Political Skills Moderates the Relationship between Perception of Organizational Politics and Job Outcomes

Farooq Ahmed Jam

Faculty of Management Studies, University of Central Punjab Lahore Pakistan

Tariq Iqbal Khan

Faculty of Management Sciences, Mohammad Ali Jinnah University, Islamabad, Pakistan

Bilal Hassan Zaidi
Syed Mashhod Muzaffar

Faculty of Management Studies, University of Central Punjab Lahore Pakistan

Abstract This research investigates the moderating effect of political skills and relationship between perception of organizational politics with job stress, affective commitment, intension to quit and contextual performance. This study analyzes the effect of perception of organizational politics on four types of job outcomes. Sample size of 300 employees from public and private sector organizations of Pakistan were used to examine the hypothesis and the results will be helpful for us to examine our entire hypothesis. This finding demonstrates the need to consider in different situations. Several future researches were recommended for further inquiry into perception of organizational politics with different other job outcomes.

Keywords: Perception of organizational politics, job stress, affective commitment, intention to quit, Contextual performance, public and Private sector organizations in Pakistan.

Introduction

This background studies to analyze the concept and relationship of perception of organizational politics, political skills and job outcomes. This research study is based on the conceptual framework to analyze the relationship of perception of organizational politics, political skills and job outcomes.

This study relates with the job outcomes of the employees in the organization. Employees are the back bone and assets for any organization. Organization will focus on the performance of the employees and the factors which will directly and indirectly affect the performance of the employees. The important factor which will affect the work outcome of any employee is perception of organizational politics.

The organizational politics is the severe problem which is facing by the human resource management now a day in both public and private sectors. Perception of organizational politics will directly effect the work outcomes like increase in job stress. Decrease in affective commitment, increase in turnover intension and decrease in contextual performance but if any employee possess efficient political skills then it will overcome all these problems. This is why, research on perception of organizational politics with job outcomes and moderating effect of political skills is very critical. In this research study we took perception of organizational politics as independent variable, political skills as moderator and job stress, affective commitment, turnover intension and contextual performance as dependent variable".

Literature Review

High level of politics in the organization had not traditionally plagued the organization, employees in the organization aware of an increase in political behavior. Therefore our study not only helps line management

also directly address the rising tide of organizational politics, but we also assisted the human resources group to improved selection system (Witt, Kacmar, Carlson, and Zivnuska, 2002).

Politics is an important variable in organizational research which takes the attention of organizational psychologists and studied with different perspective in the organization (Sowmya and Panchanatham, 2011). According to Pfeffer (1981), the managers use politics as a functional tool in the organization to get the work done through political environment. But the others said, individuals involved in politics to achieving their self interest (Cropanzano, Howes, Grandey, and Toth, 1997). Some individuals who know that their organizational environment is highly political but do not leave organization because they play a role as a mechanism of control through which their situation is made under control. On the other hand, individuals who engage in political behaviors like to stay with organization and mostly safe their position in highly political environment (Harrell-Cook, Ferris, and Dulebohn, 1999).

In earliest Mintzberg (1983, p. 172) defined organizational politics as "individual or group behavior that is informal, ostensibly parochial, typically divisive, and above all in a technical sense, illegitimate-sanctioned neither by formal authority, accepted ideology, nor certified expertise" (Danaeefard, Balutbazeh, and Kashi, 2010). Another definition of organizational politics is "organizational politics involves actions by individuals, which are directed toward the goal of furthering their own self-interests without regard for the well-being of other or their organization" (Kacmar, Bozeman, Carlson, and Anthony, 1999). Gandz and Murray (1980) said "a subjective state in which organizational members perceive themselves or other as intentionally seeking selfish ends in an organizational context when such ends are opposed to those of other".

Largely research on organizational politics were base on the idea of Lewin's (1936) that measure the behavior using individual perception was better than "real" objective. More than 90 percent employee perceived that office politics is common in any organization (Gandz and Murray, 1980). After 30 years later if this study would be repeated the results would be almost same. Political behavior is an individual perception of what is political (Vredenburgh and Maurer, 1984). In any organization perception of politics is a good measure of the political environment (Ferris and Kacmar, 1992). Vigoda-Gadot, Vinarski-Peretz, and Ben-Zion (2003) defined "perception of politics usually individual views about the level of power and influence used by other organizational members to gain advantages and secure their interests in conflicting situations". Valle and Witt (2001) said "organizational politics can take on both negative and positive connotation". Organizational effectiveness negatively affected by perception of politics (Byrne, 2005). People view their work environment as political in nature (Kacmar and Carlson, 1997).

Firstly "Ferris" developed perception of organizational politics model (Ferris, Russ, and Fandt, 1989). Ferris, Harrell-Cook, and Dulebohn (2000) defined perception of organizational politics as "it involves an individual attribution to behaviors of self-serving intent, and is defined as an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior". According to Farris et al, (1989), the perception of organizational politics is having three factors which are "General political behavior", "Go along to get ahead" and "Pay and promotion".

General political behavior includes act in self-serving manner to achieving their individual goals (Kacmar and Carlson, 1997). The second factor 'go along to get ahead' consists of lack of interest and remaining silent action showing by individual in order to secure one's best interest (Byrne, 2005). The third factor 'pay and promotion' which involves politician in organizational promotion policies (Ferris et al, 1989). Thus perception of politics was always influence individual reward structure and when employees work in a political environment, they may not have confidence that their behavior will by contribute to organizational reward structure (Cropanzano et al, 1997).

The research on perception of organizational politics shows that it has a negative influence on numbers of job outcome including turnover intention (Byrne, 2005), job stress (Azeem, Mahmood, Ul-Haq, Sharif, Qurashi, and Hijazi, 2010), workplace deviance (), interpersonal conflict (Bhowon, 1999) and contextual performance (Witt et al, 2002).

Political skills is characterized as comprehensive pattern competitive with cognitive, effective and behavior manifestation that have both direct effort on outcome and moderating effect on predictors outcome relationship. Individual processing political skills are observer of other. They understand social interaction well and accurately intemperate their behavior and behavior of others. They are keenly attuned to diverse social settings and have high self awareness. Pfeiffer (1992) referred to this characteristic as being sensitive to others and he argued that the ability to identify with others is critical to obtaining things for oneself. Socially attitude individuals are often seen as ingenious, even clever, in dealing with others. Political skilled individuals have an unassuming and convenience personal style that asserts a powerful influence on others around them. Interpersonal influences allow people to adopt and calibrate their behavior to different situations to elicit the desired responses from others. the interpersonal influence dimensions capture what Pfeiffer (1992), referred to as flexibility, which involves adopting ones behavior to different targets of influence in different contextual settings to achieve ones goals.

Individuals with political skills are adopting at identifying and developing diverse contacts and networks of the people. People in these networks tend to hold assets seen as valuable and accessory for successful personal and organizational gains. Because of their typical subtle style, political skilled individuals easily developed friendships and build, beneficial alliances and collisions. Furthermore individuals hi in networking ability ensures they are well optioned on both create and take advantage of opportunities politically skilled individual appeared to other as having high level integrity and as being authentic, sincere and genuine.. Be successful because it focuses on the perceived the intention of the behavior exhibited. Perceived intentions or motive are important and have been argued to modify the interpretation and labeling of behavior. As noted by Jones (1990), influence attempts will be successful when actors are perceived to posses no ulterior motives. Individuals high in patent sincerity inspired trust and confidence in and from those around them because their actions are not interpretive or coercive. The political perspective on organization has become an important one and as such we to be able to appropriately characterize the attitudes behavior and effectiveness of individuals working in such environments.

The string between perception, political behavior and some other major factors included turnover of intention, job stress of various organizations studied by multiple scholar's to bring out the vital part or collaboration between these all elements for better understanding plus results outcomes (Ferris, Frink, Gilmor and Kacmar, 1994; Bennett and Robinson, 1995).

During their research they elaborate some other major factor to enhance the key performance indicators which directly affects the performance & relationship between employer and employee. These key performance indicators constrain different variable to produce some remarkable results. This research has been done back in the era of nineties (Ferris et al, 1994; Bennett and Robinson, 1995). The major reason of this study and investigation correlate perception of politics and job stress which is dominated by some external factors reference to the context of Pakistan. They found out that negative and positive or rational behaviors always persist in every organization having different man powers strengths or variety (Ferris, Russ and fandt, 1989; Drory, 1993; Cropanzano, Howes, Grandey, and Toth, 1997).

What brings our scholars to run this investigation & data compilation for getting the statistics to implement better policies, code of conducts, job securities and kicking out negative consequences and irrational behaviors? These statistics brings out better implementations of policies relationship between employer and employee's building some bonds to keep the outcomes stream line. These collected effort and results are important contribution to literature since study has been done to investigation this relationship (Vigoda, 2000; Gilmore, Ferris, Dulebohn and Harrell-Cook, 1996).

While working in organization either small level or multinational direct or straight element which hits your responses is none as stress, which has been defined differently and some time similar by various scholars (Gilmore at el, 1996). As per investigation of Mattson and Ivancevich (1987) define stress as individual adaptive response influent by some individual this simulates and is consequences of multiple action or event that places extra demand on a person. "Job stress arises when demands exceed abilities, while job-related

strains are reactions or outcomes resulting from the experience of stress".

Job stress is something we all face as workers, and we all handle it differently. There is no getting around it. But, not all stress is bad, and learning how to deal with and manage stress is critical to our maximizing our job performance, staying safe on the job, and maintaining our physical and mental health. This stress include different personal obligation or thinking from within the box which do not less us go out or stuck us for thinking out of the box such as overload, apathy ,negativism, anxiety, lack awareness for orders ,job descriptions, alienation , sacred from feedback & all the events taking in company

Affective commitment is emotional attachment with the organization. A committed employee works for the organization and give his full efforts to his organization. The loyal employee has high level of effective commitment. Effective commitment is negatively related with perception of politics. If any employee who perceive politics in the organization and throughout the politics some specific employees are getting rewards so there will be decrease in effective commitment of that employee. Affective commitment had an indirect effect on turnover through intent to quit.(Meyer 2002)

In a human resource context, turnover or staff turnover or labor turnover is the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door".

Whereas Farrel and Rusbult (1992) defined turnover as job replacement either within or across organization as well as variety of extra activities which open the door with other the leave. In some places stressor i.e. politics causes taking displeasure and in turn over intent to abscond the organization (McKenna, Oritt and Wolff, 1981).

Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover can be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers (Tett and Meyer, 1993).

Job performance is a degree to which an individual achieves its goals to helps the organization. Borman and Motowidlo (1997) established a two-factor theory of job performance which consists of task performance and contextual performance. Task performance is when employees accomplished special task by using technical skills or produce goods or services that support organization. When employees are for instance involved with helping co-workers, putting their extra effort and extra hours to complete a task on tine, and so forth, the employees are said to be involved in contextual performance (Van Scotter, 2000). Contextual performance is "Behaviors supporting organizational social and psychological environment in which the technical core must function" (Kiker and Motowidlo, 1999).

Contextual performance is employees own judgmental activities that perform outside the core job such as voluntary participate in committees, helping co-workers in and other departments, putting the extra effort above the basic job requirements for promoting the organization. In short, contextual performance is not the core job performance; it is the largely invisible activities that contribute to the organizational performance (Michie and West, 2004).

Contextual performance is the outcomes of behaviors that are not unique to a specific job and support the social objectives of the organization (Witt et al, 2002). Contextual performance consists of two types of behaviors, job dedication and interpersonal facilitation. The first behavior interpersonal facilitation contributes to accomplishment of organizational goal and building relationships. The second behavior that is job dedication describes self–disciplined like working hard, motivated acts, and following polices to support organizational objectives (Van Scotter and Motowidlo, 1996).

Perception of Organizational Politics and Job Stress

The persons who have the direct authority for executing the policies to generate end results, may face more

or direct attack of stress and show irrational behavior and stress as per their designations from top level till bottom, which holds the control (Vigoda, 2002). They react as per defined designations which includes some their physical problems like headaches, stomach problems, anxiety, frustration and depression (Maslach and Jackson, 1981). Whereas organizational politics is also a direct source of stress in atmospheres which carries out unexpected damages, consequences, disturbances of stress (Ferris, Frink, Galang, Zhou and Kacmar, 1996).

H1: *Perception of organizational politics is positively related with job stress.*
Perception of Organizational Politics and Affective Commitment

On the other side organizational politics in the organization will reduce the affective commitment of the employess.political environment in the organization will effect the commitment of employees towards the organization.(Greenberg & Scott, 1996). Studies suggest that perception of politics is negatively related with the affective commitment.increase in politics will decrease the affctive commitment.(Meyer 2002)

H2: *Perception of organizational politics is negatively related with affective commitment .*
Perception of Organizational Politics and Turnover Intention:

There are some suggestions that perception of organizational politics have indirectly proposal effects on turnover intention and shows through more instants outcomes (strain and morale) as which formal studies probing only the straight effects of perception of organization politics on job enrichment and turnover intention. May have miss specified these loopholes, thus biasing the study consequences (Dunham, 1977). Captivatingly the belongings of perceptions of company politics on yield intention an work job fortification via different or parallel path way in picky the psychosomatic strain elicited by perception of company/organizational politics was directly linked with decreased morale which was related or let a higher turnover objective. This format employee's that reaction of perception of politics on turnover intention may take extra to unfold and may involve additional rational process. Yield researchers have established or developed the typical voluntary turnover procedure as initialized by decrease self esteem and bringing various conclusion points (Griffeth, Hom, and Gartner, 2000).

H3: *Perception of organizational politics is positively related with turnover intention.*
Perceptions of Organizational Politics and Contextual Performance:

The employee's natural tendency to engage in different behaviors is strongly influenced by the organizational context. If there are highly politics in organization then employees are including in self-promotional activities and these activities are against to behaviors that focus on improving the greater good. This political behavior generally focused on individual rather than group accomplishment (Witt et al, 2002).

Employees engage in behavioral self management, reducing their contextual performance when they believe that their economic or social contracts have been violated in the organization (Witt et al, 2002). Some individuals in political environment avoid the political activities and their behaviors are notice by the other persons (Ferris and Kacmar, 1992). Therefore they are not care about political environment and they do not corporate with their coworkers to accomplish the takes. But the changing in schemas that existing in organizational political, no one can ignore them. Individuals who have low contextual performance might not be fulfilling skilled self-management and are unable to fit themselves is this environment. Employees have no sense of how to successfully interact with others with lack of self-management in a political environment (Witt et al, 2002).

High level of perceptions of organizational politics effect contextual performance in several ways, firstly in the political environment the employee feels that the social contract has been violating between the employer

and employee (Cropanzano et al, 1997). Secondly, the employee behavior in political organization engaged in self-interest, they are unlike to want to go out to help others (Witt et al, 2002).Based on above literature this research hypothesis that:

H4: *Perception of organizational politics is negatively related with contextual performance.*
Political skills and Job Stress:

Political skill is ability that increases the amount of employee control or responsibility. A political skill is characterized as comprehensive pattern competitive with cognitive, effective and behavior manifestation that have both direct efforts on outcomes.

Talking about political skills and job stress the higher the politcal skills will reduce the job stress of an employee. through efficient political skills any employee must reduce its stress on workplace (layman 2003).

H5: *A political skill is negatively related with job stress.*
Political skills and Affective Commitment:

Political skill is one of the most important competencies leaders can possess, contributing to effectiveness in organizations. Through political skills any employee can increase his affective commitment towards his organization. Affective commitment is emotional attachment with the organization. A committed employee works for the organization and give his full efforts to his organization. The loyal employee has high level of effective commitment.
High political skills will increase the organizational commitment of an employee (Treadway, Ferris, kacmar 2004)

H6: *Political skills is positively related with Affective Commitment*
Political skills and turnover intension:

Lack of political skills and high politics in the culture of organization will change the mind of employees and force to leave an organization (Miller and Wheeler 1992). Companies were able to improve their employee's retention rate by enhancing the political skills in the employees of their organization. political skills and turnover intension are negatively related with each other, increase in political skills will reduce the rate of turnover intension.(Thomas 2010)

H7: *A political skill is negatively related with turnover intention.*
Political skills and Contextual Performance:

Contextual performance is employees own judgmental activities that perform outside the core job such as voluntary participate in committees, helping co-workers in and other departments, putting the extra effort above the basic job requirements for promoting the organization. In short, contextual performance is not the core job performance; it is the largely invisible activities that contribute to the organizational performance (Michie and West, 2004).

There are links between political skills with contextual performance; through political skills employees perform batter (Campion and McClelland, 1993).
According Umstot, Mitchell and Bell (1978) the relation between political skills and performance is positive.

H8: *Political skills is positively related with contextual performance*
Perception of organizational politics and job stress by political skills:

The persons who have the direct authority for executing the policies to generate end results, may face more or direct attack of stress and show irrational behavior and stress as per their designations from top level till bottom, which holds the control (Vigoda, 2002).

Whereas organizational politics is also a direct source of stress in atmospheres which carries out unexpected damages, consequences, disturbances of stress (Ferris, Frink, Galang, Zhou and Kacmar, 1996).In political environment where the politics will increase the job stress of the employees. In such environment a person who has efficient political skills will use its political skills to reduce its job stress effectively.

H9: *Political skills moderates the relationship between perception of organizational politic and job stress.*
Perception of organizational politics and Affective Commitment by political skills:

Effective commitment is negatively related with perception of politics. If any employee who perceive politics in the organization and throughout the politics some specific employees are getting rewards so there will be decrease in effective commitment of that employee. so if a person who use its political skills in political environment will increase its commitment through the organization.(Chang, Rosen, Levy 2009)

H10: *Political skills moderates the relationship between perception of organizational politic and Affective Commitment.*
Perception of organizational politics and turnover by political skills:

Concept of organizational politics as environment straight away effect on turn over intentions which can be observe or get studied as quicker results as which regular studies dig out direct effect as perception of politics on job improvement and turnover intentions. Political environment which may include sometimes leg pulling, accusations forces some individuals to get frustrated by not meeting their expected targets and that can causes terrible penalties (Dunham, 1977). Any person who has political skills will survive in the political environment with in the organizations. High political skills will reduce the rate of turnover in the political environment.
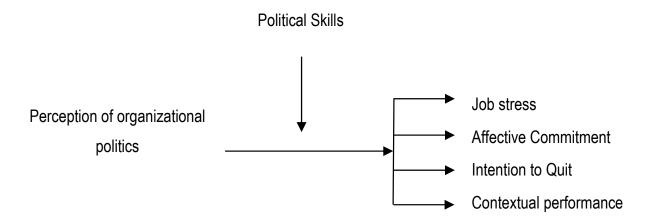
H11: *Political skills moderates the relationship between perception of organizational politic and turnover intension.*
Perception of Organizational Politics and Contextual Performance by political skills:

According to Borman and Motowidlo (1997) organization achieves its goal through employees' performance and these goals can achieve through voluntary help of co-workers. In highly political environment individuals act to achieve their own goals (Kacmar and Carlson, 1997). Employees engage in different behaviors due to impact of political environment in organization (Witt et al, 2002). High level of politics in organization affects the social contract between employees and employers (Cropanzano et al, 1997). As a result the employees engaged with their self interest and they are unlikely to help other (Witt et al, 2002)..*in highly political environment a person who posses high political skills then it will help him to increase its contextual performance.*

H12: *Political skills moderates the relationship between perception of organizational politic and contextual performance.*

Theoretical Framework

Political Skills

Perception of organizational politics

Job stress

Affective Commitment

Intention to Quit

Contextual performance

Methodology

Sample and Data Collection:

We take a sample of 300 employees from different public and private sectors in Pakistan. The average age of the respondent was from 22 to 50 years; 50 per cent had Graduation degrees, 28 per cent had Master degrees and 2 per cent had M. Phil / PHD degrees.

The data was collected via questionnaire from private sector organizations in Pakistan. SPSS v.16 was used for data analysis and work on descriptive correlation and regression and moderation tools for analysis. Measures"

Perception of Organizational Politics: POP was measured with 15-item scale developed by Kacmar and Carlson (1997). The 15 items were" There has always been an influential group in this department that no one ever crosses. It is best not to rock the boat in this organization. Telling others what they want to hear is sometimes better than telling the truth.. A 5-point Likert scale "1= strongly disagree to 5 = strongly agree" is used and the alpha reliability is (α =0.78)".

Political skills: Political skills were measured with 40 item scale developed by Ferris and Treadway (2005).the 40 items were" I size up situations before deciding how to present an idea to others. I am good at reading social situations, and determining the most appropriate behavior to demonstrate the proper impression. I understand people very well." A 7-point Likert scale "1= strongly disagree to 7 = strongly agree" is used and the alpha reliability is (α =0.87).

Affective commitment: Affective commitment was measured with 8 item scale developed by Allen and Mayer (1990).the 8 items were" I don't think I could become as attached to another organization as I m to this organization. I feel like a part of the family at my organization" A 5-point Likert scale "1= strongly disagree to 5 = strongly agree" is used and the alpha reliability is (α =0.87).

Turnover Intention: Turnover intention was measured with 3-item scale developed by Cammann et al (1979). The 3 items are "I often think about quitting.". A 5-point Likert scale "1= strongly disagree to 5 = strongly agree" is used and the alpha reliability is (α =0.70).

Job Stress: JS was measured with 13-item scale developed by Kacmar Parker and Decotiis (1983). The 13 items were "I have too much work and too little time to do it. Too many people at my level in the organization

get burned out by job demands.". A 5-point Likert scale "1= strongly disagree to 5 = strongly agree is used and the Alpha reliability is (α =0.85).

Contextual Performance: CP was measured with 15-item scale developed by Motowidlo and Van Scotter (1994). The 15 items were" I praise my colleagues when they are successful and "I put in extra hours to get work done on time." A 5-point Likert scale "1= strongly disagree to 5 = strongly agree" is used and the alpha reliability is (α =0.91).

Control Variable:

Results			
Table 1 : Descriptive Statistics			
Variables	**N**	**Mean**	**Std. Deviation**
Gender	300	1.30	.459
Age	300	1.36	.661
Qualification	300	3.63	.573
Type of organization	300	1.19	.393
Position	300	1.92	.673
Tenure	300	2.87	.898
TEXP	300	1.35	.768
POP	300	3.26	.438
PS	300	4.03	.633
JS	300	3.36	.406
AC	300	3.29	.438
TOI	300	3.30	.423
CP	300	3.34	.692

The results of ONEWAY ANOVA showed that the present study has two control variables which influenced dependent variables significantly.
1.Type of the organization.
2. Position in the organization.

Descriptive Statistics:

The descriptive statistics are shown in table1 including the means and standard deviations were found in the data. The mean of gender was (M = 1.30) with standard deviation of (S.D = 0.45). The mean for age was (M =1.36) with standard deviation of (S.D = .661) . The mean of qualification was (M = 3.63) with standard deviation of (S.D = 0.57).The mean of type of organization was (M = 1.19) with standard deviation of (S.D = 0.39) .The mean of position was (M = 1.92) with standard deviation of (S.D = .673) .The mean of tenure was (M = 2.87) with standard deviation of (S.D = 0.89). The mean of total experience was (M = 1.35) and

standard deviation of (S.D = 0.76). The mean of perception of organizational politics was (M = 3.26) with standard deviation (S.D = .438), mean of Political skill was (M = 4.03) with standard deviation (S.D = .633), mean of job stress was (M = 3.36) with standard deviation (S.D = .406), mean of affective commitment was (M = 3.29) with standard deviation (S.D = .438). The mean of turnover intension was (M = 3.30) with standard deviation (S.D = .423), contextual performance was (M = 3.34) with standard deviation (S.D = .692)".

The mean of perception of organizational politics was (M = 3.26) with standard deviation (S.D = .438), mean of Political skill was (M = 4.03) with standard deviation (S.D = .633), mean of job stress was (M = 3.36) with standard deviation (S.D = .406), mean of affective commitment was (M = 3.29) with standard deviation (S.D = .438). The mean of turnover intension was (M = 3.30) with standard deviation (S.D = .423), contextual performance was (M = 3.34) with standard deviation (S.D = .692)".

Correlations

S. #	Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
							Table 2 : Correlations							
1	Gender													
2	Age	.021												
3	Qualification	.046	.176**											
4	Type of organization	-.002	-.056	.108										
5	position	.021	.212**	.481**	.017									
6	Tenure	.052	.566**	.220**	-.131*	.261**								
7	Texp	.049	.738**	.133*	-.079	.020	.705**							
8	Pop	-.023	.080	-.171**	-.234*	-.155*	.149**	.132*	(0.78)					
9	PS	.261**	.213**	.130*	.037	-.1.17	.109	.345**	.113	(0.87)				
10	CP	-.068	-.138	-.021	-.160*	.007	.149**	.136*	.440**	.243**	(0.91)			
11	Ac	-.016	.180**	-.097	-.149*	-.055	.160**	.171**	.435**	.191**	.364**	.416	(0.87)	
12	TOI	-0.25	.049	-.145*	-.146*	-.029	.116*	-.017	.403***	-.069	.345***	.402**	.274**	(0.70)
13	JS	-.055	.127*	-.193**	-.127*	-.123*	.215**	.128**	.440**	.081	.0349**	(0.85)		

"*** Correlation is significant at the 0.001 level (p < 0.001)"
"** Correlation is significant at the 0.01 level (p < 0.01)"
"* Correlation is significant at the 0.05 level (p < 0.05)"

The correlation results show that POP is positively related with JS, affective commitment, TOI and CP. While thempolitical skills is negatively related with JS and TOI while it is positively related with affective commitment and CP.

Regression

Table 3 : Regression											
	JS			AC			TOI			CP		
Predictors	β	R²	ΔR²	B	R²	ΔR²	β	R²	ΔR	β	R²	ΔR²
POP	.425***	.197	.167***	.410***	.192	.167***	.624***	.166	.144***	406*** .	.202	.177***
PS	.006	.031	.000	.129***	.062	.037***	-0.74	.026	0.04	163***	.084	.063***

*Note: N = 300, *** p < 0.001, ** p < 0.01, * p < 0.05.*

The regression table shows the variance, change in variance and significant level to test the hypothesis.
The table shows regression analysis of POP and political skills with work outcomes. If u look at our first hypothesis that POP is positively related with JS. The table shows that it is highly significant between perception of politics and job stress (beta is .425***, p < 0.001).

As our second hypothesis is that POP is negatively related with affective commitment but result shows that it is also highly significant relationship between POP and affective commitment(beta is .410***, p < 0.001,)As our third hypothesis is that POP is positively related with TOI and result also shows that it is also highly significant relationship between perception of politics and TOI (beta is .624***., p < 0.001),

As our fourth hypothesis is that POP is negatively related with CP but result shows that it is also highl significant relationship between POP and CP (beta is .406***, p < 0.001,)

Now in second step the regression analysis shows the relationship of political skills with job outcomes. Out fifth hypothesis that political skills is negatively related with job stress but result shows that it in significant(beta is .086)as our sixth hypothesis is that political skills is positively related with affective commitment but result shows its opposite and there must be a significant relation between political skills and affective commitment t..(Beta is .129***.*** p < 0.001). Our seventh hypotheses is political skills is negatively related with turnover intention but result shows that it is not much significant as beta value is also in negative.

Our eight hypothesis is political skill is positively related with contextual performance and result show it is highly significant and beta value is also positive.

Moderation

	JS			AC			TOI			CP		
Predictors	β	R²	ΔR²	B	R²	ΔR²	β	R²	ΔR	β	R²	ΔR²
Step : 1												
POP	.425***	.197	.167***	.410***	.192	.167***	.624***	.166	.144***	.406***	.202	.177***
PS	.006	.031	.000	.129***	.062	.037***	-0.74	.026	0.04	.163***	.084	.063***
Step : 2												
POPxPS	.175*	.213	.015*	-.287	.256	.042***	.054	.179	.001	-.092	.25	.005

Our ninth hypothesis is moderating effect of political skills between perception of politics and job stress. In table 4 political skills positively moderate between perception of politics and job stress. Beta is .175*and it is significant. Our tenth hypothesis is moderating effect of political skills between perception of politics and affective commitment. The result shows that political skills positively moderate between perception of politics

and affective commitment and it are highly significant. Our 11th hypothesis is moderating effect of political skills between perception of politics and turnover intension.bt result shows that political skills not significantly moderate between perception of politics and turnover intension. Our 12h hypothesis is moderating effect of political skills between POP and CP. But result shows that political skills are not significantly moderate between POP and CP even beta are also negative".

Discussion

The importance of this research is to provide knowledge of human resource management about the relationship of perception of organization politics and different outcomes like job stress, affective commitment, intention to quit and contextual performance. In this research political skills acts as moderator between perception of politics and job outcomes.

This research will provide information to employee's hat how efficient political skills will reduce job stress, increase affective commitment, and reduce turnover intension and contextual performance. We take 12 hypotheses in which we relate all variables with each other. And after our research and results we will easily understand the relationship of variables with each other.

In hypothesis H:1 we analyze the relationship between perception of politics and job stress. The results showed that the relationship is highly significant and positively related. So, Hypothesis H:1 is accepted. The relationship between perception of politics and affective commitment is significant and negative and we accept the hypothesis. The perception of politics and turnover intention showed a positive and significant relationship and the hypothesis H:3 is accepted. The results for hypothesis H:4 showed negative but significant results. So, this hypothesis is accepted. Relationship between political skills and job stress in not significant and the hypothesis H:5 is rejected. The hypothesis H:6 is accepted and it showed that the relationship between political skills and affective commitment is negative. The relationship between political skills and turnover intention is not significant and the hypothesis H:7 is rejected. The hypothesis H:8 is also accepted and showed the negatively relationship between political skills and contextual performance. The political skills act as a moderator between perception of politics and job stress. So, hypothesis H:9 is accepted. The hypothesis H:10 is accepted which showed that political skills moderate between perception of politics and affective commitment. The relationship between variables in H:11 is not significant and the hypothesis is rejected. The political skills not acts as a moderator between perception of politics and contextual performance and the hypothesis H:12 is rejected.

Conclusion

The purpose of the project is to find out the moderating effect of political skills between perception of politics and job out comes. In order to achieve the purpose the theoretical framework was constructed. This was divided into three parts independent variable, dependent variables and moderator. This study is employee oriented study in which the organizations must learn the attitude of employees towards politics in organization in this research we find the results between independent and depended variables and how our moderator moderates between them.

This research shows that politics in the organization will positively related with the job stress and turnover intension employees must overcome on politics wit in the firm by using their efficient political skills. But on the other hand perception of politics will negatively related with affective commitment and contextual performance it means increase in politics wit in the organization will decrease the commitment as well as the contextual performance of the employees.

This research also shows that how political skills will effect the job outcomes and how political skills moderates between perception of politics and work outcomes this research shows that political skills will have an moderating effect between perception of politics and job stress and affective commitment but in other

case political skills have not an moderating effect between perception of politics and turnover intension and contextual performance.

As for as the managers must take an advantage from this research they will know how politics within the organization will affect the employees overall performance with in the firm and how efficient political skills will overcome the buffer of politics within the firm.

Future Research Direction

This study is focus on the moderating effect of political skills on perception of organization politics and work outcomes (job stress, affective commitment, intension to quit and contextual performance). This research only focused on public and private sector organizations. This research will give future direction to other scholars to work with different moderator and different work outcomes of the employee.

References

Gilmore, D. C., Ferris, G. R., Dulebohn, J. H., & Harrell-Cook, G. (1996). Organizational politics and employee attendance. Group and Organizational Management, 21, 481–494.Ferris, G. R., & Kacmar, K. M. (1992). Perception of organizational politics. *Journal of Management, 18* (1), 93-116..

Gilmore(1996),"job stress and work out". journal of management 17.

Kacmar, K. M., Bozeman, D.P., Carlson, D.S. & Anthony, W.P. (1999). An examination of the perceptions of organizational politics model: replication and extension. *Human Relations, 52,* 383–416.

Kacmar, K. M., & Carlson, D. S. (1997). Further validation of the perceptions of politics scale (POPS): A multiple sample investigation. *Journal of Management, 23 (5),* 627-658.

Kacmar, K. M., & Baron, R. A. (1999). Organizational politics: the state of the field, links to related research, and an agenda for future research. In G. R. Ferris (Ed.), *Research in personnel and human resources management, 17,* 1-39. Greenwich, CT: JAI Press.

Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): development and construct validation. *Educational and Psychological Measurement, 51,* 193-205.

Ferris, G. R.,Treadway.D.C,Kachmar.C.A(2005)," Development and Validation of the Political Skill Inventory: *Journal of Management* 2005; 31; 126

Azeem.M.U.Mahmood.B,Haq.I(2010)," Perception of Organizational Politics Leads to Job Stress: An Evidence from Banking Sector of Pakistan" *European Journal of Social Sciences – Volume 18, Number 2*

Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology, 15*(1), 6–28.

Meyer.J.P, Stanley.D.J,(2002)." Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences" Journal of vocational behavior"pg 20-52

Bozeman et al.;Cropanzano (1997) ,"Perception of organization politics:.",journal of behavior politics volume 12

Eran Vigoda (2000)," Organizational Politics, Job Attitudes, and Work Outcomes:

Exploration and Implications for the Public Sector", Journal of Vocational Behavior 57, 326–347

Scotter.v(1994),"contextual performance, journal of vocational behavior

Vandenberghe.C ,Bentein.k, Stinglhamber.F,(2004)" Affective commitment to the organization, supervisor, and work group: Antecedents and outcomes",Journal of Vocational Behavior Volume 64, Issue 1, Pages 47-71

Dailey, R. C. and Kirk, D. J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations, 45(3),* 305-317.

Deutsch, M. (1990). Sixty years of conflict. *International Journal of Conflict Management, 1,* 237-263.

Dunham, R. B. (1977). Relationships of perceived job design characteristics to job requirement and job value. *Journal of Applied Psychology, 62*, 760-763.

Drory, A. (1993). Perceived political climate and job attitudes. *Organization Studies, 14,* 59–71.

Dunham, R. B. (1977). Relationships of perceived job design characteristics to job requirement and job value. *Journal of Applied Psychology, 62*, 760-763.

Farrell, D., & Rusbult, C. E. (1992). Exploring the exit, voice, loyalty and neglect typology: The influence of job satisfaction, quality of alternatives, and investment size*. Employee Responsibilities and Rights Journal, 5,* 201–218.

Ferris, G. R., Frink, D. O., Gilmore, D. C., and Kacmar, K. M. (1994). Understanding as an antidote for the dysfunctional consequences of organizational politics as a stressor. *Journal of Applied Social Psychology, 24,* 1204 – 1220.

Ferris, G. R., & Kacmar, K. M. (1992). Perception of organizational politics. *Journal of Management, 18* (1), 93-116..

Ferris, G. R., Frink, D. D., Galang, M. C., Zhou, J., Kacmar, K. M. & Howard, J. L. (1996).   Perceptions of organizational politics:

prediction, stress-related implications, and outcomes. *Human Relations, 49*, 233-66.

Ferris, G. R., Russ, G. S., & Fandt, P. M. (1989). Politics in organizations. In R. A. Giacalone & P. Rosenfield (Eds.). *Impression Management in the Organization*, NJ: Lawrence Erlbaum, Hillsdale, 143–170.

Ferris, G. R., Harrell-Cook, G., & Dulebohn, J. (2000). Organizational politics: The nature of the relationship between politics perceptions and political behavior. *Research in the Sociology of Organizations, 17*, 89–130.

Fuller, J. B., Marler, L. E., & Hester, K. (2006). Promoting felt responsibility for constructive change and proactive behavior: exploring aspects of an elaborated model of work design. *Journal of Organizational Behavior, 27,* 1089-1120.