

Relationship between Organizational Political Behavior and Organizational Citizenship Behavior with the Mediating Role of Leadership Style and Emotional Intelligence: A Study on the Banking Industry of Bangladesh

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Abstract

The purpose of this study is to explore the relationship between organizational political behavior, discretionary behaviors of the employees, leadership style, and emotional intelligence. Using a stratified random sampling method, data of the study were collected from 206 banking professionals through a structured survey questionnaire. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using Smart PLS 4 software for comprehensive data analysis. Firstly, the findings reveal that engaging in organizational political behaviors impacts employees' commitment to voluntary activities outside their job roles. Secondly, it emphasizes the impact of emotional as well as leadership in shaping employees' perceptions of citizenship behaviors. Furthermore, this research highlights a correlation between politics and leadership styles. It suggests that higher levels of politics can weaken the influence of leadership approaches. Additionally, individuals- inclined towards politics- tend to possess greater levels of emotional intelligence. Importantly mediation analyses demonstrate how leadership styles and emotional intelligence intervene the connection between politics and citizenship behaviors. By fostering leadership and developing emotional intelligence competencies within organizations, the findings indicate the importance of fostering organizational

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cultures. It is hoped that these findings can be utilized by banking industry leaders and HR professionals in Bangladesh to enhance their performance. These insights can help create an environment that fosters behaviors and contributes to the success of organizations.

Keywords: Organizational Political Behavior, Organizational Citizenship Behavior, Leadership Style, Emotional Intelligence, Banking Industry, Mediation Analysis.

1. Introduction

A robust financial system is essential for stabilizing the economic growth of a country and the role of banks as an intermediary is unavoidable (Diamond & Rajan, 2005). The banking sector of the concurrent business landscape is progressively changing due to a myriad of factors like technological advancements, globalization, evolving customer expectations and regulatory frameworks (Diamond et al., 2019; Mărăcine et al., 2020). These changes have impacted the way organizations operate and employees behave within the banking industry, playing a significant role in the global economy (Ali & Islam, 2024). As a result of the developing emphasis in the banking sector, the efficiency of the banking industry has been receiving much priority (Fiordelisi et al. 2011). Consequently, banks are now compelled to operate near "best practice" or effective in delivering their services. Researchers have shown increasing interest in understanding employee attitudes and behaviors (Durkin & Bennett, 1999). Concepts like Organizational Citizenship Behavior (OCB), Emotional Intelligence (EI), Organizational Political Behavior (OPB) and Leadership Styles (LS) have gained attention because they greatly impact employee performance being and ethical conduct within banks (Nawaser et al., 2015; Harvey et al., 2018).

According to Joseph and Newman (2010), the service industry requires emotional exhaustion, and it is essential to identify the effect of EI in it. As banking is a service industry and organizational politics is present in it, it influences job outcomes like stress, turnover, deviant behavior, turnover rate, and ultimately, performance. On the other hand, OCB in the banking industry refers to employees going beyond their job responsibilities to contribute positively towards customer satisfaction, operational efficiency, and overall financial stability (Yunus et al., 2010). Positive job attitudes influence OCB since employees are more likely to exhibit their best conduct when they are satisfied

with their jobs and the perception of their employer and thus foster high organizational commitment (Khan et al., 2013). Again, EI is highly important in a sector where awareness, empathy and emotion management play a role in customer interactions, team collaboration and decision-making (Abbasian et al., 2024). OPB takes on a significance within banking as ethical considerations become central, to meeting standards and maintaining public trust (Asikhia, 2016). In this situation, LS is impactful in modeling the environment of work, influencing the way employees behave, and guiding the direction of banks as market conditions evolve (Kumar et al., 2018). Mekpor and Dartey-Baah (2017) complement this finding by arguing that leadership style motivates workers to go above and beyond and participate in voluntary work practices. With the banking sector undergoing transformations and high stakes involved, it is crucial to explore how these factors are interconnected and adapt to the changing landscape within this industry (Karthikeyan & Lalwani, 2019). Understanding the relationships between OCB EI, OPB, and LS in banking is essential for banks aiming to improve customer service, comply with regulations, enhance employee well-being, and achieve financial success (Siadat & Sadr, 2012; Suliman & Obaidli, 2013; Yunus et al., 2010).

This study attempts to contribute, creating new knowledge by observing how the banking industry evolves and its impact on OCB EI, OPB, and LS research. Through analysis and theoretical exploration specifically focused on banking institutions today we aim to shed light on how these factors interact within banks. The insights gained from this research can inform bank policy leadership development programs and practices that foster ethical behavior while promoting employee well-being and financial stability amidst today's changing landscape. Additionally, this research includes important implications for further research in this field to mitigate research gaps even more, which organizational members will find beneficial for enhancing effectiveness, particularly in the banking sector.

1.1 Research Gap

Previously, researchers have realized the magnitude of emotional intelligence (EI) and OPB interaction, which is very controversial even today, as some researchers found OPB to have no significant relationship with EI (Vigoda & Meisler, 2010; Shrestha & Baniya, 2016). Some concluded that a significant negative relationship exists (Meisler & Vigoda, 2014). On the contrary, some found the existing relationship positive. Despite the considerable importance of organizational behavior and its consequential influence on employee performance, there exists a scarcity of research that specifically examines the

association of organizational political behavior and organizational citizenship behavior within the banking industry of Bangladesh. Furthermore, the importance of examining the mediating influence of leadership style and emotional intelligence in this association has been scarce (Alwali et. al., 2022). Hence, the initial goal of this research is to fill the standing research void and generate information about the intricate interrelationships among these variables within the banking industry of Bangladesh.

1.2 Rationale of the Study

This study is motivated by the need to better comprehend the impressions of organizational political conduct on the citizenship behavior of the employees of an organization in the Bangladeshi financial industry, mediated by the role of emotional intelligence and prevailing leadership styles in the contemporary banking landscape of Bangladesh. This study intends to contribute to theoretical and practical perspectives, thereby mitigating the research gaps to some extent. Besides, the study has a significant approach of practical implications. This provides insights on how managers can gauge the type of tactics employees use and how these affect the overall performance. The findings may also provide banking industry professionals, policymakers, and academics with valuable insights that will aid in the development of strategies to improve organizational behavior, employee engagement, and overall performance in the financial sector, thereby making substantial contributions to enhancing the social topography in the context of Bangladesh.

1.3 Research Objective

The primary objective of this study is to examine the connection involving organizational political behavior (OPB) and organizational citizenship behavior (OCB) within the banking sector of Bangladesh. The secondary objectives are:

1. To investigate the relationship between OPB and Leadership Style (LS) as well as identify specific behaviors and practices associated with OPB that reduce the impact of LS on employee behavior,
2. To explore the relationship between the Leadership Style and OCB of the employees in the banking sector of Bangladesh,
3. To assess the relationship between inclination towards OPB and levels of Emotional Intelligence (EI) while identifying which components of Emotional Intelligence are most influenced by this inclination,

4. To examine how Emotional Intelligence utilization in the workplace positively affects employees' perceptions of OCB, focusing on intelligence competencies that contribute significantly to OCB, and
5. To find the mediating effects of leadership style and emotional intelligence between organizational political behavior (OPB) and organizational citizenship behavior (OCB) in the banking sector of Bangladesh.

2. Review of Literature

2.1 Organizational Political Behavior (OPB)

Political behaviors within an organization indicate activities conducted by employees of an organization to obtain, exploit, and use power for achieving individual goals. These behaviors can range from forming alliances to spreading rumors for gain or to secure positions. While OPB can sometimes disrupt harmony within an organization, it can also be seen as an approach for navigating organizational structures (Ferris et al., 2017). It has been demonstrated that one source of stress in the workplace is the apparent executive politics, which is defined as an idiosyncratic valuation of employees regarding the degree to which managers and colleagues act improperly or narcissistically (King & Levy, 2012). Political behavior is considered a control mechanism appropriate for a workplace that is seen as political (Pfeffer, 2010). Employees operating in a politically charged workplace may face uncertainty and ambiguity that undermines their sense of control, but they will also have plenty of opportunity to use these factors to their advantage by engaging in social influence activities like advantage-seeking political behavior. (Ferris et al., 1994; Kacmar, 2013; Hochwarter, 2003; King & Levy, 2012). Regarding workplace politics, Ferris et al. (2007) reach more optimistic conclusions. The literature on the politics of the organization, which has often been portrayed negatively, has started to acknowledge that politics are not always negative and that people who use influence do not always do so out of self-interest. The research by Madison et al. (1980) revealed that "the effective practice of executive politics is supposed to lead to an elevated level of power, and once that level is reached, there are further chances to engage in political activities". Therefore, based on literature the study proposes the following hypothesis:

H₁. Organizational Political Behavior (OPB) has a direct positive influence on Organizational Citizenship Behavior (OCB).

Numerous research on organizational politics examined the political actions that individual members of organizations took (Strauss, 1963). It is also acknowledged that there are three main reasons why individual political behavior is neglected: (1) inability to discriminate political behavior from required job behavior/attitude; (2) inability to discern political behavior from accidental calculation; and (3) inability to discriminate between micro and macro levels of investigation (Farrell & Peterson, 1982). In retrospect, people occasionally engage in politically aware activities to accomplish goals that they would not otherwise be able to, and they may do so to obtain favors or rewards, even at the expense of benefits to the group. They discuss how various people with authority within companies do so to indirectly benefit from certain things based on political behavior within organizations (Farrell & Peterson, 1982). The emphasis of resources pursued by individuals involved in organizational political activity is the subject of both the internal and external components of political behavior (Farrell & Peterson, 1982). Therefore, based on the literature, the study proposes the following hypotheses:

H₂. Organizational Political Behavior (OPB) has a direct positive influence on Leadership Style.

H₃. Organizational Political Behavior (OPB) has a direct positive influence on Emotional Intelligence.

2.2 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a concept in the field of psychology. It refers to the actions performed by employees that surpass their job responsibilities, aiming to enhance the organizational efficacy and create a workplace environment (Organ & Ryan, 1995). Extensive research has been done on the factors influencing OCB highlighting the significance of job satisfaction and commitment towards the organization (Podsakoff & MacKenzie, 2018). The employees experiencing higher levels of satisfaction towards their job and commitment towards their organization are more inclined to practice OCB because these positive attitudes foster loyalty and proactivity (Podsakoff & MacKenzie, 2000). OCB includes behaviors like assisting colleagues, taking on tasks willingly, and offering suggestions for improvement. Studies indicate that

OCB contributes to creating a work environment leading to job satisfaction and improved overall organizational performance (Bolino et al., 2018).

An optimistic culture in the organization that promotes behaviors and nurtures a cooperative and supportive environment has been linked to levels of OCB (Organ & Ryan, 1995). Additionally, cross-cultural perspectives have enhanced the study of OCB by exploring how cultural nuances impact its expression (Kim et al., 2017). For example, Kim et al. (2017) conducted research on OCB in the context of South Korea, shedding light on both cultural factors that affect OCB. While OCB is generally seen as a contributor to success, recent research has delved into its potential downsides (Bolino et al., 2015). Bolino et al. (2015) introduced the concept of 'engaged OCB' emphasizing how excessive engagement in OCB can lead to outcomes such as burnout. However, when it comes to Organizational Political Behavior (OPB), it refers to activities that individuals undertake to promote their interests or agenda within the landscape of an organization. Researchers have explored gender differences in OCB, and Eagly and Johannesen Schmidt (2001) suggested that women cultivate more OCB than men, possibly influenced by expectations and gender norms. Additionally, perceived fairness and justice have been linked to OCB (Colquitt, 2001). Employees who perceive fairness in the distribution of resources and decision-making processes are more interested in engaging in OCB as these behaviors are viewed as reciprocating the fairness they experience (Colquitt, 2001).

2.3 Leadership Styles

While Behling and Rouch in Yukl (1998) described leadership as a procedure of directing actions in a group, arranged with the objective to accomplish a definite target. Stoner et al. (1996) labeled leading as an approach affecting behavior connected to the functions of the members of a group. Supervisors employ diverse leadership styles to impact on the situational objectives and actions of their subordinates (Bettencourt, 2004). Organizational and workplace leaders strive to create a culture that supports each employee's excellent performance. Their sense of liability and attitude for their deeds are fortified by a good leader. (Abdulla et al., 2020;). Leadership styles have been found to impact OCB, with transformational leadership being particularly influential (Bass & Riggio, 2006). Transformational and transactional leadership are two of the main leadership philosophies that are typically distinguished in this literature. Transformational

leaders motivate their employees to go beyond their assigned roles thereby cultivating an environment that promotes OCB (Bass & Riggio, 1990). Such direction is credited to enhance followers' underlying motive by transmitting the impact and merit of the leader's intentions. (Madison et al., 1980). Therefore, based on the literature, the study proposes the following hypothesis:

H₄. Leadership Style has a direct positive influence on Organizational Citizenship Behavior (OCB).

On the other hand, according to Avolio et al. (2003), transactional leadership primarily concentrates on "exchanges" concerning leaders and their subordinates, where the subordinates obtain incentives for achieving established objectives or standards of performance. The leader rewards the deserving people and delivers positive reinforcement. Mayer et al. (2008) said that the view of organizational politics and transactional leadership style are significantly correlated. Most previous researchers found that compared to transactional leadership, transformational leadership had a substantially bigger influence on employee performance, commitment, and citizenship behaviors. In contrast to transactional leadership, which aims imperfectly to build an obedient workforce, Bass claims that transformational leadership can establish recognition through the internationalization of attractive ideals. Therefore, based on the literature, the study proposes the following hypothesis:

H₅. Leadership mediates the relationship between Organization Political Behavior and Organization Citizenship behavior.

2.4 Emotional Intelligence

Salovey and Mayer (1997) defined emotional intelligence as "the capability to identify sentiments, create emotions to fund understanding, grasp emotional knowledge, and reflectively administer emotions to promote growth emotionally and intellectually." People with emotional intelligence are accurate in that they swiftly and appropriately solve emotional problems (Matthews et al., 2006). Furthermore, emotional intelligence (EI) has gained attention as a predictor of OCB (Treadway et al., 2010). Someone who is more emotionally intelligent may find greater motivation for their work. A person with the appropriate amount of intellectual curiosity could be useful to the company. As a result, it is essential to think about how OCB is affected by spiritual intelligence (Wang et al., 2018).

Intelligent employees possess effective skills in managing their emotions and navigating complex social situations. Consequently, this contributes to their engagement in OCB activities (Treadway et al., 2010). Therefore, based on the literature, the study proposes the following hypothesis:

H₆. Emotional Intelligence has a direct positive influence on Organizational Citizenship Behavior (OCB).

According to Vizcaino et al. (2021), a variety of behavioral and attitudinal outcomes are associated through intermediary linkages that are provided by emotion and emotional actions. The opinions and actions of the workforce are manipulated by two significant factors: corporate politics and emotional intelligence. The connections between emotional intelligence (EI), perceived politics within the organization, and work outcomes have become clearer to us following the recent studies. Invoking earlier research works that suggest people with high emotional intelligence (EI) devote a lesser amount of time daydreaming (Petrides et al., 2007; Salovey et al., 2002). Therefore, based on the literature, the study proposes the following hypothesis:

H₇. Emotional Intelligence mediates the relationship between Organization Political Behavior and Organization Citizenship Behavior.

3. Research Methodology

3.1 Sampling Method

This research is a cross-sectional study in which the study employs a stratified random sampling approach to ensure representation of the sample across various strata within the banking industry of Bangladesh. The study also uses the cluster sampling to divide population into cluster and convenience sampling to select participants based on their availability or ease of access. The strata were defined based on key organizational characteristics such as the type of bank (state-owned and private), geographical location, and employees' roles and levels within the banking structure.

To determine the sample size, guidelines from Everitt (1975) and Comrey and Lee (2013) were considered, suggesting that a sample size exceeding 200 is adequate for robust statistical analysis. A total of 206 Bankers from 21 different scheduled commercial banks working in different locations as well as different types of appointments have participated in this research. The research sample was conducted with Bankers from various specialties, appointments, locations,

experiences, and specializations in Banking, where OCB is used and followed intensively. All 61 Banks were tried to be contacted, but due to a shortage of time, only 21 banks were selected. However, because of the rigorous and vigorous pace of work in the banking sector; not all bankers could be reached. Only 206 of them, including both public and private banks, responded. The information for this research has been accumulated between January to August 2023. The survey was carried out to 500 people, out of whom 206 responded, and not one of them was excluded because of missing and mistaken information. The analyses were done using 206 questionnaires. Out of the participants, 34.3% are women, and 65.7% are men. 8.3% have a Bachelor's degree, 91.2% have a Master's degree & 0.5% have a Passed Course Degree. The participant distribution done based on demographic characteristics is presented in Table 1.

Table 1: Demographic information

Basis of the demographic data		Characteristics	Frequency	Percentage (%)
Gender		Male	169	78.2%
		Female	37	21.8%
Education		Bachelors'	17	8.3%
		Masters'	187	91.2%
		Degree	2	1%
Experience as a Banker (in years)		Less than 1 year	13	6.3%
		1-5	20	9.7%
		6-10	48	23.3%
		10+	125	60.7%
Organization (Scheduled)	Industry Overall	Total Existing Banks	61	100%
		Total Participated Banks	21	34.42%
		Total Participants	206	100%
	State Owned	Total Existing Banks	8	13.11%
		Total Participated Banks	4	50%
		Total Participants	165	80.1%
	Private Owned	Total Existing Banks	53	86.89%
		Total Participated Banks	17	32%
		Total Participants	41	19.9%

(Source: Data collected via Questionnaire)

3.2 Design of the Survey Questionnaire

The questionnaire utilized in this study was structured into six distinct sections following the Likert scale. The initial segment addresses participant demographics, encompassing variables such as job designation, gender, educational qualifications, the name of the banking organization, and work experience within the Bangladeshi banking sector. The second section focused on the key variable of interest, which includes questions related to Organizational Citizenship Behavior (OCB). The third part of the survey investigated the influence of Organizational Political Behavior (OPB) over OCB in the context of the Bangladeshi banking sector. Furthermore, the fourth section comprised questions regarding Leadership Style (LS) and its connection to OCB. On top of that, a fifth section had questions on Emotional Intelligence as it is a mediating factor in determining the influence of OPB over OCB. Finally, a section was added to collect the personalized opinions of the participants which was completely optional. Data collection was conducted through a structured survey questionnaire designed for bankers in Bangladesh's banking industry, chosen for its relevance and convenience for the study's target population.

Data was prepared by processing and encoding information obtained through questionnaires. A quantitative method was used to analyze the data before processing the response. For each study variable and precision, questionnaires were coded. During the analysis, it was assured that the data was efficient and error free. Organizational Citizenship Behavior was coded with OCB and Organizational Political Behavior, Leadership Style, and Emotional Intelligence were coded with OPB, LS, and EI respectively. In case of quantitative analysis, descriptive statistics are cast-off. The survey is well organized and is based on Likert scales from 1–5, whereas Strongly Agreed -5; Agreed- 4; Neutral-3; Disagreed-2; Strongly Disagreed-1. All the data obtained is devoid of bias and error.

3.3 Conceptual Framework and Hypothesis of the Study

The literature review presents this study's framework as illustrated in Figure 1. The framework visually displays the variables that are analyzed based on the hypothesis. In this case we consider OPB, LS and EI as variables representing work behavior while OCB is the dependent variable.

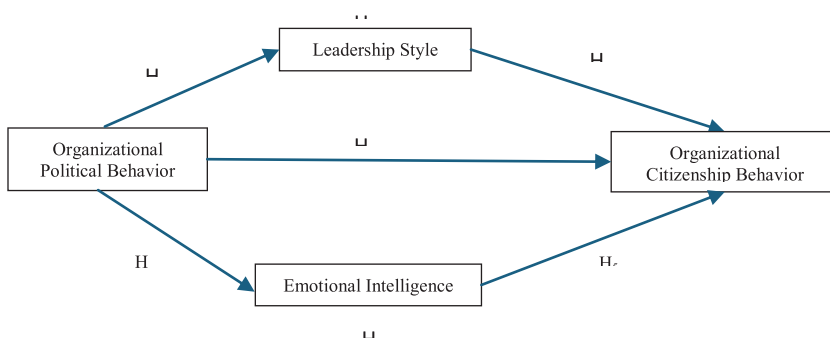


Figure 1: Conceptual Framework

(Source: Multiple Mediation Model developed by researchers)

4. Analysis and Results

4.1 Assessment of Measurement Model

The initial stage of smart PLS-SEM analysis comprises gauging the measurement model. This research strategy included properly calculated constructs, indicators' reliability, composite reliability, discriminant rationality and convergent validity (Hair et al., 2011). The initial phase in measuring standard measurement is assessing the dependability of the indicators. The variation of indicators is quantified by the reliability of the indicators, which is determined by the relevant constructs (Chin, 1998). Furthermore, as mentioned by Wong (2013), the outer loadings should not be above 0.70, as stated by Chin (2010). However, it is better to have factor loadings more than 0.7 (Vinzi et al., 2010); previous investigations often observe lesser outer loadings (<0.70) in social science and business-related research. The study analyzes and explores the effect of eliminating the items on composite reliability, content validity, and convergent validity instead of just discarding the indications without consideration. Typically, items related with outer loadings within 0.40 and 0.70 should only be eliminated if their obliteration directs to an improvement in average variance extracted (AVE) or composite reliability beyond the suggested threshold (Hair et al., 2014).

Reliability is evaluated by the utilization of Cronbach's Alpha, rho_A, and composite reliability statistics. Both values are given in the table with the suggested threshold of 0.700, as stated by Wasko and Faraj in 2005. The rho_A

number, as determined by Sarstedt et al. (2017), falls between the values of Composite reliability and Cronbach's alpha. Furthermore, it exceeds 0.7, which suggests a high level of reliability, according to Henseler et al. (2016). The convergent validity proved satisfactory as the average variance extracted (AVE) exceeded 0.500 in many cases, as indicated by Fornell and Larcker (1981). In the study, discriminant validity was evaluated by comparing the correlations between the square root of AVE and latent variables (Fornell and Larcker, 1981) and the Heterotrait-Monotrait ratio of correlation (Henseler et al., 2015). Therefore, discriminant validity is confirmed as seen in Table 3 and Table 4.

Table 2: Outer loading of Constructs

Construct	Item	Loading	Alpha	rho_A	CR	AVE
Emotional Intelligence	EI1	0.780	0.794	0.802	0.865	0.616
	EI2	0.771				
	EI3	0.794				
	EI4	0.793				
Leadership Style	LS1	0.899	0.836	0.916	0.897	0.743
	LS2	0.806				
	LS3	0.879				
Organization Citizenship Behavior	OCB1	0.781	0.781	0.795	0.859	0.605
	OCB2	0.695				
	OCB3	0.822				
	OCB4	0.805				
Organization Political Behavior	OPB1	0.732	0.619	0.625	0.772	0.459
	OPB2	0.623				
	OPB3	0.700				
	OPB4	0.650				

Table 2 displays the outer loadings for the constructs measured, namely Emotional Intelligence (EI), Leadership Style (LS), Organizational Citizenship Behavior (OCB), and Organizational Political Behavior (OPB). The loadings indicate the degree of correlation between each item and the underlying construct. Higher loadings indicate stronger correlations typically preferred for social science research above 0.7 (Vinzi et al., 2010). Additionally, it shows Cronbach's alpha, rho_A, Composite Reliability (CR), and Average Variance

Extracted (AVE) as evidence of the reliability and convergent validity of the constructs. According to Hair et al. (2011), all constructs have CR values above 0.7, which indicates that they are consistent and reliable, and the results show that most of the value is near to 0.7, so it indicates good correlation among the constructs.

Table 3: Fornell-Larcker criterion

Contrast	EI	LS	OCB	OPB
Emotional Intelligence	0.785			
Leadership Style	0.533	0.862		
Organization Citizenship Behavior	0.562	0.426	0.778	
Organization Political Behavior	0.223	0.077	0.230	0.677

The Fornell-Larcker criterion assesses discriminant validity through a comparison of the square root of AVE values for each construct and the correlations between constructs (Fornell & Larcker, 1981). In other words, discriminant validity is established when a correlation matrix between constructs shows that any construct's squared root average variance extracted is greater than the correlation coefficient of any other construct with it. The figures in Table 3 confirm discriminant validity as the diagonal elements (the square root of AVE) are higher than all off-diagonal correlations.

Table 4: Heterotrait-monotrait Ratio

Contrast	EI	LS	OCB	OPB
Emotional Intelligence				
Leadership Style	0.655			
Organization Citizenship Behavior	0.690	0.488		
Organization Political Behavior	0.295	0.143	0.324	

In Table 4, the Heterotrait-Monotrait Ratio (HTMT) provides an alternative method of assessing discriminant validity. The heterotrait-heteromethod ratio measures the degree of correlation between indicators within a construct (monotrait-heteromethod). In most cases, HTMT values should be below 0.9 to indicate that they are sufficiently distinct from other constructs. No HTMT ratio in Table 4 exceeds 0.9, indicating that discrimination is satisfactory.

4.2 The Structural Model

The structural model encompasses the postulated pathways within the framework of the research. The evaluation of a structural model is conducted by considering the R², Q², and the statistical significance of the routes (Hair et al., 2014). Additionally, the value of R² can range from 0 to 1. Table 4 shows the value for Emotional Intelligence is 0.050, for Leadership Style is 0.006 and for Organization Citizenship Behavior is 0.351. According to the results, R² is between 0 and 1. In this way, the predictive capability can be determined. In addition, the square root mean residual square was used to assess model fit.

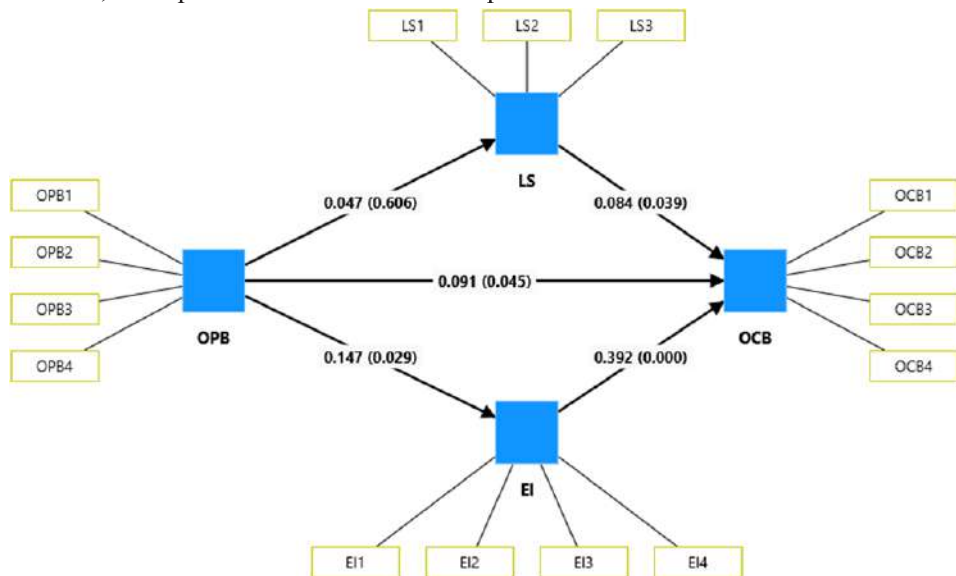


Figure 2 Structural model (Coefficient and P value)

Furthermore, to evaluate the quality of the model, some hypotheses were examined to establish the significance of the relations. According to Table 5, the findings indicate that Organization Political Behavior has a significant impact on Organization Citizenship Behavior, where the value shows ($\beta = 0.091$, $t = 2.007$, $p = 0.0450$), so the result signifies that H1 was Supported. In the H2, Organization Political Behavior has no significant impact on Leadership Style, where the value shows ($\beta = 0.047$, $t = 0.516$, $p = 0.606$). So, the result indicates that H2 was not supported.

Table 5 Hypothesis Analysis- Specific direct effect

Contrast	Coefficient	SD	T Value	P values	BI [5% -95%]		Result
OPB -> OCB	0.091	0.045	2.007	0.045	0.001	0.179	Accepted
OPB -> LS	0.047	0.091	0.516	0.606	-0.127	0.230	Rejected
OPB -> EI	0.147	0.067	2.184	0.029	0.021	0.279	Accepted
LS -> OCB	0.084	0.041	2.065	0.039	0.002	0.162	Accepted
EI -> OCB	0.392	0.067	5.814	0.000	0.266	0.531	Accepted

In H3, Organization Political Behavior has a significant impact on Emotional Intelligence, where the value shows ($\beta = 0.147$, $t = 2.184$, $p = 0.029$), so the result indicates that H3 was supported. In H4, Leadership Style has a significant impact on Organization Citizenship Behavior, where the value shows ($\beta = 0.084$, $t = 2.065$, $p = 0.039$), so the result indicates that H4 was supported. In H5, Emotional Intelligence has a significant impact on Organization Citizenship Behavior, where the value shows ($\beta = 0.392$, $t = 5.814$, $p = 0.000$), so the result indicates that H5 was supported.

As suggested by Sarstedt et al. (2017), the bootstrapping procedure was employed to test the significance of path coefficients. However, Preacher and Hayes (2008) recommendations were also considered for the mediation analysis. Furthermore, as recommended by (Streukens and Leroi-Werelds, 2016), 5,000 bootstrap samples were considered. The bootstrap resampling of 5,000 in this study also displays a 95% confidence interval. If the confidence interval deviates from zero, it suggests a noteworthy correlation.

Table 6: R-square and R-square adjusted

Contrast	R-square	R-square adjusted
Emotional Intelligence	0.050	0.045
Leadership Style	0.006	0.001
Organization Citizenship Behavior	0.351	0.342

As shown in Table 6, R-squares for dependent constructs in the structural model are shown, as well as adjusted R-squares. Based on the R-square value, we can determine how much variance of the dependent variable is explained by the independent variables. In the case of OCB, its R-square is 0.351, indicating that independent variables are responsible for around 35% of behaviors. Sarstedt et al. (2017) contend that adjusted R-squared are more accurate predictors of outcomes since they adjust for predictor count. This indicates how well these models can explain and what kind of relationship is being tested.

4.3 Analysis of Mediation

To estimate the mediating role of Emotional Intelligence and Leadership Style, mediation analysis was conducted. Table 7 displays the outcomes, which shows that the relationship between Organization Political Behavior and Organization Citizenship Behavior is mediated by Emotional Intelligence where the result of analysis is ($\beta = 0.058$, $t = 2.061$, $p = 0.039$), where the hypothesis (H7) is supported. Since the straightforward consequence of Organization Political Behavior on Organization Citizenship Behavior is significant, Emotional Intelligence partially mediates the relationship between Organization Political Behavior and Organization Citizenship Behavior. On the other hand, in H6, the relationship between Organization Political Behavior and Organization Citizenship Behavior is not significantly mediated by Leadership Style where the result of analysis is ($\beta = 0.004$, $t = 0.443$, $p = 0.658$), where the hypothesis (H6) is not supported. The reason can be the different styles of leadership required according to the situation. There is no universal leadership style for performing in all types of circumstances.

Table 7: Hypothesis Analysis- Specific indirect effect

Contrast	Coefficient	SD	T value	P values	BI [5% - 95%]		Result
OPB -> EI -> OCB	0.058	0.028	2.061	0.039	0.009	0.119	Accepted
OPB -> LS -> OCB	0.004	0.009	0.443	0.658	0.008	0.031	Rejected

5. Discussion

In the framework of the Bangladesh banking industry, the outcomes of this study can deliver insight into how Organizational Political Behavior (OPB) and Organizational Citizenship Behavior (OCB) are influenced by Emotional Intelligence (EI) and Leadership Style (LS) as mediating variables (Ferris et al., 2002; Bolino et al., 2002). Kacmar Workers may view OCB as an intentional reaction to politics within their organizations, in which case, they may change their actions to benefit or safeguard the interests of their organizations rather than their own. Consequently, their behavior is aligned with organizational goals to achieve either self-interest or favoritism (Bolino, 1999; Wayne et al., 1994). Advancements in technology, as well as changes in regulation, have been bringing drastic changes in the banking sector of Bangladesh. These shifts further complicate organizational dynamics and thus the interaction between OPB, OCB, EI and LS.

Although results have shown that EI has a significant positive result on OPB but not LS, they also revealed that while organizational politics may assist employees in coping effectively with their emotions and social relationships, it may not have a profound effect on leadership style (Gardner & Stough, 2002; Goleman, 2000). Due to the complexity of a bank environment, where various requirements need different leadership styles, OPB and LS failed to find support between them. It was found that no significant relationship existed between OPB and LS, suggesting that the banking sector's leadership complexity could have played a role; given the necessity for each leader's moderating position at any particular time which may significantly affect how it changes over time (Yukl, 2002; House & Aditya, 1997), implying the need to investigate further about the possible interaction between particular types of leadership styles and organizational politics in different contexts (Avolio et al. 2009). To be able to manage customer relations and adapt to new technologies, employees in the banks need to have high EI as we move into further digitalization of banking operations such as the integration of mobile banking and automated customer service platforms (Yukl, 2002).

Based on the mediation analysis, EI partially mediates the relationship between OPB and OCB, indicating that emotional management skills are essential in shaping how perceived organizational politics can be converted into good organizational behavior (Mayer et al., 2008; Wong & Law, 2002). Employees who possess high levels of EI may, therefore, turn the potentially harmful implications associated with the political environment into beneficial activities like OCB, which would add value to their organizations (George, 2000; Salovey & Mayer, 1990). Importantly, this result indicates that organizations can cultivate employees' EI to safeguard against the adverse consequences of organizational politics. This suggests that there are benefits to the banking sector in terms of providing EI development programs to enable employees to navigate political challenges and create an environment of collaboration.

Conversely, LS doesn't significantly facilitate the relationship between OPB and OCB. This implies that leadership style does not play a role in how organizational politics affects citizenship behavior (Bass, 1990; Northouse, 2018). In addition, because of the situational nuances prevalent within the banking sector's leadership, frequent stylistic changes are necessary to meet the requirements under specific circumstances. Therefore, a constant leadership type may have less influence over linkages between OPB and OCB (House & Mitchell, 1974; Hersey & Blanchard, 1969). In a dynamic banking sector, the need for a more flexible approach to leadership may be required so that a leadership approach can be adapted to emerging challenges and continue to be operationally effective using EI.

The findings also implied that OPB has a direct effect on OCB, though it is very moderate. Therefore, the indirect effects of EI are relatively more potent than the indirect effects of OPB, demonstrating how crucial emotional intelligence is in the organization (Daus & Ashkanasy, 2005; Jordan et al., 2002). For instance, banks should consider coming up with approaches that will improve the employees' emotional intelligence, such as enhancing their emotional skills and focusing on development programs aimed at this area to minimize the negative implications of organizational politics (Lopes et al., 2006; Boyatzis et al., 2000).

Finally, this research provides empirical evidence on the function of emotional intelligence as a mediating variable in the connection between organizational

politics and citizenship behavior. It also highlights the limited role of leadership style in this relationship. These findings are particularly relevant for organizations pursuing to foster a positive work environment and encourage desirable employee behavior in the face of complex corporate politics. Future research could delve deeper into how technology-driven changes are impacting organizational behavior in the banking industry.

6. Theoretical and Practical Implications

The research offers important judgements of both theoretical and practical implications on the relationship among Organizational Political Behavior (OPB), Organizational Citizenship Behavior (OCB), leadership styles and emotional intelligence within the banking industry of Bangladesh.

Theoretically, OPB is not always detrimental to an organization; rather it may serve as a positive force towards OCB if it is properly managed. It has significant implications in understanding organizational behavior since political behavior appears to be supportive under certain circumstances. Furthermore, the impact of emotional intelligence in mediating between OPB and OCB illustrates the capacity of this trait to turn negative aspects of organizational politics into constructive ones. The emphasis on emotional intelligence in complex organizational settings enhances the literature on emotional intelligence.

Accordingly, this challenges traditional theories on leadership and calls for more intensive research into how leadership interacts with other organizational variables. In such dynamic environments like banking, it does not significantly mediate relations between OPB and OCB thus suggesting that leadership influence could be more situational or contextual than anything else.

These findings contribute to actionable points for banks in Bangladesh. A strong focus should be placed on developing employees' emotional intelligence and ways of reducing the effects of political intrusions while fostering an environment conducive to the development of OCB. A targeted training program focusing on enhancing emotional intelligence could address most of these issues.

The study suggests that bank leaders should begin considering flexible rather than rigid approaches to their leadership styles, thus necessitating a situational

approach instead of relying on conventional models. In this way, they will contribute to aligning political behavior with organizational objectives by managing organizational politics effectively. The study aims not simply to pacify organizations against OCBs' impact but to leverage them strategically to increase OCBs and improve overall performance. HR Managers and those working at the top levels are striving to develop strategies to improve employee engagement, satisfaction levels, and overall organizational performance in the banking industry.

7. Limitations of the Study

Despite its contributions, this study has several limitations. Firstly, the data collection processes were quite cross-sectional, which hindered the ability to make causal inferences between certain variables. Secondly, self-reported data may be a source of bias as the respondents may have given desirable answers to questions. Thirdly, although the sample size was sufficient for the statistical assessment, it was limited to the banking industry in Bangladesh, thereby making the generalization of the findings to other industries or other countries possible. Finally, the investigation limited itself to the analysis of leadership styles and emotional intelligence as the primary dependent factors, leaving out other possible mediating or moderating factors such as organization culture or individual personality, which might also be operative in the relationships between OPB and OCB.

In future, research can fill these gaps by adopting a longitudinal design to understand how these relationships evolve over time, as well as including a wider range of industries and cultural contexts. Furthermore, examining more mediators or moderators can enrich our understanding of the relations among organizational politics, leadership, and citizenship behavior. Overcoming these limitations will allow future research to build on the ideas discussed in this work and advance the current thinking on organizational behavior.

8. Conclusion

This study provides valuable information on the complex relationships between Organizational Political Behavior (OPB) and Organizational Citizenship Behavior (OCB) within the banking industry of Bangladesh, emphasizing leadership style (LS) and emotional intelligence (EI) as mediators. There is a

strong correlation between these variables, but they are also multi-dimensional. As shown by this study, OPB does impact OCB, but the impact is most pronounced when EI is present. The existence of emotional intelligence enables the workforce to seize the challenges of organizational politics. Conversely, LS shows no significant mediation effect in relating OPB to OCB. As a result of these findings, there may be more than a one-to-one relationship between leadership style and workplace behavior under political conditions in banks because of contextual and situational demands by the industry necessitating flexible or adaptive forms of leadership orientation. Considering this conclusion, further research is required to observe the different styles of leadership and how these interact with organizational politics in various contexts.

This highlights the need for forced emotional intelligence development within the workforce since it not only mitigates organizational politics' negative impacts but also encourages organizational behaviors that align with organizational goals. EI could be trained as a skill; targeted programs aimed at fortifying this skill could contribute to forming a more resilient and flexible workforce that will thrive in a politically charged environment.

Finally, this research adds a new dimension to how employee behavior is influenced by an organization's political environment while considering the roles played by leadership and emotional intelligence, both collectively and separately, within the Bangladeshi banking industry. A discussion was also held on the importance of fostering emotional intelligence among employees to counteract potential adverse effects caused by organizational politics leading to actions that are supportive for the organization. Through these insights, leaders and human resource managers can create favorable conditions within their organizations to achieve higher employee engagement levels and improve political dynamics within their organizations.

The study concludes by emphasizing the importance of emotional intelligence in improving organizational citizenship behavior in a politically complicated environment. In the banking industry, and especially in Bangladesh, it will be increasingly important to sustain a competitive edge and create a collaborative and productive workplace using EI and adaptive leadership styles.

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