The Impact of Political Skills on Job Outcomes: Moderating Role of Psychological Empowerment

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Abstract

The present study intended to address perceived organizational support (POS), organizational citizenship behavior (OCB), job satisfaction and intention to quit, outcome of the political skills. First, study examined the prediction power of the political skills address perceived organizational support (POS), organizational citizenship behavior (OCB), job satisfaction and intention to quit; bottom-line to find the moderation effect of psychological empowerment on prescribed relationship. It is also evident that employees, who are mentally strong, psychologically empowered and dedicated towards the organization, have degree to influence someone, having self-efficacy and are self-determined. Using simple random sampling methodology, data were collected from nine different public and private corporate sector of Lahore. Study utilized sample of 310 employees.   The study revealed that political skills has positive effects on perceived organizational support (POS), organizational citizenship behaviour (OCB), job satisfaction; a negative effect on intention to quit, results revealed by regression technique. The presence of positive political skills seemed to urge employees to perform well at the job, moderation effect were tested by Preacher, Rucker, & Hayes (2007) moderation process. Study finds the moderation support of psychological empowerment on the relationship of political skills toward perceived organizational support (POS), organizational citizenship behavior (OCB), job satisfaction; however, study could not find moderation effect on political skills toward intention to quit. Results of the study highlighted the importance of inculcating a positive work environment, which complements by positive

political skills, and will be discussed. Limitations of study, future research directions and results underscore the importance of considering the direction of positive political skills.

Keywords: political skills, psychological empowerment, perceived organizational support (POS), organizational citizenship behaviour (OCB), job satisfaction and intention to quit

1. Introduction

In the course of recent decades, empowerment interventions and practices have risen as imperative ways to deal with advancing productive behaviors and attitudes among workers. Work outlines that spill out of such methodologies are described via self-governance, self-administration, responsibility delegation and decision-making authority. This development speaks to a major move of shut down the hierarchy to subordinates with large amounts of proper aptitudes and knowledge among employees (Amundsen, & Martinsen, 2015).

The prominent motive of any organization is to work for their common goals and it is intentionally organized to accomplish an overall goal. The organization productivity depends on number of factors from the top management to the lower management and every single employee displays a significant part in the productivity of the organization.

Nevertheless, attempts has been made to reject empowerment as a passing prevailing fashion, research discoveries from reasonable implementation showed promising outcomes that help the importance of empowerment as it adds to positive results for the people and for the organization (Birdi, Clegg, Patterson, Robinson, Stride, Wall, & Wood, 2008). It was also demonstrated that regarding mental and group empowerment in organization, in which they presumed that "empowerment is a successful approach for enhancing employees states of mind and work practices in a wide scope of settings.

Researchers from last decade, it has been clear that human resource is an imperative resource for the organization and shows different performance in an organization. Moreover, it is also evident that employees, who are mentally strong, psychological empowered and dedicated towards the organization, have degree to influence someone, having self-efficacy and are self-determined. Being Empower is about offering impact or impression to than having impact over, and a focal trademark that depicts empowering leaderships (EL) is supporting employees' self-sufficiency (Amundsen & Martinsen, 2014). In accordance with this, researchers have described EL as "practices that offer power with subordinates'' (Vecchioa, Justin, & Pearce, 2010) and in addition "driving others to lead themselves" (Manz & Jr., 2001) Self-authority is characterized as "a procedure through which people control their own conduct, affecting and driving themselves using particular arrangements of behavioral and intellectual techniques" (Neck & Houghton, 2006). Research conducted on self-leadership Stated that self-leadership is not an entire substitute for outer initiative, and in accordance with this, they distinguished EL as a focal outside power that encourages the self-administration of people and groups (Stewart, Courtright, & Manz, 2011). When researchers shed light about self-leadership and its imperative effects, Ferris demonstrate that behaviors that are authentic, effective, straightforward and genuine associated with political

practicality. Those Leaders who are not politically skilled come off as manipulative or self-serving.

Political skills are the capacity to adequately comprehend others at work and to utilize such learning to impact others to act in ways that improve one's personal or organizational objectives" (Ferris et al., 2005). Political skills has a significant contribution in employee's attitude and plays a significant role in shaping employees success in authorizing social impact conduct in the working environment (Munyon, Summers, Thompson, & Ferris, 2015). Established in profound level mental characteristics (e.g., self-checking, positive affectivity, scruples, proactivity, and so forth (Ferris et al., 2007, 2008).

Ferris et al. (2005) locate that political skills comprises of four interrelated measurements: social astuteness, interpersonal influences, apparent sincerity, and networking. Consolidated, these skills improve politically skilled employee' affectability to meaningful gestures (social understanding) and enables workers to adjust their conduct in like manner (relational impact), seeming self-assured, and honest to goodness (obvious earnestness), and creating asset rich informal organizations (organizing capacity). However there has been rarity if research on Pakistan to determine the political skills effect of employees toward their positive job outcomes with moderating role of psychological empowerment. The purpose of the study is to investigate moderating role of Psychological Empowerment between political skills and Intension to Quit, Job Satisfaction, Organization Citizenship Behaviour (OCB) and perceive organization support.

In respect to the COR theory, political skills can be imagined as an individual asset Hall et. al (2009) allow employees a chance to accomplish objectives by viably utilizing individual and social assets; it is an individual asset that encourages security of social assets. At the point when employees face with stressors, politically skilled? Employees do not come across strain responses as firmly as less the politically skilled one (Perrewe & Nelson, 2004). Being socially clever (Ferris et al., 2005, 2007), the politically skills are more probable than less talented workers to comprehend the social complications of asset uses, recognize the present and potential estimation of social assets, and see how they fit into others' working in the social condition.

From the previous literature, it is evident that many studies determine the negative effect of political skills (Schneider, 2016). The major contribution of this paper is that this paper intended to determine the effect of political skills on positive work outcomes; likewise literature recommend that organizational politics is basically intentional act of individuals or groups to gain maximum output in conflicting situations (Gray & Ariss, 1985).

2. Literature Review

According to Ahearn and colleagues political skills, is defined as "the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives" (Ahearn, Hochwarter, Ferris, Ammeter & Douglas 2004). Political skills can be explained as one's ability in a person, which helps them to control over themselves and control over their environment too, and

accordingly this neutralizes the negative and bad effects of workplace stressors on strain reactions (Ferris, 2007).

Those individuals who possess positive political skills are tend to be more active at workplace and there is positive association between political skills and work job outcomes like job satisfaction, perceived organization support.   Generally it gives an impression that if an organization provides enough resources, guidance and support to the employees with strong political skills; it would help in organization success and in achieving its goals and objectives (Munyon. Summers, Thompson & Ferris, 2015). Perceived organization support is the extent to which employees believe that higher authorities will support their ideas and abilities and reward them according to their hard work. Cooperative organization always supports its workers who possess strong political skills (Sucharski & Rhoades, 2002).

As we discussed above that human resource is the key element on organizational effectiveness (Conway, Fu, Monks, Alfes & Bailey, 2016), thus the purpose of practitioners is to attain organizational effectiveness. The agreeableness of employees to go beyond his job roles, termed as extra- role behaviors (Zellars, Tepper, & Duffy, 2002). If a person has control over himself and on his environment with positive approach that can create a behavior that contributes to organizational effectiveness either explicitly or implicit recognized by the organization. That behavior is termed as organizational citizenship behavior (Koopman, Lanaj & Scott, 2016).

Satisfied employee is an asset of an organization and there has been debate regarding individual political skills and the contribution toward job satisfaction of an individual (Sexena, Dubey, & Pandey, 2011). Certain political skills might enable an employee to endure environments perceived as positive political strong environment (Ferris, Perrewe & Davidson, 2005). When employees have political skills then he expects positive outcomes like job satisfaction, job performance, manager related commitment and other attitudes of performance. The objective of this study is to determine the effect of positive political skills and perceived organizational support, organizational behavior and job satisfaction. From the above literature discussion, we hypothesize that:

H1: Political skills has significant impact on job satisfaction

H2: Political skills has significant impact on organizational citizenship behavior (OCB)

H3: Political skills has significant impact on Perceived organizational support (POS)

H4: Political skills has significant impact on intention to quit

2.1 Psychological Empowerment

Mental strengthening is an essential element of an employee toward the competitive edge; psychological empowerment is a mental state dwelling inside people, mirroring a dynamic introduction towards a work part (Thomas & Velthouse, 1990). It is consequently particular from the origination of empowering as a set of administrative practices concentrated on the responsibility and delegation (Shogren, & Shaw, 2016).

Psychologically empowered people consider themselves skillful and ready to affect their job and workplaces in important ways, encouraging proactive conduct, indicating activity, and acting autonomously (Spreitzer, 1995; Thomas & Velthouse, 1990). The study argues that employees need to feel mentally enabled to trust they can follow up on the motivation of political skills. however, political skills individual can make himself extremely able in taking care of circumstance, though he likewise need to feel able to be sufficiently fit, he can feel by means of mental strengthening (psychological empowerment) with a specific end goal to move enthusiastically and carry on in like manner (Fong & Snape, 2015)

Therefore, this study proposed that political skills in a person can lead a person to feel psychological empowered for the certain activities, which he believe he can do; those employees who are high in psychological empowerment can actually make use of the possibility to take inventiveness (Wang & Liu, 2015). This leads to job satisfaction and perceived organizational support. In contrast, employees with low psychological empowerment is less effective (Shogren, & Shaw, 2016) because though they have political skills but these employees do not believe they have the possibility to handle situation.

It is been purposed that the strength of political skills and job outcomes will be depend upon the level of psychological empowerment. We propose that political skills are the significant contributor of job satisfaction, OCB and POS under conditions of psychological empowerment. From the literature discussion, we hypothesize that:

H5: psychological empowerment moderates the relationship between political skills and job satisfaction

H6: psychological empowerment moderates the relationship between political skills and organizational citizenship behavior (OCB)

H7: psychological empowerment moderates the relationship between political skills and Perceived organizational support (POS)

H8: psychological empowerment moderates the relationship between political skills and intention to quit
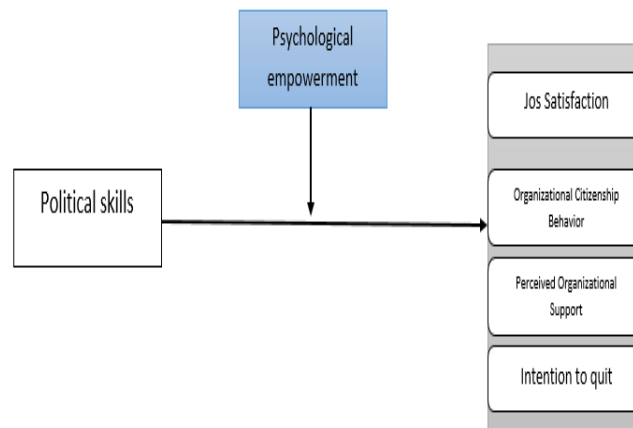
Figure 2.1. Research Model

3. Research Methodology

3.1 Sample and Procedures

This research is based on positivism approach to understand the objectivity of phenomenon. Questionnaire method was used to collect data from respondent and data is collected from 9 different corporate organizational from both public and private sector of Lahore. Mainly the organizational were banks (Bank of Punjab, Askari bank, national bank, standard chartered), telecommunication sector (Mobilink/Warid, Ufone), IT sector (Netsol), food industry (McDonald, Hardees). At the top of the questionnaire, scope of the study is briefly explained which helped respondent to understand the research. Simple random sampling was used to collect data. Total 500 questionnaire were floated in the organizations. Those questionnaires which were filled with carelessness, were discarded and study were left with 310 genuinely questionnaires. 62% is response rate.

From the data 107 female were responded (34.5%) and 203 were the male respondents (65.4%). The qualification of respondents ranged from SSC to PhD, 59.5% of respondents were masters and 28% were graduates. The mean age of the respondents is 36.1 years with standard deviation of 11.4.

3.2 Measures

Political skills were measured by using Ferris et al. (1998) 19 items scale by seven Likert scale. Psychological empowerment was measured by using Spreitzer (1995) 12 items scale using also seven Likert scale. Organizational citizenship behavior was measured by 16 items scale by using seven Likert scale. Perceived organizational support was measured by using Eisenberger, Huntington, Hutchinson and Sowa (1986) 18 items scale, by using seven Likert scale. Job satisfaction was measured by using Agno and Price 06 items scale by using five-Likert scale. Intension to Quit was measured by using Vigoda (2000) 02 items scale by using five Likert scale.

4. Results

Table 1 shows the descriptive statistics like mean standard deviation and correlation of variables. The given table demonstrates the relationship between variables with the significance level. The given table demonstrates the relationship between variables with the significance level. The relationship between political skills and psychological empowerment is (r = 0.48**) which shows a positive relationship with significance level. The relationship between political skills and perceived organizational support is (r = .37**) which also shows a positive significant relationship as p value is less than 5%. The relationship between political skills and organizational citizenship behavior is (r = .53**), the relationship between political skills and job satisfaction is (r = .43**) both the relations are positive and significant. However, the relationship between political skills and intension to quit is significantly negative as perceived (r = -.027**). Study found the significant support for the hypotheses in relationship aspect as predicted. The relationship between (psychological empowerment) moderator and POS, OCB and Job Satisfaction (dependent variables) are significant positive and negative with intention to quit.

4.1 Reliability Analysis

The Cronbach Reliability of the constructs are given below.

Political Skills	.71
Psychological Empowerment	.85
Perceived Organizational Support	.73
Organizational Citizenship Behavior	.76
Job Satisfaction	.71
Intention To Quit	.86

Table 4.1. Mean, Standard deviation, Correlation and Reliabilities

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1.Gender	1.35	.48	1											
2.Age	36.09	11.38	-.09	1										
3.Organization	5.43	2.14	.09	-.01	1									
4.Designation	4.65	2.45	.41**	.04	.45**	1								
5.Experience	11.97	10.10	-.14	.89**	-.002	-.01	1							
6.Qualification	3.68	.77	.18*	.11	.11	.16*	.02	1						
7.Political skills	5.51	.71	-.01	-.02	-.18*	.09	-.01	-.05	1(.71)					
8.Psy Empowerment	5.86	.58	-.01	.09	-.15*	.05	.06	-.01	.48**	1(.85)				
9.POS	4.70	.65	-.10	-.03	-.02	-.03	-.07	-.13	.37**	.37**	1(.73)			
10.OCB	5.51	.70	-.01	-.03	-.01	.11	.04	.01	.53**	.52**	.47**	1(.76)		
11.Job satisfaction	3.99	.63	-.02	.06	-.09	.07	.07	-.08	.43**	.49**	.46**	.50**	1(.71)	
12.Intension to quit	1.93	.97	.01	-.23**	-.05	-.13	-.07*	.05	-.27**	-.28**	-.31**	-.26**	-.56**	1(.86)

4.2 Regression Analysis

Table 4.2 shows the Regression Analysis. In step one we controlled all demographics variables. In step two, we regressed Political Skills on POS, OCB, Job satisfaction and intention to quit.

4.3 Political Skills and Outcomes

Hypothesis 1 anticipates political skills has significant impact on POS, result show POS is (ß=.383, p<.001) significant impact on political skills. Hypothesis 2 anticipates political skills has significant impact on OCB, results shows OCB is (ß=.452, p<.001) has significant impact on political skills. Hypothesis 3 anticipates political skills has significant impact on job satisfaction and the results shows Job satisfaction is (ß=.482, p<.001). H4 states that political skills has negative impact on intention to quit, the results are (ß= -.290, p<.001) this shows political skills has inverse impact on intention to quit. The entire direct hypothesis is supported by data, thus study accepted H1, H2, H3 and H4.

Table 4.2. Regression Analysis

	POS			OCB			JS			ITO Q		
	β	R^2	ΔR^2	β	R^2	ΔR^2	β	R^2	ΔR^2	β	R^2	ΔR^2
Political skills	0.383**	.147	.081**	0.542***	.286	.110**	0.290**	.112	.061**	-0.428**	.194	.087**

4.4 Moderation Analysis

Table 3 shows that psychological empowerment acts as a moderator in the relationship between political skills toward POS, OCB, job satisfaction and intention to quit.   Moderated regression analysis was used to examine the interactive effects of psychological empowerment with political skills. Study use Preacher, Rucker, & Hayes (2007) moderation technique in order to check moderation. The results of process moderation are given below:

The hypothesis h5 states that psychological empowerment moderated between political skills and POS, the combine effect of political skills and empowerment is ((ß = .138, p<.05), indicating that the moderating effect of psychological empowerment is Significant on POS. Thus, H5 is accepted. The hypothesis h6 states that psychological empowerment moderated between political skills and OCB, the combine effect of political skills and empowerment is ((ß = .241, p<.05), indicating that the moderating effect of psychological empowerment is Significant on OCB. Thus, H6 is accepted. The hypothesis h7 states that psychological empowerment moderated between political skills and job satisfaction, the combine effect of political skills and empowerment is ((ß = .190, p<.05), indicating that the moderating effect of psychological empowerment is Significant on job satisfaction. Thus, H7 is accepted.   The hypothesis H8 states that psychological empowerment moderated between political skills and intention to quit, the combine effect of political skills and empowerment is ((ß = -.128, p>.05), indicating that the moderating effect of psychological empowerment is insignificant on

intention to quit. Thus, H8 is not supported by data.

Table 4.3. Moderation analysis

	POS	OCB	JS	I TO Q
	β	β	β	β
Political skills * psychological empowerment	.138*	.241*	.190*	-.128

4.5 Discussion

The objective of this research was to see the moderating effect of psychological empowerment between political skills and outcomes that are OCB, POS, intension to quit and job satisfaction.

The findings of our study strongly support our entire direct hypothesis. We found political skills significantly, positively related to POS, OCB, and job satisfaction, and negatively associated with intension to quit which proves our Hypothesis 1, 2, 3 and 4 respectively. The study was to see the moderating effect of psychological empowerment on political skills and Job outcomes AND we found that psychological empowerment has significant relationship between political skills and POS (H5), OCB (H6) and Job satisfaction (h7). However, we did not find significant moderation support for the intention to quit (H8). Seven out of eight hypothesis are accepted.

This study has several strengths. Firstly, this research is very timely, as the negative perspective of politics has been challenged and replaced by more positive perspective, where by individuals need social competencies and skill to be successful in political environments (Mintzberg, 1983). This study offers unique insights on relationship of political skill by characterizing its trait characteristics, which will result in increase in perceived organizational support, job satisfaction, and organizational citizenship behavior and decreases the intention to quit approach of employees. This study also endeavors the moderating role of psychological empowerment and thus study proves that the combine effect of political skills and psychological empowerment yield a better result in the organization likewise

Employees with high psychological empowerment work effectively in the organization as he can utilize his positive political skills to handle situation and can handle uneven situation effective (Shogren, & Shaw, 2016). Psychological empowerment acts a complimentary strength to skills at workplace (Fong and Snape, 2015).

5. Limitations and Future Implementations

Despite of strength of the study, this study has few limitations. First, study is consisted on cross sectional data; longitudinal result on behavioral sciences may yield some better results.

Second, the finding is based on self- reported data. Third, an important limitation of the study was the small sample size; the significant limitation is the small sample size, interpretation of results, especially confidence intervals and p values, Data may not be robust enough to explain complex issues.

The political ability has turned out to be basic for the employees to survive in the dynamic environment. The practitioners would thus be able to utilize it to enhance effectiveness of the organization as politically skills and mentally powered employees can advance their resources more profoundly (Pfeffer, 2010; Ferris et al., 2008). Subsequently, supervisors should emphasis and create distinctive procedures to enhance political expertise in their workforce via interpersonal skills (Blass & Ferris, 2007). For the future study, this model could be tested as by other outcomes like task performance, organizational performance, leader member exchange relation, interpersonal conflicts; moreover, psychological empowerment could also be tested as mediator.

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