

The Impact of Political Skills on Employee Outcomes

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Abstract

Current research proposes the direct link of political skills with job performance, job satisfaction and turnover intentions. We particularly proposed that political skill is positively related to job performance and job satisfaction and it is negatively related to turnover intentions. We tested our hypothesized model adopting two data analysis techniques including linear regression analysis and structural equation modeling (SEM). Using a sample of 350 employees working in the service sector of Pakistan we found strong support for our hypothesized model. The results clearly depict that political skill is positively related to job performance and job satisfaction and it is negatively related to turnover intentions. At the end results are discussed, limitations and future research directions are provided in detail.

Keywords: Political skill, job performance, job satisfaction, turnover intentions.

1. Introduction and Background

Organizational politics is a pervasive phenomenon of organizations since 1960s (Kimura, 2014). Mintzberg (1983) clearly identified and contended that all organizations in modern times are somewhat political in nature. Also extant research on organizational settings revealed that political behavior is not something unusual, rather it is a normal reality of business (Allison 1971; Gandz and Murray, 1980; Pfeffer 1981; Pfeffer and Salancik 1974). In this political aspect organizations possess scarce resources and it has people with different competing goals and interests (Ferris and Judge 1991). Thus individuals in organizations usually engage in organizational politics to achieve their desired goals and /or to preserve their resources (Kimura, 2014).

Most of the existing research on organizational politics takes it in negative connotations and has discussed the harmful impact of these behaviors at workplace (Ferris et al 1989). Recently Ferris et al (2005) proposed and extended more positive side of politics and labeled it as “political skill” which is considered to be a desirable social skill at workplace. Also positive politics are considered to contribute in effective decision making in organizations (Zettler and Lang 2013). In line with this positive perspective of politics, numerous research studies focused on explaining the benefits of this positive politics in development of high quality exchanges, creation and reinstatement of justice, effective conflict handling (Hochwarter 2012).

The organizational structures are greatly changing and becoming more flat thus individuals need to develop strong social skills and influence tactics to be successful in such environments (Pfeffer 2010). These changes clearly depict the importance of political skill in organizations (Kimura, 2014). The political skill being relatively new construct in organizational research is still surrounded by several ambiguities and lack of development (Kimura, 2014).

The research on political skill is relatively new but it has gained a lot of momentum from the last one decade after development of political skill inventory (Ferris et al, 2005). Several meta-analyses have been conducted to identify the grey areas in the stream of political skill (for review see: Bing et al. 2011; Ferris et al. 2012; Munyon et al. 2014). Political skill is argued to be an important characteristic and skill of individuals that is considered to have positive influence on various outcomes (Ferris, Treadway, Brouer, & Munyon, 2012; Munyon et al., 2014).

The goal of present research is to explore the influence of political skill on job outcomes (job performance, job satisfaction and intent to turnover). It seems plausible from the perspective of social competency construct that political skill will enable individuals to get ahead by getting along thus such individuals as a result will feel safer, confident and calm thus resulting in higher levels of job performance and job satisfaction. Further it will lower the turnover intentions of the employees.

Past researches in organizational politics revealed negative significant result, thus making it clear that perceptions of organizational politics have intense negative connotation (Ferris, Treadway et al., 2005). In presence of such perception, present study will firstly explore the nature of political skill in our context, that whether it is really perceived positive as it is reported in past research in other countries.

The available research still needs further verification as it lacks consistency in results reflecting the way by which political skill functions (Munyon et al, 2014). Thus, this work makes contributions to theory and research in political skill. Above all this research is in line with the theory development on the current literature

that focuses mainly on the direct effects of political skill on individual outcomes (i.e. Hochwarter et al., 2006; Perrewé et al., 2000, 2005).

Figure 1: Research Model

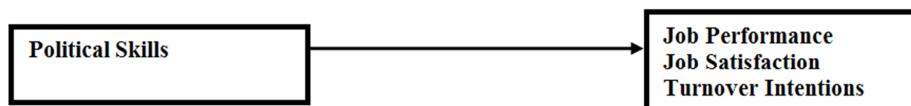


Fig. 1 Figure depicting Political Skills and Employee Outcomes relationship.

2. Literature Review and Hypothesis Development

2.1 Political Skill

Political skill 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" (Ferris, Treadway et al., 2005, p. 127). The research on political skill dates back from the debates of Mintzberg (1983) who contended political skill to be an important skill required at workplace for effective functioning; whereas recent literature takes a different perspective and considers political skill as a capability to develop and effectively manage informal relationships at workplace (Perrewé et al. 2004).

Political skill is regarded as social competency skill that possesses both interpersonal and cognitive elements (Zellars et al., 2008). Zellars et al., (2008) treated it as an interpersonal style which enables individual to adjust according to different contingent situations in a way that apparently depicts that these politically skilled individuals are sincere, instigate trust and thus result in effective influence on others.

Ferris et al. (2007) take a more detailed perspective of political skill and treat it as a complete array of social competencies that comprises up of different behavioral, cognitive and emotional components that influence the individual as well as others in his/her interactions. Ferris et al. (2005b; 2007) contended that political skill consists of four dimensions: social astuteness (it is the capability of the individual to understand and interpret the social exchanges and interactions and to adjust accordingly in the situations); interpersonal influence (reflects the ability of individual to rely strong inspiration on others by influencing them in a way that help him/her to attain desired goals); networking ability (the ability of individual to build and utilize different social networks in order to gain access to different valuable resources required for success in personal and/or workplace settings); and finally the apparent sincerity (depicts the capability of individual to show as if he/she is full of integrity, sincerity and is genuine towards other people).

Political skill is treated as an important construct to be successful in social interactions (Ferris et al. 2002c).

Being social competency factor it is to some extent similar to other social effectiveness variables (Treadway et al. 2005), yet literature clearly distinguishes it from them on theoretical grounds. Political skill is somewhat similar to emotional intelligence as both contain elements of interpersonal behavior (Ferris et al., 2007; Semadar et al. 2006; Sunindijo 2012), yet emotional intelligence is more related to emotion based interactions whereas political skill is associated to cognitive aspects that goes beyond emotions (Ferris et al. 2007).

Past research mostly treated political skill as moderator (Ferris et al. 2007) and mediator (Vigoda-Gadot and Meisler, 2010) rather than as independent variable of the job outcomes. Also political skill shares similar theoretical groundings with self-efficacy that is considered to be another social effectiveness factor. Both political skill and self-efficacy reflect the tendency of individuals to have some control in their social interactions (Jawahar et al. 2008; Perrewé et al. 2000, 2004).

Zellars et al. (2008) found that though these two constructs reflect overlap but they are distinct from each other as political skill depicts more complete range of social competencies as compared to self-efficacy, also Jawahar et al. (2008) found that political skill predicts contextual performance and self-efficacy more strongly predicts task performance. In the same line political skill is found to be overlapping with other social effectiveness constructs yet it has established discriminant validity and is different from them as well, for example self-monitoring (Ferris et al. 2000; Gangestad and Snyder 2000).

2.2 Job Outcomes

2.2.1 Job Performance

Being an important aspect of work life job performance gained a lot of attention from researchers from last few decades (Ferris et al 2005, Colquit et al., 2001). William and Anderson (1991) argued that most of the existing research take performance as an outcome of different individual and organizational aspects like attitudes, personality and perceptions about work environment however very little research is available on conceptual and theoretical underpinnings of job performance. William and Anderson (1991) explicitly characterized job performance as an important benchmark to tap workplace effectiveness of an individual. Job performance is

stated as the probable actions “that are directly involved in producing goods or services, or activities that provide indirect support for the organization’s core technical processes” (Van Scotter et al., 2000, p. 526).

2.2.2 Job Satisfaction

Job satisfaction is taken as attitudinal construct which describes the extent to which individuals feel contentment towards their job and likeness of their job (Spector, 1997). William and Anderson (1991) argued that development of satisfaction evaluations is more contingent to the work settings and interactions with coworkers as well as resource availability and job control.

2.2.3 Intentions to Quit

Turnover intentions are the individual’s intentions and evaluations about organizations which is developed as a result of negative events that any employee faces at the workplace (Lum, Kervin, Clark, Reid, & Sirola, 1998). Turnover intentions disclose individual’s viewpoint regarding his/her intent to leave the organizations in proximate future.

2.3 Political Skill and Employee Outcomes (Job Satisfaction, Turnover Intentions and Job Performance)

There is extant research on direct effects of political skill on different organizational phenomenon (Kimura, 2014). Past research shows positive influence of political skill on job satisfaction (Ferris et al. 2009; Harvey et al. 2007) and job performance (Hochwarter et al. 2007). But there is very limited research available on political skill and turnover intentions at workplace (Munyon et al., 2014)

Also Ferris et al. (2008) found direct influence of political skill on job satisfaction. In the same vein Treadway et al. (2013a) found that political skill contributes and increases the job performance of individuals who are high on this skill. Existing research has examined the influence of political skill on job performance (Blickle et al. 2011b; Ferris et al. 2007). Blickle et al. (2011b) argued that politically skilled individuals possess strong networking skills and are more apt to develop higher social capital, thus such individuals reflect higher job performance due to availability of resources as compared to individuals who lack political skill.

Moreover, Ferris et al. (2007) and Blickle et al. (2012b) also argued that politically skilled individuals usually have high levels of confidence and control over resources thus they are more likely to reflect high performance in workplace settings. Also in the same line several other studies also reported the same positive association between political skill and job performance (Blickle et al. 2011d; Chaudhry et al. 2012; Wei et al. 2012; Bing et al. 2011; Munyon et al. 2014).

Although there is abundant evidence about relationship between political skill and job performance yet it is still surrounded by a lot of ambiguities and contradictions. For instance Harris et al. (2007) and Kolodinsky et al. (2007) argued that political skill does not actually increase the actual job performance of the employees; rather they manipulate and develop impression of high performance by using influence tactics and impression management techniques.

Besides Zettler and Lang (2013) argued that political skill and job performance has inverted U-shape association, which depicts that after certain level of increase in political skill the performance become unaffected by further increase in political skill. The above evidence thus suggests that relationship of political skill and job performance needs further exploration and verification.

Munyon et al., (2014) in their meta-analysis reported the inconsistencies in research of political skill and outcomes. Bing, Davidson, Minor, Novicevic, and Frink (2011) and Bing et al. (2011) in their meta-analysis analyzed and confirmed positive the association between political skill and job performance (contextual as well as task).

Munyon et al (2014) argued that although the relationship between political skill and job performance is well established but underlying conceptual and theoretical justifications are contradictory, thus this relationship need further analysis for clarity of actual mechanisms.

Munyon et al., (2014) built and proved their argument that political skill has positive association with job satisfaction. As politically skilled individuals are calm and take their work environments as probable platform to execute efforts and for achievement of their individual goals and objectives (Ferris, Treadway et al., 2005; Ferris et al., 2007), it is usually depicted thorough attitudinal assessment of their job satisfaction (Locke, 1970).

In a recent meta-analysis by Munyon et al (2014), there are contains areas of work outcomes that are at very nascent stage and only fewer, less than five studies are available on the relationship. One such potential area of inquiry is relationship of political skill and turnover intentions (Munyon et al 2014). The existing literature suggests that there is negative relationship between political skill and turnover intentions (Ferris et al, 2007). This behavioral outcome of political skill thus needs further verification and analysis.

On the basis of above body of knowledge, we thus hypothesize:

H1a: Political Skill is positively related to Job Satisfaction.

H1b: Political Skill is positively related to Job Performance.

H1c: Political Skill is negatively related to Turnover Intentions.

3. Research Methods

3.1 Participants and Procedures

We collected field data from a sample of 350 employees by personally administering the questionnaires which comprised of measures of all the variables in the study. Surveys were distributed to employees working in the service sector organizations of Pakistan. Specifically, the sample organizations consisted of 16 different organizations out of which 5 belonged to the education sector (universities) and 3 belonged to telecom sector and 8 belonged to the banking industry of Pakistan.

Respondents were from different managerial levels ranging from entry level to top management. Males constituted 56.6% and females were 43.4% of the total population. The majority of the respondents belonged to the human resource department (29.4%), were on the middle management level (50.9%) and Master's Degree holders (65.6%). Moreover, majority of the respondents had finance as their area of specialization (25.9%). The mean age of the respondents was 31.6 ($SD = 8.66$) years with average working experience in the present company of 5.39 ($SD = 6.26$) years and their total working experience was 8.23 ($SD = 8.73$) years.

3.2 Data Analysis Techniques

Descriptive statistics was obtained for sample descriptions. Reliability analysis was conducted for each of the items for each factor. All the factors had a Cronbach alpha of 0.7 and above. Confirmatory factor analyses CFA are conducted and established the validity of the four factor model. Moreover, one on one Confirmatory factor analysis was performed to establish the discriminant validity of our study variables. Bivariate Correlations was conducted to find inter-correlations among study variables. Multiple linear regression analysis technique was used to test the relationship between the political skills and job performance, job satisfaction and turnover intentions.

3.3 Measures

We adopted the validated scales from past studies that have been used in different studies across different countries in the past.

3.3.1 Political Skill

Political skill is measured through the 18-item Political Skill Inventory (PSI) developed by Ferris et al. (2005). Sample items include "At work, I know a lot of important people and am well connected," and "It is important that people believe I am sincere in what I say and do." Respondents answered on a 7-point scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Disagree, 4 = Neutral, 5 = Moderately Agree, 6 = Agree and 7 = Strongly Agree. Cronbach's alpha for political skill in our study is .88.

3.3.2 Job Satisfaction

Job satisfaction was measured with four items scale developed by Hoppock's (1935) scale, this scale comprised up of multiple-choice questions, each of which offered seven answer options. Sample question includes "Which one of the following shows how much you feel satisfied with your job?"; The response options for all the four items were different ranging from 1 to 7. High scores reflected higher reported job satisfaction. The Cronbach alpha for job satisfaction in present study is 0.84.

3.3.3 Turnover Intentions

Turnover intentions was measured using a three item scale developed by Cammannan, Fichman, Jenkins & Klesh (1982). Sample items are "It is highly likely that I will look for a new job in the next year"; and "I often think about leaving the organization". The response scale for this measure was a Seven-point Likert scale ranging from 1= Strongly Disagree to 7= Strongly Agree. Higher scores reflected higher turnover intentions. The output of the reliability analysis depicted Cronbach alpha .84.

3.3.4 Job Performance

Job performance was tapped through a seven item scale developed by Williams and Anderson (1991). Sample items include: "Adequately completes assigned duties"; and "Fulfills responsibilities specified in job description". The output of the reliability analysis depicted that deleting sixth item from the job performance scale increased the reliability from .61 to .77. The results of Confirmatory factor Analysis (see Full measurement model) also revealed that this item had poor factor loadings below the acceptable limit of 0.4. Therefore, we decided to delete this item from the job performance scale.

Table 1: Variable Instruments Summary

Sr No.	Variables	Authors	No of items	Reliability Cronbach α
1.	Political Skill	Ferris et al. (2005)	18	.88
2	Job Satisfaction	Hoppock's (1935)	4	.84
3	Turnover Intentions	Cammannan, Fichman, Jenkins & Klesh (1982)	3	.88
4	Job Performance	Williams and Anderson (1991)	6 (1 del)	.77

4. Results

4.1 Confirmatory Factor Analysis (CFA)

As all the constructs (Political Skill, Job Performance, Job Satisfaction and Turnover Intentions) were rated by subordinates, thus it was necessary to examine that whether subordinates perceived these constructs to be distinct or not. To ensure this contention we conducted series of confirmatory factor analyses to examine the model fit indexes and discriminant validity of these constructs. Specifically, we compared the fit indexes among variables by performing one on one factor analysis to discriminate each factor from one another, The CFA results are presented in Table 2. As shown in Table 2, these findings indicated that the proposed one on one factor model fits the data well and suggested that the study variables be treated as separate constructs.

Table 2: The Results of Confirmatory Factor Analyses

Measurement Models		χ^2	Df	NFI	CFI	GFI	RMSEA
1	Political Skill and Job Performance (2 factor)	438.11	201	.89	.93	.90	.06
	Political Skill and Job Performance (1 factor)	688.99	219	.82	.87	.85	.08
2	Political Skill and Job Satisfaction (2 factor)	363.24	169	.89	.93	.91	.06
	Political Skill and Job Satisfaction (1 factor)	579.69	187	.82	.87	.86	.08
3	Political Skill and Turnover Intentions (2 factor)	340.26	152	.89	.94	.91	.06
	Political Skill and Turnover Intentions (1 factor)	493.52	170	.84	.89	.88	.08
4	Job Performance and Job Satisfaction (2 factor)	65.44	32	.96	.98	.96	.06
	Job Performance and Job Satisfaction (1 factor)	261.93	30	.84	.85	.88	.16
5	Job Performance and Turnover Intentions (2 factor)	71.22	24	.96	.97	.96	.07
	Job Performance and Turnover Intentions (1 factor)	163.35	23	.90	.91	.91	.14
6	Job Satisfaction and Turnover Intentions (2 factor)	27.99	12	.98	.99	.98	.06
	Job Satisfaction and Turnover Intentions (1 factor)	80.70	9	.93	.94	.94	.16
7	Political Skill and Job Outcomes Full model (4 factor)	839.17	374	.85	.91	.86	.06
	Political Skill and Job Outcomes Full Model (1 factor)	1398.53	412	.74	.80	.78	.09

4.2 Control Variables

The results of one way ANOVA reflected that age, gender, present experience and total experience show significant variance with dependent variables. Thus we controlled them in present study. Age, present experience and total experience were directly controlled being continuous variables, besides gender (having only two categories “0 = male and 1 = female”) was also directly controlled.

4.3 Descriptive Statistics

Respondents belonged to different managerial levels ranging from entry level clerical staff to high management positions including clerical staff, teachers, front line supervisors, administrative staff and top management officials. Table 3 presents the means, standard deviations, correlations, and internal consistency reliability estimates of the study variables. The means for political skill is ($M = 5.31$, $SD = .78$), job satisfaction ($M = 4.98$, $SD = 1.66$), job performance ($M = 5.35$, $SD = 1.04$), and turnover intentions ($M = 3.29$, $SD = 1.66$).

4.4 Bivariate Correlation Analysis

The bivariate correlation reflects that political skill has strong positive correlation to job satisfaction ($r = .18$, $p < .01$) and job performance ($r = .14$, $p < .01$) whereas it showed significant negative association with turnover intentions T3 ($r = -.12$, $p < .05$).

Table 3: Means, Standard deviations, Correlations, and Reliabilities for main variables of interest in the study

Variable	Mean	SD	1	2	3	4	5	6	7	8
1. Age	31.60	8.66								
2. Gender	.43	.49	-.36**							
3. Present Experience	5.39	6.26	.70**	-.23**						
4. Total Experience	8.23	8.73	.94**	-.33**	.74**					
5. JS	4.98	1.13	.14*	-.09	.17*	.14*	(.84)			
6. JP	5.35	1.04	.15**	-.09	.04	.15**	.06	(.77)		
7. TOI	3.29	1.66	-.07	.09*	-.03	-.11	-.28**	-.28**	(.84)	
8. PS (Time 1)	5.31	.78	.13*	-.19**	.12*	.11	.18**	.14**	-.12*	(.88)

Note. N=350; Control variables are age, gender, present experience and total experience; for Gender 0= ‘Male’ and 1= ‘Female’; PS= Political Skill; JP = Job Performance; JS = Job Satisfaction; TOI = Turnover Intentions, Alpha reliabilities are presented in parenthesis. * $p < .05$, ** $p < .01$, *** $p < .001$

4.5 Regression Analysis

Multiple linear regression analysis is conducted to test hypothesis 1a, 1b and 1c which contend the direct effects of the political skills on job performance, job satisfaction and turnover intentions. Table 4 depicts the results for direct paths. As predicted political skills is significantly positively related to job performance, ($\beta = 0.18$, $\Delta R^2 = .02$, $p < .02$) thus confirming hypothesis 1a. Moreover, as hypothesized political skills is significantly positively related to job satisfaction ($\beta = 0.22$, $\Delta R^2 = .03$, $p < .006$) providing full support for hypothesis 1b as well. Finally, political skills is significantly negatively related to turnover intentions ($\beta = -0.23$, $\Delta R^2 = .01$, $p < .05$) providing full support for hypothesis 1c. Thus, the above analysis and results revealed full support for H1a, H1b and H1.

Table 4: Regression results for direct relationship between Political Skills and Job Outcomes

Sr. No	Dependent Variables								
	Job Performance			Job Satisfaction			Turnover Intentions		
	B	R ²	ΔR ²	B	R ²	ΔR ²	B	R ²	ΔR ²
Step-1									
Controls		.04**			.03**			.03*	
Step-2									
Political Skills	.18**	.06**	.02**	.22***	.06***	.03***	-.23*	.04*	.01*

Note: N=350; Age, Gender, Present Experience and Total Experience were controlled.

***P<.001, **p<.01, *p<.05, †p<.10

4.6 Structural Equation Modeling

We also applied structural equation modeling (SEM) to test the hypothesis 1a, 1b and 1c. SEM is considered to be an important and sophisticated method for testing associations among different constructs by providing detailed fit indices for measurement models and structural models (James, Mulaik, & Brett, 2006). We firstly run the measurement model to find out discriminant validity of full model, followed by structural models for testing of hypothesis (Kline 2005).

We reported the following fit statistics of measurement models as well as structural models to reflect the significance of the model: the chi-square (χ^2), degrees of freedom (df), comparative fit index (CFI), the goodness-of-fit index (GFI), the normed fit index (NFI) and RMSEA.

4.6.1 Measurement Model (CFA full model)

Confirmatory factor analysis was run to reflect the discriminant validity of full model. It is comprised up of four constructs (Political Skill, Job Satisfaction, Job Performance and Turnover Intentions). The model fit statistics depict that four factor model is better and fits the data more appropriately ($\chi^2 = 839.17$, $df = 374$, $p \leq .001$; CFI = 0.91, GFI = 0.86, NFI = .85, RMSEA = .06) than one factor model ($\chi^2 = 1398.53$, $df = 412$, $p \leq .001$; CFI = 0.80, GFI = 0.78, NFI = .74, RMSEA = .09). Figure 2 depicts the full model with facto loading, thus providing adequate support to our four facto model.

4.6.2 Structural Path Model for Political Skill and Job Outcomes

We tested hypothesis 1a, 1b, and 1c through structural model, hypothesis 1a, 1b and 1c stated that political skill is positively related to job satisfaction and job performance where as it is negatively related to turnover intentions. The SEM results depict that political skill is significantly positively related to job satisfaction, it is significantly positively related to job performance and negatively related to turnover intentions, overall the model showed good fit $\chi^2 = 917.49$, $df = 381$, $p < .001$; $\chi^2/df = 2.41$; CFI = .89; GFI=.85; NFI=.83; AGFI=.80 and RMSEA=.06. The structural model fit diagram for H1 a, b and c is shown in Figure 3.

The parameter estimate values consisting of standardized regression coefficients, and resultant p-values further confirm the acceptability of this hypothesized structural model. The standardized path coefficients revealed significant positive relationship between political skill and job satisfaction ($\beta = .13$, $p < .04$). Political skill is positively correlated with job satisfaction ($R^2 = .02$, $p < .04$) and explained 2% variance in job satisfaction.

The standardized path coefficients revealed positive relationships between political skill and job performance ($\beta = .36$, $p < .001$). Political skill is significantly correlated with job performance ($R^2 = .13$, $p < .001$) and explained 13% variance in job performance. The standardized path coefficients revealed negative relationship between political skill and turnover intentions ($\beta = -.20$, $p < .001$). Political skill is significantly negatively correlated with turnover intentions ($R^2 = .04$, $p < .001$) and explained 4% variance in job satisfaction. Thus I found full support for hypothesis 1a, 1b and 1c.

Figure 2: Confirmatory Factor Analysis Full Model

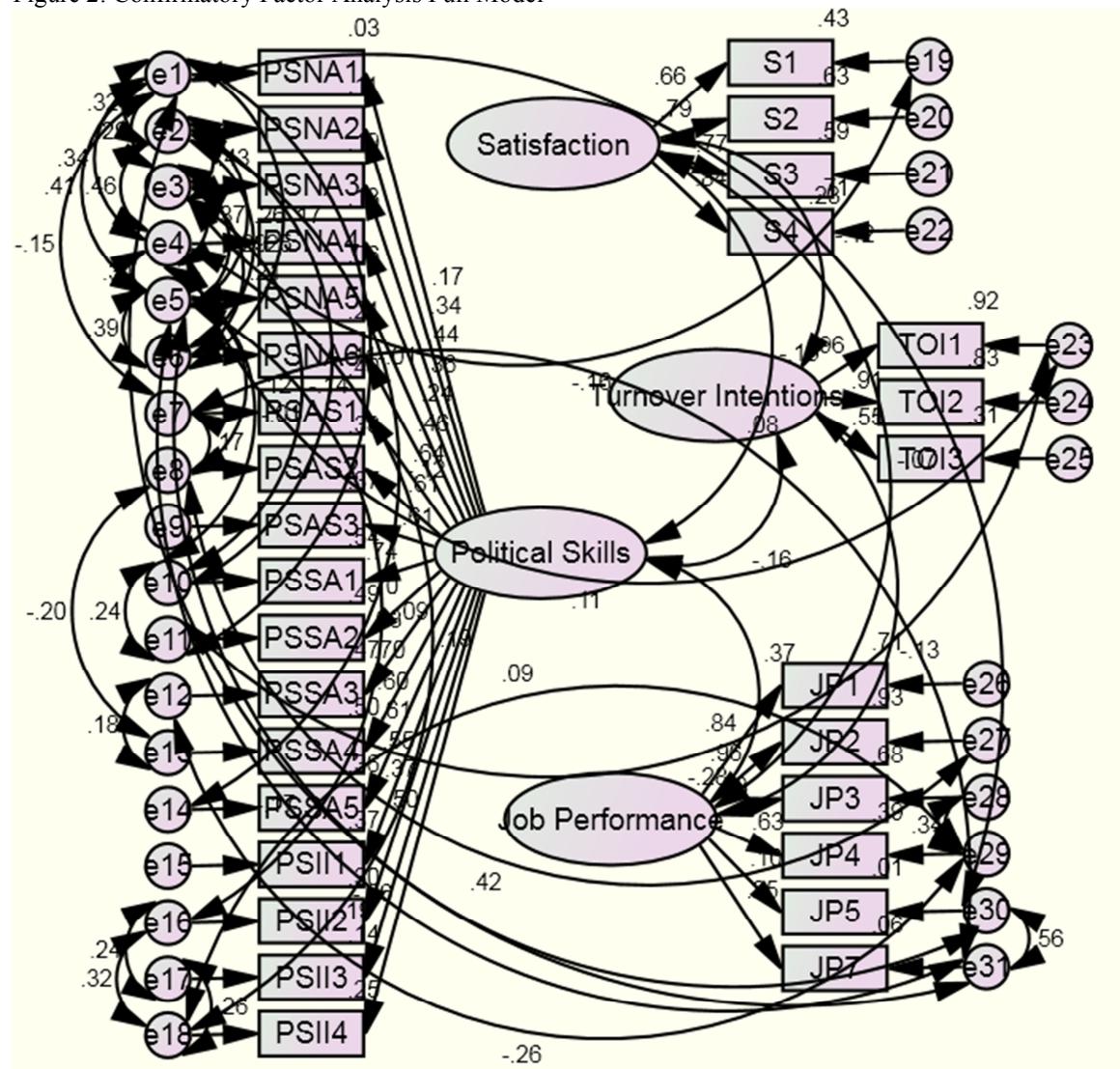


Figure 3: Full Structural Model of Political Skill and Job Outcomes (Job Satisfaction, Job Performance and Turnover Intentions)

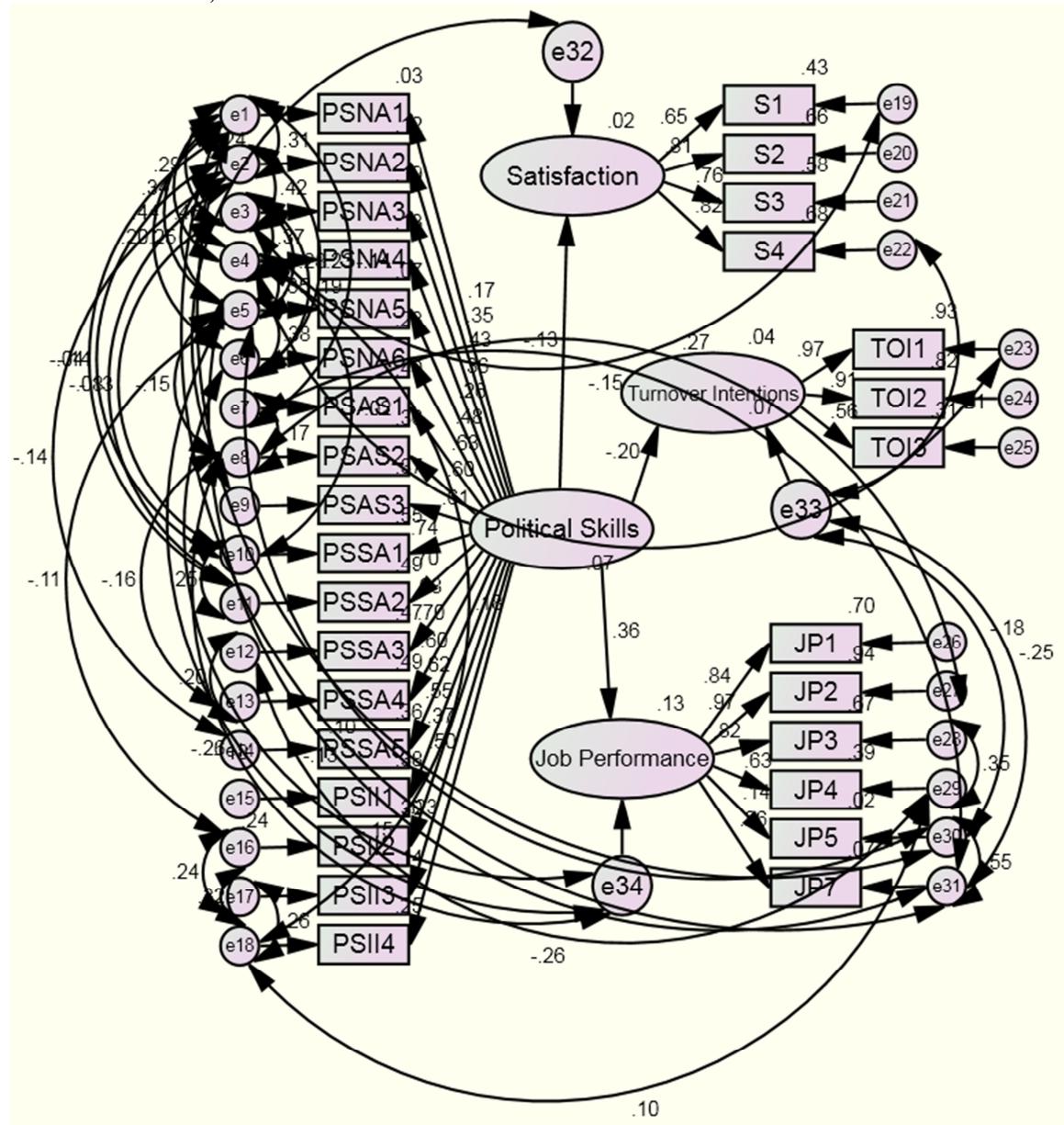
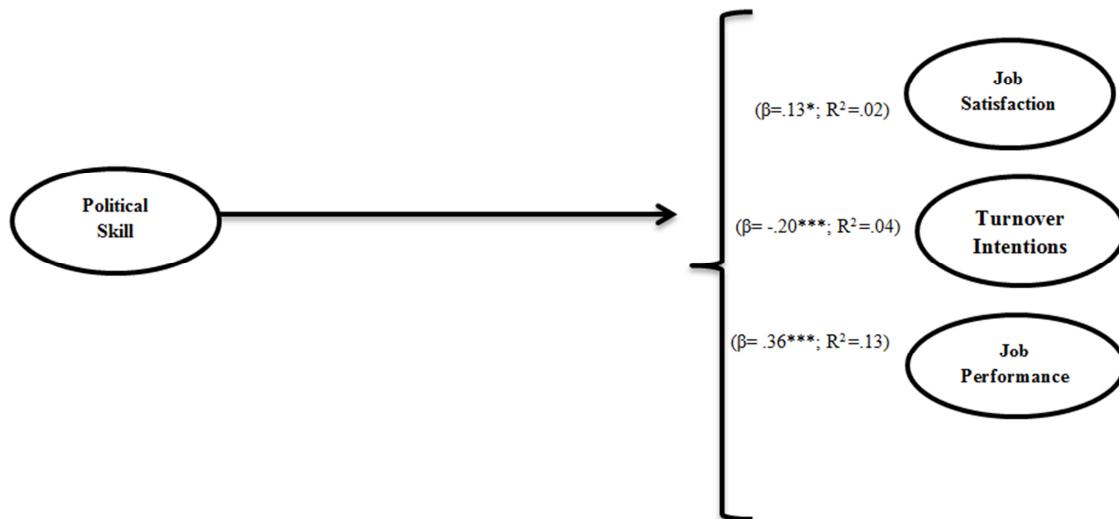


Figure 4: Full Structural Model of Political Skill and Job Outcomes (Job Satisfaction, Job Performance and Turnover Intentions)



N=350; Full Structural Model depicting Main effects. Standardized Regression values on paths and asterisks reflect significance values. Model Fit fit $\chi^2 = 917.49$; $df = 381$; $p < .001$; $\chi^2/df = 2.41$; $CFI = .89$; $GFI = .85$; $NFI = .83$; $AGFI = .80$ and $RMSEA = .06$.

5. Discussion

The current endeavor tested the association between political skill and outcomes including job satisfaction, turnover intentions and job performance. We hypothesized and test the argument that employees high in political skill are more apt to reflect high degree of job satisfaction and job performance and also will have reduced turnover intentions. Our results provide full support to existing literature on political skill and employee outcomes.

We incorporated two methodologies to test our hypothesis; that includes linear regression and SEM. Hypothesis 1a, 1b and 1c are simultaneously tested and the model fit statistics and standardized beta is reported to depict the significance of proposed model and relationships.

5.1 Study Strengths

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 offer unique insights on relationship of political skill by characterizing its trait characteristics which will result in increase in job satisfaction and job performance and decrease in turnover intentions.

The present research adopted two data analytical techniques i.e. linear regression and Structural Equation Modeling for examining proposed relationships. The results of CFAs, linear regression analysis and SEM provided full support for hypothesis 1a, 1b and 1c, thus adding to research in the domain of political skill.

5.2 Practical Implications

The political skill has become imperative for the employees to survive in political environments. The managers can thus use it to increase organizational effectiveness of their employees as politically skilled individuals can develop resources more effectively, as well as can adopt themselves to different situations. Past research clearly contended that political skill in employees could be enhanced through proper training and coaching of employees (Ferris, Anthony, Kolodinsky, Gilmore and Harvey, 2002; Ferris et al., 2008; Pfeffer, 2010). Thus managers should focus and develop different processes to increase political skill of their employees through interpersonal influence (Blass & Ferris, 2007).

5.3 Theoretical Implications

Munyon et al., (2014) found that political skill is more comprehensive social skill as compared to other social effectiveness constructs and is stronger predictor of performance in comparison to other factors. Also current study diverges from existing research of treating political skill as a mere buffer of stressful situations (Ferris et al., 2007; 2010; 2012) and treats it as a trait like construct which itself is sufficient to define and predict different

employee outcomes. This perspective adds to the theory of political skill and thus increasing richness of this construct.

5.4 Limitations and Future Research Directions

Current research also possesses few limitations. Firstly this study employed cross-sectional research designs to examine the proposed relationships. Moreover self-reported variables were incorporated. However since we tapped perceptions of political skills and work outcomes, therefore employees' response could accurately predict the proposed relations. In addition the confirmatory factor analysis results clearly depict the discriminant validity of our constructs thus highlighting that these variables were perceived as distinct factors by the respondents. Thus in our case self-reported bias is not an issue. Future researchers need to employ longitudinal research design and multi-source data to further validate our proposed model and research findings.

Finally, future researchers should replicate the proposed research model in newer and developing countries context to validate the above findings in similar contexts like Pakistan. In this current study we have tried to extend framework and research and treated political skill as an independent factor for predicting different outcomes whereas in most of the past research political skill has been treated as a buffer and neutralizer of the workplace stressors (Ferris et al., 2012, 2007; Perrew'e, Ferris, Frink, & Anthony, 2000).

Current study also provides the details how political skill operates to increase the positive organizational outcomes. Yet our study only incorporated three outcomes. Still a large part of the story in employee and organizational outcomes need further verification. For example, political skills should be explored with both positive and negative discretionary behaviors including organizational citizenship as well as counterproductive work behaviors (Munyon et al, 2014).

5.5 Conclusion

The regression analysis and structural path models provided full support for hypothesized model and relationships. Thus, overall the study provides unique insights into the dynamics of how political skill contributes beneficially for developing positive outcomes and reducing negative attitudes at workplace. It also adds greatly to the theoretical as well as empirical research on political skill by testing these relationships in Pakistani culture which is a new setting to test such relationships.

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