

The Impact of Leader Interpersonal, Networking and Social Astuteness Skill on Employees Positive Affect and Intent to Discretionary Effort

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ABSTRACT: Leader political skill is regarded as one of the most important traits and characteristics of leaders that contribute to leadership effectiveness and is needed to be successful in organizations. Little research considers leader political skill has an impact on their follower affect and intent to work. The present study investigate the model that leader political skill is related to follower intent to discretionary effort and positive affect. It is hypothesized that leader political skill in term of Leader Interpersonal, Networking, and Social astuteness Skill is associated with follower intent to discretionary effort through positive affect. Structural equation modeling was used to examine data from 122 UUM business students who has experience as employees in any organizations. Result suggests that Leader Interpersonal and Social Astuteness Skill have positive impact on Positive Affect of employees but not significantly influence their Intent to Discretionary Effort. However, leader Networking skill has no impact on Positive Affect, but has direct impact on employees' Intent to Discretionary Effort. Surprisingly, the findings further indicate that Positive Affect not mediated employees' perceptions of their managers' leader political attributes and employees use discretionary effort. Therefore, this study should assist leaders to learn that their political skill is effective to influence follower's emotion, mood and work effort.

KEYWORDS: Leader political skill, positive affect, intention to use discretionary effort

Date of Submission: 02-04-2019

Date of acceptance: 18-04-2019

I. INTRODUCTION

A lot of research has been carried out in the area of leadership, follower affect and work outcomes. Political skill is one of the most important competencies leaders can possess, contributing to effectiveness in organizations. Five major themes were identified in previous research in political skill (Kimura, 2015). These are: definition and measurement of political skill; political skill and stress management; political skill and career success; political skill and individual performance; and political skill and leadership effectiveness. Although some researchers have paid attention to leader political skill and influence on employees factors, little is known about how leader political skill are actually influence employees affect and then impact employees intent to work in term of to use discretionary effort.

Past research on political skill has concentrated broad issues: antecedent and outcome. However, the literature is almost silent on the details of how leader political skill has an impact on employees affect and work intentions. Against this background, the purpose of this research is to answer the research question: "How can leader political skill has an impact on employees positive affect and work intent?" In the present study, it is aimed to investigate the relationship between employees' perceptions of leader political skills and their positive affect and intent to use discretionary effort. Based on this general aim, more specifically, this research has four objectives:

1. Do employees' perceptions of leader political skills dimensions significantly impact their positive affect?
2. Do employees' perceptions of leader political skills dimensions significantly impact their intent to use discretionary effort?
3. Is there a significant relationship between employee's positive affect and intent to use discretionary effort?
4. Do employees' positive affect mediate the relationship between leader political skill dimensions and intent to use discretionary effort?

That is, this research attempts to examine the influence of leaders on employees affect and work intention subscale. The findings of this research are expected to assist practitioners in practice leader political skill and increasing practitioners' awareness of the need for this skill with employees.

The paper has four parts. First, it reviews the extant literature relevant to political skill, positive affect and intent to discretionary effort. Then the research methodology is presented and data analysis techniques are discussed. Next, the findings are discussed and summarized. The paper concludes with a discussion of theoretical and managerial implications and directions for further research.

II. LITERATURE REVIEW

Leader political skill

Leadership is vital for organizational success. The previous study found that leaders high in political skill were able to develop high-quality relationships with their followers, which enabled leader and follower effectiveness (Brouer, Douglas, Treadway, and Ferris, 2012). Thus, based on political perspectives in organizations, to be effective in political environments, leader needed to possess political skill (Pfeffer, 1992; Mintzberg, 1983). Leader political skill is defined as the ability of a leader to use the skill of efficiently understanding and impressing the employees in a work place (Ahearn et al., 2004) and able to exercise of influence through persuasion, manipulation, and negotiation (Mintzberg (1983)

Previous study indicates that there are four critical dimensions of political skill: social astuteness, interpersonal influence, networking ability, and apparent sincerity (Ferris, et. al., 2007). However, leader political skill dimensions that became focus of this study only include: (1) social astuteness skill- a leader's ability to astutely observe others to understand their behaviors and motives; (2) interpersonal influence skill- a leader's ability to influence and engage others using a compelling and charismatic interpersonal style; (3) networking ability skill- as a leader's ability to build diverse relationship networks across and outside of the organization.

Over the years, existing research demonstrates various form of leadership at individual level relates to outcomes. For example, leader power is connected to organizational commitment, job satisfaction, empowerment, OCB, intent to remain within organization, self-confidence, burnout, absenteeism and affect. Furthermore, leader considerate behaviour was associated with an increase in positive follower affect (Glasø, Skogstad, Notelaers, and Einarsen, 2017).

It is reported in previous research that political skills are related to personal characteristics such as self-efficacy (Zellars, Perrewé, Rossi, Tepper, Ferris, 2008), extraversion (Ferris, Rogers, Blass, Hochwarter, 2009) and job-related results (Ferris, Treadway, Perrewé, Brouer, Douglas, Lux 2007) such as professional success [Bedi, Akanksha; Skowronski, Mark, 2014), job satisfaction (Ewen, Wihler, Blickle, Oerder, Ellen, Douglas, Ferris, 2013), team performance (Ahearn, Ferris, Hochwarter, Douglas, Ammeter, 2004), employees' responses (Treadway, Hochwarter, Ferris, Kacmar, Douglas, Ammeter, Buckley, 2004), efficiency of the leader (Douglas, Ammeter, 2004). Based on aforementioned discussion, it is hypothesis:

H₁: Employees' perceptions of leader's political skills dimensions will be correlated with their positive affect?

H₂: Employees' perceptions of leader's political skills dimensions will be correlated with their intent to use discretionary effort?

Employee Positive Affect

Affect refers to broad range of feeling that people experience in the form of emotions and moods. Emotions are short lived feeling but moods last longer. Moods activate in an individual's cognitive background, have no specific target, less intense than emotions and persist for a longer duration (Fisher, 2000). Emotions are shorter, target-centered and more intense than moods (Fisher, 2000). The affect term of is defined as a phenomenological situation of feeling, and usually described in terms of emotions....." (Thoresen, Kaplan, Barsky, Warren, & De Chermont, 2003, p. 914). The emotional aspect of the psychological appraisal process involves employees' affective reactions to their perception of leaders attributes. Thus, affect is longer lasting positive or negative emotional experience and is classified as positive affect and negative affect (Barsade and Gibson, 2007).

Past research, measured mood or feelings using affect standard instruments (e.g., the Positive and Negative Affect Schedule [PANAS], Watson, Clark & Tellegen, 1988).

Employee affect correlates with job attitudes, such as organizational commitment, job satisfaction, employee citizenship, intent to turnover, and dimensions of burnout (e.g., Ng & Sorenson, 2009; Thoresen et al., 2003). A study by Ng & Sorensen, (2009) found strong evidence that positive affect were related to various positive employees outcome measures such as job satisfaction, organizational commitment, and personal accomplishment. Positive affect has been shown to correspond with higher levels of task performance (Kaplan, Bradley, Luchman, & Haynes, 2009; Tsai, Chen & Liu, 2007). Applying this logic to the current study, different forms of leader political attributes may generate employees affect in terms of emotions and moods. If employees view political attributes as negative, likely be inversely related to positive affect. This leads to the following hypothesis:

H₃: Employee's positive affect is significant related to intent to use discretionary effort?

Intent to use discretionary work effort

Work intentions are defined as “a set of goal representations or schema and means representations or schema, formed as a result of the appraisal process, and which are focused upon meeting the needs and wants stemming from sense of, or lack of, the appraiser's well-being” (Zigarmi&Nimon, 2011, p. 450). In this literature, the measurement of work intentions includes various work-related intents found in the organizational literature namely, intent to remain in the organization, intent to endorse the organization and its leadership, intent to use discretionary effort, intent to perform at a higher than average level, and intent to be an organizational citizen. However this study only focuses on employees' intent to use discretionary effort. The concept of discretionary effort is defined as behavior that voluntary above and beyond minimally required or normally expected requirement of the role or job description (Organ, 1997). While employees in some work environments might be sensitive to the concept of extra-role behavior or behavior not accounted for in job descriptions, the use of voluntary discretionary effort tends to correlate with important antecedents such as sales manager relationships, workload, organizational culture, and customer expectations. There is some evidence that discretionary effort also correlates with perceived psychological contract fulfillment, affective commitment to the job and organization (Zeidan, 2006), and engagement (McPherson, 2007). Followers' affective experiences are crucial in understanding subordinate reactions to exposed leadership behaviors (Gooty et al., 2010; Rajah et al., 2011), The study by Glasø, Skogstad, Notelaers, and Einarsen, (2017) strongly substantiates that affect acts as a mediator in leader-follower relationships. It is therefore hypothesized that:

H₄: Employees' positive affect mediate the relationship between leader political skill dimensions and intent to use discretionary effort.

Hypothesized Model

Drawing from literature, a theoretical framework has emerged which explains the relationships between employee's perceptions of leader political skill dimensions and their positive affect and the connection between affect and Intent to use discretionary effort. Additionally, the mediating role of positive affect on the relationship between leader political skill and Intent to use discretionary effort was explored. Research model is illustrated in Figure 1.

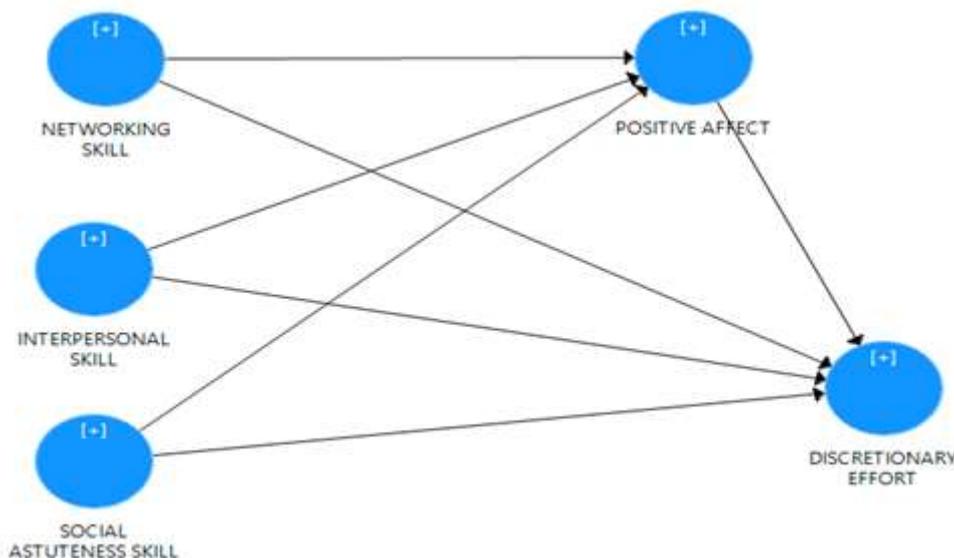


Figure 1. Research Model: Relationships between leader political skill, follower affect, and follower outcomes (Intentions to discretionary effort)

III. RESEARCH METHODOLOGY

Sampling

The population for this study consisted of business students in UUM during 2017/2018 session. The unit of analysis was the undergraduate and graduates students who have job experiences in diverse organization. The final sample included 122 usable questionnaires. This figure of 122 respondents is within the normal

bounds of 100 to 200 for structural equation modeling (Hair et al., 1995). The resulting sample can be described as a convenience sample.

Data Collection

The initial questionnaire was pre-tested with a convenience sample of 20 undergraduates using the collaborative participant pre-testing method. Data for the main study was collected over three month period between June to August, 2018 during class.

Measures

Leader political skill. This study used the 12-item Political Skill Inventory (PSI) developed by Ferris, Treadway, et al. (2005) for measuring leader political skill dimensions: social astuteness, interpersonal influence, networking ability. Employees were asked to evaluate the particular skill was typical of their immediate supervisor. Responses were made on five point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree)

Positive Affect. This study has choose a commonly used measure of the Positive Negative Affect Scale, PANAS (Watson et al., 1988), to identify the respondents' feelings of subjective wellbeing (emotions and moods) when has engagement with their immediate managers. The scale consists of a shortened form of the PANAS using 10 items anchored on a 5-point scale, with 1 (not at all) to 5 (extremely). Respondents were given the opportunity to evaluate how well certain words (e.g., strong, enthusiastic, interested, excited, proud, upset, hostile, guilty, scared, distressed) described how they felt about their meetings with their leader.

Intent to use discretionary effort. Intentions to use discretionary effort was measured by using 5 items anchored on a 5-point scale, with 1 (strongly disagree) to 5 (strongly agree) a shortened form of the Work Intention Inventory (WII) studies, by Zigarmi, Nimon, Houson, Witt, and Diehl (2012). WII instrument is designed and established validation evidence to assess different forms of work intentions.

IV. DATA ANALYSIS

PLS-SEM Model Assessment

This study have opted for PLS-SEM for the following reasons: 1) It is suitable for theory building studies and appropriate for examining complex cause-effect-relationship models (Henseler, Ringle, & Sinkovics, 2009; It is also a non-parametric approach, and it poses fewer restrictions especially on data distribution and sample size (Vinzi et al., 2010). To test the study hypothesis, smartPLS 3 software used (Ringle et al., 2014). PLS-SEM approach was used to assess the measurement model (also referred to as the outer model) and structural model (also referred to as the inner model).

Measurement Model Assessment

In PLS-SEM, assessment of the measurement model (also referred to as the outer model) includes composite reliability (CR) to evaluate internal consistency, individual indicator reliability and average variance extracted (AVE) to evaluate convergent validity (Hair, Hult, Ringle, & Sarstedt, 2013, p.100).

Internal Consistency Reliability

This is a form of reliability that is used to access the consistency of results across items of the same variables (Hair et al., 2013). It determines whether the items measuring a variable are similar in their scores (Hair, Tatham, Anderson, & Black, 2006). Internal consistency reliability is accessed by using CR. Table 1 shows the CR values of all the latent variables used in this study. These values were found to be between 0.888 and 0.958, thus more than 0.70 (Hair et al., 2006) which establishes internal consistency.

Table 1: CR and AVE values of all the latent variables

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Discretionary effort	0.859	0.861	0.899	0.640
Interpersonal skill	0.878	0.888	0.916	0.732
Networking skill	0.831	0.832	0.888	0.665
Positive affect	0.950	0.953	0.958	0.718
Social astuteness skill	0.878	0.884	0.916	0.733

Convergent Validity. This refers to the extent to which a measure correlates positively with alternative measures of the same variable (Hair et al., 2013, p. 115). AVE was calculated to assess convergent validity. Table 1 shows the AVE values of all the latent variables used in this study. These values were found to be more than the prescribed value of 0.50 (Hair et al., 2006) and therefore establish convergent validity.

Discriminant Validity. This is the extent to which a variable is truly distinct from other variables, in terms of how much it correlates with other variables, and how much indicators represent only a single variable (Hair et al., 2013, p. 115). The criterion and cross-loading scores of Fornell&Larcker (1981) were used to establish discriminant validity. Table 2 demonstrates that the square root of AVE for all latent variables was higher than the inter-construct correlations (Fornell&Larcker, 1981) and therefore they confirm discriminant validity. Further, all indicators' individual loadings were found to be higher than their respective cross-loadings (Hair et al., 2013).

Table 2: Construct Validity and Discriminant Validity – Fornell and Lacker Criterion

	Discretionary effort	Interpersonal skill	Networking skill	Positive affect	Social astuteness skill
Discretionary effort	0.800				
Interpersonal skill	0.544	0.856			
Networking skill	0.575	0.687	0.815		
Positive affect	0.433	0.540	0.428	0.847	
Social astuteness skill	0.560	0.771	0.663	0.507	0.856

Notes: The off-diagonal values are the correlations between latent variables and the diagonal are the square root of AVE.

Indicator Reliability. This represents how much of the variation in an item is explained by a variable (Hair et al., 2013). Indicator reliability was assessed using the outer loadings as shown in Table 3. A higher outer loading on a variable indicates that the associated measure has much in common, that is measured by the variable (Hair et al., 2013). Hair, Hult, Ringle, & Sarstedt (2013) suggested that items having a loading >0.70 should be retained, items having an outer loading value >0.40 should be omitted and that its impact on the AVE and CR of the variable should be analysed. If the AVE and CR of the variable reach above the threshold value, then the given item should be omitted; otherwise, it should be retained. We next provide the assessment of our structural model.

Table 3: Indicator the outer loadings

	Discretionary effort	Interpersonal skill	Networking skill	Positive affect	Social astuteness skill
LIS9	0.429	0.641	0.604	0.368	0.808
LIS10	0.529	0.670	0.596	0.438	0.875
LIS11	0.452	0.650	0.551	0.433	0.888
LIS12	0.499	0.676	0.527	0.485	0.852
LIS1	0.405	0.421	0.786	0.391	0.464
LIS2	0.507	0.532	0.843	0.295	0.522
LIS3	0.448	0.602	0.839	0.383	0.615
LIS4	0.510	0.675	0.791	0.327	0.556
LIS5	0.429	0.794	0.643	0.355	0.582
LIS6	0.445	0.876	0.528	0.433	0.562
LIS7	0.457	0.904	0.582	0.497	0.686
LIS8	0.521	0.845	0.606	0.536	0.776
PANA1	0.397	0.473	0.388	0.876	0.497
PANA10	0.373	0.427	0.315	0.791	0.423
PANA2	0.325	0.404	0.303	0.812	0.421
PANA3	0.367	0.444	0.320	0.875	0.385
PANA4	0.353	0.468	0.330	0.918	0.411

PANA5	0.314	0.421	0.359	0.871	0.385
PANA6	0.327	0.433	0.329	0.841	0.383
PANA8	0.362	0.546	0.407	0.861	0.473
PANA9	0.454	0.467	0.469	0.768	0.451
WI1	0.775	0.503	0.369	0.369	0.419
WI2	0.823	0.478	0.490	0.389	0.473
WI3	0.817	0.377	0.451	0.344	0.503
WI4	0.775	0.390	0.458	0.253	0.408
WI5	0.808	0.426	0.526	0.366	0.433

Structural Model Assessment

After establishing the reliability and validity of the latent variables in the measurement model, we assess the structural model (also referred to as the inner model) to test the relationship between endogenous and exogenous variables. In PLS-SEM, structural model assessment includes path coefficients to evaluate the significance and relevance of structural model relationships, R² value to evaluate the model’s predictive accuracy, Q² to evaluate the model’s predictive relevance and f² to evaluate the substantial impact of the exogenous variable on an endogenous variable (Hair et al., 2013).

Path-Coefficients. The path coefficient for the relationship between leader political skill and other three constructs are shown in figure 2 and table 4. Nonparametric bootstrapping routine advocated by Vinzi et al., (2010), has been used on 122 data points and 5000 samples. “Bootstrapping is a re-sampling approach that draws random samples (with replacements) from the data and uses these samples to estimate the path model multiple times under slightly changed data constellations” (Hair et al., 2013, p. 162). The main purpose of bootstrapping is to calculate the standard error of coefficient estimates in order to examine the coefficient’s statistical significance (Vinzi et al., 2010).

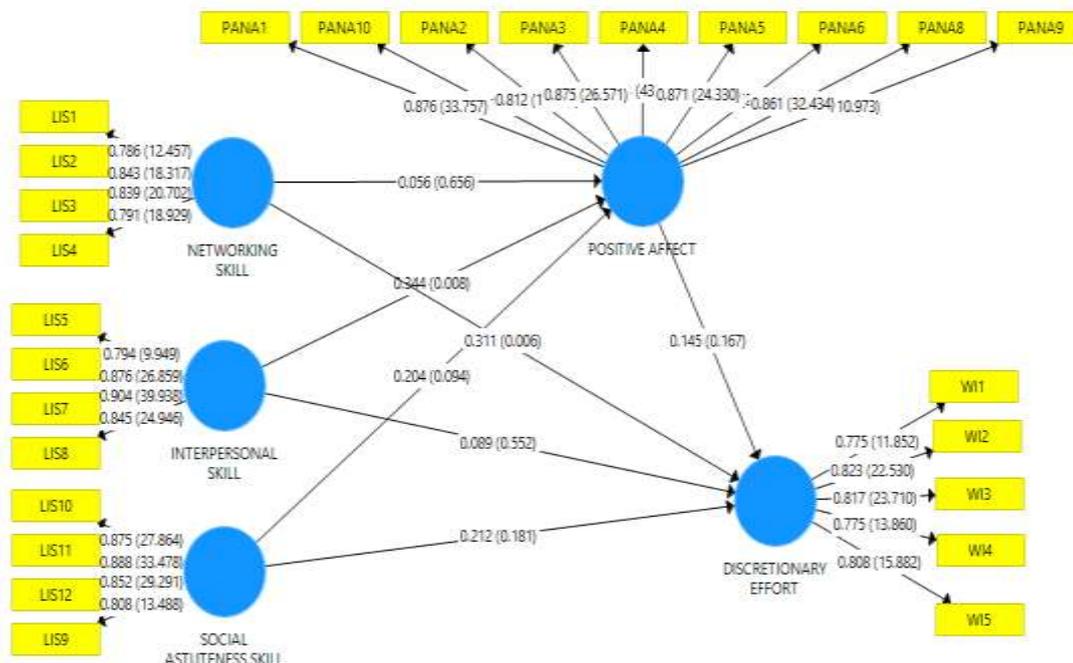


Figure 2. PLS-SEM output for the direct relationship between political skill, positive affect and intent to discretionary effort

In the model, only three out of seven direct paths between the constructs were statistically significant. As shown in Figure 2 and Table 4, perceived leader political skill dimension of interpersonal skill ($\beta = .344, p < .01$) and Social Astuteness Skill ($\beta = .204, p < .01$), has an effect on Positive affect of employees. In addition, there is a significant effect of leader Networking Skill on employee Discretionary Effort ($\beta = .319, p < .01$).

Table 4: The path coefficient for the direct relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Interpersonal Skill -> Discretionary Effort	0.139	0.141	0.148	0.934	0.351
Interpersonal Skill -> Positive Affect	0.344**	0.331	0.130	2.649	0.008
Networking Skill -> Discretionary Effort	0.319**	0.323	0.110	2.895	0.004
Networking Skill -> Positive Affect	0.056	0.065	0.126	0.446	0.656
Positive Affect -> Discretionary Effort	0.145	0.156	0.105	1.383	0.167
Social Astuteness Skill -> Discretionary Effort	0.242	0.236	0.154	1.574	0.116
Social Astuteness Skill -> Positive Affect	0.204*	0.207	0.122	1.679	0.094

Note:t-values for two tailed tests: *p < 0.1, **p < 0.05, ***p < 0.001

Assessing R² Values.R² (Coefficient of determination) value is used to evaluate the structural model. This coefficient measures the predictive accuracy of the model and is calculated as the squared correlation between actual and predictive values of a specified endogenous construct. The R² values represent the exogenous variables' combined effects on the endogenous latent variables and it also represents the amount of variance in the endogenous constructs explained by all of the exogenous constructs linked to it (Hair et al., 2013). In this study, the endogenous variables namely positive affect and intent to discretionary effort have R² value 0.313 and 0.409 respectively. This reflects the fact the structural model developed in this study has predictive relevance. Further the examination of the endogenous variables' predictive power has moderate R² values (refer table 5).

Table 5: Results of R² and Q²

	R Square	R Square Adjusted	Q ² Values	Effect Size ^a
Discretionary effort	0.409	0.389	0.229	Medium
Positive affect	0.313	0.296	0.198	Medium

Note: Small: 0.0 < Q²; effect size < 0.15; Medium: 0.15 < Q² effect size < 0.35; Large: Q² effect size > 0.35

Assessing Q² Values.Blindfolding was used to cross-validate the model's predictive relevance for each of the individual endogenous variables, the Stone-Geisser Q² value (Geisser, 1974; Stone, 1974). By performing the blindfolding technique (Hair et al., 2013) with an omission distance of 7 yielded cross-validated redundancy Q² values of all the endogenous variables. In this study, SCA has a Q² value of 0.206; SCI has 0.124 and SCP has 0.458 respectively. This shows medium, small and large effect sizes, respectively. Because all the Q² values are >0, it establishes the fact that the PLS structural model has predictive relevance.

Assessing f² Values.f² size effect is the measure to evaluate the change in R² value when a specified exogenous variable is omitted from the model.f² size effect shows the impact of a specific predictor latent variable on an specific endogenous variable as shown in table 6. In this study (see Table 6), f² size effect varies from small to large for all the exogenous variables in explaining the positive affect and work intent.

Table 6: Results of f²

	Discretionary effort	Interpersonal skill	Networking skill	Positive affect	Social astuteness skill
Interpersonal skill	0.004			0.060	
Networking skill	0.079			0.002	
Positive affect	0.024				
Social astuteness skill	0.028			0.023	

Note: Small: 0.0 < f² effect size < 0.15; Medium: 0.15 < f² effect size < 0.35; Large: f² effect size > 0.35

Mediation Analysis

This is carried out to examine the casual relationship between an exogenous variable and an endogenous variable by the inclusion of a third explanatory mediator variable (Hair et al., 2013). In PLS-SEM, the bootstrapping approach is suitable for mediation analysis because bootstrapping makes no assumption about the sampling distribution of the statistics and can be applied to small sample sizes (Hair et al., 2013). To carry out the mediation analysis in PLS-SEM, the first step is to assess the direct effect (i.e. p. 13) of the exogenous variable on the endogenous variable, which should be significant if the mediator is not included. (Zhao, Lynch & Chen, 2010). Hair et al. (2013, p. 223) suggest of following Preacher and Hayes (2008) method and bootstrapping the sampling distribution of the indirect effect. This approach suits PLS well and is suggested instead of using the common Sobel test.

If the direct path is significant, next step is to include the mediator variable in the PLS path model and assess the significance of the indirect path (i.e. $p12 * p23$). The significance of each individual path $p12$ and $p23$ is a necessary requirement for this condition. The indirect path can be assessed after running the bootstrapping procedure and if the indirect effect is found significant then mediator absorbs some of the direct path. To assess how much of the direct path is absorbed, variation accounted for (VAF) is calculated as $VAF = (p12 * p23) / (p13 + p12 * p23)$. Based on the value of VAF, following conditions of mediation effect is given by Hair et al., (2013, p.224): i) If $0 < VAF < 0.20$, then No Mediation, ii) If $0.20 < VAF < 0.80$, then Partial Mediation and iii) If $VAF > 0.80$, then Full Mediation.

Table 6: Mediation Analysis: Positive Affect as Mediator

Exogenous Variables	Endogenous	Direct Effect	Indirect Effect	Total Effect	VAF Range	Mediation
Interpersonal skill	Positive affect	0.130	0.050	0.18	-	No Mediation
Networking skill		0.326**	0.008	0.334	-	No Mediation
Social astuteness skill		0.244	0.030	0.254	-	No Mediation

The results showed (Table 6) that when mediator included in test, the total indirect effect was statistically not significant. This result suggests that employees’ positive affect do not mediate the relationship between leader political skill and intent to use discretionary effort, thus hypothesis 4 was not supported.

V. CONCLUSION AND DISCUSSION

Studies simultaneously testing employees’ exposure to different dimensions of leader political skill, their various positive affective reactions, and related intentions work outcomes are limited. Thus, this study investigated the potential role of a leader political skill in influencing employees’ positive affect and intent to work behavior in terms of discretionary effort. To our knowledge, it is the few study that investigates the effect of leader’s political skill on employee’s positive affect and work intent.

The results of the present study indicate that perceived leader political skill dimension of leader interpersonal skill has an effect on positive affect of employees. This make a leader’s ability to influence and engage others would increase positive emotions and mood of the employees. This study also shows that leader social astuteness would increase employees’ positive affect. Thus, leader’s ability to wisely observe employees, to understand their behaviors and motives will increase positive emotions and mood of employees. This study confirm that leader’s networking skill and leader’s social astuteness skill are important skill that clearly impact employee affect and emotion. This is in line with previous studies that leader’s expert power, referent power, and reward power tended to lead to positive affect of employees (Zigarmi, Roberts, and Randolph, 2015). However, leader networking ability as a leader’s ability to build diverse relationship networks across and outside of the organization not significantly influence employee’s affect. In addition, this study revealed that there is a significant effect of leader networking skill on employee discretionary effort. Thus, the leader’s ability to build diverse relationship networks across and outside of the organization would have higher intent to behave that is more than obligation of the role or job description in organization. This is in line with previous studies that positive affect was directly and significantly correlated to work intentions, which replicates conclusions drawn from previous work (Zigarmi, Roberts, and Randolph, 2015; Roberts and Zigarmi, 2014).

Surprisingly, this study indicates that employee’s positive affect does not have a direct effect on intent to discretionary effort. This shows that employee’s emotion and moods not influence the discretionary effort of in organization. This finding is opposite to the study by Zigarmi and Roberts (2012), Zigarmi, Roberts and Randolph (2015) and the study by Roberts and Zigarmi, (2014). In their study, they found that employee’s positive affect significantly correlated to intention to work dimensions, i.e. intent to discretionary effort.

This study result suggests that employees’ positive affect mediate the relationship between leader political skill and intent to use discretionary effort was not supported. Thus this study not backed the study by Glasø, Skogstad, Notelaers, and Einarsen, (2017) which strongly substantiates that affect acts as a mediator in leader-follower relationships.

In summary, this study has shown significant empirical relationships with leader political skill characteristics, i.e., leader interpersonal skill, leader social astuteness and employees' positive affect. In general, leader political skill explained 31% of the variance in positive affect. This study suggests that leader political skill play an important role in affecting employee's positive affect. The result clearly shows that, leader political skill additionally contribute to employees' positive emotions and moods.

Regarding practical implications, leaders should indeed be aware of how their political leadership skill influences their employees' emotions and moods, and their intent to use discretionary effort towards the organization. To obtain knowledge about this issue, leaders may arrange dialogue meetings with their followers. The topic and results of the present study suggested that in leadership development programs, leaders may need to get a better understanding of their leadership political skill, and in their acting to enhance positive affect of employees.

Some limitations might be related to collecting our data and interpreting the results. A first limitation might be the omission of important variables in work intentions. For example, other work intention such intent to stay, intent to behave OCB, could be added as additional outcomes of positive affect. Furthermore, this study relied on intentions, which do not directly represent behavior. However, according to the theory of planned behavior (Ajzen, 1991), work intentions would determine behaviors. Therefore, assessing intentions can help to provide a first prediction about future behavior. A second potential limitation is related to the measurement of is this study relied on self-report measures, which might have inflated correlations between predictor and outcome variables

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Shahibudin Ishak" The Impact of Leader Interpersonal, Networking and Social Astuteness Skill on Employees Positive Affect and Intent to Discretionary Effort" *International Journal of Business and Management Invention (IJBMI)*, vol. 08, no. 04, 2019, pp 53-62