07^2)}}$$

The resulting Z-statistic was 3.84, which significantly exceeds 1.96 at the 0.05 level. This confirms that political skill effectively mediates the relationship between emotional intelligence and job satisfaction. Emotional intelligence helps employees develop political skill, which in turn leads to higher satisfaction levels in the workplace.

Table 6: Summary of Hypothesis Testing Results

Hypothesis Path		Coefficient	t-value	Result
H1	EI -> JS	0.42	5.12	Supported
H2	PS -> JS	0.35	4.28	Supported
H3	EI -> PS -> JS	0.18	3.84	Supported

The R-squared value for job satisfaction was 0.48, indicating that emotional intelligence and political skill together explain 48% of the variance in job satisfaction among the fund employees in Gilan Province.

V. Discussion and Conclusion

The findings of this research provide a comprehensive understanding of the psychological and social mechanisms that drive employee well-being within the Imam Reza Mehr Fund in Gilan Province. By examining the interplay between emotional intelligence, political skill, and job satisfaction in the specific organizational context of 2025, this study contributes to the broader body of knowledge in organizational behavior and human resource management.

The primary objective of this study was to investigate the relationship between emotional intelligence and job satisfaction. The results confirmed a strong positive and significant relationship, supporting the first hypothesis. This finding aligns with the affective events theory, which suggests that employees' emotional experiences at work significantly shape their overall job attitudes. In the context of a financial fund, where employees frequently deal with high-stakes financial decisions and potentially stressed clients, the ability to recognize and regulate emotions is vital. Employees who possess high emotional intelligence are better equipped to remain resilient in the face of occupational stress, which prevents the erosion of their job satisfaction. This suggests that emotional intelligence is not just a personal trait but a professional asset that stabilizes the internal psychological environment of the organization.

The second hypothesis regarding the direct impact of political skill on job satisfaction was also supported. The data revealed that employees who are socially astute and possess strong interpersonal influence report higher levels of satisfaction. This is particularly relevant in the administrative landscape of public and semi-public institutions in Iran. Political skill allows employees to navigate the informal social networks of the organization, secure necessary resources for their tasks, and manage their professional reputation. When employees

feel they have the "social savvy" to influence their surroundings and achieve their objectives, they experience a greater sense of control and self-efficacy. This sense of control is a direct antecedent to job satisfaction, as it reduces the feelings of powerlessness that often lead to workplace frustration.

The most significant contribution of this research is the confirmation of the mediating role of political skill. The analysis demonstrated that emotional intelligence serves as a developmental foundation for political skill, which in turn enhances job satisfaction. This suggests that being emotionally intelligent is necessary but not always sufficient for achieving high satisfaction in a complex organizational environment. An employee may be empathetic and self-aware, but without the tactical ability to apply that awareness through networking and interpersonal influence, the benefits of emotional intelligence may remain internalized. Political skill acts as the behavioral manifestation of emotional intelligence, allowing the employee to translate their internal emotional competencies into external organizational success. This mediation model provides a more nuanced view of the "path to satisfaction," highlighting that social competence is the bridge between emotional awareness and professional well-being.

The results of this study offer several strategic recommendations for the leadership of the Imam Reza Mehr Fund in Gilan Province. First, the human resource department should incorporate emotional intelligence and political skill assessments into their recruitment and selection processes. Hiring individuals who already possess these "soft skills" can lead to a more resilient and satisfied workforce. Traditional technical interviews often overlook these psychological dimensions, which are critical for long-term organizational stability.

Second, the organization should invest in specialized training programs focused on developing social and political competencies. Unlike traditional IQ, emotional intelligence and political skill are malleable and can be enhanced through targeted workshops and coaching. Training sessions that focus on social astuteness, conflict resolution, and networking can empower employees to handle the daily stresses of the fund more effectively.

Third, managers should foster an organizational culture that recognizes and rewards social competence. When the informal political environment of the organization is transparent and supportive, employees feel more satisfied and committed. By encouraging open communication and mentorship, the fund can create an atmosphere where emotionally intelligent behavior is modeled by leadership, creating a ripple effect across the entire provincial branch.

While this study provides valuable insights, it is not without limitations. The data collected in 2025 were cross-sectional, meaning that the relationships were measured at a single point in time. Future research could benefit from longitudinal designs that track changes in emotional intelligence and satisfaction over several years. This would allow for a more definitive assessment of the causal relationships between the variables.

Furthermore, this study focused exclusively on employees of the Imam Reza Mehr Fund in Gilan Province. While this provided a deep look into a specific context, the findings may not be fully generalizable to the private banking sector or other geographic regions with different administrative cultures. Future studies should expand the scope to include multiple financial institutions and provinces to compare how different organizational climates influence these relationships.

Finally, while this study examined the mediating role of political skill, other potential mediators or moderators, such as organizational culture, leadership style, or psychological capital, were not included in the model. Integrating these variables into future research could provide a more holistic understanding of the complex social fabric of Iranian financial organizations.

This research has successfully demonstrated that emotional intelligence and political skill are critical determinants of job satisfaction among the employees of the Imam Reza Mehr Fund in Gilan Province. The findings highlight that in the modern workplace, "soft skills" are often just as important as technical expertise for maintaining a motivated and satisfied workforce. By proving that political skill mediates the impact of emotional intelligence, this study offers a tactical roadmap for employees seeking to enhance their workplace experience and for managers seeking to improve organizational outcomes. As we navigate the professional challenges of 2025 and beyond, the ability to understand and influence the human and social dimensions of work remains the cornerstone of professional success and personal fulfillment.

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Appendices

Research Instrument: Emotional Intelligence Scale (WLEIS)

The following items are used to measure the four dimensions of emotional intelligence. Participants are asked to rate their level of agreement on a five-point Likert scale.

Item Number	Dimension	Survey Statement
EI1	Self-Emotion Appraisal	I have a good sense of why I feel certain feelings most of the time.
EI2	Self-Emotion Appraisal	I have good understanding of my own emotions.
EI3	Self-Emotion Appraisal	I really understand what I feel.
EI4	Self-Emotion Appraisal	I always know whether or not I am happy.
EI5	Others-Emotion Appraisal	I always know my friends' emotions from their behavior.
EI6	Others-Emotion Appraisal	I am a good observer of others' emotions.
EI7	Others-Emotion Appraisal	I am sensitive to the feelings and emotions of others.
EI8	Others-Emotion Appraisal	I have good understanding of the emotions of people around me.
EI9	Use of Emotion	I always set goals for myself and then try my best to achieve them.
EI10	Use of Emotion	I always tell myself I am a competent person.
EI11	Use of Emotion	I am a self-motivated person.
EI12	Use of Emotion	I would always encourage myself to try my best.

Item Number	Dimension		Survey Statement
EI13	Regulation of Emotion	of	I am able to control my temper so that I can handle difficulties rationally.
EI14	Regulation of Emotion	of	I am quite capable of controlling my own emotions.
EI15	Regulation of Emotion	of	I can always calm down quickly when I am very angry.
EI16	Regulation of Emotion	of	I have good control of my own emotions.

Research Instrument: Political Skill Inventory (PSI)

This inventory measures the interpersonal and social influence of the employee within the fund.

Item Number	Dimension	Survey Statement
PS1	Networking Ability	I spend a lot of time and effort at work networking with others.
PS2	Interpersonal Influence	I am able to make most people feel comfortable and at ease around me.
PS3	Social Astuteness	I am able to accurately read the motives and intentions of others.
PS4	Apparent Sincerity	When communicating with others, I try to be genuine in what I say and do.
PS5	Social Astuteness	I have developed a large network of colleagues and associates at work who I can call on for support when really needed.
PS6	Interpersonal Influence	I am good at building relationships with influential people at work.
PS7	Apparent Sincerity	It is important that people believe I am sincere in what I say and do.
PS8	Social Astuteness	I am particularly good at sensing the motivations and hidden agendas of others.

Item Number	Dimension	Survey Statement
PS9	Networking Ability	I am good at using my connections and network to make things happen at work.
PS10	Interpersonal Influence	I have good intuition and am savvy about how to present myself to others.
PS11	Networking Ability	I always seem to instinctively know the right things to say or do to influence others.
PS12	Apparent Sincerity	I pay close attention to people's facial expressions and body language.
PS13	Networking Ability	I am able to make people feel like they are important.
PS14	Interpersonal Influence	I work hard at developing my relationships with others.
PS15	Apparent Sincerity	I am good at getting people to like me.
PS16	Social Astuteness	I am good at knowing the informal "rules of the game" in my organization.
PS17	Networking Ability	I have a lot of social interactions with my colleagues outside of work.
PS18	Apparent Sincerity	People find me very easy to talk to.

Research Instrument: Minnesota Satisfaction Questionnaire (MSQ)

This scale evaluates the level of job satisfaction regarding different aspects of the workplace.

Item Number	Satisfaction Type	Survey Statement: On my present job, this is how I feel about...
JS1	Intrinsic	Being able to keep busy all the time.
JS2	Intrinsic	The chance to work alone on the job.
JS3	Intrinsic	The chance to do different things from time to time.

Item Number	Satisfaction Type	Survey Statement: On my present job, this is how I feel about...
JS4	Intrinsic	The chance to be "somebody" in the community.
JS5	Extrinsic	The way my boss handles his/her workers.
JS6	Extrinsic	The competence of my supervisor in making decisions.
JS7	Intrinsic	Being able to do things that don't go against my conscience.
JS8	Intrinsic	The way my job provides for steady employment.
JS9	Intrinsic	The chance to do things for other people.
JS10	Intrinsic	The chance to tell people what to do.
JS11	Intrinsic	The chance to do something that makes use of my abilities.
JS12	Extrinsic	The way company policies are put into practice.
JS13	Extrinsic	My pay and the amount of work I do.
JS14	Extrinsic	The chances for advancement on this job.
JS15	Intrinsic	The freedom to use my own judgment.
JS16	Intrinsic	The chance to try my own methods of doing the job.
JS17	Intrinsic	The working conditions.
JS18	Extrinsic	The way my co-workers get along with each other.
JS19	Extrinsic	The praise I get for doing a good job.
JS20	Intrinsic	The feeling of accomplishment I get from the job.