

IMPACT OF PERCEPTIONS OF ORGANIZATIONAL POLITICS AND  
ORGANIZATIONAL SUPPORT ON JOB PERFORMANCE THROUGH  
PSYCHOLOGICAL STATES: A MODERATED MEDIATED APPROACH

By  
Naveed Hasan



NATIONAL UNIVERSITY OF MODERN LANGUAGES, ISLAMABAD  
NOVEMBER, 2020

IMPACT OF PERCEPTIONS OF ORGANIZATIONAL POLITICS AND  
ORGANIZATIONAL SUPPORT ON JOB PERFORMANCE THROUGH  
PSYCHOLOGICAL STATES: A MODERATED MEDIATED APPROACH

By

Naveed Hasan

MS (Management), COMSATS Institute of Information Technology Islamabad, 2012

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF  
THE REQUIREMENT FOR THE DEGREE OF

DOCTOR OF PHILOSOPHY

**In Management Sciences**

TO

FACULTY OF MANAGEMENT SCIENCES



NATIONAL UNIVERSITY OF MODERN LANGUAGES, ISLAMABAD

November, 2020

© Naveed Hasan, 2020



**NATIONAL UNIVERSITY OF MODERN  
LANGUAGES**

**FACULTY OF  
MANAGEMENT SCIENCES**

## **DISSERTATION AND DEFENSE APPROVAL FORM**

The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Management Sciences for acceptance:

Thesis title: IMPACT OF PERCEPTIONS OF ORGANIZATIONAL POLITICS AND ORGANIZATIONAL SUPPORT ON JOB PERFORMANCE THROUGH PSYCHOLOGICAL STATES: A MODERATED MEDIATED APPROACH

Submitted by: Naveed Hasan

Name of Student

Registration # 468-PhD/MS/F13

Doctor of Philosophy

Degree Name

Management Sciences

Name of Discipline

Dr. Hina Rahman

Name of Research Supervisor

\_\_\_\_\_  
Signature of Research Supervisor

Dr. Faid Gul

Name of HOD (MS)

\_\_\_\_\_  
Signature of HOD (FMS)

Prof. Dr. Naveed Akhtar

Name of Dean (FMS)

\_\_\_\_\_  
Signature of Dean (FMS)

Maj. Gen. (R) Muhammad Jaffar HI(M)

Name of Rector

\_\_\_\_\_  
Signature of Rector

\_\_\_\_\_  
Date

## CANDIDATE DECLARATION FORM

I Naveed Hasan  
Son of Muhammad Hasan  
Registration # 468-PhD/MS/F13  
Discipline PhD Management Sciences

Candidate of PhD Management Sciences at the National University of Modern Languages do hereby declare that the thesis entitled Impact of Perceptions of Organizational Politics and Organizational Support on Job Performance through Psychological States: A Moderated Mediated Approach submitted by me in partial fulfillment of PhD degree, is my original work and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

I also understand that if evidence of plagiarism is found in my thesis/dissertation at any stage, even after the award of a degree, the work may be cancelled and the degree revoked.

---

Date

---

Signature of Candidate

---

Naveed Hasan  
Name of candidate

# Impact of Perceptions of Organizational Politics and Organizational Support on Job Performance: A Moderated Mediated Approach

## **ABSTRACT**

This research is an attempt to present integrated model for perceptions of employees generated in workplace and their effects on job performance. The present study tries to develop and empirically test the model of psychological states developed on the basis of theory of planned behavior. Theoretical framework explains how perceptions of politics and support develop job performance through different psychological states explained in theory. Study also discussed perceived supervisor support as moderator, which was expected to minimize the negative effects or perceived organizational politics and boost up positive effects of perceived organizational support. Model was empirically tested in public and private sector organizations of Pakistan. A sample of 525 respondents participated in this study. Respondents were employed in public and private sector organizations and were studying part time business education in recognized business education institutes. Partial least square structural equation modeling (PLS-SEM) was used to test the hypotheses developed on the basis of objectives of the study. For this purpose, SmartPLS 3.0 was used. Results of study showed significant mediation of psychological safety, felt obligation and organization-based self-esteem in relationship of perceptions of organizational politics and support with job performance. Moderation of perceived supervisor support was found only for perception of politics – psychological states relationship. Certain limitations and future directions of study, managerial implications and contributions of study are also discussed in order to get deep insight of unexplored areas that can be helpful for other researchers to investigate about.

*Keywords: Perception of organizational politics, perceptions of organizational support, perceived supervisor support, theory of planned behavior.*

# TABLE OF CONTENTS

DISSERTATION AND DEFENSE APPROVAL FORM .....	iii
CANDIDATE DECLARATION FORM .....	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	vi
LIST OF TABLES .....	xi
LIST OF FIGURES .....	xiii
LIST OF ABBRIVIATIONS.....	xiv
DEDICATION.....	xv
ACKNOWLEDGEMENTS.....	xvi
Chapter 1 - Introduction .....	1
1.1 Background of the Study.....	1
1.2 Trends in Public and Private Sector Organizations.....	4
1.3 Research Gap.....	6
1.4 Problem Statement .....	8
1.5 Research Questions .....	9
1.6 Objectives of the Study .....	10
1.7 Significance of the Study .....	11
1.8 Context and Scope of Empirical Study .....	12
1.9 Organization of the Thesis .....	13
Chapter 2 - Literature Review.....	15
2.1 Related Theories.....	15
2.1.1 Theory of Planned Behavior (TPB).....	15
2.1.2 Conservation of Resource Theory (COR) .....	17
2.1.3 Organizational Support Theory (OST).....	18
2.1.4 Social Exchange Theory.....	19
2.1.5 Leader Member Exchange (LMX) Theory.....	20
2.2 Perceptions of Organizational Politics (POP).....	21
2.3 Perceptions of Organizational Support (POS) .....	25
2.4 Job Performance.....	28
2.5 Psychological States.....	31

2.5.1 Psychological safety .....	31
2.5.2 Felt-obligation .....	36
2.5.3 Organization Based Self-Esteem .....	40
2.6 Perceived Supervisor Support (PSS).....	44
2.7 Perceptions of organizational politics and organizational support.....	46
2.8 Perceptions organizational politics and job performance .....	48
2.8.1 Mediation of Psychological safety in POP-Performance relationship .....	49
2.8.2 Mediation of Felt-obligation in POP-Performance relationship.....	49
2.8.3 Mediation of Organization-based Self-esteem in POP-Performance relationship .....	50
2.9 Perception of organizational support and job performance .....	50
2.9.1 Mediation of Psychological safety in POS-Performance relationship .....	51
2.9.2 Mediation of Felt-Obligation in POS-Performance relationship.....	52
2.9.3 Mediation of Organization Based Self-Esteem in POS-Performance relationship .....	53
2.10 POP and Psychological states .....	54
2.10.1 POP and Psychological Safety .....	54
2.10.2 POP and Felt Obligation.....	55
2.10.3 POP and OBSE.....	57
2.10.4 Moderation of Perceived Supervisor Support in POP-Psychological States Relationship.....	58
2.11 POS and Psychological States.....	58
2.11.1 POS and Psychological Safety .....	59
2.11.2 POS and Felt Obligation.....	60
2.11.3 POS and OBSE.....	62
2.11.4 Moderation of Perceived Supervisor Support in POS-Psychological States Relationship.....	62
2.12 Psychological States and Job Performance .....	63
2.12.1 Psychological Safety and Job Performance.....	63
2.12.2 Felt-obligation and Job Performance.....	64
2.12.3 Organization Based Self-esteem and Job Performance .....	64
Chapter 3 - Research Methodology .....	69
3.1 Research Paradigm – An overview .....	69

3.2 Research Design .....	70
3.3 Population.....	71
3.4 Unit of Analysis .....	72
3.5 Sampling and Procedure.....	73
3.5.1 Sample Size and Power analysis .....	73
3.5.2 Sampling Design.....	74
3.6 Measurement of Variables and Instrumentation .....	74
3.6.1 Perception of Organizational Politics .....	75
3.6.2 Perception of Organizational Support .....	76
3.6.3 Perceived Supervisor Support .....	76
3.6.4 Psychological Safety.....	76
3.6.5 Felt Obligation.....	77
3.6.6 Organization Based Self-esteem.....	77
3.6.7 Task Performance .....	77
3.6.8 Contextual Performance .....	78
3.7 Demographic Variables.....	78
3.7.1 Gender .....	78
3.7.2 Age.....	78
3.7.3 Sector/ Organization.....	79
3.7.4 Work experience.....	79
3.8 Quantitative data analysis strategy .....	79
3.9 Survey Pilot Testing.....	80
3.9.1 General Descriptive .....	81
3.9.2 Summary of pilot study results .....	82
3.10 Data Collection.....	88
3.11 Data Analysis Technique and Software Used .....	89
3.12 Ethical Considerations.....	89
3.13 Chapter Summary.....	90
Chapter 4 - Results.....	91
4.1 Initial Data Screening and Demographics.....	91
4.1.1 Analysis of Missing Data .....	91



4.1.2 Analysis of outliers .....	92
4.1.3 Normality of the Data .....	92
4.1.4 Multicollinearity of the Data .....	96
4.2 Sample Demographics.....	96
4.2.1 Gender .....	96
4.2.2 Age.....	97
4.2.3 Marital Status.....	98
4.2.4 Sector .....	98
4.2.5 Industrial Composition .....	99
4.2.6 Job Tenure .....	99
4.2.7 Job Position.....	100
4.3 Non-Response Bias .....	101
4.4 Common Method Bias Test.....	105
4.6 Evaluation of PLS-SEM Results.....	109
4.6.1 The Measurement Model.....	109
4.6.2 The Structural Model.....	122
4.7 Summary of Findings .....	151
4.8 Chapter Summary.....	153
Chapter 5 - Discussion, Recommendations and Conclusion .....	154
5.1 General Findings .....	154
5.2 Revised Model.....	161
5.3 Implications of the Study .....	162
5.3.1 Managerial Implications .....	162
5.3.2 Theoretical Implications .....	163
5.3.3 Methodological Implications .....	164
5.4 Conclusion and Recommendations .....	164
5.5 Limitations of the Study .....	166
5.6 Delimitations of the Study.....	166
5.6 Future Research Directions .....	166
5.7 Chapter Summary.....	167
1. Appendix A (Questionnaire) .....	212

2. Appendix B.....	217
3. Appendix C.....	218

## LIST OF TABLES

Table 1 <i>Definitions of Organizational Politics</i> .....	24
Table 2 <i>Definitions of Perception of Organizational Politics</i> .....	24
Table 3 <i>Definitions of Perceived Organizational Support</i> .....	28
Table 4 <i>Definitions of job performance</i> .....	30
Table 5 <i>Definitions of psychological safety</i> .....	35
Table 6 <i>Definitions of felt-obligation</i> .....	40
Table 7 <i>Definitions of organization-based self-esteem</i> .....	44
Table 8 <i>Definitions of perceived supervisor support</i> .....	46
Table 9 <i>Province wise number of selected institutes with sample size</i> .....	73
Table 10 <i>Constructs' Measures and Authors</i> .....	75
Table 11 <i>Respondents' demographic information – pilot study</i> .....	81
Table 12 <i>Descriptive statistics for Pilot Study</i> .....	83
Table 13 <i>Summary of reliability results of pilot test</i> .....	87
Table 14 <i>Data Collected for Final Study</i> .....	88
Table 15 <i>Normality test (Descriptive)</i> .....	93
Table 16 <i>Summary of Multicollinearity Results</i> .....	96
Table 17 <i>Summary of Respondents' Gender</i> .....	97
Table 18 <i>Summary of Respondents' Age</i> .....	97
Table 19 <i>Summary of Respondents' Marital Status</i> .....	98
Table 20 <i>Summary of Respondents' Job Sector</i> .....	98
Table 21 <i>Summary of Respondents' Industrial Composition</i> .....	99
Table 22 <i>Summary of Respondents' Job Experience</i> .....	100
Table 23 <i>Summary of Respondents' Job Position</i> .....	100
Table 24 <i>Group Descriptive Statistics for Early and Late Respondents</i> .....	102
Table 25 <i>Independent Samples Test</i> .....	103
Table 26 <i>Total Variance Explained</i> .....	106
Table 27 <i>Factor Loading for Perception of Organizational Politics</i> .....	111
Table 28 <i>Factor Loading for Perception of Organizational Support</i> .....	112
Table 29 <i>Factor Loading for Perceived Supervisor Support</i> .....	112
Table 30 <i>Factor Loading for Psychological Safety</i> .....	113

Table 31 <i>Factor Loading for Felt-Obligation</i> .....	113
Table 32 <i>Factor Loading for Organization-Based Self-Esteem</i> .....	114
Table 33 <i>Factor Loading for Task Performance</i> .....	114
Table 34 <i>Factor Loading for Contextual Performance</i> .....	115
Table 35 <i>Summary of Composite Reliability and Chronbach's Alpha Vales</i> .....	116
Table 36 <i>Summary of Convergent Validity Results</i> .....	118
Table 37 <i>Inter-correlation of the Variables and Discriminant Validity</i> .....	119
Table 38 <i>Results of Hypothesis Testing (Direct Relationships)</i> .....	125
Table 39 <i>Results of Mediation Test</i> .....	132
Table 40 <i>Results of Moderation Test</i> .....	139
Table 41 <i>Path Model / Direct Effects (Moderated Mediation)</i> .....	144
Table 42 <i>Specific Indirect Effects (Moderated Mediation)</i> .....	145
Table 43 <i>Effect Size (f<sup>2</sup>)</i> .....	149
Table 44 <i>Recapitulation of the study findings</i> .....	151
Table 45 <i>List of Sampling Universities</i> .....	217
Table 46 <i>Recapitulation of the Study Findings</i> .....	218

## LIST OF FIGURES

<i>Figure 1.</i> Theory of planned behavior .....	16
<i>Figure 2.</i> Theoretical Framework .....	66
<i>Figure 3.</i> Theoretical Framework with Hypothesis Identification .....	67
<i>Figure 4.</i> Measurement Model .....	121
<i>Figure 5.</i> PLS Algorithm Direct Relationships .....	123
<i>Figure 6.</i> PLS-SEM Bootstrapping Direct Relationship .....	124
<i>Figure 7.</i> PLS Algorithm Mediation Coefficients (Indirect Relationships) .....	130
<i>Figure 8.</i> PLS-SEM Bootstrapping Mediation (Indirect Relationships) .....	131
<i>Figure 9.</i> PLS Algorithm Moderation (Path Coefficients) .....	135
<i>Figure 10.</i> PLS-SEM Bootstrapping (Moderation) .....	136
<i>Figure 11.</i> Interaction Effect of Moderation for Psychological Safety .....	137
<i>Figure 12.</i> Interaction Effect of Moderation for Felt-Obligation .....	137
<i>Figure 13.</i> Interaction Effect of Moderation for Organization Based Self-Esteem.....	138
<i>Figure 14.</i> PLS-SEM Algorithm (complete model) .....	142
<i>Figure 15.</i> PLS-SEM Bootstrapping (Moderation) .....	143
<i>Figure 16.</i> Revised Research Model.....	161

## **LIST OF ABBRIVIATIONS**

ADB	:	Asian Development Bank
EIQ	:	Entrepreneurial Intention Questionnaire
LMX	:	Leader Member Exchange
OB	:	Organizational Behavior
OBSE	:	Organization-Based Self Esteem
OST	:	Organizational Support Theory
POP	:	Perceptions of Organizational Politics
POS	:	Perceptions of Organizational Support
PSDP	:	Public Sector Development Program
PSS	:	Perceived Supervisor Support
SET	:	Social Exchange Theory
TPB	:	Theory of Planned Behavior

## **DEDICATION**

I dedicate this work to my father Muhammad Hasan and my mother Safia Begum, whose unwavering support, love and prayers enabled me to complete this dissertation.

May Almighty bless and protect them.

## **ACKNOWLEDGEMENTS**

Primary and foremost, all praises to Allah Almighty, the Benevolent and Merciful, the creator of the universe, Who provided me strength and courage to complete this dissertation. I invoke peace for Hazrat Muhammad (Peace Be Upon Him), the last prophet of Allah, who is always a torch of guidance for mankind.

I would offer my profound gratitude to my supervisor Dr. Hina Rehman for encouraging discussions and valuable guidance, which enabled me to complete the degree. She has provided intellectual stimulation as mentor, help and support as elder sister during doctoral studies. Without her support this journey would not have been possible.

Special thanks are due to all my teachers, especially to Prof. Dr. Naveed Akhtar Baloch (Dean, FMS, NUML, Islamabad) for his encouragement and providing facilities to complete this work. I present special gratitude to Prof. Dr. Ghulam Ali Bhatti (Director, Noon Business School, UOS, Sargodha) for providing support during thesis writing.

I cannot finish without expressing my feelings for my friends Shahzad Hasan, Dr. Ahmad Ali, Dr. Mohsin Altaf, Dr. Jam-e-Kausar Ali Ashghar, Dr. Zeeshan Zafar, Dr. Haroon Hussain and Dr. Rizwan Qaiser Danish, who helped me a lot in completing my dissertation.

Finally yet importantly, I would not where I stand today without continuous support and encouragement of my family. I am grateful to my parents, my beloved wife Laraib Tahir, my son Muhammad Zayyan Hassan and my daughter Amal Naveed Hassan for bearing lack of attention during the time I was writing my dissertation. I am thankful to my brothers and sisters for their support in completing this work.

NAVEED HASAN



# **Chapter 1 - Introduction**

This chapter presents the context of problem and based on that context specific definition of problem is defined. Based on the research questions as well as the research objectives of the present study, this chapter presents the vital importance of current study. In addition, the present chapter recognizes the gaps and the contribution of the research study to fill those research gaps. At the end, this chapter discusses the arrangement of document.

## **1.1 Background of the Study**

The main philosophy of the organizations is based on exchange. Organizations reward their employees in exchange of what they put in their organization (Cropanzano, Howes, Grandey, & Toth, 1997). This exchange creates competition to get maximum financial and non-financial reward among employees. In response to this competition either the development of self-serving behavior (Chang, Rosen, & Levy, 2009) or supportive and cooperative environment generates (Kurtessis, Eisenberger, Ford, Buffardi, & Stewart, 2017). Where there exists the spirit of justice and meritocracy within the organization, meanwhile the negative practices (kakistocracy) also prevails.

Self-serving behavior (actions done for personal interests) brings some negative changes in organizational environment. When rewards are distributed on power and self-serving basis, organization becomes political. In such case, uncertainty raises and creates stress and frustration. Employees feel lack of confidence while putting efforts and most probably reduced positive outcomes. Perceptions of these political practices have detrimental effect on employee performance, organization citizenship behavior and creativity (Naseer, Raja, Syed, Donia, & Darr, 2016).

Literature of organizational politics follows three main streams. First stream examines the organizational politics' perception, its antecedents along with certain consequences of these perceptions at macro level. Second stream is concerned with actual political behavior, for individuals (Ferris, Adams, Kolodinsky, Hochwarter, & Ammeter, 2002). Third is about the use of influence tactics (Bodla, Afza, & Danish, 2015). People respond to their perceptions no matter what the reality is. Therefore, study perceptions of politics is more important than studying politics itself (Ferris, Fedor, & King, 1994; Weick, 1979).

Cropanzano and Mitchell (2005) reviewed previous work on organizational politics in context of social exchange and determined that existing literature reported the job-related satisfaction, commitment of the organization, as well as intentions of turnover as the work outcomes more frequently. In contrast, a little number of past researchers studied ones were variants of performance of job, job involvement along with organizational citizenship behavior (OCB). However, overall performance, more specifically contextual performance related outcomes are rarely studied.

Although all organizations are small political entities however, some organizations also are cooperative and provide supportive environment to workers. This is the main characteristics of these organizations that employees are motivated to help each other to achieve organizational goals by putting more efforts. People with such perceptions about organization shows positive outcomes like positive orientation toward organization, employee performance and well-being (Kurtessis et al., 2017).

Supportive organizations are those who recognize the effort and value contribution of their employees and reward and praise them accordingly (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Through such perception of organizational support employee feel obliged to return to organization by reciprocity norms and this increases trust and interpersonal relationships. Under these arguments, reviewing insights of organizational politics along with insights of organizational support covers overall insights of employees about structural marketplace.

Rhoades and Eisenberger (2002) reviewed previous literature on perceived organizational support on the basis of organizational support theory. They determined justice, supervisor support and fairness in distribution of rewards as major antecedents of perceived organizational support. Job satisfaction, affective commitment and job performance were identified as major outcomes of perceived organizational support.

In fact, the possibility that workplace politics and organizational support affect employees was originally mentioned by Ferris, Fedor, Chachere, and Pondy (1989), and Eisenberger et al. (1986) respectively. These psychological factors have potential positive and negative effects on individual behavior at workplace in addition to the family's life or other social associates. These responses reaches outside the work environment in addition it may result in increased anxiety and stress (Kacmar, Bozeman, Carlson, & Anthony, 1999; Valle & Perrewe, 2000) or strengthen exchange ideology and reduced strain (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

Theory of planned behavior (Ajzen, 1991) provides basis to understand how these psychological states develop and have effect on work outcomes. Thus, current study incorporated three psychological factors; like the factor of psychological safety, the factor of felt obligation in addition to the factor of organization-based self-esteem along with the overall job performance as employee behavior. Current study derived support from theory of planned behavior (Ajzen, 1991) to explain how above mentioned psychological factors contribute in predicting overall job performance of employees. Relationships are drawn on the basis to hypothesize that the overall performance is enlightened mutually by these psychological aspects (like; the factor of psychological safety, the factor of felt obligation for constructive change, and the factor of organization based self-esteem) due to their particular influences on the employees' positive attitudinal assessment of performing a behavior. Liang, Farh, and Farh (2012) studied different psychological states and argued that psychological states developed on the basis of theory of planned behavior have an effect on job outcomes.

Political and supportive behaviors prevail in all organizations in Pakistan but intensity depends on work settings. In Pakistani setting, necessity for such a study is more vigorous because this part remained abandoned due to certain social blockades and limitations in the collection of data (Bodla et al., 2015). Explicit purpose of the study is to identify about the psychological processes that develop because of the insights of organizational and political support that might affect the employees' job performance. The scholar is interested in investigating about how the employees act and feel while performing their work-related tasks with perceptions of politics and with organizational support and how these things are related to their individual job's performance. A study states that when the politics' perceptions are high in work related activities, the individual workers consider it as injustice and inequity on the basis of which they conclude that they are not being treated equitably (Ferris & Kacmar, 1992; Kacmar & Ferris, 1991). Another study found that when the organizational support's perceptions are high, the employees think that organization is based on justice and they are treated fairly (Rhoades & Eisenberger, 2002). Performance of employees in organization is based on their perceptions. A study found that the performance of a job is well-thought-out as the utmost significant employee product subsequently it subsidizes to the goals of the organization (Bakker, Demerouti, & Verbeke, 2004; Platis, Reklitis, & Zimeras, 2015; Rotundo & Rotman, 2002; Zhang, LePine, Buckman, & Wei, 2014). Another research study concludes that the performance of the job is a foremost contributor of the worth of the employee

in an organization (Arvey & Murphy, 1998). This study incorporates multidimensional work performance that is based on different work behaviors of employees.

An empirical research study found that the task performance is the utmost well thought out and considered work-related standard among scholars as well as experts (Devonish & Greenidge, 2010). In addition, another study concludes that it is the utmost imperative dependent variable in the psychology of organization and industry (Kahya, 2007). Keeping in view the above scenario, a lot of past studies described that the idea was vastly appreciated since it was the great contribution of an employee of an organization towards accomplishing its planned and long term goals (Arvey & Murphy, 1998; Schat & Frone, 2011; Zhang et al., 2014). The past researchers like Taris and Schaufeli (2015) argued that the performance of an employee is a concept having multidimensional aspects and it is having vital importance to discover about how sound an employee's performs is at his/her job related activities? Which cannot be determined purely on the basis of tasks and which is primarily associated with carrying out the tasks of one's core job. Consequently, the present empirical research study considers the task as well as the contextual performance. Furthermore, the wider performance's conceptualization will help to comprehend the inferences of those actions that subsidize to the social as well as the psychological atmosphere at work (Rotundo & Rotman, 2002). A past empirical research study described that the contextual performance incorporates those activities or behaviors that can help to achieve the organizational goals, despite the fact that these are not being part of the given job's description (Taris & Schaufeli, 2015). This comprises of the helping behaviors of workers at work's site which is going to an additional mile to accomplish their goals and which is being respectful and dutiful to each other at work site, etc. (Motowildo, Borman, & Schmit, 1997). This two-dimensional performance of the job will help to provide complete view of the products of the employees within an organization and work-related settings.

## **1.2 Trends in Public and Private Sector Organizations**

Organizations all around the globe are either in public sector or in private sector. Public sector organizations are government owned and are administered by government for the welfare of public. Private sector organizations are owned and are administered by private individuals. Purpose of private sector organization may base on self-interest of owners.

Public sector organizations are entrusted with task of providing services and goods that are important for people and organizations to achieve their goals and objectives at every level (Bhuiyan & Amagoh, 2011). The dominant function of public sector organizations is to serve, facilitate and improve infrastructure development, develop and improve policies and framework for people, organizations for economic and social development (PSDP-2011). Public sector organizations also play a role to develop growth strategies for global competition in order to boost up employee performance and resource utilization in all areas (ADB-2008, PSDP-2011). Unfortunately, public sector organizations especially in developing countries have found themselves in financial disorder and hence fail to provide an environment where employees put their best for organizational goals (Abbasi, 2011; Monfardini, 2010).

Private sector organizations work for self-interest of owners with prime objective of maximizing profits. Due to involvement of interests and director administration of investors, private organizations are performing much better than public sector organizations (Vigoda & Kapun, 2005).

However, it remains contradictory among scholars about similarities and differences among public and private sector values. Van-der, Graaf, and Lasthuizen (2008) identified similar values among public and private sector organizations. Common values between private and public sector were accountability, expertise, reliability and effectiveness in their research. Khan and Khandaker (2016) also found similarities between public and private sector organizations. They argued that bureaucracy is dominant feature of public sector, but such model is adopted by many big private organizations. On the other hand policies and structural components of private sector are adopted by public sector make many things common in both sectors.

A study conducted by Murray (1975) identified the differences between public and private sector administrations. Their study found that profit and service goals of private and public sector organizations differ regarding their impression on the lives of citizens. An empirical research study was conducted by Bodla and Danish (2009) have also found a substantial difference between the public and the private sector organizations in Pakistan. They found politics' perception and job attitudes a dominant factor of difference in public sector organization. Employees in the public segment organizations found to be higher in perceptions about politics at their workplace and reported lesser levels of the job's satisfaction, the organizational commitment and the higher level

of turnover intention, workplace stress then did private segment employees (Bodla & Danish, 2008b).

Current study considers both public and private sector organizations for collection and analysis of data. Political and supportive perceptions prevails in all organizations no matter that is public or private sector organization.

### **1.3 Research Gap**

Perception building is prevalent in every domain of life and consequently is in the organizations. Employees establish and infer their sensual impressions with the aim of giving meaning to organizational setting. It interferes in routine work and responsibilities of employee so it becomes imperative to understand how it works to create behavior of employees. Gaps for current study are extracted from review of recent literature in both areas; perception of organizational politics (Ferris, Ellen III, McAllister, & Maher, 2019; Hochwarter et al., 2020) and perception of organizational support (Kurtessis et al., 2017). Following are research gaps identified by current study and make an effort to fill these.

#### ***Research Gap 1***

Despite the fact that researches has been conducted on finding relationships of perception of politics and support with employees' performance separately, very few researches worked on context of perceptions of organizational politics and organizational support and ultimate determinants of these perceptions. Perceptions of organizational politics and organizational support are more valid with applications in current time's organizations. Studying these perceptions with a view to increase overall job performance is also important (Waseem et al., 2015). This study aims to predict individual performance is based on this context considering organizational politics and organizational support as distinct concepts, which can be present in the same time.

#### ***Research Gap 2***

Relationship of perceptions of politics and support in the organization with the performance of the job is discussed by few studies in different dimensions like stress, motivation etc. Previous researchers used direct method to identify the properties of perception of politics in organization on the performance of employees (Bodla et al., 2015; Bodla & Danish, 2008a, 2008b; Bodla & Danish, 2009). If these are stress (Abbas, Raja, Darr, & Bouckennooghe, 2014) or

motivation (Rhoades & Eisenberger, 2002) related behaviors, then these must be developed based on certain psychological processes. This study aimed to identify those psychological states developed in result of different perceptions in organizations. Behavior of individual is determined by the psychological states in a valid way and previous researches ignored this psychological phenomenon. Very few studies focused on individual psychological context with employees' behavior or performance but current study aimed to identify a holistic view of psychological states those may develop based on these perceptions (Liang et al., 2012).

### ***Research Gap 3***

Political or supportive perceptions in organization may have lower or greater effect on any psychological state, which ultimately will affect job performance differently. For example, greater psychological safety may affect task performance but greater felt-obligation may lead to greater contextual performance. Politics being compulsory part of every organization is inevitable. Organizational policies and practices can reduce perceptions of organizational politics but presence of political activities increases its probability. Questions like “How negative effects of organizational politics can be decreased?”, “Is there any solution for organizational politics and its effects?” are hard to answer.

Some recent studies reported negative effects of organizational politics (Ferris et al., 2002; Waseem et al., 2015). Perception of politics is considered as negative and it is beyond the control of employees. Organizations have different shelters to accommodate employees like supervisors and other resources. Supervisors act as a defensive shield for employees (Yoon & Thye, 2000).

Concerning supervisor's support, the foremost responsibilities of the supervisors are to direction and evaluation of the performance of subordinates, consequently their behavior on the way to employees is supposed to a sign of organization's support as concluded by (Rhoades & Eisenberger, 2002). Supervisor's supportive attitude can change perception of employee from negative notion to positive. When employees feel that resources are not equally distributed and organization is not good to them, but supervisors are with them and they have authority and they can use power and resources in positive way, it can change psychological safety perceptions. Therefore, supportive supervisors can change their feeling of psychological safety and they start contributing to the organization.

It is also important in organizations where employees have feeling that their reservations are not going to listen due to political environment but supervisors have access on higher levels

than employees themselves do. If supervisor is supportive then employees feel confident that what kind of reservations, they want to be listened at higher levels discussed by their supervisor. Supportive supervisors may induct a feeling in employees to consider themselves important for organizations. State of employee's organization based self-esteem is expected to have significant positive effect on both task and contextual performance of employees.

#### ***Research Gap 4***

It is important to note that most of the studies in this domain are carried out in North America and Europe. No significant research was found in south Asian region addressed this area except a few, which discussed relationship of perceptions of employees with certain job outcomes (e.g, Abbas et al., 2014; Danish, Ramzan, & Ahmad, 2013; Naseer et al., 2016). These studies found that perceptions of politics has negative on major job attitudes and these exert high level of stress in employees. Tsui, Nifadkar, and Ou (2007) suggested that unless we test the theories, that are developed in United States, in non-western settings, researchers and practitioners would have little confidence about generalizability of those theories. Current study addresses this gap, as it provided an opportunity to test the applicability of concepts developed largely in western cultures.

### **1.4 Problem Statement**

Organizational environment may be either political or supportive or combination of both. Political environment is perceived to be victimizing employees as one individual or group through some kind of self-serving behavior. Both private and public sector organizations are facing problems of performance reduction due to this fact. These facts when perceived by employees result in unproductive psychological and behavioral states. Overall performance of employees is affected by these perceptions. Supportive environment is inverse of political and is supposed to have positive effects on performance. The understanding of process or mechanism through which perceptions of politics or support effect organizational environment is necessary to identify. Through integrated model of perceptions of politics and support in Pakistani public and private sector organizations, the psychological processes through which political and supportive perceptions transforms into performance behaviors need to be addressed. Politics is a fact that cannot be eliminated or neglected so, it is important for researchers to find solutions to reduce negative effects of politics and to enhance positive effects of organizational support. Managers and leaders can play a significant role in this regard by understanding perception of organizational



politics and organizational support and their effects on employees' outcomes. Hence, problem statement for current study is defined as;

“Public and private organizations are considered as social group. Both interpersonal politics and support have been reported as pervasive in social groups. Although extant research have enhanced our understanding on how politics and support affect employees performance. However, relatively less research has investigated the co-existence of politics and support phenomena in organizational settings. Moreover, we still have limited knowledge of the processes or mechanisms through which perceptions of politics and support affect employees' performances”.

## **1.5 Research Questions**

Based on the research objectives and gaps identified in literature, this study addresses the following research questions:

1. Does perception of organizational politics possess a relationship with job performance?
2. Does perception of organizational support possess a relationship with job performance?
3. Does perception of organizational politics affect psychological states of employees?
4. Does perception of organizational support affect psychological states of employees?
5. Do Psychological states affect employees' job performance?
6. Does perception of supervisor support moderate the relationship between perception of organizational politics and psychological states?
7. Does perception of supervisor support moderate the relationship between perception of organizational support and psychological states?
8. Do psychological states mediate the relationship between perception of organizational politics and job performance?
9. Do psychological states mediate the relationship between perception of organizational support and job performance?

## **1.6 Objectives of the Study**

Current research aims to provide scholars as well as practitioners with the better understanding for the connection of political perceptions and perception of support with the performance of job in context of Pakistani organizations. This study also suggests underlying mechanisms linking these perceptions with job performance. Indeed, the current study discovers the influence of two scopes of perceptions i.e. perception of organizational politics and support on job performance. Hogan' and Shelton (1998) argued that the performance of employees mostly cruxes upon social connections in the most of the present-day jobs. For the purpose of horizontal navigating, people need to conform and collaborate with one another in an affable way (Hogan & Holland, 2003). On the basis of these reasoning, the researcher reviewing the factors connected with the job performance in a practical and a valuable way. The basic objective of the study is to identify how perceptions of organizational politics and support transform in to performance through psychological states. Following are the specific objectives of the current study:

1. To analyze the effect of perception of organizational politics and organizational support on employees' job performance
2. To analyze the mediating roles of psychological safety, felt-obligation and OBSE between the relationship of POP and Job performance
3. To analyze the mediating roles of psychological safety, felt-obligation and OBSE between the relationship of POS and Job performance
4. To analyze the role of perceived supervisor support in relationship of Perceived organizational support and psychological states
5. To analyze the role of perceived supervisor support in relationship of perceived organizational politics and psychological states

## **1.7 Significance of the Study**

Current study is significant in both in theoretical and practical perspectives. This study presents a holistic view of how employees decide to contribute to organizations and on what basis. Extending the views of previous studies, current study considers complete perceptual climate in organization (i.e. perceptions of organizational politics and organizational support). Perception of employees has an influence on the outcomes of the work since perceptions effect on major process of organization like rewards, decision-making etc.

Study also elaborates the psychological mechanisms developed on the basis of employees perceptions. We believe that perceptions develop some psychological states based on which employees decide how much they have to put towards organizational goals. An increasing body of the existing literature has acknowledged the political and supportive perceptions in organization as a substantial source of the employees' discontent and content respectively. Important is to find the link of these perceptions with outcome of employees. It is also interesting to study how psychological mechanisms (psychological safety, felt obligation and organization-based self-esteem) intervene in perceptions-outcome relationship.

Moreover, this study tries to identify moderating effect of perceived supervisor support, which itself is contribution as it is expected to minimize negative effect of political perception. Supervisors are influential employees and have access to various resources and top level. Even with political perceptions, if employees feel that their supervisor support is with them, is expected to shrink negative effects.

The results and findings of the study will enlighten the managers about how to guide their employees in developing intentional behavior of performance through psychological processes. This study guides about what types of psychological state are developed by which perception of employee. Understanding this phenomenon would help managers understand how psychological states can be controlled in order to get job performance.

## **1.8 Context and Scope of Empirical Study**

Altogether, the literature relating to the relationship of perceptions of politics and support with job performance lead to believe that perceptions are major concern in organizations. In general, organizations consist of diversified group of activities, which are unlike in terms of nature of their business as well as in terms of their size. Sole finding of an industry cannot be generalized onto other industry, as these are different in terms of organizational along with national culture, environment of the work, structure of the work along with policies and practices.

Utmost of the research related to the political and supportive perceptions has been carried-out in western areas where the dimensions of a work environment moderately different from that of the south Asian region. Consequently, the discoveries of the past research studies conducted in the context of western region cannot be generalized to the context of eastern region. Perceptions of organizational politics and organizational support may have different implications for individuals working in public and private sector organizations of Pakistan.

Based on the arguments, current study focuses on experienced employees of public and private sector organizations, studying in part time business education program (i.e. MBA-Executive etc.) with an understanding to examine the influence of the political and supportive perceptions on job performance. In addition, the study focuses on the intervening role of psychological states and moderating role of perceived supervisor support in relationship between perceptual climate (perceptions of organizational politics and support) and job performance. Study was conducted in Pakistan using survey research. Particularly, a questionnaire was administered to the employees studying in part time business education classes in Pakistani universities. Results of the study can be generalized to both public and private sector organizations of Pakistan. Employees having some job experience and understanding of basic concepts of organizational politics and support have contributed in the study.

## 1.9 Organization of the Thesis

As explained earlier, aims of current study are;

- 1) To investigate combine effect of the organizational politics' perception along with the support on job performance
- 2) To examine intervening role of psychological states in relationship of the organizational politics' perceptions along with the organizational support with performance of job

To attain these aims, this thesis consists of five chapters, reference section and appendices.

Organization of chapters is as follows;

“Chapter one” discusses background of the study based on introducing and highlighting importance of perceptions of employees at workplace and their possible outcomes in a broader perspective, followed by the overview of economic significance of industry and need for study according to current trends in Pakistan. The chapter then presents research problem containing the objectives of the research, the questions of the research and research significance that ends with the structure of thesis.

“Chapter two” is literature review of the organizational politics perception, the organizational support perception, the perceived supervisor support, three psychological states and job performance. Thereafter, taking into account evidences provided by prior studies, theoretical framework is developed by discussing inter-connection between the organizational politics perception and the support with psychological states of employees and job performance. Research model and hypotheses are also discussed.

“Chapter three” explains research methodology, which discussed population and sample, and measures of independent, mediating, moderating and dependent variables. Furthermore, the chapter designates the operationalization of the relevant factors and scaling of instruments, the design of the research, the population of research, the sample size, the sampling method, as well as the approaches for data collection. This chapter confers the techniques of data analysis as well as the statistical package utilized in the study.

“The chapter four” designates the statistical analysis of the collected data to test the proposed hypotheses. It includes the careful inspection, screening as well as the preparation of the collected data. Then, the measurement of the model as well as the application of the structural model, which were evaluated with the help of the “PLS-SEM” using the “Smart-PLS 3.0” software

suite, were evaluated and testified. Subsequently, outcomes of the hypotheses constructed on the assessment of the structural model are conveyed.

“The chapter five” confers the major findings of the research on the basis of the objectives of the research and required hypotheses. Additionally, the chapter delivers the theoretical along with practical contributions of the study and research implications for the findings of the study. The chapter designates the research boundaries and suggests future research direction. Finally, the chapter grants the conclusion of the current empirical research study based on the findings. At the end, detailed references are included. Furthermore, appendix for questionnaire of study and sample details is also included.

## **Chapter 2 - Literature Review**

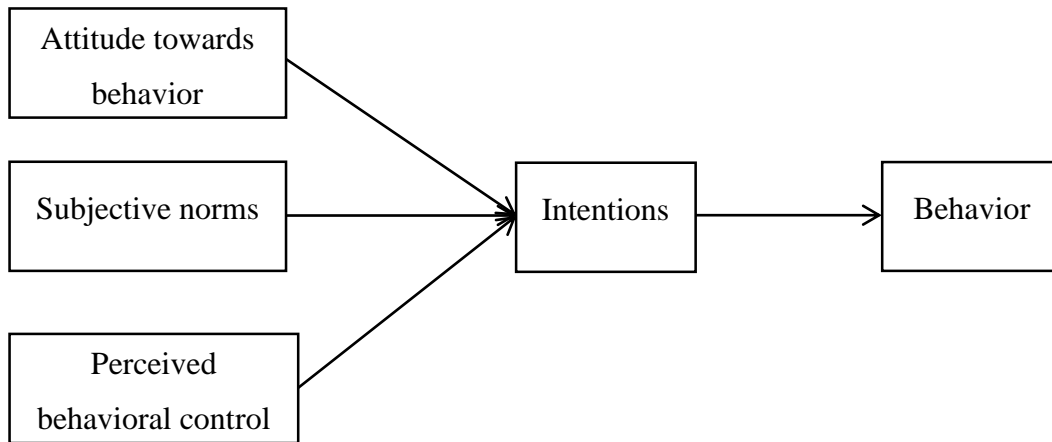
“Chapter one” discussed the overall context of the study. Current chapter solely devoted on detailed review of literature on relevant variable. It relates previous studies on political and supportive perceptions in organization, psychological state and job performance. Theoretical framework is also introduced based on the theories that supported the combination of variables. Relationships of variables are also discussed and hypotheses, to be tested, are developed on the basis of those relationships.

### **2.1 Related Theories**

In the beginning, theories are introduced, which serves as basis for the development of theoretical framework. Focus of the study is to contribute in knowledge by empirically testing the theories. A brief introduction of the theories is as:

#### **2.1.1 Theory of Planned Behavior (TPB)**

Theory of planned behavior emanates from “theory of reasoned actions”, the central tenet of which is that intentions are supposed to capture the factors of motivation that influence behavior. The supposition that the actual behavior depends on intention and ability to perform is extension of theory of reasoned action. Ajzen (1985, 1981) analyzed the human actions and proposed a model which predicts that the action of a particular behavior is jointly determined by the intention and perceived behavioral control, whereas intentions arrests the motivational factors that influence a behavior and control influence the ability to perform. The following model highlights the three variables suggested by their theory, explains an intention to perform a behavior.



*Figure 1.* Theory of planned behavior

Theory of planned behavior says that the best predictor for behavior is intention. According to this theory there are three determining factor; (a) personal attitude towards the behavior, (b) perceived social norms, and (c) perceived behavioral control. Ajzen (1991) describes the behavior is the degree of positive or negative personal valuation of an individual about the behavior under observation. Personal attitude depends on learned perceptions after performing the target behavior (Krueger Jr, Reilly, & Carsrud, 2000).

Perceived social norms are basically “the perceived social pressure to perform or not to perform the targeted behavior (Ajzen, 1991)”. Specifically, it can be said that “reference people” would support the behavior or not (Ajzen, 2002). Krueger (2007) also infers the similar about perceived social norms as a “function of perceived normative beliefs of ‘significant others’ (e.g., family, friends, coworkers etc.) weighted by the individual’s motive to comply with each normative belief” and argues that social norms may also reveal the influence of culture (Krueger Jr et al., 2000).

“Perceived behavioral control” is similar to “perceived self-efficacy (Ajzen, 1991; Bandura & Wessels, 1997), as it refers to “the perception of ease or difficulty in performing the intended behavior. That’s why this concept is similar to perceived self-efficacy (Ajzen, 1991; Bandura & Wessels, 1997)”. According to Bandura (1989), “self-efficacy is a perceived ability of individuals to implement the targeted behavior and perception of personal capability to do their tasks”. Self-efficacy determines the level of motivation and effort of a person that will be exerted to perform



in any situation; it means if employees' self-efficacy were stronger, their efforts would be more persistent and greater.

Numerous empirical researches have been conducted to check the applicability of theory of planned behavior to forecast the intentions of individuals in different circumstances, results of which are summarized by Ajzen in his research article "The theory of planned behavior" (1991). These results revealed that three antecedents could explain a large amount of variance in intentions, while they found mixed results regarding social norms (Ajzen, 1991). Over 50 % of variance in intentions is explained by attitudes whereas almost 30 % of variance in behavior is explained by intentions (Ajzen, 1985). Empirical validity of theory of planned behavior has also been tested by Liñán and Chen (2009) to anticipate the entrepreneurial intention in two countries: Taiwan and Spain. Additionally, Entrepreneurial intention Questionnaire (EIQ) a measurement instrument, were also developed and validated by them. In their study, they have used a sample of 533 students of economics and business studying in their final year using factor analytic techniques and structural equation modeling. Strong support for this model is found in aggregate overall sample especially in context of these two sampled countries. They asserted that except the relation between intention and perceived norms all the relations are significantly supported. They also figured out that there is no direct impact of the perceived social norms on intention, instead its impact is exerted through its influence on attitudes (Liñán & Chen, 2009).

In current study, considering performance as planned behavior, different psychological states were tested as mediator to predict job performance. Psychological safety was considered as representative of attitude towards behavior. High level of psychological safety is expected to enhance efforts towards performance and vice versa. Felt-obligation is like a moral norm (e.g. norm of reciprocity), which creates internal desire to put effort to repay to organization. According to theory, perceived behavioral control is perceived ease of performing a behavior. Organization-based self-esteem is likely to influence perception of behavioral control at workplace.

### **2.1.2 Conservation of Resource Theory (COR)**

Conservation of resource theory was presented by Hobfoll (1989). It holds integration of internal and environmental factors due to which employees develop their emotions, attitudes and respect that individual wants to get in organization. The main idea of the theory is that individuals utilized resources for what they want to achieve. Similarly, in order to fit in environment and

culture of organization, employees opt for scarce resources, interact with each other and organize themselves in an acceptable way (Hobfoll, 2001). These resources are considered so important by employees that their loss may cause stress. In simple words, this theory discusses that stress may cause due to three reasons; i) when employees are afraid of losing resource, ii) when employees actually lose a resource iii) when employee is unable to invest in resource gain after loss. If organization allows them to utilize their psychological resources, it is more likely that employees would put more efforts to meet job demands and reduce negative outcomes. However, if employees do not have, or not allowed to utilize, enough of psychological resources, they will reduce efforts to save themselves. Another effect may be reduction in work engagement that may lead to reduction in performance of employee as well as organization (Wright & Hobfoll, 2004). Conservation of resource theory also suggests that supportive work environment encourages employees to utilize their resources with minimum chances of negative outcomes.

### **2.1.3 Organizational Support Theory (OST)**

The organizational support theory states that workers make a broad perception related to the degree to which organization cares about their well-being and appreciate their contribution towards the organization (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011; Shore & Shore, 1995). According to Eisenberger et al. (1986), employees' propensity to allocate the organization human like characteristics is the main cause of this perceived support. It is noted by Levinson (2009), that instead of sole private motives of managers, actions which they take in organization are mainly considered as the key indication of organization's intention. He further argued that organizational policies, culture and norms support the personal actions taken by the managers and also empower them to exercise their influence over their subordinates and take decision (Levinson, 2009).

On the grounds of organization's characterization, employees as organizational favor or disfavor view encouraging and unfavorable treatment in organization for them. Psychological processes fundamental outcomes of POS are also addressed by the theory of organizational support. Firstly, based on reciprocity norms POS creates the felt responsibility in employees to pay back the organization by lending a helping hand to the organization in achieving their goals. Secondly, POS connoted the approval, respect and caring that are necessary to role status into social identity, lead the employees in order to integrate organizational membership and meet their

socio-emotional needs. Third, employees' belief that organization rewards their performance and recognize them, should also be supported by POS. Rhoades & Eisenberger, (2002) stated that all these processes are the source of positive outcomes not only for the employees but for the organization as well. Providing easily testable and obvious predictions about the antecedents is also an alluring feature of the theory of organizational support. The present study aims to empirically test the psychological consequences of POS.

#### **2.1.4 Social Exchange Theory**

Blau (1964), proposed an important theory called theory of social exchange which is significantly related to the support perception (Blau (1964). Concept of social exchange theory is explained as “an individual who supplied rewarding services to another obligates him, to discharge this obligation; the second must furnish benefits to the first in turn” (Blau, 1964, p. 89). Ekeh (1974, p. 126) discussed that “cost and benefit analysis” determines the human relations, the value which is offered in return is the key consideration of both of the parties while making decision and choices. On the other hand, a similar concept can be observed, when a party gives something of value to the other party than this first one expects from the recipient party to give some value in return. There is also a felt obligation on the recipient to give something having value in return to the giver (Blau, 1964). This felt responsibility is actually a concept, which is called “norm of reciprocity” which is the core idea of theory of social exchange. Reciprocity refers to the exchange of things and ideas at mutually agreed terms. In this relation, the recipient party feels responsibility to repay something of value to the giver party when it receives a value form that party. When a party wishes to get benefits from the recipient party, it should not discontinue the to reciprocate it with a value to other party in response of value received (Blau, 1964).

Exchange of value between parties is done to get social advantages in social relations; one should pay some cost or give something of value to get the benefit. Social benefits of received value must be considered by the recipient and he must have to pay attention on what he should give in return to keep on the receiving benefit (Murstain, Cerreto, & Mac Donald, 1977). Social exchange is broadly acknowledged theory to be used in individual relations but some researchers have mentioned that this theory must be used to understand workplace relations (Ted, Sy, and Strauss (2006). In line with these scholars, Rousseau (1989) has also given the similar statement after observing the employees relations at workplace.

Normally comparison is created between the “social exchange theory and economic exchange theory”, but there is a noticeable difference between these two concepts (Blau, 1964). Social exchange theory generate a sense of moral obligation in parties and value of return is not decided. Whereas, the economic exchange is a case of generating legal obligation, nature of this obligation is generally economic and in this value of return is previously determined. In social exchange theory unfulfillment of obligation causes the relationship to change, even though this theory is not based on any contract (Blau, 1964).

Social exchange and reciprocity concepts are implemented in organizational setup by most of the researchers. It is also observed that organization and employees have reciprocal relation with each other, they reciprocate to get the value offered in return by the contrary party (Rousseau, 1989; Shore et al., 2006). Blau (1964, p. 98) says that “the establishment of exchange relations involves making investments that constitute commitments to the other party”. Research has proved the concept that high level of commitment is felt by the relieving party for the giver when the giver party gives something of value to the recipient party (Ahmed, Ismail, Amin, & Ramzan, 2011). (Choi, 2006; Jernigan III & Beggs, 2005; Ko, Price, & Mueller, 1997; Ted et al., 2006; Yingyan, 2008) have also discover the same results in their research studies. It is called by Watson (2001) as “strategic exchange” which can decide the organization’s direction.

### **2.1.5 Leader Member Exchange (LMX) Theory**

Quality of association among leaders and their followers is the basic essence of “Leader member exchange” (Graen & Scandura, 1987). When we view the supervisor and employees’ relationship in the light of social exchange concept, it is obvious that both of the parties involve in this relationship must have to offer some value to the other party. Employees receive rewards or get punished as a result of their behavior and performance, but if the rewards are equally valuable for both parties it makes this relationship more worthy (Graen & Scandura, 1987).

Settoon, Bennett, and Liden (1996), conducted a study examining the outcomes of supervisor and employees’ exchange relationship, they concluded that leaders significantly influence the employee’s job attitudes and behavior at workplace. Similar findings were reported by Wayne, Shore, and Liden (1997), they comment that employees attitudes and behaviors are extensively affected by leaders, this influence can either be positive or negative. It is, therefore, determined

that leader member exchange relationship can be implemented in organizational structure and can produce constructive outcomes for the organization.

## **2.2 Perceptions of Organizational Politics (POP)**

It is obvious that the politics is a worldwide incident and there is no such organization where there is no existence of politics or political perceptions (Jam et al., 2011). Previous studies in last two decades have concentrated on the political perceptions in organization and its need for more consideration and empirical testing. Most recent studies have suggested that it should be regarded as necessary and pervasive for normal business functioning and fact of organizational life. Important is to investigate how it can be used to get positive outcomes (Shrestha & Mishra, 2015). It is obvious that the significance of organizational politics positioned in its results and its consequence on the work outcomes (Vigoda, 2002). In a political organization, people usually adopt an energetic and convenient style. They make small groups which may be critical and negative for others (Cropanzano et al., 1997). Power, politics and influence are focus of consideration for researchers interchangeably. Political skills are also studied to transform influence to others. These enable us to identify and adopt proper behavior to influence others through power. In broader sense, organizational politics include research on power, influence, politics and execution of influence.

Organizational politics, in terms of political behavior and perceptions has been considerable topic of interest for researchers (Hochwarter, Ferris, & Johnston Hanes, 2011) for last two decades with focus on self-serving, illegitimate behavior working for self-interests over others. It is noticed that political behavior can go on individual, group and organizational levels (Maslyn & Fedor, 1998) while perceptions build by individuals are at individual level.

Individuals respond to their perception no matter whatever the reality is. Therefore, studying perception of politics is more important than politics itself. It is appropriate to put up organizational politics as personal experience, rather than a complete neutral experience, thus a condition of mind. So, it is more significant to understand and study political perception of employees in organizations (Ferris & Kacmar, 1992). It is not actual politics that effects on organizational outcomes relatively it is person's perception about organizational politics, either it actually exists or not, which brings about bad reaction and unpleasant behaviors (Miller, Rutherford, & Kolodinsky, 2008). People's behavior is based on attitude, which is developed by

way how they perceive working processes in organizations. These perceptions might be different at different levels of organizational hierarchy. Studies have revealed that at the upper levels of the organizations, more political activities are exhibited; and at the lower levels of the organizations, there is more perception of politics (Ferris & Kacmar, 1992). Hierarchical levels seem to have inverse relationship with perception of political (O'Connor & Morrison, 2001). Important to study are the reasons which develops these perceptions and the effects these perception leaves on organization and its stakeholders as they witness politics and political people in organizations.

Political organizations are more likely to compensate employees who (a) involve in high power tactics, (b) take recognition of the efforts of others, (c) are part of powerful alliance, and (d) have relationship with high-ranking associates (Chang et al., 2009). Some of these observable factors are expected to develop perception of employee about political environment not just within organization but outside too. It is obvious therefore, that outsider may also have political perception about a particular organization.

Harris, Harris, and Harvey (2007) defined political perceptions as “the actions taken by the members of the organization that are recognized as self-interested and considering the members’ own objectives without considering the interest of others or well-being of the organization”. Recognition of politics is based on observation and thinking pattern of employees working in organizations and they became source of spreading this information to outsiders. This understanding might be of a greater level for the people within organization and lower for people outside organization.

According to Miller et al. (2008), employee political perceptions include all that individual perform behaviors with self-serving intentions. Perceptions of organizational politics 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” (Miller et al., 2008, p. 210). Political perception is the individual incident or behavior. It is suggested that the arrangement of perceived meaning and resulting consequences of the political behavior influences on the mind of perceiver whether the perceived behaviors are considered as positive or negative. Hence it’s up to perceiver whether he takes politics as positive or negative (Byrne, 2005). Earlier in the literature, there was less consensus for a definition of organizational politics (Kacmar & Carlson, 1997). A very broad definition consisted of thinking of politics as simply a way to exert influence, either positive or negative, in the workplace (Cropanzano et al., 1997). Nevertheless, a

narrow definition of organizational politics came to the forefront. Today, organizational politics is typically defined as behavior that serves to safeguard and advance the self-interest of an individual or group, which comes at the expense of other employees and the organization (Kacmar & Baron, 1999; Kacmar & Carlson, 1997; Ladebo, 2006). This definition gives politics a decidedly negative connotation, but other studies have found positive effects and understanding of politics. In a qualitative study, Landells and Albrecht (2017) found some employees viewed organizational politics as having positive consequences such as higher productivity, increased communication, and career progression. For example, research investigating salespersons has found that organizational politics was positively associated with better work performance (Yen, 2015). This was attributed to the specific characteristics, such as commission based salaries, associated with sales work, which differ from those of other groups of workers that have been studied. Yen (2015) noted that salesperson often conform their interests and behaviors to the organization's politics in order to be successful. The researcher suggested that the dissimilar results garnered from salespersons could stem from differences in work motivations, pointing to the fact that sales performance is integral to not only an individual salesperson's salary and promotion, but also the entire organizational performance.

Furthermore, there is individual variability in the way different employees perceive organizational politics (Landells & Albrecht, 2017). Based on an employee's level of control in a situation, the politics they perceives can differ (Ferris et al., 1989). Because of this researchers tend to measure political perceptions (Kacmar & Carlson, 1997), which is also the case in the present study. Thus, reference to organizational politics can be equated to political perceptions in organization.

Table 1 *Definitions of Organizational Politics*

<b>Source</b>	<b>Definition</b>
Burns (1961, p. 257)	"Organizational politics occurs when others (individuals) are made use of as resources in competitive situations."
Mintzberg and Mintzberg (1983, p. 172)	"Phenomenon 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 (although it may exploit any one of these)."
Ferris et al. (1989, p. 145)	"Organizational politics is a social influence process in which behavior is strategically designed to maximize short-term or long-term self-interests."

Table 2 *Definitions of Perception of Organizational Politics*

<b>Source</b>	<b>Definition</b>
Ferris, Harrell-Cook, and Dulebohn (2000, p. 90)	"Perception of organizational politics involves an individual's attribution to behaviors of self-serving intent, and is defined as an individual's subjective evaluation about extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior."
Ferris et al. (1994, p. 4)	"The objective is to manage the meaning of situations in such a way as to produce desired, self-serving responses or outcomes."
Ferris et al. (2005, p. 127)	"Ability to effectively understand others at work and use such knowledge to influence others to act in a way that enhances one's personal and/or organizational objectives."
Pettigrew (2014, p. 169)	"Behaviors by individuals, or in collective terms, by subunits within an organization that makes a claim against the resource-sharing system or the organization."
Frost and Hayes (1977, p. 8)	"The activities of organizational members...when they use resources to enhance or protect their share of an exchange...in ways that could be



	resisted, or ways in which the impact would be resisted, if recognized by the other party(ies) to the exchange."
Mayes and Allen (1977, p. 675)	"The management of influence to obtain ends not sanctioned by the organization or to obtain sanctioned ends through non-sanctioned influence means."
Tushman (1977, p. 207)	"The use of authority and power to effect definitions of goals, directions, and other major parameters of the organization."
Allen, Madison, Porter, Renwick, and Mayes (1979, p. 77)	"Intentional acts of influence to enhance or protect personal interests of individuals or groups."
Pfeffer (1981, p. 7)	"Those activities taken within organizations to acquire, develop, and use of power and other resources to obtain one's preferred outcomes in a situation in which there is uncertainty or dissensus about choices."
Cropanzano, Kacmar, and Bozeman (1995, p. 7)	"Social influence attempts directed at those who can provide rewards that will help promote or protect the self-interest of the actor."
Kacmar and Baron (1999, p. 4)	"Actions by individuals that are directed towards the goal of furthering their own self-interests without regard for the well-being of others within the organization."
Randall, Cropanzano, Bormann, and Birjulin (1999)	"Unsanctioned influence attempts that seek to promote self-interest at the expense of organizational goals."

### **2.3 Perceptions of Organizational Support (POS)**

Perception of employees about organizational support develops based on supportive behaviors of organization. Based on "organizational support theory", supportive perceptions for organization develop on the basis of employees' attribution regarding intentions of organization, of favorable or unfavorable treatment (Eisenberger & Stinglhamber, 2011). It is based on employees' thinking about how much value organization give to their efforts towards attainment of goals of organization. Supportive perception for organization, in turn, starts the development of social exchange where workers feel obliged to pay back to organization in form of help in

achieving its goals. Supportive perceptions for organization upsurges workers' "felt obligation" to organization which in turn increased their performance(Kurtessis et al., 2017). Employees always develop opinion about the extent to which organization values their contribution towards organization and shows concern for employees' welfare. Higher supportive perception for organization would meet the needs for admiration and collective identity. It also develops the expectations about contextual behaviors, to be rewarded by the organization (Eisenberger, Cummings, Armeli, & Lynch, 1997). On the basis of 'social exchange theory', Rhoades and Eisenberger (2002) uphold that extraordinary level of perceived organizational support produce feeling of responsibility to reimburse to the organization for the benevolence it develops by augmented efforts and contextual behavior. Employee habitually feel obligation to reimburse to the organization outside the limits of official obligation, if it is supposed that organization is working in the greatest interest of employees. This interchange relationship supposes that both employer and employee will contemplate the need and desire of other, when acting and undertaking the organization. Continuous exchange for longer period of time strengthens the bond of employer and employees(Caesens, Marique, Hanin, & Stinglhamber, 2016). This bond based on perception of organizational support result in positive outcomes within and beyond the formal responsibilities.

Conversely, if organization fails to fulfill the basic requirements of employees, it probably result in breach of psychological contract (Robinson & Morrison, 1995) and thus, environment is perceived to be political. In such conditions, employees are not supposed to follow two-way commitment of psychological contract. Being comparatively newer concept, researcher raised questions about its distinction from other concepts (Shore & Tetrick, 1991). Many researchers found relationship of POS with and distinction form affective organizational commitment (Eisenberger, Fasolo, & Davis, 1990; Rhoades, Eisenberger, & Armeli, 2001; Settoon et al., 1996; Shore & Tetrick, 1991). This relationship was found positive, increasing supportive perceptions ultimately increase affective commitment. Relationship of supportive perception was also determined with continuance commitment (Shore & Tetrick, 1991). This relationship was also found to be positive in nature, yet organizational commitment is found to be a distinct construct then supportive perceptions. Some researchers focused on negative relationship of supportive perceptions with political perceptions in organization (Andrews & Kacmar, 2001; Cropanzano et al., 1997; Randall et al., 1999). These constructs are also found to be distinct yet negatively

correlated. Positive relationship of perceived supervisor support was also checked with leader-member exchange (Settoon et al., 1996; Wayne et al., 1997). Supportive perceptions were also tested for relationship and distinctiveness with perceived supervisor support (Kottke & Sharafinski, 1988; Malatesta, 1997; Shore & Tetrick, 1991). These constructs were also found to be positively related yet distinct concepts. Many researchers investigate the relationship of supportive perceptions with procedural justice (Andrews & Kacmar, 2001; Rhoades et al., 2001). These were also found correlated yet distinct concepts. Relationship of supportive perceptions with effort-reward expectancies was also tested (Eisenberger et al., 1990). Relationship of supportive perceptions with job satisfaction is very well known and tested relationship (Eisenberger et al., 1997; Shore & Tetrick, 1991). Supportive perceptions generate high levels of satisfaction with organization and their jobs. Relationship of supportive perceptions with organizational climate was also tested, but their distinction is not yet addressed. Conceptually these constructs are different though both of these concerns with issues related to work environment (Kopelman, Brief, & Guzzo, 1990). Supportive perception is based on exposure of employee in organization, while, organizational climate is based on employees' interpretation of their work environment. High level of supportive perceptions creates feeling in employee to repay to organization that may be in the form of efforts towards achieving goals of organization. This obligation enhances not only commitment but also performance of employees. Research also found to enhance conscientiousness in employees related to assigned tasks in organization (Eisenberger et al., 1990). Supportive perception is based on value organization give to their employees that ultimately enhances obligation based on recognition of informal and formal rewards given by organization. Table given below summaries the basic definitions of supportive perception of employees in organization.

Table 3 *Definitions of Perceived Organizational Support*

<b>Source</b>	<b>Definition</b>
Eisenberger et al. (1986)	“Employees’ beliefs concerning the extent to which the organization values their contribution and cares about their well-being”
Eisenberger and Stinglhamber (2011)	“Employees’ perception regarding organization’s intentions of favorable and unfavorable treatment”

## **2.4 Job Performance**

Job performance is the utmost well-thought-out and considered work-related factor amid the practitioners as well as the academicians (Devonish & Greenidge, 2010). It is also one of the utmost significant responding factors in the psychology of organization and industry (Kahya, 2007). Job performance is vastly appreciated as it is well thought out the main contributor form employees to organization. It underwrites to the accomplishment of the organizational planned goals as well as the modest advantage (Arvey & Murphy, 1998; Zhang et al., 2014). Job performance is a behavior about what people do in organizations (Motowildo et al., 1997). It is indeed primary contribution of employees towards their organization and its usefulness, in addition to the main cause that the individual persons are hired by means of the organization (Schat & Frone, 2011). Wetzels, De Ruyter, and Bloemer (2000) elaborated job performance as the degree for which the employee perform errands, responsibilities in addition to the assignments expected by organizations. Motowidlo (2003) explained it by way of the behavior which can create a transformation to the accomplishments of an organization. Even though, it is tough of coming up by a single description for the performance of job. Nevertheless, in a study conducted by Devonish and Greenidge (2010), they maintained that the traditional descriptions for the performance of job enlightened this paradigm though just task associated behavior of job for the employees. Nevertheless, numerous researchers have challenged this view of job performance (Dalal, 2005). Additionally, in the studies conducted by Demerouti, Bakker, and Leiter (2014), they maintained that the behaviors of the performance associated by the task are important but they don’t cover all ingredients for the performance of human at workplace.

A meta-analysis as conducted by Koopmans et al. (2011) discovered that twofold communal aspects in utmost of the models of the performance are the performance of task as well as the performance of contextual aspect. Nevertheless, they specified that the task performance is

central concept in job performance. Sonnentag, Binnewies, and Mojza (2008) also argued that employee performance is multidimensional concept consisting of in-role performance and extra-role performance. In-role performance is task performance that is related with in-role duties that differ from one job to other whereas, contextual performance is linked with extra-role tasks that support social and organizational environment (Borman & Motowidlo, 1993).

Borman and Motowidlo (1997) conducted extensive research on theoretical distinction between task and contextual performance. They defined task performance includes those behaviors that fulfill the prescribed duties of a certain job. These actions straightly aid the objectives as well as the goals of the organizations. Furthermore, a research by Taris and Schaufeli (2015) well-defined the aforementioned by means of a capability through which the workers accomplish their job tasks centrally, or occasionally, the degree towards which the workers complete their tasks goals centrally.

Whereas, the circumstantial performance requires actions or behaviors on employees' part, that go outside the description of formal job (Schat & Frone, 2011). Van Scotter and Motowidlo (1996) argued that contextual performance is comprised of interpersonal facilitation and job dedication. It includes supervisor rating of those behaviors, that contributes to organizational life but are not included in job description. In the same way, Korsgaard, Meglino, Lester, and Jeong (2010) argued that definition of contextual performance has evolved from defining behaviors that are not monitored or rewarded under formal reward system but contribute to development of organization. Murphy, Athanasou, and King (2002) stated that these voluntary behaviors are not included in job description and contribute to effectiveness of organization. Organ (1997) argued that contextual performance facilitate task performance and is discretionary in nature. Manager in organizations focus on both task and contextual performance as both are crucial. Task performance is based on assigned task and contextual performance is based on motivational factor (Griffin, Neal, & Neale, 2000). It includes activities such as helping and cooperating each other, showing respect to others (Taris & Schaufeli, 2015), succeeding rules and regulations, extra efforts for achieving organizational goals, enthusiastically accomplishing one's own tasks and performing task activities that are not part of the core duty (Motowidlo et al., 1997). These actions consequence in development of workmates and managerial output, and freeing up more resources because of coordination among individuals (Podsakoff & MacKenzie, 1997)

Both task and contextual performance are important for organizational survival and development, and are applicable on every kind of job (Demerouti, Xanthopoulou, Tsaousis, & Bakker, 2014). Moreover, behaviors aimed at facilitating others in context of non-routine jobs become even more important. Volunteer behavior for performance along with prescribed job performance is considered to measure in the current study.

Table 4 *Definitions of job performance*

<b>Source</b>	<b>Definitions</b>
Schat and Frone (2011)	“Job performance represents the primary contribution of individuals to organizational effectiveness and the primary reason individuals are employed by organizations”.
Motowidlo et al. (1997)	“Job performance is a behavior which is related to what people do at work”.
Wetzels et al. (2000)	“Job performance is degree to which employees execute tasks, responsibilities, and assignments”.
Motowidlo (2003)	“Job performance is behavior that can make a difference to organizational goal accomplishment”.
Borman and Motowidlo (1997)	“Task or in-role performance entails behaviors that fulfill the prescribed duties of a certain job or in other words outcomes and behaviors that directly serve the goals of an organization”
Taris and Schaufeli (2015)	“Task performance is proficiency (competency) with which workers perform their central job tasks, or sometimes the degree to which workers achieve the central goals of their jobs”.
(Borman and Motowidlo (1993); Schat and Frone (2011))	“Contextual performance entails behaviors or actions on the part of employees that go beyond the formal job description and help maintain and enhance social-psychological work environment that supports task performance”.

## **2.5 Psychological States**

Ajzen (1991) presented the planned behavior theory providing a supportive theoretical framework to considerate about how the different psychological experiences may subsidize to enactment of premeditated behavior. Consistent with the theory of planned behavior, three aspects contribute the motivation of individuals to accomplish premeditated behavior. Primarily, an individual must embrace a positive assessment of his/her behavior (also known as a positive attitude). Next, the individual must see the behavior in the boundaries of behavioral outlooks of the normative pressure (also known as the subjective norms). Finally, the individual must have perception that he/she takes control over the behavior (also known as the perceived behavioral control). These psychological factors contribute in development of intention for a specific behavior. The actual performance of individual is hypothesized to faithfully follow from the strong point of intentions. The impact of all supplementary experiences of premeditated behavior is directed through these psychological aspects (Conner & Armitage, 1998). Current research examines three antecedents of planned job performance i.e. psychological safety (Kahn, 1990), felt obligation (Fuller, Marler, & Hester, 2006) and organization based self-esteem (Pierce, Gardner, Cummings, & Dunham, 1989).

These provide help to build a framework of effects of these psychological factors on employee overall job performance. These perceptions expected to be contributed in both task and contextual performance.

### **2.5.1 Psychological safety**

Almost a half a century ago, psychological safety was presented in the organizational sciences by Schein and Bennis (1965) but empirical work on this concept has grown in recent years (Frazier, Fainshmidt, Klinger, Pezeshkan, & Vracheva, 2017). According to Schein and Bennis (1965) psychological safety is crucial for “unfreezing” process which helps in organizational change and learning. They suggested that psychological safety is helpful in reducing perceived threats and removing difficulties in change. In the recent years, the phenomenon of Psychological safety has got theoretical and practical significance because of its importance in learning and innovation in the organizations (Edmondson & Lei, 2014). Kahn (1990) described psychological safety as a feeling of being able to one’s capabilities without fear of negative results. It relates to the perception about how others will react when a person invest oneself by asking

question, looking for feedback, giving a new idea or reporting a mistake (Edmondson, Kramer, & Cook, 2004). Schein and Bennis (1965) focused that the psychological safety in a work environment means that individuals feel safe in it and they are able to change their behavior. According to the change and learning viewpoint, numerous outcomes relating to behavior might occur including information sharing, creativeness, citizenship and learning behaviors (Frazier et al., 2017).

Particularly when a person will have high psychological safety, he will be more confident about his behavior which helps him to sustain his behavior like self-expression and voice up (Yixiang, Fang, Wei, & Chen, 2010). Psychological safety helps in decreasing anxiety about the reactions of others and makes people believe that the benefits of speaking up overcome the awkwardness of the speaker (Edmondson et al., 2004). In an organization, psychological safety comprises of views about how others may respond when the employee might respond in the way of risk (Cannon & Edmondson, 2001; Edmondson et al., 2004). Edmondson (1999) explained psychological safety focusing on group perception as a joint belief about the viewpoint regarding safety of the team for the risk taking of interpersonal nature, scholars like Schein (1993), and Kahn (1990) focused on the psychological safety for an individual's perception. Whereas, the scholars like Siemsen, Roth, Balasubramanian, and Anand (2009) investigated psychological safety among peers and Tucker et al (2007) explored it on organizational level. On all levels, the main aim of this construct is to forming the workplace in a way that may minimize the perceptions of risks related to interpersonal nature.

Employees feel safe in an organization which is secure, predictable and obvious in case of behavior results (Rich, Lepine, & Crawford, 2010). The behavior of people is based on how they feel in a given situation (Kahn, 1990). According to Kahn (1990) individuals who have trusting interpersonal relationships and supportive organizational environments are competent to take risks, expose themselves, and try and maybe fail without the worrying about the consequences. Khan also highlighted that psychological safety may help in promoting non-threatening organizational contexts, which have respect, reliability and predictability. It is a key social-psychological mechanism, which makes people able to raise fears and discuss about them frankly (Brueller & Carmeli, 2011).

Various organizational studies indicated that psychological safety is a significant factor in affecting on different participative behaviors of employees in the organization (Yixiang et al.,



2010). For example, it helps in increasing the employee personal engagement at work (Kahn, 1990; May, Gilson, & Harter, 2004). Psychological safety also helps in improving self-expressive behavior (Kahn, 1990). Psychological safety plays part in facilitating learning behavior of employees (Edmondson, 1999; Tucker, 2007). According to Newman, Donohue, and Eva (2017), psychological safety is an important mental state which helps in occurring of learning processes and aids in improvement in work outcomes at various levels of analysis (Edmondson, 1999; Edmondson, Dillon, & Roloff, 2007). It is recognized that workforce is most important assets of any workplace (Pfeffer & Veiga, 1999) and voice behaviors of employees are helpful in breaking status quo and bringing positive change within organization to facilitate its effective functioning (Detert & Burris, 2007; LePine & Van Dyne, 2001). Psychological safety enhances voice behavior (Chughtai, 2016; Liang et al., 2012; Walumbwa & Schaubroeck, 2009) and negative feedback seeking behavior (Chughtai, 2016; Edmondson, 1999; Edmondson et al., 2004).

Psychological safety is important for employees to overcome learning anxiety and defensiveness (Kark & Carmeli, 2009). For instant, encountering new idea and information may discomfort previous knowledge and expectation of individuals due to which they may feel anxiety and definitely hindrance in their ability to learn. Psychological safety is useful in overcoming their nervousness and making good use of their ideas.

According to Gilson and Shalley (2004), psychological safety also helps in experimenting with creative ideas. Edmondson (2003) explored that effective team leaders can make learning easy and promote innovation with the climate of psychological safety. In the presence of psychological safety, employees are more possibly to learn from the others by inquiring questions, carefully observing the actions, and conducting experiments on ideas (Edmondson, 1999, 2002b). Brueller and Carmeli (2011) also focused that an environment of psychological safety is very important for most favorable learning process to occur.

Kahn (1990) recognized four antecedents to psychological safety including interpersonal relationships, group dynamics, organizational norms and leadership. Psychological safety also affected by various characteristics of personality which are connected to the concept of the risk taking, the learning as well as the self-expression (Frazier et al., 2017). For example, a trait usually related to the psychological safety is basically a proactive personality characteristic; which shows a constant temperament towards appealing the behavior of proactive nature, which help in stability under situational forces (Bateman & Crant, 1993). From big five personality traits, openness to

experience and emotional stability has been tentatively linked to psychological safety (Frazier et al., 2017). Emotionally stable people are more likely to feel an environment of psychological safety as they are more relaxed, calm and safe to stress (Costa & McCrae, 1992; Judge & Bono, 2001). Moreover, being open to experiences gives curiosity and creativity to individuals with a preference for innovation (Costa & McCrae, 1992) and they will feel safe while taking risks and showing their weaknesses in an organization (Mogelof & Edmondson, 2006). According to Simonet, Narayan, and Nelson (2015), feelings of interpersonal safety will strengthen employees' sense of empowerment partially by seeing the environment more supportive for personal expression as well development. According to Singh, Winkel, and Selvarajan (2013) when employee perceive that they have psychologically safe environment, they may respond by involving in citizenship behaviors in organization (OCBO).

Psychological safety has positive relation with positive leader relationships (Edmondson, 1999; Frazier et al., 2017; Kahn, 1990). Psychological safety is also positively related with the organizational support's concept (Tucker, 2007) as well as the trust there (Carmeli & Zisu, 2009). Various studies focus that due to psychological the task performance may increase (Baer & Frese, 2003; Frazier et al., 2017; Schaubroeck, Lam, & Peng, 2011). Possible procedures which helps climate for psychological safety to produce higher level of performance are less risk in presenting new ideas (Edmondson, 1999; West, 1990), improved team learning (Edmondson, 1999), higher degree of job involvement and utilization of more efforts (Brown & Leigh, 1996), and alliance in solving problems (Baer & Frese, 2003). Psychological safety helps in minimizing the negative effect of making mistake or taking proposal (Edmondson, 1999). It helps in focusing on tasks as a result the improvement occur in performance according to the study conducted by (Faraj & Yan, 2009; Mayer & Gavin, 2005). It also have positive impact on information sharing, citizenship behaviors, satisfaction and learning behavior (Frazier et al., 2017), commitment (Chen et al., 2016; De-Clercq & Rius, 2007; Frazier et al., 2017; Rathert, Ishqaidef, & May, 2009), creativity (Carmeli, Reiter-Palmon, & Ziv, 2010; Frazier et al., 2017; Kark & Carmeli, 2009), creation of the knowledge (Choo, Linderman, & Schroeder, 2004), and the engagement of work related activities (May et al., 2004; Nembhard & Edmondson, 2006).

Table 5 *Definitions of psychological safety*

<b>Source</b>	<b>Definition</b>
Kahn (1990, p. 708)	“Psychological safety is the ability to demonstrate and employ one's self without fear of negative consequences to self-image, status, or career.”
Tynan (2005, p. 229)	“Self-psychological safety is defined as how emotionally safe an individual feels with another, whether he or she feels the other is likely to embarrass him or her, and how much he or she feels trusted and respected by the other.”
Kark and Carmeli (2009, p. 787)	“Psychological safety refers to an individual's perceptions of the consequences of taking interpersonal risks in their work environment.”
Carmeli, Brueller, and Dutton (2009, p. 82)	“A perception that people are comfortable being themselves and able to show and employ one's self without fear of negative consequences to self-image, status or career.”
Yixiang et al. (2010, p. 427)	“It is an individual psychological state (rather than a personal trait) where people feel confident that the surrounding interpersonal context is not threatening, and they will not be embarrassed or punished for expressing themselves.”
Simonet et al. (2015, p. 832)	“The degree to which individuals perceive the environment is safe for interpersonal risk taking.”
Edmondson (1999, p. 354)	“A shared belief that the team is safe for interpersonal risk taking.”
Walumbwa and Schaubroeck (2009, p. 1276)	“Psychological safety refers to shared beliefs among team members that it is safe for them to engage in interpersonal risk taking.”
Dollard and Bakker (2010, p. 580)	“Psychological safety is a shared belief held by a team that the team is safe regarding interpersonal risk taking.”
Pearsall and Ellis (2011, p. 403)	“A sense of confidence that other team members will not embarrass, reject or punish someone for speaking up and a shared belief by team members that the team is safe for interpersonal risk taking.”

Brueller and Carmeli (2011, p. 456)	“Psychological safety is a climate in which team members feel psychologically safe to speak up and express their views without fearing negative interpersonal consequences to their image and status at work.”
Koopmann, Lanaj, Wang, Zhou, and Shi (2016, p. 940)	“Shared perceptions that the team is safe with respect to interpersonal risk taking.”
Probst (2015, p. 1903)	“An employee will feel safe when he/she has support from his/her supervisor and co-workers.”
Jones, Peddie, Gilrane, King, and Gray (2016, p. 1598)	“Discrimination at the workplace relates to employee's safety and mental/psychological health.”

### 2.5.2 Felt-obligation

Felt obligation indicates feeling of obligation of an employee to help his organization helping, rather than hurting behavior for an organization (Eisenberger et al., 1986). Felt obligation is a perception that one is supposed to behave in a specific way towards others (Rossi, 1990). The theories related to the social exchange ascend as of the consequence of the rule for reciprocity, which describes that there is a favor as a result of a favor (Gouldner, 1960). Therefore, when the employee of an organization observes that his/her organization is giving value to him and his work then the employee of that organization will feel grateful to do extra efforts for that organization to maintain its well-being (Briggs, 2017). Having the feelings of being obligated, the employees support their organization to accomplish its objectives which the organization has acknowledged with the particular reputation of job engagement of that particular organization along with the acceptance of their regulations (Ryan & Deci, 2000).

Social exchange theory (Blau, 1964) gives the theoretical justification to explain the reasons why and how employee engagement develops. Social exchange theory argues that the series of exchange activities among parties (who have reciprocal interdependence on each other) produces obligations (Cropanzano & Mitchell, 2005). For instance, when a person gets fair treatment from other, the rule of reciprocity obliges him to return favorable treatment (Gouldner, 1960). In the organizational context, when an employee receives socio-emotional and economic

resources from their workplace, they will feel obliged to show kindness in return and repay the organization with pro-social behaviors and attitudes (Cropanzano & Mitchell, 2005). According to organizational supporting theory, felt obligation came out as a consequence of norm of reciprocity (Aselage & Eisenberger, 2003). Organization support theory supposes that, depending on reciprocity norm, employees show self-obligation to care about the welfare of their organization and support organization to accomplish its goals (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

Ladebo (2006) also shows the possibility that the employees who have some personality traits, such as creditor ideology and work drive, would have higher level of felt obligation. As the traits of personality remain constant over time and have excessive influence on the behavior of the employee and decision-making. The employee of an organization may show care for the organization without considering the amount of incentives offered by his organization. According to Lee and Peccei (2007), the felt obligation to return care with care, both in behavioral and attitudinal forms, is more obvious in employees having stronger exchange ideology.

According to finding of a researcher, the felt obligation is a situational factors' function as well as a function having the long-term differences in the individuals' personality characteristics (Ladebo, 2006). According to Coyle-Shapiro and Neuman (2004), describes that the creditor's dispositional traits as well as exchange believes. They explained the additional variation in the employees' felt obligation more clearly than employer obligations and the completion of obligations.

Felt obligation is related to the rule of reciprocity that proposes that employees feel forced to care the organization in return to perceive favorable treatment from their organization (Eisenberger et al., 2001). This suggests that by perceiving fair treatment from the organization, the employees are more likely to behave in manners, which are beneficial for the organization (Briggs, 2017). Socioeconomic rewards including a good salary package, timely payment of the fringe benefits as well as the training of an employee are some incentives which can help in boosting felt obligation of employees to involve in caring for the workplace (Graham, 1991).

Employees feel obligated after receiving economic paybacks as a result the psychological needs of these employees are met (Cropanzano & Mitchell, 2005). Felt-obligation is built on a customarily universal social standard of tradeoff consistent with the people have a tendency to return the support they obtain from their coworkers (Gouldner, 1960; Perugini, Gallucci, Presaghi,

& Ercolani, 2003). Colquitt, LePine, Piccolo, Zapata, and Rich (2012) have recorded that the concept of the felt obligation delivers an all-inclusive logic of tradeoff as compared to the other societal exchange concepts that apprehend restricted characteristics of it, for instance, the affective commitment, the normative commitment, and the psychological agreement fulfillment (Meyer & Herscovitch, 2001; Robinson & Rousseau, 1994).

Studies have demonstrated that the promises of employers for encouragement as well as the completion of responsibilities, that fulfill socio-emotional desires can make an employee to feel grateful to support their organizations (Coyle-Shapiro & Neuman, 2004; Irving & Gellatly, 2001). For leaders who want to promote helping behavior among members of a group in the organization, felt obligation should be their most important priority (Lorinkova & Perry, 2019). Social exchange theory says that the felt obligation having a substantial part in the fairness-result relations (Cropanzano, Rupp, Mohler, & Schminke, 2001).

In the presence of felt obligation, the reciprocity of employee's feelings towards the organization will indicate that there is fulfillment of employee's needs by the organization (Eisenberger et al., 2001). Due to which the employee should have more job satisfaction as well as more felt obligation (Briggs, 2017). According to Lew (2009), there is the possibility that felt obligation can play an important role in influencing the organizational behaviors of employees throughout their tenure within the organization. Felt-obligation can also grow affective organizational commitment in the employees (Lew, 2009). According to Arshadi (2011), felt-obligation has positive relation with organizational commitment and in-role performance, and negative relation with turnover intention.

If employees have felt obligation they will support organization in reaching its goals and also have more affective organizational commitment, as a result in turnover reduction and lesser withdrawal behaviors (Eisenberger et al., 2001; Eisenberger et al., 1986; Rhoades et al., 2001; Shore & Shore, 1995). According to Sherony and Green (2002), felt obligation is an important element in high quality colleague relations.

According to Ng and Feldman (2015), the felt obligation of an employee generates as a consequence of imbalances in his social exchanges with employer. This means that when organization provides rewards or fair treatment, employee creates an imbalance in the exchange relationship. In return, employee feel obliged to bring his contributions for the organization in line with the incentive he received from it (Ng & Feldman, 2015). The social exchange theory

formulates the general argument the felt obligation will direct to more voice behavior (Ng & Feldman, 2015).

Felt obligation has a significant negative relation with the withdrawal behavior (Mossholder, Settoon, & Henagan, 2005). The obligation to do care in return of care should increase the affective commitment of employees within the organization (Krishnan & Mary, 2012). Coworker support and felt obligation for coworkers are significantly related, confirming the thought that perceived support from coworker can produce feeling of social gratitude (Mossholder et al., 2005).

According to social exchange perspective, being ostracized will reduce the felt obligation of employees to give benefit to others in the organization (Balliet & Ferris, 2013; Zellars & Tepper, 2003). Felt obligation and perception of positive actions for client in the organization is related to increase in OCB performance (Moorman & Harland, 2002). According to Ajzen and Fishbein (1977) felt obligation is related with behavioral intention.

The felt obligation of an employee is a significant descriptive factor in the event of the psychological agreement between an organization and its employee (Guest, 2004). A scholar in his study found a positive link between in-role performance, organizational commitment along with organizational extemporaneity (Eisenberger et al., 2001). Some organization intentionally utilize psychological agreement as the policy agenda in order to accomplish the relationship of employee for getting positive consequences (Guest & Conway, 2002). Studies have also confirmed that felt obligation has positive relationship with in-role performance (Eisenberger et al., 2001; Irving & Gellatly, 2001) and OCB (Eisenberger et al., 2001; Irving & Gellatly, 2001; Ladebo, 2006). Eisenberger et al. (2001) declared that felt obligation ought to result in less withdrawal behaviors but was unable to find any significant relation for this. Ladebo (2006) contended that the felt obligation would be negatively connected to distress. The possibility is that when the employee has high level of the felt obligation is satisfied with his jobs and has more independence in decision-making. Felt obligation is expected to have positive relation with engagement (Albrecht & Su, 2012).

Table 6 *Definitions of felt-obligation*

<b>Source</b>	<b>Definition</b>
Eisenberger et al. (2001, p. 42)	“Felt obligation is a prescriptive belief regarding whether one should care about the organization's well-being and should help the organization reach its goals”.
Mossholder et al. (2005, p. 608)	“Felt obligation indicates the degree to which they feel obliged to reciprocate in kind”.
Mossholder et al. (2005, p. 610)	“Felt obligation underlies the give-and-take among coworkers in exchange relationships”.
Ng and Feldman (2015, p. 37)	“Felt obligations to the organization refer to employees' beliefs that they are personally responsible for serving the best interests of their employers”
Lee and Peccei (2007, p. 663)	“To care about the organization and help it meet its objectives”
Moorman and Harland (2002)	“For leaders who want to promote helping behavior among members of a group in the organization, felt obligation should be their most important priority(Lorinkova & Perry, 2019)”.

### **2.5.3 Organization Based Self-Esteem**

The self-esteem’s importance was investigated in various organizational situations for many years. It has researched under the broad range of self (Lee, 2003). Self-esteem is one of the dimensions of self-concept (Pierce, Gardner, & Crowley, 2016). Self-esteem is defined as “the self-evaluation that individuals make with regard to themselves (Pierce et al., 1989, p. 625)”. It describes the feeling of approval and disapproval and shows a person’s belief’s about his/her importance, success, value and abilities (Lee, 2003). According to Norman, Gardner, and Pierce (2015), self-esteem is an important component of self-concept. A mental representation regulates the memories about the person and helps in dealing with self-related messages. Korman (1970, p. 32) defined the concept of the self-esteem as “the range to which the person sees him/herself as a competent, need-satisfying individual” and as an inference, the individual with a high level of self-esteem has a “sense of personal adequacy and sense of having achieved need satisfaction in the past”. Korman (1966, p. 479) argued that “A person with high self-esteem is expected to feel good



about him/ her and feel more satisfied”. It has been convincingly claimed that owing to the high grade of the situational strength, depicting the utmost organizational situations, the personality employs comparatively little impact on the workplace. However, one personality trait that in all likelihood and constantly boosts thoughtful of the organizational behavior is “self-esteem”. Self-esteem plays a significant role in forecasting employee attitudes and behaviors (Bowling, Eschleman, Wang, Kirkendall, & Alarcon, 2010; Lee, 2003). In an organization, the employees having high level of self-esteem try to sustain their self-perception through showing a job behavior positively while those employees having low level of self-esteem can sustain the self-perception of them by means of displaying a job behaviors negatively (Pierce et al., 1989).

Self-esteem is generally get effected by these three factors: (a) the clues from the environment, (b) by the information from the famous personalities in the society, (c) by the feeling of capability evaluation and competence that a person experiences in personal dealings (Brockner, 1988; Franks & Marolla, 1976; Korman, 1970, 1976). According to Bowling et al. (2010) those individuals who consider they are worthy and important in general are more likely to think that they are valuable and admirable in workplace, too. Scholars have general believe that self-esteem arises from various sources and has various levels of specificity (Korman, 1970; Marsh, 1993; Tharenou, 1979).

Scholars have differentiated midst quite a lot of categories of esteem, together with global self-esteem (which means an individual’s total assessment of value), in addition to this a self-esteem having role-based characteristics (which means a value resulting from employ in a specific place), including a self-esteem having a task-based feature (which means a value which is based on the self-efficacy). In recent ages, an extra form ‘a self-esteem having organization-based feature’ has seemed in the literature. In recognition of the likely advantages of utilizing the personality traits having role-specific feature, Pierce et al. (1989) presented a concept they called ‘the self-esteem having organization-based feature’. The self-esteem having Organization-based feature differs from the general conceptualizations of the self-esteem given that it denotes to one’s viewpoint about his/her self-worth and capability as a member of an organization. Specifically, instead of taking a wide-ranging understanding of the self-esteem, the self-esteem having organization-based feature reflects one’s self-assessments explicitly within the background at the workplace (Bowling et al., 2010). Various studies showed that various factors like social support, job satisfaction and work stress can influence OBSE (Chen et al., 2016).

OBSE is domain-specific aspect of self-esteem; it reflects one's own evaluation of his personal competence and importance within the organization (Norman et al., 2015). Chan, Huang, Snape, and Lam (2013) referred OBSE as a person's believe that he has capability to complete his job tasks and is able to become a competent member of organization.

The general self-esteem of new employees makes a major contribution in their OBSE. So the relationship among OBSE and general self-esteem is complementary (Bowling et al., 2010). OBSE also points out that whether one's need for self-esteem is being met by doing his job tasks in the organization (Chung & Yang, 2017). Employees who have high level OBSE consider themselves important, talented and valuable for the organization. They also give importance to the organization because that organization is an important element for their identity and confidence (Van Dyne, Vandewalle, Kostova, Latham, & Cummings, 2000). Self-esteem is strongly linked with the individual acceptance and also with the feeling of reliability given in his interpersonal relationships and in the workplace (Ismail, Jafri, & Khurram, 2011).

Scholars have also rationalized that the people make the self-concept about their work. Among these people, the level of self-esteem is highly based on their organizational experiences (Pierce & Gardner, 2004). That is why, individual with high level of OBSE are more helping to their organization and to others. They are more focused on collectivity and they try to maintain stability among their behavior and self-concept (Van Dyne et al., 2000). With increasing job experience the OBSE of employees become more stable. As they starting believe that, they are more important for the organization and they are more valuable for this place (Pierce et al., 1989). People who have OBSE feel themselves unique, important and worthy for their workplace (Pan, Qin, & Gao, 2014). Pierce et al. (1989) extended the scope of self-esteem with a suggestion that employees' work-related attitudes and behaviors are strongly relevant to the beliefs about themselves that are formed from their roles within the context of an organization. The self-esteem contributes a significant role in forecasting employee's attitudes as well as his/her behaviors (Judge & Bono, 2001; Pierce & Gardner, 2004). According to Pierce and Gardner (2004), OBSE of employees is a significant factor in determining work attitude, work performance, work motivation and work behavior of employees. Many researchers have found OBSE, a good tool for measuring organizational performance and attitude. It has been hypothetically and empirically proved that OBSE has positive relation with employee's behaviors with the organization (Ismail et al., 2011).

Many theorists have discussed favorable and unfavorable facets of organizational environment that give complete indication to the employees of that organization about the level to which they are valued, trusted as well as appreciated through their organization and workplace (Korman, 1970, 1976; Pierce & Gardner, 2004). Organizational support is a major source of enhancing OBSE of the employees. Those organizations which do not provide support, there employees have more organizational deviance behavior. In order to reduce organizational deviance, organizations should help to maintain the employee's self-worth (Lance, Brown, & Heller, 2009).

If the organization gives the employees more job complexity and autonomy, they feel that their organization see them as willing and competent to perform efficiently. Job complexity and autonomy has positive relation with OBSE (Bowling et al., 2010; Pierce & Gardner, 2004). Therefore, the amount of success that one get from organization give contribution in his OBSE (Pierce & Gardner, 2004).

It is also seen that anything in the surroundings that is harmful for job performance is expected to have negative effect on the "OBSE". The work stressors together with the role uncertainty, the role overload, the role conflict and the insecurity of job are likely to have negative effect on the "OBSE" (Bowling et al., 2010). These factors disturb the effect job performance. While supportive management may increase OBSE because it facilitates the job success(Bowling et al., 2010). OBSE has positive relationship with job satisfaction (Carson, Carson, Lanford, & Roe, 1997; Gardner & Pierce, 1998; Norman et al., 2015) and performance (Gardner & Pierce, 1998; Van Dyne & Pierce, 2004).

OBSE of employees helps to improve their sense of responsibility, positive work behavior and organization performance (Pan et al., 2014). A greater sense of OBSE helps in psychological satisfaction of employees. It is more likely for employees to have more affective organizational commitment (Lee & Peccei, 2007; Norman et al., 2015). Those employees who feel that they are worthy for organization, want to carry on their job in the organization. They would be less motivated to join other organizations (Korman, 2012).There is negative relationship among OBSE and turnover intentions (Norman et al., 2015), intention to leave (Tan & Albright, 1998), intension to quit (Gardner & Pierce, 2001).

OBSE has negative relationship with the physical symptoms and depression (Bowling et al., 2010). According to Grandey and Cropanzano (1999) OBSE also helps in defending physical

and mental illnesses. OBSE has great influence in a person’s interpretations about workplace situations. Person with high OBSE may take a given situation as an opportunity or challenge while a low level of the “OBSE employee” may consider the similar circumstances as a risk for him (Schuler, 1980). It is probable that a person’s level of the “OBSE” helps in shaping his work environment (Bowling et al., 2010).

Table 7 *Definitions of organization-based self-esteem*

<b>Source</b>	<b>Definition</b>
Gardner and Pierce (1998, p. 50)	“Organization based self-esteem reflects an employee’s evaluation of his or her personal adequacy and worthiness as an organizational member”
Pierce et al. (1989, p. 625)	“The perceived self-value that individuals have of themselves as organizational members acting within an organizational context”
Chung and Yang (2017, p. 257)	“OBSE is specific to an organizational context and allows individuals to perceive their own value”.
Lee (2003, p. 1048)	“The self-perceived value individuals have of themselves within a specific organizational context”
Chan et al. (2013, p. 111)	“OBSE reflects employees’ self-perception of their importance, meaningfulness, effectiveness, competence, and worthiness within their organization”.
Pierce et al. (1989, p. 625)	“The degree to which organizational members believe that they can satisfy their needs by participating in roles within the context of an organization”.

## **2.6 Perceived Supervisor Support (PSS)**

On the basis of organizational support theory (OST) (Eisenberger et al., 1997; Eisenberger et al., 1986; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Shore & Shore, 1995), employee develop views concerning the degree to which supervisors value their

contributions and care about their well-being. This is supported by Amabile's componential theory (Amabile, 2012) that specifies that supervisors contribute to the perceived work environment for creativity. The subordinates' perception of the support that they are getting from their supervisors, known as perceived supervisor support (Eisenberger et al., 2002) may be influencing the subordinates' creativity.

Literature suggests that perceived supervisor support occurs when a supervisor serves as a good role model; plans, sets, and facilitates the goal setting process without controlling; values of employee contributions; communicates well interactively; protects individuals and teams; shows confidence and trust in their employees; and, does this all in enthusiasm (Amabile, 1996; Amabile, Conti, Coon, Lazenby, & Herron, 1996; Shalley & Gilson, 2004). The supportive supervisor helps employees to be committed to work projects by modeling desired behavior (Amabile, 1996).

Drawing on the leader-member exchange theory (Graen & Uhl-Bien, 1995), one could suppose that the most important relationship at work would be the dyad relationship between the immediate supervisor and the subordinate. The subordinates, who perceive that their leaders are trustable and reliable to help them meet their work related goals, would be proactively creative (Oldham & Cummings, 1996). In another study, Wayne et al. (1997) describe in a high quality exchange leader-member exchange relationship, the subordinates would feel obligated to perform the task and engage in behaviors even beyond expectations that directly benefit their leaders. Showing positive affective emotions was found to be related to creativity (Amabile, Barsade, Mueller, & Staw, 2005). Subordinates would need to perceive a strong level of comfort and interpersonal trust necessary for creativity (Mumford & Gustafson, 1988). Interpreted in the Korean context, it is a shared consensus that leaders show affection, benevolence, protection and support for their subordinates' well-being, and the Korean employees show high loyalty and commitment to their leaders. The Koreans' saying, "what is your business is my business, and my business is your business" prevails at workplace and explains the subordinates' willingness to find improved and better ways to support their leaders in meeting their goals. The subordinates would show their loyalty and commitment through their actions such as standing by just in case their leaders may call upon them; hence, it is common that Koreans would leave their work places after their leaders have left first.

Another research find that, in the leader-member exchange situation, leaders usually work as mentors for their followers (Sosik & Godshalk, 2000), who tend to learn by intimating the behaviors of their mentors (Lankau & Scandura, 2002).

According to organization support theory, positive relationship between POS and PSS have usually been found and interpreted (Rhoades et al., 2001). Yoon and Thye (2000) suggested that employees' perception that organization value their contributions and care about their well-being might lead to believe that supervisors, as agent of the organization, are favorably inclined toward them. Strength of this relationship depends on degree to which employee identify supervisor with the organization.

Perceived organizational politics is expected to have negative relationship with perceived supervisor support. Hochwarter, Kacmar, Perrewe, and Johnson (2003) found intervening role of support in the relationship of organizational politics and job outcomes. This study focuses on identifying moderating role of perceived supervisor support on perceptions-psychological states relationship.

Table 8 *Definitions of perceived supervisor support*

<b>Source</b>	<b>Definition</b>
Kottke and Sharafinski (1988)	“Degree to which supervisor value their contribution and cares for their well-being”
Eisenberger et al. (2002)	“Subordinate’s perception of support that they are getting from their supervisors”

## **2.7 Perceptions of organizational politics and organizational support**

Organizational politics and support was initially studied by Cropanzano et al. (1997) to find consequences of both organizational politics and support with positive and withdrawal work behaviors. It is suggested by many scholars that work portrays a reciprocal relationship between organizational politics and support. It is also asserted by Levinson (2009) that positivity or negativity of this reciprocal relationship could depends on organization’s perceived intent. Organization’s representation of policies and procedures enhanced this employer representation, it is also encouraged by the culture that leads the behavior of employees (Eisenberger et al., 1997). Previous researches on different contexts of organizational politics and support follow two directions. One direction consider organizational politics and support as two extremes of a single

continuum (Nye & Witt, 1993) and other consider these as separate conceptual dimensions (Cropanzano et al., 1997). Former view demonstrates absence of politics as presence of support. Later arguments were built based on the fact that political perceptions are made on the basis of other individuals in organization whereas support concerns organization as a whole. These combine to build overall perceptual climate in organization. Furthermore, Hochwarter et al. (2003) find negative relationship of perceived organizational support and political perceptions of one level up to current level of an employee and highest level in organization.

Broadly on the basis of social exchange theory, it is contended by the Eisenberger and his colleagues that workers with higher level of supportive perceptions tend to put extra efforts and show extra-role behavior at workplace because they felt the responsibility to reimburse the organization for the helpfulness it expands (Eisenberger et al., 1990; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Further, (Gouldner, 1960) alleged that norms of reciprocity indicate when the individuals get favorable treatment it becomes their responsibility to respond in a positive manner. It is also asserted by Rousseau (1990) that when employees perceive that the firm is working in the best interests of employees, they act beyond their formal responsibility to repay the organization due to the felt responsibility. This exchange relation proposes that while undertaking any action both the employer and their subordinates consider the desires and needs of each other. Reciprocity when maintained for longer time makes the bond between employer and employee stronger. Furthermore, trust is an indispensable part of POS related exchange relationship. Under persistent POS, employees develop a belief that they will be rewarded for their good deeds and on the other hand, organization trusts that employees will continue to behave positively when the organization reward them adequately (Eisenberger, Cotterell, & Marvel, 1987). Cropanzano et al. (1997) argued that that full involvement at work is risky and if employees perceived that the environment at workplace is political then this participation becomes more risky. Further supporting the research has revealed that presence of organizational politics often harms the trust (Parker, Dipboye, & Jackson, 1995).

According to Robinson and Morrison (1995), employees tend to disobey the psychological contract if the organization fails to meet their needs. Relationship based on mutual benefit is critical to maintain for employer and employee (Allen et al., 1979; Ferris & Judge, 1991). Captivating recognition of the achievements of other and promoting one's own schema at the cost of organizational goals are the major examples of self-serving political behaviors. If individuals are

perceived to work for their own benefits and to accomplish their own objectives by putting the benefit of organization in danger it becomes doubtful that the organization will feel any responsibility to assist them through the maintenance of employee psychological well-being.

## **2.8 Perceptions organizational politics and job performance**

Environment of organizations in which employees has to work has an influence on their behavior. Quaiser and Awan (2017) find negative association of political perceptions with employee performance for public and private sector organizations. They argued that people with higher perceptions about politics shows negative outcomes.

Career improvement, acknowledgment and position, improved authority and status, achievement of personal objectives, getting work done, feeling attainment, boosted sense of power, and success are some positive results of politics. Loss of planned authority and status reliability, inner sense of guilty, feeling negative for others, internal feelings of guilt, and hindered job operations are harmful results of politics. So, organizational politics may be helpful or harmful for the members of organization(Vigoda, 2002). The employees who have perception that their supervisor is highly concerned with the organizational politics are not likely to communicate with the supervisor (Parker et al., 1995).

The area of subjective perception about organizational politics dates back to Gandz and Murray (1980) initial investigation and then a conceptual model presented by Ferris et al. (1989) about a decade later. This model discussed antecedents and consequences of perception of organizational politics and has considerable influence on politics literature. Later on extension and replication in this model was made(Kacmar et al., 1999). Research has consistently shown that employee have less political perception if they interact with supervisor or if they perceive they have more promotion opportunities in organization. This is because political perceptions rely on perception of other's behavior as being self-serving. Political perceptions are also a reliable predictor of increased job tension or decreased job satisfaction(Ferris et al., 2019).

Cropanzano et al. (1997) and Randall et al. (1999) identified no significant relation amongst perception of organizational politics and task or contextual performance. This non-confirmation of relationship suggests some intervening mechanisms, which effects performance. Some other researchers like Ferris et al. (2002) and Rosen, Levy, and Hall (2006) argued that the relationship of organizational politics with job performance is multifaceted and specifies the



intervention of different variables. Based on above discussion, we hypothesize that perception of organizational politics negatively affects employee job performance. Hence our hypothesis is;

*Hypothesis 1:* Perceptions of organizational politics is negatively related to job performance.

### **2.8.1 Mediation of Psychological safety in POP-Performance relationship**

Psychological safety relates to employee perception related to consequences of taking interpersonal risks at workplace (Edmondson & Lei, 2014). Social context in any organization affects psychological safety that ultimately determine how much an employee is willing to put their energy at workplace (Kahn, 1990). Political environment is perceived to be negative by employees in context of serving personal benefits without caring for others. It is, therefore assumed that psychological safety hurts due to politics, which ultimately result in putting low levels of efforts towards their work. Based on above discussion, we hypothesize that psychological safety mediates the relationship of POP with job performance. Hence our hypothesis is;

*Hypothesis 2:* Psychological safety mediates the relationship between perception of organizational politics and job performance.

### **2.8.2 Mediation of Felt-obligation in POP-Performance relationship**

Researchers find negative relationship of perception of politics with felt-obligation (Ladebo, 2006). However very few studies were conducted to find mediation of felt-obligation in different relationships (Briggs, 2017). Shannon investigated the role of felt-obligation as mediator in perception of justice – outcome relationship. Its mediation was found significant particularly with job performance as an outcome. This study extends our understanding to test the mediating role of felt-obligation in perception of politics – performance relationship. Obligation to pay back to organization develops when employees feel they are being rewarded by organization financially or socioeconomically (Cropanzano & Mitchell, 2005). This is expected to be reversed in case when employees have strong perception of organizational politics. Based on these arguments, it is hypothesized that felt-obligation mediates the relationship between perception of politics and job performance. Hence, hypothesis for this relationship is;

*Hypothesis 3:* Felt-obligation mediates the relationship between perception of organizational politics and job performance.

### **2.8.3 Mediation of Organization-based Self-esteem in POP-Performance relationship**

Organization-based self-esteem is important in liking organizational inputs to employee behaviors. A number of studies have found significant mediating role of organization based self-esteem in relationship between organization's environment characteristics and work attitude and behaviors (Pierce et al., 1989); pay level and job performance (Gardner, Van Dyne, & Pierce, 2004); delegation and job performance (Xiong & Aryee, 2007); and demographic dissimilarity and organizational citizenship behavior (Chattopadhyay, 1999). Twenge, Catanese, and Baumeister (2003) argued that when individuals are excluded from organizations, their cognitive state becomes negative affected which results in low concern for long term goals. Several studies has reported negative relationship between stress and organization based self-esteem e.g. (Jex & Elacqua, 1999; Tang & Ibrahim, 1998). Takhsa, Barahimi, Adelpnah, and Salehzadeh (2019) also found significant mediation of OBSE in relationship of organizational ostracism and knowledge sharing. Hence, perception of politics expected to have negative relationship with organization-based self-esteem. Our hypothesis is;

*Hypothesis 4: Organization based self-esteem mediates the relationship between perception of organizational politics and job performance.*

## **2.9 Perception of organizational support and job performance**

The concept of relationship is based on "Organizational support theory", which explains that personnel believe that organization value their contribution and cares about them create feeling of responsibility to reimburse to the organization for its favorable treatment. Employee do so by increasing constructive outcomes like job performance and helping other employees to attain objectives (Eisenberger et al., 2001). Researchers empirically tested Eisenberger et al. (1986) proposition and found that worker who have greater perceptions about organizational support are supposed work hard for organizational goals, are more satisfied with job, and committed with assigned tasks (Rhoades & Eisenberger, 2002). Other researchers found that absenteeism and turnover of employees, having perception about supportive behavior of organizations, remain very low (e.g, Alen, Shore, & Griffeth, 2003; Eisenberger et al., 1986). Some other researcher also found that job performance with higher level of perception about organizational support is higher than other employees(Sungu, Weng, & Kitule, 2019). Relationship of supportive perceptions with turnover intentions is also assessed by some researchers (e.g, Guzzo, Noonan, & Elron, 1994).

Based on above discussion, we hypothesize that perception of organizational support positively affects job performance. Hence, our hypothesis is;

*Hypothesis 5:* Perceptions of organizational support is positively related to job performance.

### **2.9.1 Mediation of Psychological safety in POS-Performance relationship**

High quality relationship among employees particularly with supervisor are expected to increase psychological safety which in turn lead to positive work behaviors (Carmeli & Gittell, 2009). Edmondson (1999) explained psychological safety focusing on group perception as a joint belief about the viewpoint regarding safety of the team for the risk taking of interpersonal nature, scholars like Schein (1993) and Kahn (1990) focused on the psychological safety for an individual's perception. Whereas, the scholars like Siemsen et al. (2009) investigated psychological safety among peers and Tucker et al. (2007) explored it on organizational level. On all levels, the main aim of this construct is to forming the workplace in a way that may minimize the perceptions of risks related to interpersonal nature.

For example, it helps in increasing the employee personal engagement at work (Kahn, 1990; May et al., 2004). Psychological safety also helps in improving self- expressive behavior (Kahn, 1990). Psychological safety plays part in facilitating learning behavior of employees (Edmondson, 1999; Tucker, 2007). According to Newman et al. (2017), psychological safety is an important mental state which helps in occurring of learning processes and aids in improvement in work outcomes at various levels of analysis (Edmondson, 1999; Edmondson et al., 2007).

It is recognized that workforce is most important assets of any workplace (Pfeffer & Veiga, 1999) and voice behaviors of employees are helpful in breaking status quo and bringing positive change within organization to facilitate its effective functioning (Detert & Burris, 2007; LePine & Van Dyne, 2001). Psychological safety enhances voice behavior (Chughtai, 2016; Liang et al., 2012; Walumbwa & Schaubroeck, 2009) and negative feedback seeking behavior (Chughtai, 2016; Edmondson, 1999; Edmondson et al., 2004). Based on above discussion, we hypothesize that psychological safety mediates the relationship of POS and job performance. Hence, our hypothesis is;

*Hypothesis 6:* Psychological safety mediates the relationship between perception of organizational support and job performance.

### **2.9.2 Mediation of Felt-Obligation in POS-Performance relationship**

POS research studies have only observed the direct consequence of the POS on numerous conclusions, although a little number of research has been directed to examine the intermediating apparatus through which the POS affects the behavior besides attitudes of an employee. Eisenberger et al. (2001) recommended that a significant go-between of the POS-result connection is the felt-obligation. This finding support social exchange theory (Blau, 1968) and organization's support theory (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002) contention that the norm of reciprocity applies to the employer-employee relationship.

On the basis of reciprocity norm, POS creates a felt obligation to care about organization's well-being (Eisenberger et al., 2001). The obligation to exchange caring for caring (Foa & Foa, 1980) enhance employee's affective commitment. POS strengthens employees believe that the organization recognizes and reward performance. These processes have favorable outcomes both for employees (e.g. increased job satisfaction and positive mood), and for organization (e.g. increased affective commitment and performance, reduced turnover).

Following this research, to further validate the role of the reciprocity norm in explaining the mediating mechanism for the relationship between perceived organizational support and important organizational outcomes, present study examines the role of felt obligation as a mediator of the effects of perceived organizational support on employees' job performance. In the perceived organizational support literature, task and contextual performance have been used as the outcomes variables.

Eisenberger et al. (2001) found that felt-obligation to the organization mediated the relationship of POS and employee extra role behavior. Obligation to pay back to organization develops on the basis of organization support theory. Social exchange phenomenon is also expected to explain the relationship. Perceived organizational support (POS) is really helpful in bringing out felt obligation in employees, to be caring about welfare of organization and to contribute in achieving organization's goals(Eisenberger et al., 2001). This based on the reciprocity norm, POS should generate felt obligation (to be caring about organization's wellbeing) (Krishnan & Mary, 2012). Social exchange theory points out that employee felt obligation as a procedure by which organizational justice directs to positive outcomes like increased job satisfaction and decreased turnover(Briggs, 2017). Based on discussion, we hypothesize that felt-obligation mediates the relationship of POS with job performance. Hence, our hypothesis is;

*Hypothesis 7:* Felt-obligation mediates the relationship between perception of organizational support and job performance.

### **2.9.3 Mediation of Organization Based Self-Esteem in POS-Performance relationship**

Organization based self-esteem intervenes in the process through which organizational support works. Her research found mediated role of organization based self-esteem in relationship of perceived organizational support and job performance. Same way, Aryee, Budhwar, and Tan (2003) found mediated role of organization based self-esteem in relationship of LMX and contextual performance. Haider, de-Pablos, and Ahmed (2019) also found significant mediation of OBSE in relationship between positive feedback and organization citizenship behavior.

The reason behind this investigation is that individual's self-esteem is based on others' view about him/herself (Hewitt & Shulman, 1979). These views helps individual to internalize his self. Organization also plays important role in internalization of individuals (Van Dyne et al., 2000). Another reason is that when organization support employees and individual creates perception about organization for caring him, it provides more satisfaction to employees. This satisfaction also plays role in development and enhancement of organization based self-esteem (Lee & Peccei, 2007).

Fuller, Barnett, Hester, and Relyea (2003) considered perceived organizational support and organizational commitment with intervention of organization based self-esteem from a social identity viewpoint. Social identity theory states that "people remain loyal when they feel that their organization value and appreciate them (Tyler, 1999, p. 235)". Social identity perspective explain that when individuals have high perception about organizational support, they consider it indication of respect for them from the side of organization (Tyler, 1999). People with social identity sees themselves as part of large whole (Rousseau, 1998). This is likely to increase individuals' performance because it improves their social identity. Based on above discussion, we hypothesize that OBSE mediates the relationship between POS and job performance.

*Hypothesis 8:* Organization based self-esteem mediates the relationship between perception of organizational support and job performance.

## **2.10 POP and Psychological states**

One reason for negative results of perception of organizational politics is that individual question the organization's motivation to protect psychological safety and well-being(Hochwarter et al., 2003).

### **2.10.1 POP and Psychological Safety**

Kahn (1990) largely discussed four experiences of psychological safety viz. the interpersonal relationships, the group dynamics, the leadership as well as the organizational norms. Outside of these background aspects, Kahn (1990) correspondingly identified the possible impact of the differences related to individuals and called for the researchers to discover the effect of the dispositional factors related to psychological safety. Fresh theoretical as well as empirical studies have responded this call (Nembhard & Edmondson, 2006). Quite a few traits of personality linked to the learning, the risk taking, and the self-expression have postulated to influence the psychological safety. Such as, a trait which is normally connected with the psychological safety is the proactive personality, that imitates a constant outlook on the way to engaging in positive behaviors, mostly unpretentious through situational forces (Bateman & Crant, 1993). The individuals having proactive approach themselves endorse the revolution, they perceive the problems and afterward they resolve those problems (Crant, 2000; Seibert, Crant, & Kraimer, 1999).

The theory related to the Job characteristics recognizes that the work-design features have a substantial effect on the psychological state of an employee (Hackman & Oldham, 1976). Intrinsically, these features are likely to affect the psychological safety through gesturing to the employees so that they can make important decision after the feelings of being trusted and through giving the employees a vibrant considerate for their expectations of role. Lastly, there should be a positive link between the inter-reliant work and the psychological safety due to the fact that it develops a more vital impact that the employees count on one another to complete their everyday jobs (Edmondson, 1999).

If discussing the connection between the high as well as the low rank members, the psychological safety is well-defined as a trust that an individual can expose about himself/herself without having any type of fear for the consequences of negative level (Carmeli & Gittell, 2009; Kahn, 1990). Low status members can feel anxiety and fear in such situations wherein they should

face interpersonal risks for instance through requesting for taking the support or the feedback of others, testing, reporting of the events or proposing the innovative ideas (Edmondson, 1999, 2002b). The fear of being categorized as the ignorant, the incompetent or the troublemaking at the workplace through colleagues can lead to the low level of psychological safety (Edmondson, 2002a). The results of taking the risk can correspondingly weaken one's self-respect, status, or in fact his/her career in the organization (Carmeli et al., 2009; Edmondson, 2002a). Consequently, the leader has the capacity to impact his/her follower's psychological safety, in positive or in negative direction (Nembhard & Edmondson, 2006). Leader can show the type of behaviors that might shape-up the climate and the culture of an organization, which consequently can impact the sense of security as well as the affective state of a follower (Ostroff, Kinicki, & Tamkins, 2003).

A low level of the psychological safety in the low-status members is supposed to be the main contributor of sidestepping the behaviors of these members. In addition, low status members may well sidestep the engagement in terms of quality's improvement inventiveness without the fear of negative results for instance the criticism by public as well as the loss of rewards/prospects (Evans et al., 2006; Nembhard & Edmondson, 2006). Based on above discussion, we hypothesize that POP is negatively related to psychological safety. Hence, our hypothesis for this relationship is;

*Hypothesis 9: Perceptions of organizational politics is negatively related to Psychological safety.*

### **2.10.2 POP and Felt Obligation**

The term "Felt-obligation" denotes to "a prescriptive belief regarding whether one should care about the organization's well-being and should help the organization reach its goals" (Eisenberger et al., 2001, p. 42). The "felt-obligation by employees" is a significant factor in case of psychological agreement between the employees as well as for the organizations they are working for (Guest, 2004). It has a positive link with the "in-role performance" as well as the commitment of an organization (Eisenberger et al., 2001). Some of the organizations intentionally employ the psychological agreement as the policy agenda for the management of employee's relation in a hope of positive consequences in relation to the organizations and their employees (Guest & Conway, 2002).

Previous studies has revealed that the promises made by employers in the form of encouragements along with the obligation's fulfillment for meeting the socio-emotional desires could inspire the employees in terms of obliged feelings for repaying the organization and their employers (Coyle-Shapiro & Neuman, 2004; Irving & Gellatly, 2001). The term "felt-obligation" is not only a situational factor's function, but also it correspondingly of continuing the individual's alterations in the traits of personality. A study conducted by Coyle-Shapiro and Neuman (2004) verified that the dispositional characters of exchange as well as the creditor's philosophies enlightened the further change in the employees' felt-obligation directly above that of employer's responsibilities and self-actualization of these responsibilities. It indicates that as a consequence of the individual's differences, the employees are probable to respond in a different way to apparent employer's responsibilities as well as the self-actualization of responsibilities and likewise contribute in a different way for the employment relations with that of to their employers. In their studies, Coyle-Shapiro and Neuman (2004) maintained that the employees by means of strong ideology of creditor had established a superior felt-obligation in response for encouragements from their organizations, although the employees with the high level of ideology of exchange had disclosed superior concern for the consequences. Further studies founded on personality characters disclosed that some of the individuals with the strong work-determination every so often exercise themselves through working for long tireless hours for meeting the job's related requirements and accomplish the victory through positive consequences for the performance of job, fulfillment and concentrated pressure (Lounsbury, Gibson, & Hamrick, 2004). The review of the past studies disclosed that situational effects could yield a state direction of whichever weakened or better felt-obligation in the employees of an organization (Eisenberger et al., 2001). According to the study, it is advised that the preliminary responses of the employees to a sensitive acuity of the politics of an organization which is reduced-desires to take organization's care. Perception of organizational politics is regarded as the breach for the psychological agreement and inequality. For instance, the zonal manager having insistently deprived of suitable funds for the monitoring for activities of fieldworkers' after one more manager is perceived to have sufficient resources for the similar responsibilities is probable to advance a direction not to take care for the well-being of an organization. The employee's felt-obligation is hypothesized for the organization to be a further proximal reply to the political perception of an organization than the psychological anguish and the performance behavior of citizenship. Nevertheless, it is likely



for the organization for having the members with personality characters that would influence them to the higher level of felt-obligation. Since the traits of personality are steady over time besides these have substantial impact on the behavior of an individual and its judgment. With the passage of time, the employee may knowingly keep caring for his/her organization regardless of the amount of encouragements obtainable by his/her organization. Consequently, the employees through high level of felt-obligation are probable to be unpretentious by political perception of their organization as well as the POP-result relationships would be feebler as equated by employees' low level of felt-obligation who will demonstrate a robust connection. This disagreement produces the foundation for the restraining role of the felt-obligation on the reactions of employees to the political perception of an organization. Hence hypothesis for this relationship is;

*Hypothesis 10:* Perceptions of organizational politics is negatively related to Felt-obligation.

### **2.10.3 POP and OBSE**

Organization-based self-esteem is important in liking organizational inputs to employee behaviors. A number of studies have found significant mediating role of organization based self-esteem in relationship between organization's environment characteristics and work attitude and behaviors (Pierce et al., 1989); pay level and job performance (Gardner et al., 2004); delegation and job performance (Xiong & Aryee, 2007); and demographic dissimilarity and organizational citizenship behavior (Chattopadhyay, 1999). Twenge et al. (2003) argued that when individuals are excluded from organizations, their cognitive state becomes negative affected which results in low concern for long term goals. Several studies has reported negative relationship between stress and organization based self-esteem e.g. (Jex & Elacqua, 1999; Tang & Ibrahim, 1998). Hence perception of politics expected to have negative relationship with organization-based self-esteem. Hypothesis for this relationship would be;

*Hypothesis 11:* Perceptions of organizational politics is negatively related to Organization based self-esteem.

#### **2.10.4 Moderation of Perceived Supervisor Support in POP-Psychological States Relationship**

An important goal of supervisors is to encourage their subordinates to extend their performance by giving them political support (Ellen III, Ferris, & Buckley, 2013). Despite the fact that organizations have a formal system for supervisors to obtain any allocated resource. Hence is not possible to attain in normal circumstances considering hierarchical means. However, it is likely that supervisors can address the needs of their subordinates behaving politically (Hochwarter, 2012). This is likely that employees form a perception about supervisor support towards their supervisors. This characterize the perception that supervisor can do allot to extend organizational resources for employees without considering formal conventional channels. Organizations named such practices as “not officially authorized” for supervisors to work behind the scene in order to achieve the process. Some researchers like McColl-Kennedy and Anderson (2002) are in favor that employees should consider it positive factor as it can control negative psychological states of employees and ultimately open new doors for objective accomplishment for employees. Based on above arguments we hypothesize that perceived supervisor support helps in reducing negative outcomes of perception of organizational politics. Hence, hypotheses of all three psychological states are;

*Hypothesis 12:* Perceived supervisor support moderates the relationship between POP and Psychological safety such that negative relationship will be weaker when PSS is (vs. low).

*Hypothesis 13:* Perceived supervisor support moderates the relationship between POP and felt-obligation such that negative relationship will be weaker when PSS is high (vs. low).

*Hypothesis 14:* Perceived supervisor support moderates the relationship between POP and organization based self-esteem such that negative relationship will be weaker when PSS is high (vs. low).

#### **2.11 POS and Psychological States**

Psychological states contain the psychological safety, the felt-obligation as well as the self-esteem based on an organization. The relationship of these psychological states through the POS is expected to be developed on the basis of theory of planned behavior. Furthermore, organization support theory also explains psychological phenomenon developed on the basis of perceived support with the organization. Eisenberger et al. (2001) found that felt-obligation to the

organization mediated the relationship of POS and employee extra role behavior. Obligation to pay back to organization develops on the basis of organization support theory. Social exchange phenomenon is also expected to explain the relationship. Psychological states are psychological processes developed on the basis of perceived environment whether it is stressor like organizational politics or motivational like organizational support. These processes ultimately develop job performance. POS is expected to generate positive work outcomes. Hence, processes generated on the basis of POS are also expected to be positive. Relationship with different psychological states is discussed next:

### **2.11.1 POS and Psychological Safety**

Tucker (2007) argued that variables such as organizational support has positive relationship with psychological safety. Different studies conducted by Edmondson (1999) recognized that a positive connection existed with leaders by way of having vital effect on the psychological safety perception. The relationship by leaders indicates the important information to the employees regarding the support, the flexibility, the steadiness, the trust and the capability (Kahn, 1990). Additionally, the societal interactions amid the leaders as well as the followers have a vital influence on the validation of opportunities concerning what is and is not suitable behavior relating to this scenario (Edmondson et al., 2004).

The characteristics of work design may correspondingly play a significant role in determining the individual and team's psychological safety. However, the characteristics of work-design are not openly the portion of the study conducted by Kahn (1990) theoretic model of the psychological safety experiences. The study conducted by Edmondson (1999) explained such type of structural features as well as the psychological safety's facilitator resources. Consistent with the theory of job characteristics, the characteristics of work-design have a substantial influence on the psychological states of employees (Hackman & Oldham, 1976). Intrinsically, these features are probable to influence the psychological safety through gesturing to the employees that they can be reliable to make significant decisions besides giving the employees a strong thoughtful of their expectations of role. Lastly, the inter-reliant work should have a positive relationship with the psychological safety by way of it becoming more critical that the employees depend on one another for their task accomplishment (Edmondson, 1999).

Kahn (1990) also included overall supportive work context by identifying that the interpersonal contacts outspread outside the leader's limit and so on the entirety of the societal exchange system effects the psychological safety. This backing can be taken from colleagues and the organization the aforementioned. Whilst the leaders spread significant information to the employees of the organization concerning the customs as well as the suitable behavior of a work place, the employees every so often follow their colleagues as well as the other workers of their organization for indications (Wiesenfeld, Raghuram, & Garud, 2001). Different numbers of factors apprehending the value of interpersonal connection with their peers have been connected with their psychological safety, together with backing from the members of their team (Schepers, de Jong, Wetzels, & de Ruyter, 2008), in addition the caring from their team (Bstieler & Hemmert, 2010), as well as the trust in the members of their team (Yixiang et al., 2010). Furthermore, the past research studies has revealed that the employees of an organization advances in the universal conceptualization of the level to whom the organizations as per a whole unit is a caring being (Eisenberger et al., 1986). Here in addition, the factors for instance the support of an organization (Tucker, 2007) as well as the organization trust (Carmeli & Zisu, 2009) have a positive connection with the psychological safety within an organization.

*Hypothesis 15:* Perceptions of organizational support is positively related to psychological safety.

### **2.11.2 POS and Felt Obligation**

Perceived organizational support and felt-obligation are causally related yet conceptually distinct variables (Eisenberger et al., 2001). The term felt-obligation is an inflexible belief concerning whether a person had better to care about the well-being of an organization in addition it should support the organization to accomplish its goal-line. Referring to the theory of organizational support, perceived organizational support meeting the socio-emotional requirements, it delivers the guarantee that the support is accessible when desirable, besides it designates the readiness of the organization to reward the efforts made on the behalf of the organization itself (George, Reed, Ballard, Colin, & Fielding, 1993). Because of reciprocity norm, perceived organizational support would lead to a felt obligation to care about and aid the organization.

The employee-organization relationship is the focus of the perceived organizational support construct (Eisenberger et al., 1986). Eisenberger et al. (1986) argued that employees aggregate the treatment that they receive from representatives of the organization to form “global perceptions concerning the extent to which the organization value their contribution and cares about their well-being”, or perceived organizational support. When employees have high levels of perceived organizational support, the tradeoff norm as stated by (Gouldner, 1960) stimulates them to support the organization reaching their objectives in addition to their goals (Eisenberger et al., 1986).

The philosophers of the social exchange theory have suggested for employment as the business of hard work and loyalty for concrete paybacks and for the social plunders (e.g, Bateman & Organ, 1983). As soon as a person indulges other person in a well manner, the norm of reciprocity accommodates the arrival of favorable conduct (Gouldner, 1960). To the degree to which both the employee and the employer apply the norm of reciprocity to their affiliation, the favorable conduct received by either party is reciprocated, leading to beneficial outcomes for both. The crucial concept accompanying to POS is the reciprocity’s norm as stated by (Gouldner, 1960).

Consistent with the theory of organizational support, the POS does have the positive effect on the attitude of an employee along with their behaviors mostly for the reason that it produces a logic of responsibility in the individual persons to recompense their organization as their return (Eisenberger et al., 1990; Eisenberger et al., 1986). Regardless of this argument, the furthestmost POS research studies have only observed the direct consequence of the POS on numerous conclusions, although a little number of researches has been directed to examine the intermediating apparatus through which the POS affects the behavior besides attitudes of an employee. Eisenberger et al. (2001) recommends that a significant go-between of the POS-result connection is the felt-obligation. This finding support social exchange theory (Blau, 1968) and organization` support theory’s (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002) contention that the norm of reciprocity applies to the employer-employee relationship.

On the basis of reciprocity norm, POS creates a felt-obligation to care about organization’s well-being (Eisenberger et al., 2001). The obligation to exchange caring for caring (Foa & Foa, 1980) enhance employee’s affective commitment. POS strengthens employees believe that the organization recognizes and reward performance. These processes have favorable outcomes both

for employees (e.g. increased job satisfaction and positive mood), and for organization (e.g. increased affective commitment and performance, reduced turnover).

Following this research, to validate the role of the reciprocity norm in explaining the mediating mechanism for the relationship between perceived organizational support and important organizational outcomes, present study examines the role of felt obligation as a mediator of the effects of perceived organizational support on employees' job performance. In the perceived organizational support literature, task and contextual performance have been used as the outcomes variables.

*Hypothesis 16:* Perceptions of organizational support is positively related to felt-obligation.

### **2.11.3 POS and OBSE**

Self-esteem in context of organization is found to have relationship with various organizational variables (Bowling et al., 2010). Gardner and Pierce (2013) found that positive factors like those that self-efficacy has positive relationship with organization-based self-esteem. Beside self-efficacy, "need for achievement" was also found to have positive relationship with organization based self-esteem (Tang & Ibrahim, 1998). Researchers also find trust and participation in management (Lee, 2003) positively related to organization based self-esteem. Several other researchers found organizational care and perception of trust in organization are antecedents of organization-based self-esteem (McAllister & Bigley, 2002). Based on conservation of resource theory, Wang, Guchait, and Paşamehmetoğlu (2020) argued that a positive relationship exists between perception of organizational support and organization-based self-esteem. Based on above discussion we hypothesize that POS positively related with organization based self-esteem. Hence, hypothesis for this relationship is as under;

*Hypothesis 17:* Perceptions of organizational support is positively related to Organization based self-esteem.

### **2.11.4 Moderation of Perceived Supervisor Support in POS-Psychological States Relationship**

Relationship of perceived organizational support with perceived supervisor support is developed based on organizational support theory. Researchers also found positive relationship between the two (Hutchison, 1997; Malatesta, 1997; Rhoades et al., 2001; Yoon, Han, & Seo, 1996; Yoon & Lim, 1999). Direction of relationship is supervisor support to organizational support

but Yoon and Thye (2000) also suggested that causality might also occur in the reverse direction. In both directions, perception of employees develop either due to supportive organization or supportive supervisor, outcomes are positive.

Perceived supervisor support is theorized to relate with perceived organizational support because employees perceive their supervisors as representatives acting on behalf of organizations (Donsbach & Shanock, 2008). Many previous studies have examined the extent to which supervisors contribute towards employees' perceptions about their organization's support (Rhoades & Eisenberger, 2002).

*Hypothesis 18:* Perceived supervisor support moderates the relationship between POS and psychological safety such that positive relationship will be stronger when PSS is high (vs. low).

*Hypothesis 19:* Perceived supervisor support moderates the relationship between POS and felt-obligation such that positive relationship will be stronger when PSS is high (vs. low).

*Hypothesis 20:* Perceived supervisor support moderates the relationship between POS and organization based self-esteem such that positive relationship will be stronger when PSS is high (vs. low).

## **2.12 Psychological States and Job Performance**

The theory of planned behavior has received considerable empirical support in the literature, explains how multiple psychological factors contribute to predicting the enactment of planned behaviors (Ajzen, 1991). In current study researcher draw on its rationale to theorize that employee perceptions in organization can be jointly explained by three psychological factors i.e. psychological safety, felt obligation, and organization based self-esteem owing to their respective impacts on employees' task and contextual performance.

### **2.12.1 Psychological Safety and Job Performance**

Recent research has identified positive relationship between psychological safety and job performance (Nembhard & Edmondson, 2012). Several other studies have found that psychological safety has direct impact on task performance (Baer & Frese, 2003; Schaubroeck et al., 2011). Psychological safety also minimizes any negative consequences of making mistakes or taking initiatives (Edmondson, 1999) which is expected to allow employees to focus on task that can increase performance (Faraj & Yan, 2009; Mayer & Gavin, 2005). Nembhard and Edmondson

(2012) identifies task performance as an outcome of psychological safety. Several other studies have revealed that psychological safety has direct impact on task performance (Baer & Frese, 2003; Schaubroeck et al., 2011). Moreover, Liang et al. (2012) and Van Dyne and LePine (1998) argues that voice behavior and organization citizenship behavior of making suggestions for improvement to current work practices and policies is an outcome of psychological safety, as psychological safety creates an environment where taking initiative is encouraged.

*Hypothesis 21:* Psychological safety is positively related to Job performance.

### **2.12.2 Felt-obligation and Job Performance**

Being social agents, individuals are constantly under the influence of social norms that indicate the established or approved ways to thinking and behaving. Two types of such norms are descriptive norms (people's perceptions of what is commonly done in specific situations and injunctive norms (people's perceptions of what is commonly approved or disapproved of within a particular culture) (Schultz, Nolan, Cialdini, Goldstein, & Griskevicius, 2007). A third type, personal or moral norms, which describe personal rules of conduct, is arguably the most relevant norm for predicting planned behavior intended to benefit others (Conner & McMillan, 1999). An example of a moral norm is the norm of reciprocity. As a culturally universal principle, the norm of reciprocity is internalized through social learning and constitutes a strong motivational drive (Perugini et al., 2003). Research discussed positive effect of psychological safety on various organizational outcomes (Roch, Shannon, Martin, Swiderski, & Agosta, 2019). Employees experiencing higher levels of felt obligation are more likely to perceive speaking up as a positive means of caring for their organization and thus are more likely to engage in performance as "responsible citizens" of the organization.

*Hypothesis 22:* Felt-obligation is positively related to Job performance.

### **2.12.3 Organization Based Self-esteem and Job Performance**

Organization based self-esteem is purely an organizational context through which an individual perceives its value in organization. Individuals with higher level of self-esteem believe they are meaningful, important and valuable member of organization (Pierce et al., 1989). In order to maintain cognitive consistency, they are more likely to engage themselves in pro-social behavior as voicing behaviors and helping others. People with high organization based self-esteem believe that they are effective within organization which further make them to perceive that they are



competent enough to contribute more to the organization (Sekiguchi, Burton, & Sablinski, 2008). Previous studies found that organization based self-esteem generate positive attitude towards one's job performance (Carson et al., 1997), and also have positive influence on contextual performance (Van Dyne & Pierce, 2004). Pierce et al. (1989) found positive relationship between organizations based self-esteem and supervisor rating of job performance in two of three different studies. Gardner and Pierce (1998) argues that high level of self-esteem results in high level of self-efficacy which in turn results in higher level of job performance. This job performance exists in almost every role condition (Bandura & Wessels, 1997). Similarly, people with high level of organization based self-esteem is motivated to be productive, perform better and satisfied with organizational goals while people with low organization based self-esteem tend to hold their effort in order to balance their contributions with their negative perceptions. Research has found positive relationship of organization based self-esteem with job performance (Aryee et al., 2003; Van Dyne & Pierce, 2004). Moreover, Carson et al. (1997) also found positive relationship between organizations based self-esteem and employees' attitude toward job performance.

*Hypothesis 23: Organization based self-esteem is positively related to Job performance.*

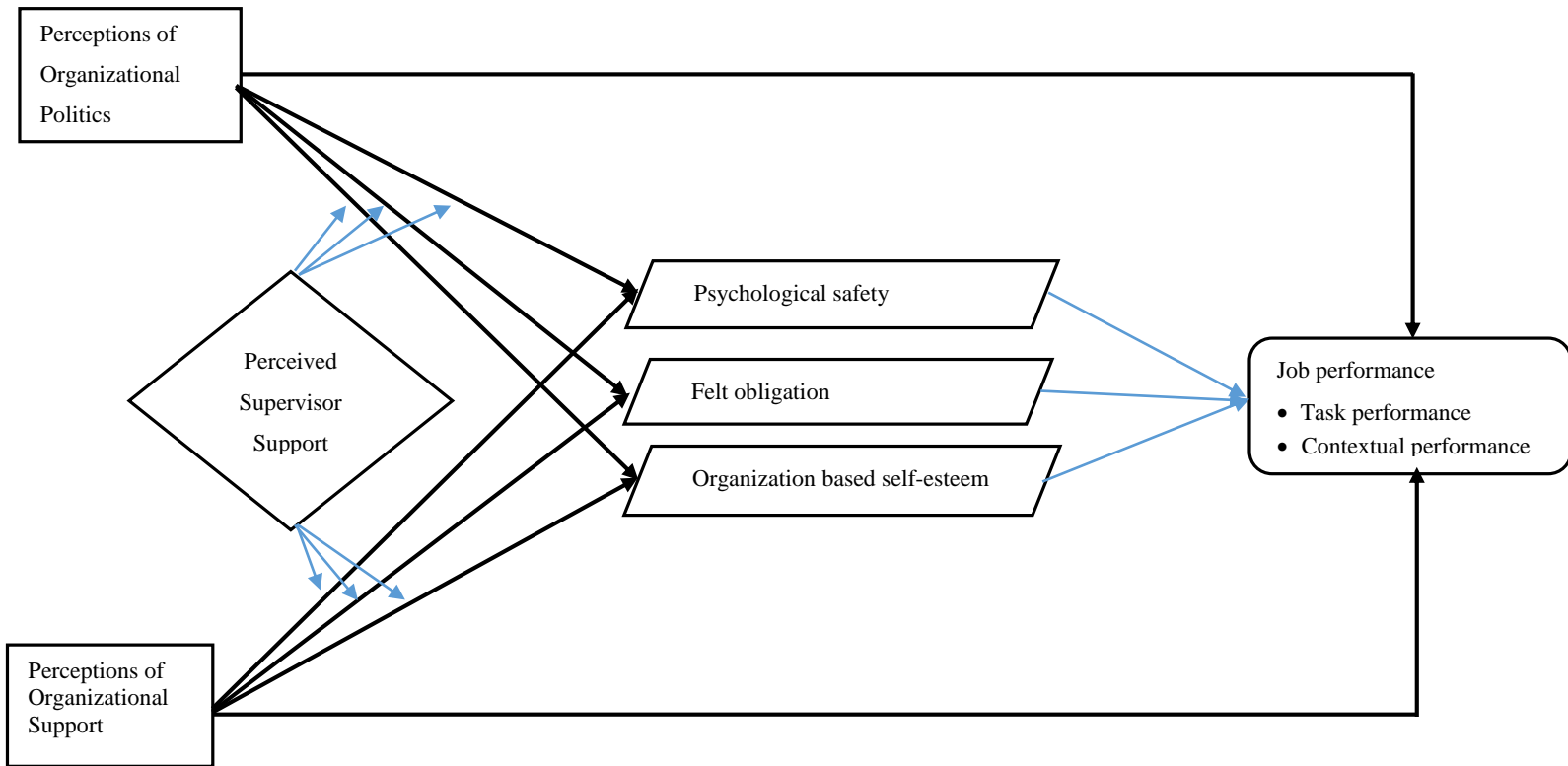


Figure 2. Theoretical Framework

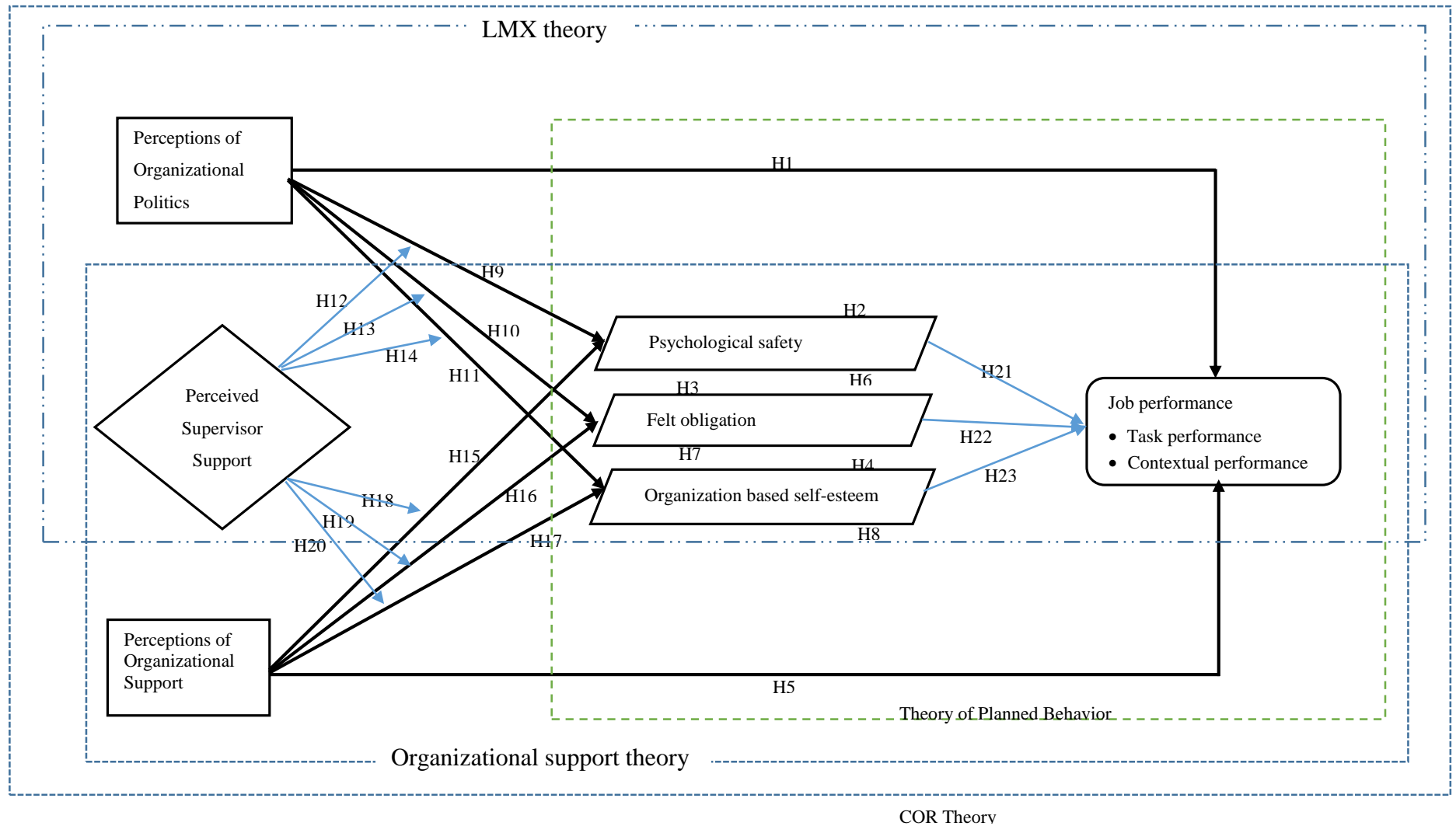


Figure 3. Theoretical Framework with Hypothesis Identification

Theoretical framework of research consists of two independent variables, three mediating variables, one dependent variable and one moderator variable. Perception of organizational politics and perception of organizational support are independent variables. Three psychological states i.e. psychological safety, felt-obligation and organization based self-esteem are three mediating variables. Job performance of individual employee is dependent variable. Perceived supervisor support is moderator variable.

## **Chapter 3 - Research Methodology**

Chapter 2 provides literature related to political and supportive perception in organization and their psychological process to convert it into performance was discussed. In this section, the method and procedure followed in current study are described. Specifically, the chapter covers the research philosophy, research strategy, study population, unit of analysis, sample size and sampling procedures, measurement of variables and instrumentation, data collection procedure and the technique of data analysis used in the study. Contributions from the pilot study are also presented as well. Put differently, the chapter presents the results of the initial pilot testing and the procedure followed in the conduct of the main study.

### **3.1 Research Paradigm – An overview**

Every research is based on a particular set of beliefs, expectations, and views and relations with environments. This pattern of beliefs and perceptions is known as research paradigm (Guba & Lincoln, 1994). It is important to understand the philosophical dedication behind any researcher because this specific choice greatly impacts the actions within the research and the researcher fully recognizes what exactly is being investigated (Saunders, 2011). The principles, philosophies and beliefs inherent in a research paradigm rationally underline the research strategy and the methods selected for a study (Firestone, 1987; Saunders, 2011). It is therefore important to ascertain the paradigm specified prior to discussing the specific research approach and methodologies that are proposed to be employed for present study.

Research paradigm has two main categories i.e. “positivist paradigm and interpretive paradigm” (Bryman & Bell, 2015; Myers, 2013). The positivist paradigm, also known as “the scientific paradigm”, represents the contribution of the French philosopher Auguste Comte (1798-1857) (Mack, 2010; Moore, 2010). The positivism has a wider application by social science researchers (Neuman, 2013). Positivists hold the belief that social reality can be studied independent of the researcher (Scotland, 2012) and also assume that the social life can be represented in quantitative terms via correlations and experimentations to examine cause and effect relationship between constructs (Creswell & Creswell, 2017).

Generally, positivists apply deductive inquiry (Tashakkori, Teddlie, & Teddlie, 1998), the aim of which is to test propositions that reflect causal relationship between latent constructs that underpinned theories and empirical evidence (Bryman & Bell, 2015; Creswell & Creswell, 2017;

Deshpande, 1983; Perlesz & Lindsay, 2003). In addition, deductive inquiry seeks to arrive at conclusions that can be generalized and which permit a revision of theory (Bryman & Bell, 2015; Deshpande, 1983) and also believed in the importance of replicating research (Neuman, 2013).

The opposite of deductive research is interpretative paradigm, also known as anti-positivist or constructivist paradigm which is a philosophical underpinning of the philosopher and mathematician of German origin, Edmund Husserl (1859-1938) (Mack, 2010). In contrast to positivism, interpretative philosophical paradigm hinges on the notion that human social life can be examined qualitatively through diverse means including direct observation, interview and case studies (Neuman, 2013). Again, social reality according to interpretative philosophical perspective, is subjective and socially built, thus, both researchers and participants could interact to appreciate social phenomena from the point of view of an individual (Creswell & Creswell, 2017; Guba & Lincoln, 1994).

Meanwhile the objective of the extant study, which belongs to the positivist paradigm, is to test a hypothesized structural model that assumes that political and supportive perceptions of organizations go through certain psychological process to develop task and contextual performance in employees of government and private sector organizations in Pakistan. Hypothetical framework of the research is developed on the basis of theory of planned behavior (Ajzen, 1991). Seven research questions and five study objectives were developed for the current study from which, twenty-three hypotheses were formulated and tested. Consistent with the research model, rather than developing new theory, the present study focuses on theory testing and verification, thus, applying a deductive inquiry approach. To this end, on the foundation of the foregoing philosophical assumptions, this study mainly employs the positivist philosophical viewpoint that hinges on objectivism as the underlying ontological and epistemological positions.

### **3.2 Research Design**

A pattern, which specifies the approaches and processes for conducting a research is known as research design (Zikmund, Babin, Carr, & Griffin, 2013). This study adopts quantitative research approach to assess the structural relationships among seven constructs: “perceptions of organizational politics, perceptions of organizational support, perceived supervisor support, psychological safety, felt obligation, organization based self-esteem and job performance”. Partial least square path modeling PLS-SEM in conjunction with Smart PLS 3.0 was used to test twenty-

three hypotheses that hinges on theory of planned behavior (Ajzen, 1991). The study adopts cross-sectional study design in which data was collected once during whole study. In this study, survey research method was used to collect data through self-administered questionnaire. Survey research was considered most appropriate as a widely used method adopted by organizational researchers who are interested in collecting information about very populations involving sociological and psychological variables that cannot be observed directly (Kerlinger) such as perception and attitude (Keeter, 2005). As a field study, variables were examined under natural setting which consistent with correlation research (Cooper, Schindler, & Sun, 2006). Hence, no attempt was made to control any variable of the study as common in experimental research design. Thereafter, the data was analyzed and interpreted statistically, which drawing conclusions or making inferences about the population of the study at one point in time.

In spite of the relative advantage of longitudinal studies, the current study was conducted using cross sectional design. This option was found appropriate in view of the fact that primary goal of the study was validation of the proposed model and in consideration of resource constraints of the researcher including time and money available to the researcher (Sekaran & Bougie, 2016).

### **3.3 Population**

Population of any study consisted of group of things, people or events which are core interest of researcher to investigate and make inferences based on a derived sample (Cavana, Delahaye, & Sekaran, 2001). Population for current study consists of employees working in government and private sector organizations, and is students in any part time or full time business education (e.g. MBA Executive program, MS or PhD) in universities of Pakistan. Reason to choose such setting can be discussed in following manners:

- Business students have better sense of realization of context. Respondents' understanding about research and the context is important for higher internal validity of responses. These types of workers are normally well sentient of the environment, policies, and culture of their organizations.
- Without hesitation to be observed, they also feel free to contribute in survey away from their workplace.
- University students usually also maintain a long and close relationship with lecturers, supervisors, administrative and other supporting staff which makes

research conducive in the domain (Hennig-Thurau, Langer, & Hansen, 2001; Leverin & Liljander, 2006).

- Similar respondents were selected by many researchers in their research e.g. Gandz and Murray (1980), Cropanzano et al. (1997), Randall et al. (1999), Poon (2003), Vigoda and Kapun (2005), Bodla and Danish (2008a), Bodla and Danish (2008b), Bodla and Danish (2009), Danish et al. (2013), and Bodla et al. (2015).

During the phase of data assortment, there were total 36 “degree awarding institutes” in Pakistan that have got accredited from National Business Education Accreditation (NBEAC). The list of those institutions was attained from “National Business Education Accreditation Council (NBEAC)” in Higher Education Commission of Pakistan (HEC). Of those 36 institutes, 14 institutes were short listed who are offering part time business education programs for some experienced workers of government and private sector organizations (Exhibit C). Furthermore, a brief introduction of research is provided to respondents before collection of responses. Self-administered questionnaire was used for collection of data (Appendix A).

### **3.4 Unit of Analysis**

Unit of analysis is single unit considered for collection of data. Data for present study was collected from employees of public and private sector organizations in Pakistan. Unit of analysis is “individual” working as employees in public and private sector organizations and are studying business education in part time or evening programs in universities of Pakistan. Sample for current study is very diverse, representing a number of organizations from both sectors. Organizations of telecommunication, energy, financial services, police, education and health sectors were represented in sample. Data is collected through self-administered questionnaire and is distributed with approval of teachers. Privacy and namelessness of respondents was ensured in and after data collection.



### 3.5 Sampling and Procedure

Deciding upon the size of sample and the technique of sampling is an important aspect. Relevant factors relate to size and design of sample is discussed as under:

#### 3.5.1 Sample Size and Power analysis

A sample is defined as a set of individuals or participants chosen from a larger population for the purpose of survey (Salant, Dillman, & Don, 1994). To reduce the cost of sampling error, it is important to determine an optimal sample size. As argued by Salkind and Rainwater (2003) an appropriate sample is essential for any survey, because a sample size that is too small is not a good representative of the population and may lead to Type I error, defined as the probability of mistakenly rejecting a particular finding when it should in fact be accepted. Conversely, a Type II error would be committed where a sample size is too large is used because that will lead to accepting a finding when it is supposed to be rejected (Sekaran & Bougie, 2016). Kline and Santor (1999), and Kline (2005) proposed that 10:1 factor to items ratio is more general. Considering these recommendations, 10:1 subjects to items ratio was chosen. 66 items multiplied by 10 gives 660. Hence, 660 respondents were selected for data collection.

Multistage sampling was carried out for sample selection. Initially strata were introduced on provincial basis and federal area. Number of seats allocated by universities ranges from 40 to 70 students in every session. There are minimum two sessions registered at one time so estimated number of students in one institute ranges from 80 to 140 in one degree. Hence, estimated number of students registered in one-degree (e.g. masters in executive program) ranges from 1120 to 1960. Students in degrees of business education were targeted to participate in survey on convenience basis. Calculation of sample is given in table 9.

Table 9 *Province wise number of selected institutes with sample size*

S. No.	Province	No. of institutes	Sample calculation	Sample Size
1	Federal	4	$(4/14)*660$	189
2	Punjab	8	$(8/14)*660$	377
3	Sindh	1	$(1/14)*660$	47
4	KPK	1	$(1/14)*660$	47
	<b>Total</b>	<b>14</b>		<b>660</b>

### **3.5.2 Sampling Design**

In this study, a multi-stage sampling technique was used. At first stage, “Strata” were defined on the basis of number of institutes in each province of country and federal territory. Research in social sciences contains the samples from population that cannot be easily listed. Therefore, it is essential to create and implement a sample design accordingly. In consideration of the large size of population involved in the present study, groups of population were deemed appropriate for fair representativeness and subsequent generalization of the findings (Joseph F Hair, Black, Babin, Anderson, & Tatham, 2006; Joseph F. Hair, Money, Samouel, & Page, 2007). Multi-stage sampling method could provide a precise representation of a large population while at the same time using a relatively small sample size.

Second stage was to choose representatives from each group and that was done by criteria of NBEAC accreditation. Accordingly, third stage was to obtain a sample. Employees of public and private sector organizations were selected on convenient basis. The questionnaire was administered to the individual respondents with help of local friends in that university.

### **3.6 Measurement of Variables and Instrumentation**

In this study, a questionnaire (Appendix A) was administered to the individual students in their capacity as employees of public and private sector organizations. The instrument comprises of two main parts. Part A consists of demographic variables (i.e. gender, age, marital status, employment tenure etc.). Part B consists of 66 items that measure seven variables of the study.

Instead of objective methods of measuring job performance (e.g. financial or economic measures), study focused on work attitudes and behavioral intentions. Perceptions and psychological states are self-reported. All variables were measured using five point likert scale ranging from 1=strongly disagree to 5=strongly agree. Details of variable, their measure with authors has been provided in table 10.

Table 10 *Constructs' Measures and Authors*

Constructs		Measures	Items	Authors
Perceptions of organizational politics		Perceptions of organizational politics scale (POPS)	15	Kacmar & Carlson (1997)
Perceptions of organizational support		Survey of Perceived organizational support (SPOS)	8	Eisenberger et al. (1986)
Perceived supervisor support		PSS scale	4	Eisenberger et al. (2002)
Psychological States	Psychological safety	Psychological safety scale	5	May et al. (2004)
	Felt obligation	Felt-obligation scale	5	Eisenberger et al. (2001)
	Organization based self-esteem	Organization based self-esteem scale	7	Pierce et al. (1989)
Job performance	Task performance	In-role performance scale	7	Williams & Anderson (1991)
	Contextual performance	Contextual performance scale	15	Van-Scotter & Motowidlo (1996)

### 3.6.1 Perception of Organizational Politics

Perception of organizational politics is independent variable in theoretical framework. “Perception of organizational politics is defined as the degree to which respondents view their work environment as political and therefore unjust and unfair (Ferris et al., 1989)”. Perception of politics consisted of three subscales. First is “general political behavior”, which measure employees’ perception about self-serving behaviors prevails in organization to get maximum personal interests. Second is “go along to get ahead”, which is perception of employees’ about presence of factitious activities and influential groups to get power. These groups provide perception of insecurity to the employees. Third is “pay and promotion”, which is general perception of employees about distribution of rewards and promotion systems in organization are based on factors other than merit. Perception of politics scale consisting of 15 items was adapted

from Kacmar and Carlson (1997). Questions of this scale are listed in questionnaire as POP\_1 to POP\_15.

### **3.6.2 Perception of Organizational Support**

Perception of organizational support is second independent/ exogenous variable in the framework. It is defined as “the extent to which employee believe that organization value their contribution and cares about their well-being (Eisenberger et al., 1986)”. It is considered as reverse of perception of politics as this perception is based on positive contribution of organization towards employee’s efforts. This believes is based on employee-oriented organizations where policy of merit is implemented and organization is supportive and cooperative with their employees. Survey of perceived organizational support (SPOS) scale was adapted for current study. This is eight items scale and in questionnaire, items are mentioned as POS\_1 to POS\_8.

### **3.6.3 Perceived Supervisor Support**

Perceived supervisor support feeling of support from supervisor. This is moderator in theoretical framework of study. Perceived supervisor support is defined as “the extent to which employee believe that they are getting support from their supervisor (Eisenberger et al., 2002). This construct carry same feeling about supervisor that are carried by perception of organizational support for organization. Perceived supervisor support in current study is measured through adapted scale that was developed by Eisenberger et al. (2002). This is four items scale and questions entered in questionnaire and data sheet as PSS\_1 to PSS\_4.

### **3.6.4 Psychological Safety**

Psychological safety is psychological state developed when employee feel secure to contribute ideas and voice in organization. This is mediator in theoretical framework of current study. Psychological safety is defined as “the degree to which employees believe that their coworkers (e.g. supervisor and coworkers) will not misunderstand or punish for taking risks, such as speaking up for suggestions (Detert & Burris, 2007)”. Psychological safety for current study was measured by adapted scale used by May et al. (2004) based on work of Kahn (1990). This scale is based on two subscales; allow for self-expression and managerial support for actions. This is five items scale and in questionnaire and data set, questions are mentioned as PS\_1 to PS\_5.

### **3.6.5 Felt Obligation**

Felt obligation is mediator in theoretical framework of current study. This is developed when employee feel obligated to repay to organization in exchange of what organization is contributing in the form of rewards and well-being. Felt obligation for constructive change influences “the extent to which employees are committed to develop new procedures and correct problems in their organization (Fuller et al., 2006)”. Felt obligation for current study was measured by an adapted scale developed by Eisenberger et al. (2001). This scale consists of two subscales; idea generation and voice out constructive suggestions for organization. Felt-obligation scale is five items scale and questions entered in questionnaire and data set as FO\_1 to FO\_5.

### **3.6.6 Organization Based Self-esteem**

Organization based self-esteem is mediator in theoretical framework of study. With organization-based self-esteem, employee consider himself as an important, capable and worthy member of organization. Organization based self-esteem refers to “an individual beliefs about his/her own capabilities and social work in workplace (Pierce et al., 1989)”. Organization based self-esteem was measured through OBSE scale, developed byPierce et al. (1989). This scale has three subscales; valuable, trustworthy and faithful for organization. OBSE scale is seven-item scale and questions are recorded in questionnaire and data set as OBSE\_1 to OBSE\_7.

### **3.6.7 Task Performance**

Task performance includes behavioral expectations that are present in job description and fall under formal reward system of organization. Employees are liable to incorporate these behaviors and is held responsible for any laziness. Task performance is defined by Borman and Motowidlo (1997) as “behaviors that fulfill the prescribed duties of a certain job or in other words outcomes and behaviors that directly serve the goals of an organization”. Task performance for current study was measured adapted scale developed by Williams and Anderson (1991). Scale is developed based on three subscales; timeliness, quality of work and quantity of work. Task performance scale is seven items scale and questions entered in questionnaire and data set as TP\_1 to TP\_7.

### **3.6.8 Contextual Performance**

Contextual performance includes behaviors, which are not included in formal job description of employees. These behaviors are volunteer and creates inner positive feelings within employees. Contextual performance can be defined as “behaviors or actions on the part of employees that go beyond the formal job description and help maintain and enhance social-psychological work environment that supports task performance (Schat & Frone, 2011)”. Contextual performance for current study was measured adapted scale developed by Van Scotter and Motowidlo (1996). This scale has two subscales, interpersonal facilitation and job dedication. Interpersonal facilitation includes helping other employees in performing their job duties. Interpersonal facilitation is voluntary behavior of resolving job related issues of coworkers. It is expected to enhance interpersonal relationships with coworkers. Job dedication is about putting extra efforts beyond in-role duties as described in job description. Contextual performance scale is fifteen items scale and questions entered in questionnaire and data set as CP\_1 to CP\_15.

## **3.7 Demographic Variables**

Following demographic variable were included in questionnaire on the basis of previous studies in same research area.

### **3.7.1 Gender**

Perception of organizational politics and support differ for male and female employees significantly (Bodla & Danish, 2008a). Two categories i.e. male and female were included as it was expected that personal characteristics play important role in developing perceptions at workplace.

### **3.7.2 Age**

Age is an important variable that may predict different behaviors at work place. Ferris et al. (1989) argued that age effects the level to which individuals perceive their organization to be political. Negative relationship between age and perception of politics was found by Ferris, Frink, Bhawuk, Zhou, and Gilmore (1996) but no conclusive findings were seen by Ferris et al. (2002). Age of respondents was asked in open-ended manners and it was divided in different group in software.

### **3.7.3 Sector/ Organization**

Employees working in public sector organizations differ substantially from employees working in private sector organizations. In current study, both public and private sector organizations were included in data collection.

### **3.7.4 Work experience**

Tenure play important role in two terms. First, tenure in any particular organization in terms of “experience in current organization” play important role. Second, tenure in terms of career stage also plays important role, which includes total work experience in work life of an employee. Both tenures were included in questionnaire at data collection. Age and tenure are correlated, and sometime effects of age on behavior are confused with total tenure of an employee. Life span approach to age emphasis behavioral changes at any stage in the life cycle of an individual (Sterns & Miklos, 1995).

## **3.8 Quantitative data analysis strategy**

Current study is purely quantitative and all results were based on quantitative data collected through questionnaires. No personal belongingness of researcher is considered that could affect results. Following data analysis strategy would be adopted stepwise using SPSS-20 and SmartPLS-3 for quantitative analysis of data:

- Characteristics of population and sample were described and data cleaning and screening was done.
- Incomplete responses or multivariate outliers were dropped.
- CFA model was run for each scale and factor loading was examined. To achieve higher reliability of tool, factors with loading 0.3 were dropped and will not be included in further analysis.
- Descriptive statistics and correlation with reliability results was discussed.
- After testing assumptions, complete regression model with mediators and moderator was tested and well-fitted model for all variables was developed.
- Each hypothesis was tested for regression model.

### **3.9 Survey Pilot Testing**

A pilot study is a small scale initial examination carried out to assess feasibility, time and cost of survey so as to predict the correct sample size and improve upon the research design before conducting the main study (Hulley, Cummings, Browner, Grady, & Newman, 2011). Pilot testing can be defined as “small scale trail run of a large survey” (Veal, 2017, p. 276). Pilot tests are carried out to test that questionnaire is valid, reliable, understandable by respondents and functions properly (Alan, 2008; Bryman, 2008). Validity of a questionnaire connotes the extent to which it measures what it’s actually expected to measure; whereas reliability refers to the extent to which a questionnaire is free from error and the results collected from it are consistent and stable over time and space (Sekaran & Bougie, 2016).

Pilot testing confirms proper fieldwork arrangements for survey. It also addresses issues related to wording, sequencing and layout of questionnaire. Pilot test allows researcher to estimate response rate, completion time of questionnaire and any potential glitches in research and “fine tune” (Veal, 2017) the entire research process. One importance of pilot study is its ability to uncover shortcomings in a proposed survey design before resources are committed in large scale (Altman et al., 2006). Specifically, the goals of a pilot study include determination of validity and reliability of items in the questionnaire, items wordings, phrases and construction to secure accurate results.



### 3.9.1 General Descriptive

For the purpose of pilot study, questionnaire was distributed to 100 conveniently available respondents. Out of which 79 questionnaires were received. General information about demography of respondents for pilot study is shown in table 11.

Table 11 *Respondents' demographic information – pilot study*

<b>Characteristics</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Gender	Male	68	86.08	86.08
	Female	11	13.92	100
Age (years)	25 and Less	20	25.32	25.32
	26 – 30	18	22.80	48.12
	31 – 35	22	27.85	75.97
	36 – 40	14	17.73	93.7
	41 and above	5	6.3	100
Marital Status	Married	41	60.95	60.95
	Unmarried	38	39.05	100
Sector	Public	31	39.24	39.24
	Private	48	60.76	100
Job Tenure (years)	4 and less	30	37.98	37.98
	5 – 7	23	29.11	67.09
	8 – 10	18	22.78	89.87
	11 and above	8	10.13	100
Position	Managers	11	13.92	13.92
	Non-manager	68	86.08	100

Gender of the respondents was asked with closed ended question with two options either male or female. Responses show that 86.08% respondents were males and 13.92% respondents were females. Age of the respondents was asked with open-ended question in number of years. Categories of respondents' age were defined in five groups i.e. less than 25 years, 26 to 30 years, 31 to 35 years, 36 to 40 years, and finally 41 years and above. Responses show that 25.32% respondents were 25 years old or younger, 22.80% respondents were between age group of 26 to 30 years old, 27.25% respondents were between age group of 31 to 35 years old, 17.73%

respondents were between age group of 36 to 40 years old, and 6.3% respondents were 41 years or older.

Marital status of the respondents was asked with closed ended question with three options, single, married or divorced. Responses show that 60.95% respondents were single, 39.05% respondents were married. Sector of the respondents was asked with closed ended question with two options either government or private sector. Responses show that 39.24% respondents were employees of government sector organizations and 60.76% respondents were employees of private sector organizations.

Job experience of the respondents was asked with open-ended question in number of years. Categories of respondents' job tenure were defined in four groups i.e. less than 4 years, 5 to 7 years, 8 to 10 years, and finally 11 years and above. Responses show that 37.98% respondents were having 4 years or less experience, 29.11% respondents have between 5 to 7 years work experience, 22.78% respondents have between 8 to 10 years work experience, 10.13% respondents have 11 years or above experience. Job position/status of the respondents was asked with closed ended question with two options either managerial or non-managerial. Responses show that 13.92% respondents were bearing managerial positions and 86.08% respondents were non-managers.

### **3.9.2 Summary of pilot study results**

Questionnaire received from respondents were entered in SPSS v20. Initial screening and descriptive statistics were analyzed initially. Reliability and validity tests were conducted to check the appropriateness of the instrument. Detail of tests and respective results are discussed below.

### 3.9.2.1 Descriptive Analysis

Along with the analysis of responses, descriptive statistics was also identified to get some basic information regarding mean values and standard deviation of the data.

Table 12 *Descriptive statistics for Pilot Study*

	N	Mean	Std. Deviation	Skewness	Kurtosis
POP	79	1.99	.55347	-.736	.365
POS	79	3.87	.54855	-.658	.998
PSS	79	3.84	.58583	-.256	.473
Psychological Safety	79	4.09	.54896	.911	.995
Felt-Obligation	79	4.01	.58945	-.244	-.156
OBSE	79	3.85	.53543	-.669	.896
Psychological States	79	4.00	.65781	-.325	.499
Task Performance	79	3.99	.66134	-.912	.744
Contextual Performance	79	4.12	.64461	-.711	.698
Job Performance	79	4.04	.56423	-.332	.398

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support, OBSE=organization based self-esteem

Table 12 shows the mean value of responses for Perception of Organizational Politics is 1.99, which lies at 39.8% in scale of 5 points. Scores are satisfactory and acceptable range. As POP is considered as a negative factor, so 40% score means that employee have significant level of POP in organization of Pakistan. Standard deviation for POP is 0.55347, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.736 and Kurtosis value is 0.365. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for Perception of Organizational Support is 3.87, which lies at 77.4% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of POS in organization of Pakistan. Standard deviation for

POS is 0.54855, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.658 and Kurtosis value is .998. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for Perceived Supervisor Support is 3.84, which lies at 76.8% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of PSS in organization of Pakistan. Standard deviation for PSS is 0.58583, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.256 and Kurtosis value is 0.473. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for Psychological Safety is 4.09, which lies at 81.8% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of Psychological Safety in organization of Pakistan. Standard deviation for psychological safety is 0.54896, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is 0.911 and Kurtosis value is .995. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for Felt Obligation is 4.01, which lies at 80.2% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of Felt Obligation in organization of Pakistan. Standard deviation for felt obligation is 0.58945, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.244 and Kurtosis value is -0.156. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for Organization Based Self-Esteem (OBSE) is 3.85, which lies at 77% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of OBSE in organization of Pakistan. Standard deviation for OBSE is 0.53543, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.669 and Kurtosis value is 0.896. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for overall Psychological States is 4.00, which lies at 80% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of Psychological States in organization of Pakistan. Standard deviation for psychological states is 0.65781, which is below one, shows good spread of data in distribution.

Furthermore, Skewness value is -0.325 and Kurtosis value is 0.499. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for Task Performance is 3.99, which lies at 79.8% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of Task Performance in organization of Pakistan. Standard deviation for task performance is 0.66134, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.912 and Kurtosis value is 0.744. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for Contextual Performance is 4.12, which lies at 82.50% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of Contextual Performance in organization of Pakistan. Standard deviation for contextual performance is 0.64461, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.711 and Kurtosis value is 0.691. Both Skewness and Kurtosis values are in acceptable range.

Mean value of responses for overall Job Performance is 4.04, which lies at 80.91% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means that employees have significant level of job performance in organization of Pakistan. Standard deviation for job performance is 0.56423, which is below one, shows good spread of data in distribution. Furthermore, Skewness value is -0.332 and Kurtosis value is 0.398. Both Skewness and Kurtosis values are in acceptable range.

### **3.9.2.2 Face Validity**

Prior to the pilot study, the face validity of the instrument was tested. Face validity is defined as “the extent to which a survey instrument covers the meanings imbedded in specific concepts (Babbie, 1973)”. The procedure involves consulting a small number of potential respondents or panel of experts to seek their opinion over the questionnaire items, wording and phrase (Joseph F. Hair et al., 2007). For the purpose of confirming face validity of instrument, questionnaire was distributed to 5 academic experts in University of Gujrat and University of Sargodha who were teaching subjects of Organizational behavior and Management. After detailed discussion and guidance of subject experts, necessary changes were incorporated in instrument.

### **3.9.2.3 Construct validity**

In compliance with the laid down procedure, the original draft of the adapted instrument used in this study was given to five experts. one assistant professor and a lecturer form National University of Modern Languages, Islamabad, one assistant professor form University of the Punjab, Lahore, one assistant professor form Allama Iqbal Open University, Islamabad and one Assistant professor form University of Gujrat who deemed very familiar with the constructs. Consequently, because the instrument was adapted from prior studies conducted in western countries and in different contexts so, on the basis of experts' advice, some words were reworded to make them clearer. After the scrutiny of the instrument by the experts and in realization of the fact that the measures were validated in prior studies, they are considered robust and appropriate for the current study.

Normally, the sample size for a pilot study is smaller, between 15 to 30 elements, but it can be increased substantially subject to particular situation (Malhotra & Dash, 2016). However, a total of 50 questionnaires were administered to the employees of public and private sector for preliminary study. However, only 45 questionnaires were returned completed and 40 were retained as usable instrument after 5 of those has been discarded because of various errors achieving response rate of 79 percent.

The pilot study was conducted early in 2015. However, it is to be noted that pilot study was not considered in the main study. After data collection, a PLS path modeling (Wold, 2004) was used to assess internal consistency reliability. Different reliability tests were carried out, though the common method employed by researchers in internal reliability test, construed as the extent to which items of a particular construct converge together, are independently capable of measuring the same construct and are correlated with each other (Litwin & Fink, 1995).

### **3.9.2.4 Internal consistency**

Cronbach's alpha coefficient and composite reliability coefficient are the most commonly used estimators of internal consistency reliability of an instrument in organizational research (Bacon, Sauer, & Young, 1995; McCrae, Kurtz, Yamagata, & Terracciano, 2011).

In the pilot study however, composite reliability coefficient measure of internal consistency and reliability was selected and applied. Scholars have argued that composite reliability coefficient provides a much less biased estimate of reliability than Cronbach's alpha coefficient (Barclay,

Higgins, & Thompson, 1995; Götz, Liehr-Gobbers, & Krafft, 2010) and that Cronbach's alpha has tendency to under-estimate or over-estimate the reliability of scale (Götz et al., 2010). However, the interpretation of internal consistency reliability using composite reliability coefficient was based on the rule of thumb provided by Bagozzi and Yi (1988) as well as Joe F Hair, Ringle, and Sarstedt (2011) who suggest that composite reliability coefficient should be at least 0.70.

As shown in table 13 below, the composite reliability coefficient for the entire latent constructed ranged between 0.75 and 0.82. Thus, the results of the pilot study demonstrated that all measures achieved adequate reliability coefficient.

Table 13 *Summary of reliability results of pilot test*

<b>Construct</b>	<b>Composite Reliability</b>
Perceptions of organizational politics	0.76
Perceptions of organizational support	0.76
Perceived supervisor support	0.75
Psychological safety	0.77
Felt obligation	0.76
Organization based self-esteem	0.70
Task performance	0.82
Contextual performance	0.80

From table 13, it can be seen that composite reliability of perception of organizational politics is 0.76, which is acceptable value. Composite reliability of perception of organizational support is also 0.76 which acceptable value. Composite reliability of perceived supervisor support is 0.75, which is acceptable value. Composite reliability value for psychological safety is 0.77, which is acceptable value. Composite reliability value for felt obligation is 0.76, which is also in desirable range. Composite reliability value for organization-based self-esteem is 0.70, which is acceptable value. Composite reliability value for task performance is 0.82, which is in desirable range. Value for composite reliability for contextual performance is 0.80, which is also an acceptable value.

### 3.10 Data Collection

After confirming the results of pilot study, collection of data was started from prescribed sample. As questionnaires were self-administered, researcher himself visited most of universities for data collection. With the permission of corresponding instructor, students were first introduced with the topic and purpose of research. Questionnaires were, then distributed to respondents. Due to certain limitations, instead of visiting universities, some respondents were approached through personal contacts of researchers. The research is very grateful and honored by cooperative behavior respondents and their teachers. This contributed in high response rate of data in current study. After given time is completed for respondents, most of respondents returned questionnaire with thankful way. This is one of the reasons that incomplete responses and outliers were very low. Data collection for the study was undertaken in early 2015. Some respondents were re-contacted to discuss results of the study. Teachers, who were teaching the subjects of organizational behavior, management and human resource management, were also very useful in this regard. Details of data collected are discussed as under.

Table 14 *Data Collected for Final Study*

<b>Questionnaire Composition</b>		
<b>Particulars</b>	<b>No. of Questionnaires</b>	<b>Percentage</b>
Total questionnaire distributed	660	100
Questionnaire received	545	82.57
Incomplete questionnaires	9	1.36
Questionnaire discarded due to outliers	11	1.67
Total useable questionnaires	525	79.54

Table 14 shows that total questionnaires distributed were 660 based on 10:1 items to respondent ratio. Out of total distributed, 454 questionnaires were received back. Gross response rate for the questionnaires received back is 82.57% despite of highly pursuance. Nine questionnaires were incomplete consisting of 1.36%. Being incomplete in many respects, those



were decided by the researcher not to include in final analysis. During final analysis of outliers, 11 outliers were removed from final data consisting of 1.67% of the total distributed questionnaires. Finally, 525 questionnaires were considered for final analysis consisting final response rate of 86.06% in total distributed questionnaires. Response rate of 79.54% is considered very good response rate. Reason for such a high response rate is personal distribution of questionnaires.

Brown (2011) also argued that response rates are high if questionnaires are distributed personally. Another benefit of personal distribution researcher got was the enhance of knowledge of researcher regarding respondents' personal views through open ended informal discussions with respondents. These discussions also helped in discussion of results of the study.

### **3.11 Data Analysis Technique and Software Used**

For the purpose of data entry and initial analysis of validity and reliability, Statistical Package for Social Sciences (SPSS) was used. Confirmatory factor analysis and hypothesis testing was conducted using Structural Equation Modeling, which facilitate multiple models to analyze simultaneously. Structural Equation Modeling is of two types; first is covariance based structural equation modeling, which is parametric technique. Second is variance based technique known as partial least square structural equation modeling (PLS-SEM), which is non parametric technique. PLS-SEM is used in current study for hypothesis testing. Smart PLS 3.0 software was used for the purpose of data analysis.

### **3.12 Ethical Considerations**

In social science research, many ethical issues are identified (Bryman, 2008). As the topic was sensitive in Pakistani context, employees are afraid of possible consequences to give their views regarding presence of organizational politics in their organizations. Researcher chooses such setting where they were free to participate without fear of exploitation by organization for filling the survey questionnaire. Respondents were debriefed before taking responses so that they could be well aware of context and topic of research. They were told purpose of research that was purely academic in nature and data they provide is used as aggregate rather than individual. They were insured that their anonymity and identity would not be revealed data is kept confidential.

Private identity (e.g. name) of respondents is not identified in thesis write up. Only researcher and principal supervisor has access to unpublished data and coding instructions.

Moreover, data was destroyed after achievement of goals based on data. In thesis, respondents were assigned fictitious codes (e.g. S001, S002, S003 ...) for anonymity.

### **3.13 Chapter Summary**

This chapter explains the relationship between the variables in the theoretical framework, hypotheses development and the operationalization of the study variables. The chapter highlights that the study adopts a cross-sectional survey research design with the population of public and private sector employees, studying in part time business classes (e.g. MBA-executive) in Pakistani universities.

The chapter explains the sampling method used in selecting the sample from the population. In addition, detail explanations of the survey instrument and the strategy for data collection were presented. Additionally, PLS-SEM as a method for data analysis using SPSS v20 and SmartPLS 3.0 to conduct preliminary data analysis, descriptive statistics, measurement model (reliability and validity tests), and structural model evaluation was highlighted.

## **Chapter 4 - Results**

Current chapter provides results of the study in three phases. First phase includes initial examination of data, demographics and descriptive statistics. The second phase include measurement model considering validity, reliability and confirmatory factor analysis (CFA). Third phase considers results of hypotheses testing. Hypotheses of the study are tested based on data collected from employees of public and private sector organizations, and part time students in business studies in different degree awarding institutes of Pakistan simultaneously.

Organization of this chapter includes sample characteristics, non-response and common method bias tests. Measurement model is presented along with validity and reliability results. To test proposed hypothesis moderation and mediation tests are included. In the end, complete model is tested as proposed to test combine moderated mediated model.

### **4.1 Initial Data Screening and Demographics**

This section includes screening of data for missing values and sample adequacy for further analysis. It also includes demographics of sample (age, gender, employment status etc.). It also integrates other issues related to validity and reliability of data and handling respondents' bias. Screening initial data is important in order to confirm that data is not violating any basic assumption related to application of any multivariate technique (Hair Jr., Anderson, Tatham, & Black, 1998). In addition to this, it also helps researcher to have deep understanding of the data collected.

#### **4.1.1 Analysis of Missing Data**

In order to avoid the problem of missing data, researcher used proactive approach at the point of data collection. Upon receipt of filled of questionnaire from respondent, researcher promptly reviewed questionnaire to check whether there is any missing data. By this way, researcher ensure most of respondent to fill questionnaire properly by asking respondent if any missing response was found in questionnaire. SPSS-20 was used to enter and screen initial data.

Initially 660 questionnaires were circulated amongst different workers of government and private sector organizations of Pakistan for data collection. Out of total distributed questionnaires, 545 questionnaires were received. Initial response rate was 82.57%. Hair Jr., Sarstedt, Hopkins, and Kuppelwieser (2014) advised that if there is less than 5% missing vales per item, then missing

values has to be replaced with mean value of series. In current study, nine of factor had missing value of more than 5% of items; responses of those questionnaires were removed. Rest of missing ranged from 0.25% to 2.35%, so all the values were replaced by series mean.

#### **4.1.2 Analysis of outliers**

Outliers are responses that exist far from normal response values and can be present in any random response. Outlier may be an experimental error that can happen due to error in measurement (Churchill & Iacobucci, 2006) or due to the fact when population suffer from hard tail distribution. Identifying outlier is very important because it may distort statistical test. Skipping a problematic outlier can lead to variation of result that ultimately misguides researchers (Hair Jr. et al., 1998) and creates problem of generalizability to sample (Tabachnick & Fidell, 2013). In guidance of studies conducted by Tabachnick and Fidell (2013), Mahalanobis Distance test was applied on data using SPSS v20 to identify outliers along with Chi-Square value. In data set of 536 values, 11 cases were found having significant values of Mahalanobis Distance. Outliers were removed and remaining data set with 525 responses was used for further analysis.

#### **4.1.3 Normality of the Data**

Researcher suggest that normal distribution of data should be assessed otherwise statistical analysis may not be able to provide adequate results (Hair Jr. et al., 1998). For the purpose of data analysis, after removal of outliers, normality of data was also checked. Joseph F Hair et al. (2006) considered normality as key assumption for statistical tests on the data through Structural Equation Modeling (SEM). Other researcher argued that Partial Least Square – Structural Equation Modeling (PLS-SEM) require no assumptions of normality being lenient modeling (Joseph F Hair, Ringle, & Sarstedt, 2013; Henseler, Ringle, & Sinkovics, 2009; Temme, Kreis, & Hildebrandt, 2010). Joseph F Hair et al. (2013) discussed that PLS-SEM is a non-parametric technique and hence, does not require normality of the data. Nevertheless, it should be tested to verify that data is not very distant from normal distribution curve. If data is violating normality, it can cause problems in assessing parameters and may inflate standard error in bootstrapping. However, Tabachnick and Fidell (2013) argued that if sample size is greater than 200, even deviation of data from skewness and kurtosis could not have substantive effect on statistical results.

Data normality can be checked by two ways, first through Skewness and Kurtosis values, and second through normal curve. To test the normal shape of distribution of data, current study

applied statistical method of Skewness and Kurtosis as suggested by many researchers (Curran, West, & Finch, 1996; Kline, 2015; Stephen, Finch, & Curran, 1995; Tabachnick & Fidell, 2013). Threshold range for Skewness and Kurtosis is between -2 to +2, values lies within this range are normal (Curran et al., 1996; Hall & Wang, 2005; Stephen et al., 1995). The results of normality for this study showed most values are within range (between -2 and +2).

Table 15 Normality test (Descriptive)

	Minimum	Maximum	Mean	Std.	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Std. Error	
POP	1.00	4.33	2.1314	.63548	-.810	.107	.563	.213
POS	2.13	5.00	4.1924	.52815	-.755	.107	1.074	.213
PSS	1.75	5.00	3.8067	.64501	-.057	.107	.261	.213
Psychological Safety	1.80	5.00	4.0659	.58597	.956	.107	1.539	.213
Felt-Obligation	1.00	5.00	3.6648	.66840	-.117	.107	-.019	.213
OBSE	1.60	5.00	4.1474	.63348	-.889	.107	.965	.213
Psychological States	2.14	5.00	4.0024	.45717	-.549	.107	.738	.213
Task Performance	1.71	5.00	3.8792	.60944	-.770	.107	.595	.213
Cont. Performance	2.00	5.00	4.1276	.54332	-.635	.107	.683	.213
Job Performance	2.00	5.00	4.05	.463	-.591	.107	.899	.213

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support

Mean value of responses for Perception of Organizational Politics is 2.1314, which lies at 42.6% in scale of 5 points. Scores are satisfactory and acceptable range. As POP is considered as a negative factor, so 40% score means those employees have significant level of POP in organization of Pakistan. Standard deviation for POP is 0.63548, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.591 and Kurtosis is 0.889. Both values for Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that POP is normally distributed.

Mean value of responses for Perception of Organizational Support is 4.1924, which lies at 83.8% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of POS in organization of Pakistan. Standard deviation for POS is 0.52815, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.755 and Kurtosis is 1.074. Both values for Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that POS is normally distributed.

Mean value of responses for Perceived Supervisor Support is 3.8067, which lies at 76.1% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of PSS in organization of Pakistan. Standard deviation for PSS is 0.64501, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.057 and Kurtosis is -0.261. Both values for Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that PSS is normally distributed.

Mean value of responses for Psychological Safety is 4.0659, which lies at 80% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of Psychological Safety in organization of Pakistan. Standard deviation for psychological safety is 0.58597, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.956 and Kurtosis is 1.539. Both values for Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that Psychological Safety is normally distributed.

Mean value of responses for Felt Obligation is 3.6648, which lies at 73.29% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of Felt Obligation in organization of Pakistan. Standard deviation for felt obligation is 0.66840, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.117 and Kurtosis is -0.019. Both values for Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that Felt Obligation is normally distributed.

Mean value of responses for Organization Based Self-Esteem (OBSE) is 4.1474, which lies at 82.94% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, that employee have significant level of OBSE in organization of Pakistan. Standard deviation for OBSE is 0.64348, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.889 and Kurtosis is 0.965. Both values of Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that OBSE is normally distributed.

Mean value of responses for overall Psychological States is 4.0024, which lies at 80% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of Psychological States in organization of Pakistan. Standard deviation for psychological states is 0.45717, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.549 and Kurtosis is 0.738. Both values of Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that Psychological States is normally distributed.

Mean value of responses for Task Performance is 3.8792, which lies at 77.58% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of Task Performance in organization of Pakistan. Standard deviation for task performance is 0.60944, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.770 and Kurtosis is 0.595. Both values of Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that Task Performance is normally distributed. Mean value of responses for Contextual Performance is 4.1276, which lies at 82.55% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of Contextual Performance in organization of Pakistan. Standard deviation for contextual performance is 0.54332, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.635 and Kurtosis is 0.638. Both values of Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that Task Performance is normally distributed.

Mean value of responses for overall Job Performance is 4.0486, which lies at 80.97% in scale of 5 points. Scores are satisfactory and acceptable range. Above 60% score means, those employees have significant level of job performance in organization of Pakistan. Standard deviation for job performance is 0.46633, which is below one, shows good spread of data in distribution. Furthermore, Skewness is -0.597 and Kurtosis is 0.865. Both values of Skewness and Kurtosis are in acceptable range of -2 to +2. These results show that job performance is normally distributed.

#### 4.1.4 Multicollinearity of the Data

Researchers' suggest that collinearity of data needs to be examined before analyzing structural model of the study Hair Jr, Hult, Ringle, and Sarstedt (2016).

Table 16 *Summary of Multicollinearity Results*

<b>Construct</b>	<b>VIF</b>
Perception of Organizational Politics	1.123
Perception of Organizational Support	1.139
Perceived Supervisor Support	1.182
Felt Obligation	1.038
Psychological Safety	1.595
Organization Based Self-Esteem	1.274
Job Performance	1.595

From table 16, results suggest that variance inflation factor (VIF) value for all the variables is below 10. Therefore, it can be concluded that there is no multicollinearity present in given data.

## 4.2 Sample Demographics

Sample demographics provide information regarding different characteristics of respondents such as gender, job tenure, experience etc. Demographics is important for researcher to identify how different are respondents from each other. Similarities and differences help to understand behavioral variations among respondents. First part of questionnaire in current study consisted of demographics. Six demographic characteristics were asked consisted of gender, age, marital status, sector, tenure, and job position.

### 4.2.1 Gender

Gender of the respondents was asked with closed ended question with two options either male or female. Responses show that 87.42% respondents were males and 10.66% respondents were females. Ten respondents did not mention about their gender, which contributes to 1.90%. Valid percentage for male and female is 89.15% and 10.85% respectively.



Table 17 *Summary of Respondents' Gender*

<b>Characteristics</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>
Gender	Male	459	87.42	89.15
	Female	56	10.66	10.85
	Total	515	98.08	100
	Missing	10	1.90	
	Total	525	100	

#### 4.2.2 Age

Age of the respondents was asked with open-ended question in number of years. Categories of respondents' age were defined in five groups i.e. less than 25 years, 26 to 30 years, 31 to 35 years, 36 to 40 years, and finally 41 years and above. Responses show that 18.47% respondents were 25 years old or younger, 26.09% respondents were between age group of 26 to 30 years old, 28.19% respondents were between age group of 31 to 35 years old, 16.76% respondents were between age group of 36 to 40 years old, and 7.8% respondents were 41 years or older. Fourteen respondents did not mention about their age, which contributes to 2.66%. Valid percentage for less than 25 years, 26 to 30 years, 31 to 35 years, 36 to 40 years, and 41 years and above is 19.05%, 26.85%, 28.96%, 17.14% and 8% respectively.

Table 18 *Summary of Respondents' Age*

<b>Characteristics</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>
Age	25 and less	97	18.47	19.05
	26 – 30	137	26.09	26.85
	31 – 35	148	28.19	28.96
	36 – 40	88	16.76	17.14
	41 and above	41	07.80	08
	Total	511	97.34	100
	Missing	14	2.66	
Total	525	100		

### 4.2.3 Marital Status

Marital status of the respondents was asked with closed ended question with three options, single, married or divorced. Responses show that 35.23% respondents were single, 53.72% respondents were married and 8.77% respondents were separated / divorced. Twelve respondents did not mention about their marital status, which contributes to 2.28%. Valid percentage for single, married and divorced is 36.01%, 55.04% and 8.95% respectively.

Table 19 *Summary of Respondents' Marital Status*

Characteristics	Categories	Frequency	Percentage	Valid Percentage
Marital Status	Single	185	35.23	36.01
	Married	282	53.72	55.04
	Divorced	46	08.77	08.95
	Total	513	97.72	100
	Missing	12	02.28	
	Total	525	100	

### 4.2.4 Sector

Sector of the respondents was asked with closed ended question with two options either government or private sector. Responses show that 31.24% respondents were employees of government sector organizations and 67.24% respondents were employees of private sector organizations. Eight respondents did not mention about their gender, which contributes to 1.52%. Valid percentage for government and private sectors is 31.81% and 68.19% respectively.

Table 20 *Summary of Respondents' Job Sector*

Characteristics	Categories	Frequency	Percentage	Valid Percentage
Sector	Government	164	31.24	31.81
	Private	353	67.24	68.19
	Total	517	98.48	100
	Missing	8	01.52	
	Total	525	100	

#### 4.2.5 Industrial Composition

Industrial composition of respondents was also asked. Organizations of telecommunication, energy, financial services, police, education and health sectors were represented in sample. Responses show that 24.95% respondents were from telecommunication, 10.09% respondents were energy sector, 33.14% respondents were from financial services, 4.77% respondents were from police, 18.09% respondents were from education sector and 4.95% respondents were from health sector. Twenty-one respondents did not mention about their organization, which contributes to 4.01%. Valid percentage for telecommunication, energy, financial services, police, education and health is 25.99%, 10.51%, 34.52%, 4.96%, 18.86% and 5.16% respectively.

Table 21 *Summary of Respondents' Industrial Composition*

Characteristics	Categories	Frequency	Percentage	Valid Percentage
Industry	Telecommunication	131	24.95	25.99
	Energy	53	10.09	10.51
	Financial Services	174	33.14	34.52
	Police	25	4.77	4.96
	Education	95	18.09	18.86
	Health	26	4.95	5.16
	Total	504	95.99	100
	Missing	21	4.01	
Total	525	100		

#### 4.2.6 Job Tenure

Job experience of the respondents was asked with open-ended question in number of years. Categories of respondents' job tenure were defined in four groups i.e. less than 4 years, 5 to 7 years, 8 to 10 years, and finally 11 years and above. Responses show that 23.62% respondents were having 4 years or less experience, 40.19% respondents have between 5 to 7 years work experience, 17.72% respondents have between 8 to 10 years work experience, 16.76% respondents have 11 years or above experience. Nine respondents did not mention about their work experience, which contributes to 1.71%. Valid percentage for 4 years or less, 5 to 7 years, 8 to 10 years, and 11 years and above experience is 24%, 40.95%, 18.10% and 16.95% respectively.

Table 22 *Summary of Respondents' Job Experience*

<b>Characteristics</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>
Job Tenure	4 and less	124	23.62	24
	5 – 7	211	40.19	40.95
	8 – 10	93	17.72	18.10
	11 and above	88	16.76	16.95
	Total	516	98.29	100
	Missing	9	01.71	
	Total	525	100	

#### **4.2.7 Job Position**

Job position/status of the respondents was asked with closed ended question with two options either managerial or non-managerial. Responses show that 28% respondents were bearing managerial positions and 68.95% respondents were non-managers. Sixteen respondents did not mention about their job position, which contributes to 3.05%. Valid percentage for managerial and non-managerial employees is 28.95% and 71.05% respectively.

Table 23 *Summary of Respondents' Job Position*

<b>Characteristics</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Valid Percentage</b>
Job Position	Managers	147	28	28.95
	Non Managers	362	68.95	71.05
	Total	509	96.95	100
	Missing	16	03.05	
	Total	525	100	

### **4.3 Non-Response Bias**

Non-response bias occurs in a survey if technically responses of respondents are significantly different from non-respondents. Non response bias problem occur because it is not possible for researchers to collect data from all respondents (Baruch, 1999). Some respondents refuses to be a part of research or some respondents are difficult to approach, might be the reasons non-responses occur. By this reason, research is not being able to get potential response. Armstrong and Overton (1977) argued that the main problem of non-response bias lies in responses and the main reason of this problem is dissimilarity in responses of respondents from those who refused to respond. This is why high response rate is recommended, because if non-response bias transpires, researcher would not be able to estimate adequately what is actual response of entire sample. This would ultimately affect the generalizability of result of sample to entire population. It is therefore, important to consider this type of problem before entering into main analysis.

In current study, initially, to revoke the issue of non-response bias, it was tried to increase the sample as recommended by Salkind and Rainwater (2003); follow-up of responses through phone calls, personal visits were conducted as motivation (Churchill & Iacobucci, 2006). In current study, although the response rate was very high, respondents who response early were compared with those respondents who responded late based on study variables. For this purpose, respondents were divided into two group i.e. early respondents and late respondents. Differences between two groups were checked. Significance of biasness in responses was tested through t-test to find if there is any difference among groups. Variance between early and late respondents was tested by Levine's test for equality of variance. Finally, F-ratio was tested to find exact p-vale for the tests. No problematic difference was found in all tests. Results are shown in table 24 and table 25 given below.

Table 24 *Group Descriptive Statistics for Early and Late Respondents*

	<b>NR_BIAS</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
POP	Early	395	2.0952	.66829	.03363
	Late	141	2.3130	.63591	.05355
POS	Early	395	4.1484	.56942	.02865
	Late	141	4.1897	.64375	.05421
PSS	Early	395	3.7791	.70132	.03529
	Late	141	3.8262	.59005	.04969
Psychological States	Early	395	3.9966	.48125	.02421
	Late	141	3.9490	.53016	.04465
Job Performance	Early	395	4.05	.478	.024
	Late	141	3.98	.531	.045

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support

Table 25 *Independent Samples Test*

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	T	d/f	Sig.	MD	SED	95% Confidence Interval of the Difference		
										Lower	Upper
POP	Equal variances presumed	.037	.848	-3.364	534	.001	-.21781	.06474	-.34499	-.09063	
	Equal variances not presumed			-3.445	257.906	.001	-.21781	.06323	-.34233	-.09329	
POS	Equal variances presumed	.075	.785	-.714	534	.476	-.04130	.05786	-.15496	.07237	
	Equal variances not presumed			-.674	222.942	.501	-.04130	.06132	-.16214	.07954	
PSS	Equal variances presumed	3.105	.079	-.713	534	.476	-.04713	.06611	-.17700	.08275	
	Equal variances not presumed			-.773	290.547	.440	-.04713	.06095	-.16708	.07282	
Psychological States	Equal variances presumed	2.598	.108	.982	534	.327	.04762	.04852	-.04768	.14292	
	Equal variances not presumed			.938	227.478	.349	.04762	.05079	-.05246	.14770	
Job Performance	Equal variances presumed	1.602	.206	1.478	534	.140	.071	.048	-.023	.166	
	Equal variances not presumed			1.407	226.162	.161	.071	.051	-.029	.172	

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support, MD=Mean Difference, SED=Standard Error Difference, Sig.=Significance (2-tailed)

Table 24 reveals that for perception of organizational politics, group mean for early responses is 2.0952 and standard deviation of early responses is .668298; group mean of late response for the same variable is 2.3130 and standard deviation of late responses is .63591. Table 23 shows Levene's test for identifying significance of equality of variance and it shows F-ratio for equal variances presumed and equal variances not presumed is insignificant. In the same way, table 24 also shows result of t-test for measuring significant differences in early and late respondents and it shows significant for perception of organizational politics.

For perception of organizational support, group mean for early responses is 4.1484 and standard deviation of early responses is .56942; group mean for late response for the same variable is 4.1897 and standard deviation of late responses is .64375. Table 24 shows Levene's test for identifying significance of equality of variance and it shows F-ratio for equal variances presumed and equal variances not presumed is insignificant. In the same way, table 24 also shows result of t-test for measuring significant differences in early and late respondents and it shows insignificant for perception of organizational support.

For perceived supervisor support, group mean for early responses is 3.7791 and standard deviation of early responses is .70132; group mean for late response for the same variable is 3.8262 and standard deviation for late responses is .59005. Table 24 shows Levene's test for identifying significance of equality of variance and it shows F-ratio for equal variances presumed and equal variances not presumed is insignificant. In the same way, table 24 also shows result of t-test for measuring significant differences in early and late respondents and it shows insignificant values for perceived supervisor support.

For all psychological states, group mean for early responses is 3.9966 and standard deviation of early responses is .48125; group mean for late response for the same variable is 3.9490 and standard deviation of late responses is .53016. Table 24 shows Levene's test for identifying significance of equality of variance and it shows F-ratio for equal variance presumed and equal variance not presumed is insignificant. In the same way, table 24 also shows result of t-test for measuring significant differences in early and late respondents and it shows insignificant values for psychological states.

For job performance, group mean for early responses is 4.05 and standard deviation of early responses is .478; group mean for late response for the same variable is 3.98 and standard deviation of late responses is .531. Table 24 shows Levene's test for identifying significance of



equality of variance and it shows F-ratio for equal variance presumed and equal variance not presumed is insignificant. In the same way, table 24 also shows result of t-test for measuring significant differences in early and late respondents and it shows insignificant values for perceived supervisor support.

#### **4.4 Common Method Bias Test**

Common method bias can misrepresent results of collected data if data for independent and dependent variables is collected by using single instrument and at the same point of time. Common method bias refers to “the variance attributable exclusively to the measurement procedure as opposed to the actual variables the measure represents (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003)”. Many researcher argued that considering common method bias is very important (Bagozzi, 2011). In present study, researcher also collected cross-sectional data by using same instrument. It was therefore, important to test common method bias for data. Many statistical techniques are used in research to find common method bias. Reverse questions, confidentiality of other respondents, and Harman’s one factor test (Podsakoff et al., 2003) are some commonly used techniques to identify this problem. Current study used un-rotated factor analysis test to identify the potential problem of common method bias. Seventy one items of all variable in current study shows that no solitary factor caused more than 50% of the total variance. Podsakoff et al. (2003), and Lowry and Gaskin (2014) argued that if single factor causes more than 50% variance, it is indication of common method bias. Twelve distinct factors were produced and a single factor caused 27.241% of the total variance, which is acceptable. Therefore, there is no problem of common method bias in the data.

Table 26 *Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.341	27.241	27.241	19.341	27.241	27.241
2	7.129	10.040	37.282			
3	4.978	7.012	44.293			
4	4.671	6.579	50.872			
5	4.044	5.696	56.568			
6	2.120	2.986	59.554			
7	1.980	2.788	62.343			
8	1.941	2.734	65.077			
9	1.692	2.383	67.460			
10	1.407	1.982	69.442			
11	1.203	1.695	71.136			
12	1.121	1.579	72.715			
13	.999	1.407	74.121			
14	.965	1.359	75.480			
15	.896	1.262	76.743			
16	.862	1.215	77.957			
17	.851	1.198	79.155			
18	.794	1.118	80.273			
19	.759	1.069	81.342			
20	.732	1.031	82.373			
21	.696	.981	83.354			
22	.675	.951	84.305			
23	.668	.940	85.246			
24	.608	.856	86.102			
25	.595	.838	86.940			
26	.573	.807	87.747			
27	.561	.791	88.538			
28	.531	.748	89.286			
29	.509	.717	90.003			
30	.498	.701	90.704			
31	.472	.664	91.368			

32	.462	.650	92.019
33	.451	.635	92.654
34	.434	.611	93.265
35	.416	.587	93.852
36	.398	.560	94.412
37	.360	.507	94.919
38	.345	.486	95.405
39	.333	.469	95.874
40	.296	.417	96.292
41	.280	.394	96.685
42	.195	.275	96.960
43	.158	.223	97.183
44	.149	.210	97.392
45	.144	.203	97.595
46	.141	.198	97.793
47	.124	.175	97.968
48	.112	.157	98.125
49	.106	.150	98.275
50	.098	.137	98.412
51	.096	.136	98.548
52	.087	.123	98.671
53	.076	.107	98.778
54	.072	.101	98.879
55	.070	.098	98.977
56	.065	.092	99.069
57	.063	.089	99.158
58	.060	.085	99.243
59	.055	.077	99.320
60	.053	.074	99.394

61	.048	.068	99.462
62	.048	.067	99.528
63	.045	.064	99.592
64	.044	.061	99.654
65	.042	.059	99.712
66	.039	.055	99.768
67	.038	.053	99.821
68	.036	.050	99.871
69	.034	.047	99.919
70	.030	.043	99.961
71	.028	.039	100.000

---

Note: Extraction Method: Principal Component Analysis.

## **4.6 Evaluation of PLS-SEM Results**

Current study used PLS-SEM to assess the results of current research. As guided by researchers (Joseph F Hair et al., 2013; Vinzi, Trinchera, & Amato, 2010), after screening and checking initial data, next step is to perform analysis for measurement and structural model.

This portion presents the results of PLS-SEM for outer and inner model. Outer model, also known as measurement model considers “confirmatory factor analysis (CFA), validity and reliability” tests. Inner model, also known as structural model presents the results for hypothesis testing by measuring the relationships latent constructs. Structural model include finding direct relationships, moderation and mediation in proposed framework. At the end, complete model was tested as proposed. For determining casual relationships, Smart PLS 3.0 was used (Ringle, Wende, & Becker, 2014).

Before conducting the analysis through PLS-SEM, it is important to construct the relationships in a way that it is visibly understood. For this purpose, formative and reflective indicators should be clarified. Configuration of model is important because approaches used for testing formative model are different from that of reflective (Hair Jr et al., 2016; Lowry & Gaskin, 2014). In current study, latent/ unobserved variables and indicator/ observed variable are reflective. Based on constructs’ inter-relation and sequence, current study is based on two exogenous variables, three mediating variables, and one moderating variable. Exogenous variables include political and supportive perceptions of employee in organization, mediating variables are psychological safety, felt obligation and organization based self-esteem, and moderating variable is perceived supervisor support. Endogenous variable is employee performance comprised of “task performance and contextual performance”.

### **4.6.1 The Measurement Model**

PLS-SEM analysis begins with the valuation of outer model (measurement model). Measurement model considers different components and their factors. It determines how well items of a factor relate theoretically with respective construct. Outer model confirms that items measure the same construct they are supposed to measure in given survey. It ensures validity and reliability of collected data. Researchers argued that validity and reliability are important to measure before analysis in PLS-SEM (Hair Jr et al., 2016; Hulland, 1999; Ramayah, Lee, & In,

2011), as the nature of relationships among structural model depends on true validity and reliability of measure.

The appropriateness of the measurement model can be evaluated by:

- (1) Composite reliability or individual item reliabilities based on internal consistency of items in composite way
- (2) Convergent validity based on “Average Variance Extracted (AVE)”, which is associated with single construct; and
- (3) Discriminant validity based on “Fornell-Larcker measure” and the factor’s outer loadings.

#### **4.6.1.1 Factor Loadings**

Factor loading is important in assessing how well item contributes to factor. Confirmatory factor analysis of measurement model confirm whether items adequately explain relevant factor. Factors and their measured items are identify through factor loading. Some experts suggest that factor loading larger than or equivalent to the value ‘0.5’ is sufficient for confirming that factor. However, Hair Jr et al. (2016) suggests that factor loading of less than ‘0.4’ and greater than ‘0.7’ is to be analyzed carefully. Factor with loading less than 0.4 should be deleted if it increases “composite reliability (CR)” or “average variance extracted (AVE)”. Some researchers are in a view that factor loading equivalent or bigger than 0.4 are acceptable (Cua, McKone, & Schroeder, 2001). Based on recommendations of researchers, factors were assessed in Smart PLS 3.0 and factor loading were analyzed for the factors.

Table 27 *Factor Loading for Perception of Organizational Politics*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Perception of Organizational Politics	POP1	0.67
	POP2	0.69
	POP3	0.73
	POP4	0.70
	POP5	0.72
	POP6	0.63
	POP7	0.93
	POP8	0.77
	POP9	0.82
	POP10	0.81
	POP11	0.79
	POP12	0.77
	POP13	0.81
	POP14	0.83
	POP15	0.85

Table 27 explains factor loadings for political perception of employees in organization (POP). Its measurement was based on 15 items scale. Minimum factor loading in POP is 0.63, which is above threshold value. Therefore, factor loadings are within specified range and none of item in this scale was deleted for further analysis.

Table 28 *Factor Loading for Perception of Organizational Support*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Perceived Organizational Support	POS1	0.75
	POS2	0.76
	POS3	0.71
	POS4	0.64
	POS5	0.48
	POS6	0.91
	POS7	0.88
	POS8	0.83

Table 28 explains factor loadings for supportive perceptions in organizational support (POS). It was measured by 8 items scale. Minimum factor loading in POS is 0.48. No significant difference was found in composite reliability after deleting this item. Therefore, factor loadings are within specified range and none of item in this scale was deleted for further analysis.

Table 29 *Factor Loading for Perceived Supervisor Support*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Perceived Supervisor Support	PSS1	0.77
	PSS2	0.80
	PSS3	0.81
	PSS4	0.60

Table 29 explains factor loadings for supportive perceptions for supervisor (PSS). Its measurement was based on 4 items scale. Minimum factor loading in PSS is 0.60, which is above threshold value. Therefore, factor loadings are within specified range and none of item in this scale was deleted for further analysis.



Table 30 *Factor Loading for Psychological Safety*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Psychological Safety	Psy_Saf1	0.77
	Psy_Saf2	0.79
	Psy_Saf3	0.76
	Psy_Saf4	0.69
	Psy_Saf5	0.70

Table 30 explains factor loadings for psychological safety. It was measured by 5 items scale. Minimum factor loading in psychological safety is 0.69, which is above threshold value. Therefore, factor loadings are within specified range and none of item in this scale was deleted for further analysis.

Table 31 *Factor Loading for Felt-Obligation*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Felt Obligation	Fel_Obl1	0.73
	Fel_Obl2	0.69
	Fel_Obl3	0.70
	Fel_Obl4	0.72
	Fel_Obl5	0.96
	Fel_Obl6	0.91
	Fel_Obl7	0.93

Table 31 explains factor loadings for felt obligation. It was measured by 7 items scale. Minimum factor loading in psychological safety is 0.69, which is above threshold value. Therefore, factor loadings are within specified range and none of item in this scale was deleted for further analysis.

Table 32 *Factor Loading for Organization-Based Self-Esteem*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Organization Based Self-Esteem	Sel_Est1	0.79
	Sel_Est2	0.86
	Sel_Est3	0.84
	Sel_Est4	0.65
	Sel_Est5	0.88
	Sel_Est6	0.90
	Sel_Est7	0.84
	Sel_Est8	0.91
	Sel_Est9	0.92
	Sel_Est10	0.94

Table 32 explains factor loadings for organization based self-esteem. Its measurement was based on 10 items scale. Minimum factor loading in psychological safety is 0.65, which is above threshold value. Therefore, factor loadings are within specified range and none of item in this scale was deleted for further analysis.

Table 33 *Factor Loading for Task Performance*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Task Performance	Tas_Per1	0.70
	Tas_Per2	0.72
	Tas_Per3	0.73
	Tas_Per4	0.66
	Tas_Per5	0.65
	Tas_Per6	0.71
	Tas_Per7	0.94

Table 33 explains factor loadings for task performance. It was measured by 7 items scale. Minimum factor loading in task performance is 0.65, which is above threshold value. Therefore,

factor loadings are within specified range and none of item in this scale was deleted for further analysis.

Table 34 *Factor Loading for Contextual Performance*

<b>Construct Name</b>	<b>Labeling</b>	<b>Loadings</b>
Contextual Performance	Con_Per1	0.63
	Con_Per2	0.71
	Con_Per3	0.73
	Con_Per4	0.66
	Con_Per5	0.70
	Con_Per6	0.69
	Con_Per7	0.59
	Con_Per8	0.75
	Con_Per9	0.80
	Con_Per10	0.82
	Con_Per11	0.79
	Con_Per12	0.76
	Con_Per13	0.81
	Con_Per14	0.82
	Con_Per15	0.91

Table 34 explains factor loadings for contextual performance. It was measured by 15 items scale. Minimum factor loading in psychological safety is 0.63, which is above threshold value. Therefore, factor loadings are within specified range and none of item in this scale was deleted for further analysis.

#### **4.6.1.2 Composite Reliability**

Composite reliability and alpha values are measure of internal consistency of instrument. Composite reliability measures consistency between different items of a construct. Hair Jr et al. (2016) argued that internal reliability is an identification of appropriateness of all the variables of a construct, whether producing similar scores. Hair Jr et al. (2016) stated that two main differences

among composite reliability and alpha values are; firstly, cronbach’s alpha assumes equal indicator loading of construct while composite reliability does not assume equal indicator. Secondly, cronbach’s alpha considers one factor at one time while composite reliability consider composite factors at a time. Both measures are considered important to check internal consistency of items. Values of composite reliability ranges from 0 to 1. Desirable value of composite reliability is 0.6 or above (Henseler et al., 2009), but 0.7 or greater values are more desirable (Bernard & Bernard, 2013; Joseph F Hair, Sarstedt, Pieper, & Ringle, 2012; Joe F Hair, Sarstedt, Ringle, & Mena, 2012). Nunnally and Bernstein (1994) discussed to categories of composite reliability results in their research, they argued that values between 0.60 and 0.70 should be considered as average consistency of measure. Furthermore, values between 0.70 and 0.90 should be considered as adequate internal consistency of measure.

Table 35 *Summary of Composite Reliability and Chronbach’s Alpha Vales*

<b>Construct Name</b>	<b>CR</b>	<b>Alpha</b>
POP	0.92	0.91
POS	0.91	0.89
PSS	0.84	0.74
Psychological Safety	0.86	0.80
Felt Obligation	0.93	0.91
Organizational Based Self-Esteem	0.90	0.89
Task Performance	0.89	0.85
Contextual Performance	0.92	0.91

‘Note: CR=Composite Reliability, POP=perception of politics, POS=perception of support, PSS=perceived supervisor support’

Table 35 presents the values of “composite reliability” and “cronbach’s alpha”. Composite reliability and alpha values for political perception for organization (POP) are 0.92 and 0.91 respectively. Both values are adequate for internal reliability of POP. Composite reliability and alpha values for support perception for organization (POS) are 0.91 and 0.89 respectively. Both values are adequate to measure internal reliability of POS. Composite reliability and alpha values for perceived supervisor support are 0.84 and 0.74 respectively. Both values are adequate to measure internal reliability of PSS.

Composite reliability and alpha values for psychological safety are 0.86 and 0.80 respectively. Both values are adequate to measure internal reliability of psychological safety. Composite reliability and alpha values for felt obligation are 0.93 and 0.91 respectively. Both values are adequate to measure internal reliability of felt obligation. Composite reliability and alpha values for organization-based self-esteem (OBSE) are 0.90 and 0.89 respectively. Both values are adequate to measure internal reliability of OBSE.

Composite reliability and alpha values for task performance are 0.89 and 0.85 respectively. Both values are adequate to measure internal reliability of task performance. Composite reliability and alpha values for contextual performance are 0.92 and 0.91 respectively. Both values are adequate to measure internal reliability of contextual performance.

#### **4.6.1.3 Content Validity**

Content validity is measure of correctness of theme of research instrument for proper coverage of subject matter. Measure of contents of research instrument should be unique in order to have good content validity (Sekaran & Bougie, 2016).

To measure content validity of research instrument, items of questionnaire were discussed in detail with three academicians and three business professionals. Detail discussions were held repeatedly with all experts about contents of instrument. Then final version of instrument was developed as per guidance and instructions of experts.

#### **4.6.1.4 Convergent Validity**

Convergent validity is constructed on inter-relation between items of the same construct. Convergent validity “refers to the extent to which measures of the same constructs that are theoretically related to each other are related (Henseler et al., 2009)”. It is therefore, based on the degree of relationship between measures of a particular variable (Hair Jr et al., 2016). In order to identify convergent validity in a data, variance caused by items of construct is measured on the basis of Average Variance Extracted (AVE). AVE of 0.5 or above shows acceptable level of convergent validity (Joseph F Hair et al., 2012; Joe F Hair et al., 2012; Henseler et al., 2009). In simple words, latent variable should explain minimum half variance in construct in order to have adequate level of convergent validity (Hair Jr et al., 2016). Result of convergent validity are presented in table given below.

Table 36 *Summary of Convergent Validity Results*

<b>Construct Name</b>	<b>AVE</b>
Perception of Organizational Politics	0.60
Perceived Organizational Support	0.57
Perceived Supervisor Support	0.56
Psychological Safety	0.55
Organizational Based Self-Esteem	0.73
Felt Obligation	0.66
Contextual Performance	0.56
Task Performance	0.54

Note: AVE=Average Variance Extracted

Table 36 presents the values of variance extracted by items of individual constructs. Value of variance for political perception is 0.60, which is in acceptable range. Value of variance for supportive perception is 0.57, which is in acceptable range. Value of variance for perceived supervisor support is 0.56, which is in acceptable range. Value of variance for psychological safety is 0.55, which is in acceptable range. Value of variance for felt obligation is 0.66, which is also in acceptable range. Value of variance for organization-based self-esteem is 0.73, which is in acceptable range. Value of variance for task performance is 0.54, which is also in acceptable range. Value of variance for contextual performance is 0.56, which is also in acceptable range. Hence, it can be concluded that there is no problem related to convergent validity in the data.

#### **4.6.1.5 Discriminant Validity**

The term discriminant validity contains an idea that two constructs which are supposed to be different are actually different from each other. It ensures that constructs, which are theoretically different from each other, are actually different from each other rather than related to each other (Churchill Jr, 1979). Some researchers (Vlachos, Theotokis, Pramataris, & Vrechopoulos, 2010) considers approaches to assess discriminant validity include cross loading examination method and Fornell-Larcker criteria recommended by (Fornell & Larcker, 1981). Cross loading investigation is supposed as generous method, maximum constructs exhibit discriminant validity through this criterion. Fornell-Larcker method is considered as the most conservative method for

this purpose. Discriminant validity is confirmed by the square root of AVE. If square root of AVE of a construct it is larger than all correlations of that variable with all others, discriminant validity is present (Hair Jr et al., 2016; Henseler et al., 2009).

Current study consider “Fornell-Larcker criterion” as recommended by Fornell and Larcker (1981). Square roots of AVE are shown in bold values in correlation matrix.

Table 37 *Inter-correlation of the Variables and Discriminant Validity*

Constructs	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
1. POP	<b>0.77</b>							
2. POS	-0.32**	<b>0.76</b>						
3. PSS	-0.13**	0.17**	<b>0.75</b>					
4. Psychological Safety	-0.33**	0.57**	0.13**	<b>0.74</b>				
5. Felt Obligation	-0.08**	0.15**	0.42**	0.11**	<b>0.81</b>			
6. Self Esteem	-0.28**	0.38**	0.19**	0.40**	0.16**	<b>0.86</b>		
7. Task Performance	-0.46**	0.50**	0.14**	0.43**	0.06**	0.26**	<b>0.74</b>	
8. Contextual performance	-0.27**	0.34**	0.20**	0.36**	0.21**	0.40**	0.29**	<b>0.75</b>

Note: Bold values present square-root of Average Variance Extracted (AVE), POP=perception of politics, POS=perception of support, PSS=perceived supervisor support, \*\* correlation is significant at 0.05 level

Table 37 displays that square root of AVE for POP is 0.77, which is highest in value of maximum correlation of POP with any other construct. Hence, it can be concluded that POP possesses discriminant validity. In the same way, square root of AVE for POS is 0.76, which is highest in value of maximum correlation of POS with any other construct. Hence, it can be determined that POS possesses discriminant validity. Psychological safety contain square root of AVE value of 0.74, which is highest in value of maximum correlation of psychological safety with any other construct. Hence, it could be determined that psychological safety possesses discriminant validity. Square root of AVE for felt obligation is 0.81, which is highest in value of maximum correlation of felt obligation with any other construct. Hence, it can be decided that felt obligation possesses discriminant validity. Square root of AVE for organization-based self-esteem is 0.86, which is highest in value of maximum correlation of psychological safety with any other construct. Hence, it can be established that organization based self-esteem possesses discriminant validity.

Square root of AVE for task performance is 0.74, which is highest in value of maximum correlation of task performance with any other construct. Hence, it can be decided that task

performance possesses discriminant validity. Square root of AVE for contextual performance is 0.75, which is highest in value of maximum correlation of contextual performance with any other construct. Hence, it can be concluded that contextual performance possesses discriminant validity.



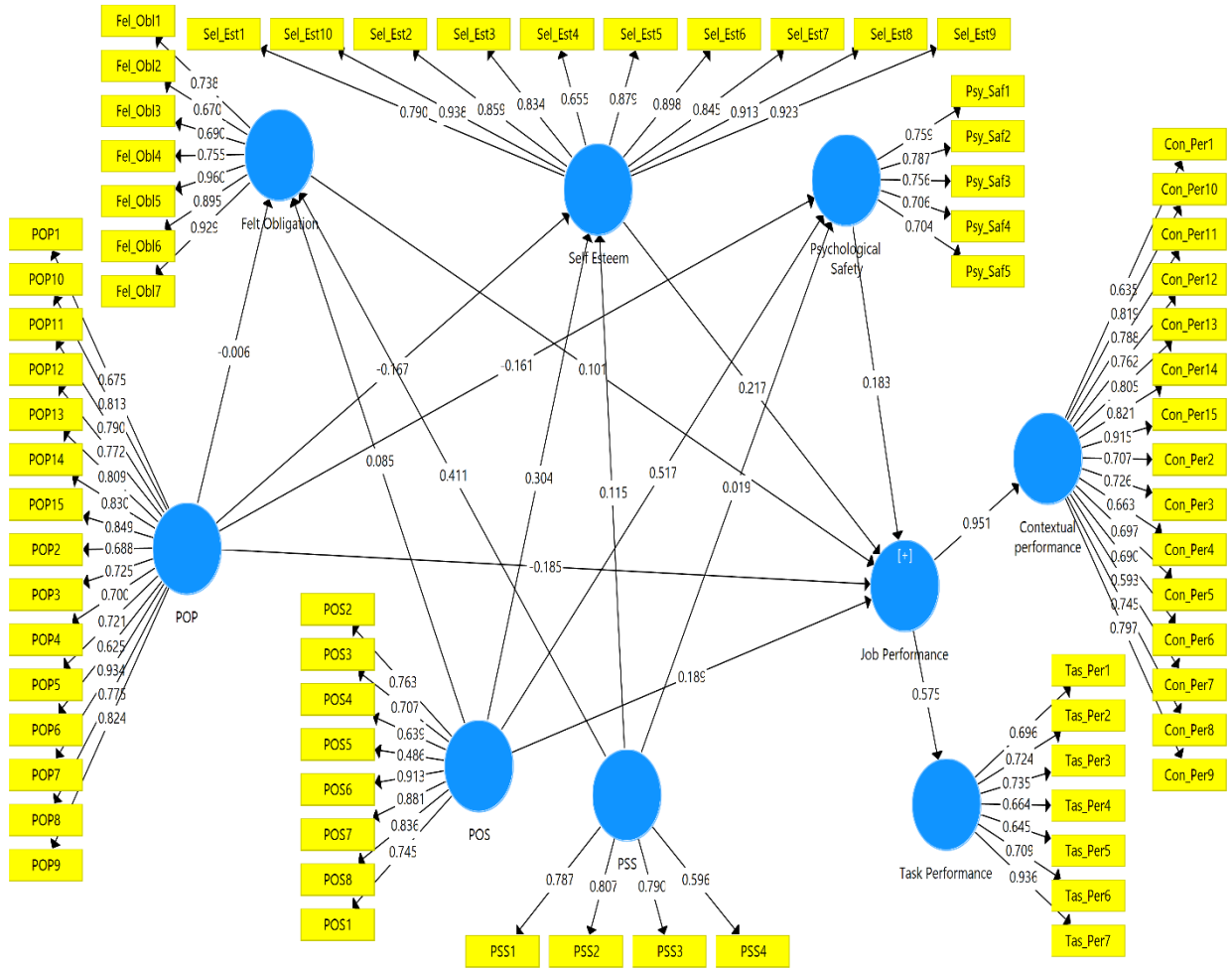


Figure 4. Measurement Model

## **4.6.2 The Structural Model**

After examination of the “measurement model” by checking factors, reliability and validity of data and model, next step is the evaluation of main hypotheses on the basis of results of structural model. This is normally done by investigating structural model’s predictive abilities and constructs’ relationships.

After examination and reconfirming deficiency of collinearity problem, the next step was to assess the structural model. According to Hair Jr et al. (2016), the main condition for evaluating the structural model in PLS-SEM is the significance of coefficient of determination, path model, predictive relevance and effect size.

### **4.6.2.1 Direct Relationships**

In order to have detailed examination of relationships between variables, structural model was analyzed to test the hypotheses of the study. First step in inner model examination was performed through analyzing direct relationships. Direct relationships between exogenous and endogenous variables were checked to test hypothesis 1 and 5. Furthermore, direct relationship of POP and mediating variables were checked to test hypotheses 9 – 11. Direct relationship of POS and mediating variables were checked to test hypotheses 15 – 17. Direct relationship of mediating variables with endogenous variables were checked to test hypotheses 21 to 23.

All direct relationship were tested for path model and bootstrapping model through Smart PLS 3.0. To test values of relationships in direct paths, PLS path model was analyzed as shown in figure 4. Path model provides values of direct relationship of all the paths. Secondly, in order to test where these inner paths are significant, PLS bootstrapping was analyzed as shown in figure 5. Significance of those paths and coefficient of determination, was assessed through bootstrapping, provides significance values of paths. In bootstrapping model, 5000 bootstrapping samples were use as recommended by researchers (Joe F Hair et al., 2011; Hair Jr et al., 2016; Henseler et al., 2009).

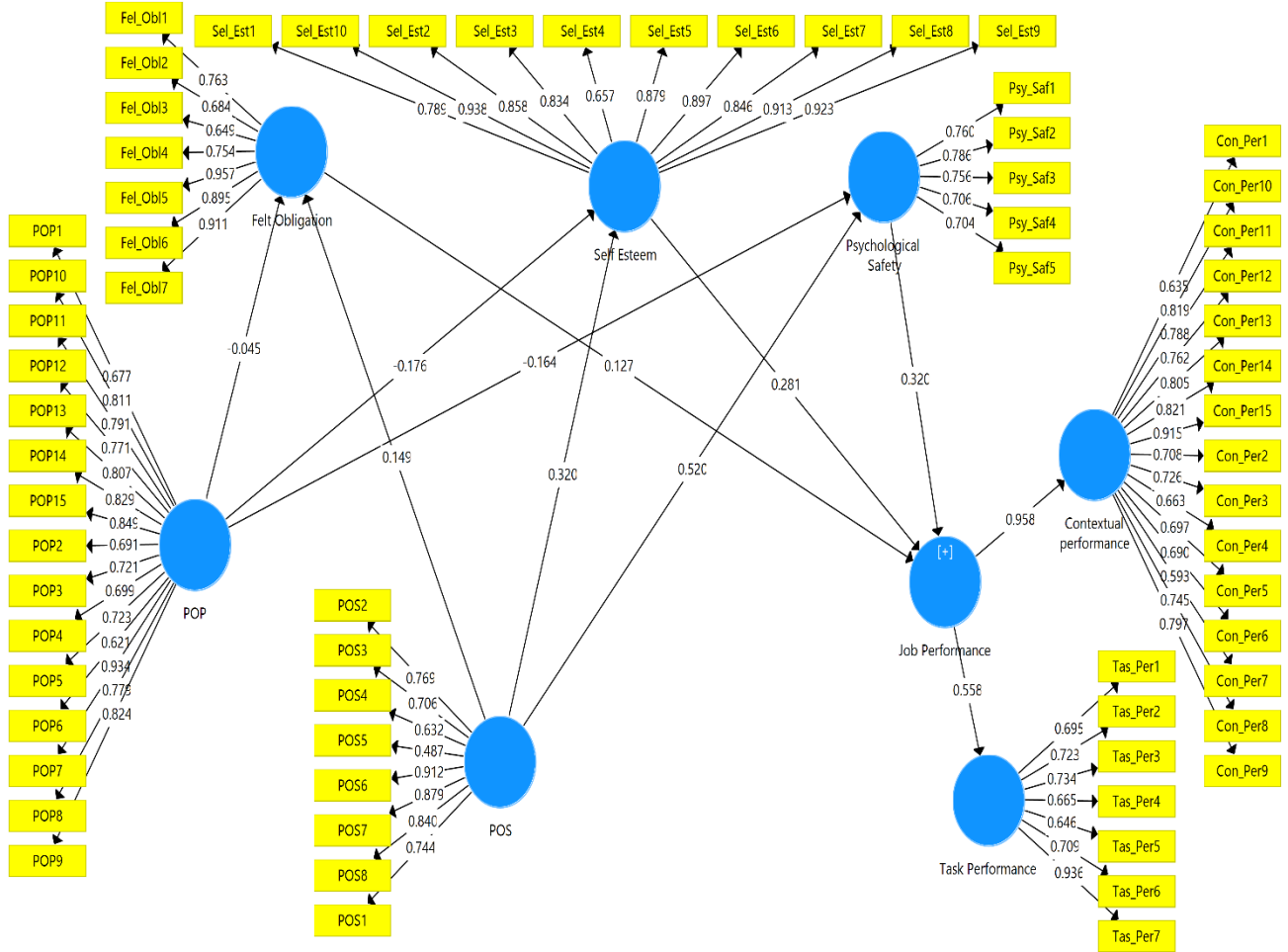


Figure 5. PLS Algorithm Direct Relationships

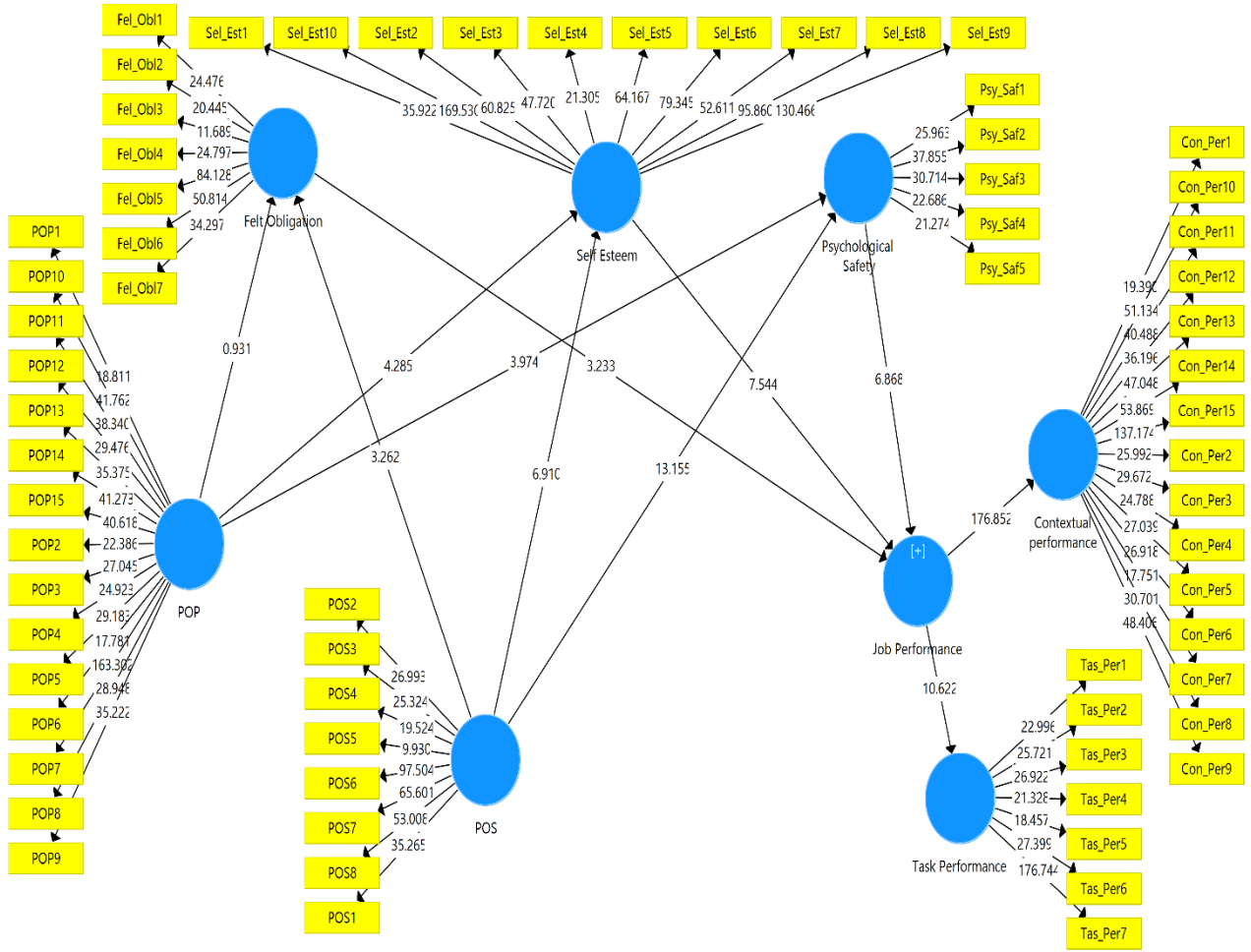


Figure 6. PLS-SEM Bootstrapping Direct Relationship

Table 38 *Results of Hypothesis Testing (Direct Relationships)*

Hypothesis/Paths	Beta	S.E	t-value	Sig.	Decision	f <sup>2</sup>	R <sup>2</sup>	Q <sup>2</sup>
POP -> Felt Obligation	-0.05	0.05	0.87	0.19	Rejected	0.002	0.352	0.123
POP -> Psychological Safety	-0.17	0.04	3.86	0.00	Accepted	0.036		
POP -> Self Esteem	-0.18	0.05	3.83	0.00	Accepted	0.033		
POP -> Job Performance	-0.18	0.04	5.00	0.00	Accepted	0.044		
POS -> Felt Obligation	0.15	0.05	3.08	0.00	Accepted	0.020		
POS -> Psychological Safety	0.52	0.04	12.91	0.00	Accepted	0.373		
POS -> Self Esteem	0.32	0.05	6.91	0.00	Accepted	0.111		
POS -> Job Performance	0.19	0.04	4.24	0.00	Accepted	0.034		
Felt Obligation -> Job Performance	0.10	0.04	2.73	0.00	Accepted	0.016		
Psychological Safety -> Job Performance	0.19	0.05	3.94	0.00	Accepted	0.032		
Self Esteem -> Job Performance	0.22	0.04	6.10	0.00	Accepted	0.056		

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support

Table 38 shows that beta value for relation of political perception in organization with felt obligation is -0.05 having t-value of 0.87. T-value for this relationship is not significant at any level indicates that political perception in organization have insignificant relationship with felt obligation. Hence, hypothesis 10 is rejected. It is concluded that perception of organizational politics has no significant relationship with felt-obligation.

Beta value for relationship between political perception in organization and psychological safety is -0.17 and t-value for this effect is 3.86. Significant t-value at .05 level indicates the significant relationship of perception of organizational politics with psychological safety. Hence Hypothesis 9 is supported. It is concluded that perception of organizational politics has significant relationship with psychological safety.

Beta value for relationship between political perception in organization and organization based self-esteem is -0.18 and t-value for this effect is 3.83. Significant t-value at .05 level indicates the significant relationship of perception of organizational politics with organization based self-esteem. Hence Hypothesis 11 is supported. It is concluded that perception of organizational politics has significant relationship with organization based self-esteem.

Beta value for relationship between political perception in organization and job performance is -0.18 and t-value for this effect is 5.00. Significant t-value at .05 level indicates the significant relationship of perception of organizational politics with job performance. Hence Hypothesis 1 is supported. It is concluded that political perception in organization has significant relationship with job performance.

Beta value for relationship of organizational support perceptions with felt-obligation is 0.15 and t-value for this effect is 3.08. Significant t-value at .05 level indicates the significant relationship of perception of organizational support with felt obligation. Hence Hypothesis 16 is supported. It is concluded that perception of organizational support has significant relationship with felt obligation.

Beta value for relationship between perception of organizational support and psychological safety is 0.52 and t-value for this effect is 12.91. Significant t-value at .05 level indicates the significant relationship of perception of organizational support with psychological safety. Hence Hypothesis 15 is supported. It is concluded that perception of organizational support has significant relationship with psychological safety.

Beta value for relationship between perception of organizational support and organization based self-esteem is 0.32 and t-value for this effect is 6.91. Significant t-value at .05 level indicates the significant relationship of perception of organizational support with organization based self-esteem. Hence Hypothesis 17 is supported. It is concluded that perception of organizational support has significant relationship with organization based self-esteem.

Beta value for relationship between perception of organizational support and job performance is 0.19 and t-value for this effect is 4.24. Significant t-value at .05 level indicates the significant relationship of perception of organizational support with job performance. Hence Hypothesis 5 is supported. It is concluded that perception of organizational support has significant relationship with job performance.

Beta value for relationship between felt obligation and job performance is 0.10 and t-value for this effect is 2.73. Significant t-value at .05 level indicates the significant relationship of felt obligation with job performance. Hence Hypothesis 22 is supported. It is concluded that felt obligation has significant relationship with job performance.

Beta value for relationship between psychological safety and job performance is 0.19 and t-value for this effect is 3.94. Significant t-value at .05 level indicates the significant relationship of psychological safety with job performance. Hence Hypothesis 21 is supported. It is concluded that psychological safety has significant relationship with job performance.

Beta value for relationship between organization based self-esteem and job performance is 0.22 and t-value for this effect is 6.10. Significant t-value at .05 level indicates the significant relationship of organization based self-esteem with job performance. Hence Hypothesis 23 is supported. It is concluded that organization based self esteem has significant relationship with job performance.

#### **4.6.2.2 Mediation Test**

Mediation analysis is used to test the indirect effects of exogenous variable on endogenous variable through mediating variable. Preacher and Hayes (2008b) assessed different models through which mediation can be analyzed. Different statistical techniques analyzed and compared were as under;

First, statistical technique to test mediation effect is through “casual step strategy” or “serial approach” (Hoyle & Robinson, 2004). It is well known as Barron and Kenny model, which is consisted of four steps to test mediation (Baron & Kenny, 1986). These four steps are generally four conditions needs to be met in order to have mediation of any variable. First condition of Barron and Kenny is that the direct effect of independent on dependent variable should be significant. However, it is not necessary condition that total effect must be significant for mediation to be significant. Mediation can be significant without direct effect being significant (Hayes, 2009; MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002; Rucker, Preacher, Tormala, & Petty, 2011; Shrout & Bolger, 2002; Zhao, Lynch Jr, & Chen, 2010). Simply, it is possible for mediation to occur without significant direct effect. Second condition for mediation according to Barron and Kenny is indirect effect of independent variable on dependent variable should be significant. It means effect of independent variable on dependent variable through

mediator must be significant in order to have significant mediation. Indirect effect consists of effect of independent on mediator and effect of mediator on dependent variable. If indirect effect of independent and dependent variable is not significant, mediation cannot occur (Preacher & Hayes, 2008a, 2008b). Finally, the direct relation of independent variables and the dependent variable should be insignificant or smaller than the relationship prior the addition of the mediator ( $c'$ ). However, Rucker et al. (2011) question the emphasis on the importance of change in the direct relationship after including the mediator variable, and full mediation and partial mediation terms as are used in research.

Second, technique to test indirect effect is Sobel test, which is introduced by Sobel (1982). One prominent assumption of Sobel test is normality of indirect effects. It means mediator effect must be normally distributed. However, the sampling distribution of the independent variables' effect on the mediator and the mediator's effect on the dependent variable is asymmetric (Preacher & Hayes, 2008a). The distribution of the product strategy is a little difficult to use without the aid of tables and requires some assumptions of normal sampling distributions (Hayes, 2009).

Third, statistical technique for testing indirect effect is distribution of product approach (MacKinnon, Fairchild, & Fritz, 2007; MacKinnon, Fritz, Williams, & Lockwood, 2007; MacKinnon, Lockwood, & Williams, 2004).

Fourth, statistical technique to test mediation is bootstrapping approach (Hayes, 2009; Preacher & Hayes, 2004). Which is, however, considered as most recent approach. Bootstrapping generates empirical representation of samples for mediation test (Hayes, 2009; Rucker et al., 2011). In bootstrapping method, first step is to test direct relationships without including mediator. These tests generate two models. First is PLS Algorithm model consists of values of direct relationships of all variables without considering mediation. Second model is bootstrapping consists of t-values for all paths considered in PLS Algorithm (Joseph F Hair et al., 2013). At the second stage, model considers mediator variable with a focus on relationship of independent variable and mediator variable, and relationship of mediator variable and dependent variable are significant. This is not sufficient but a necessary condition for mediation. Finally, the product of the two significant path coefficients is divided by the standard error of the product  $[\frac{a*b}{SE(a*b)}]$  to examine the significance of the indirect effect.

Many researchers discussed the justification for testing mediation through bootstrapping in their studies (Hair Jr et al., 2016; Hayes, 2012; Hayes & Preacher, 2010; Preacher & Hayes,



2008b; Zhao et al., 2010). For example, the four conditions of Baron and Kenny (1986) fail to involve the use of standard errors (Hayes & Preacher, 2010). Shrout and Bolger (2002) argued that “bootstrapping method” could be used to take care of the aforementioned flaws as it allows empirical testing of the distribution of the indirect effect. Furthermore, Zhao et al. (2010) also argue that bootstrapping approach solves these problems by producing an experiential sampling distribution (a x b).

In addition, Preacher and Hayes (2008b) and Hayes and Preacher (2010) argued that one prominent advantage of bootstrapping approach is no requirement of any assumption regarding distribution of sampling for indirect effects or for product. In other words, the confidence interval in bootstrapping method can be asymmetrical rather than at regular confidence interval in bootstrapping methods. This is because, unlike other techniques that assume normally distributed samples, this technique is based on empirical estimation of sample distribution of indirect effect.

Similarly, bootstrapping result provides interval estimate of a population parameter that cannot be obtained by using other mediation tests (Lockwood & MacKinnon, 1998).

Considering above discussion, as suggested by many researcher to test the mediation by latest and more powerful technique (Hair Jr et al., 2016; Hayes & Preacher, 2010), current study considered bootstrapping to measure mediation of psychological safety, felt obligation and organization based self esteem in relationship of political and supportive perceptions with job performance. For this purpose Smart PLS 3.0 (Ringle et al., 2014) was used on sample of 525 respondents. After introducing mediator variable, bootstrapping of 5,000 samples were used for product of indirect paths. After that, this product of two independent paths was divided by standard error of this product

After including mediator construct, psychological states in model 2, the bootstrapping result of 5,000 samples was used to multiply path a and path b. Then the product of the two significant paths was divided by the standard error of the product of the two paths  $\frac{a*b}{SE(a*b)}$  to get the t-value.

Figure 6 shows PLS Algorithm for relationships. Path coefficients are negative for political perceptions and positive for supportive perceptions about organization. Bootstrapping results are presented in figure 7, which shows significance of relationships. Table 39 discusses summary of values of path model and bootstrapping for mediation.

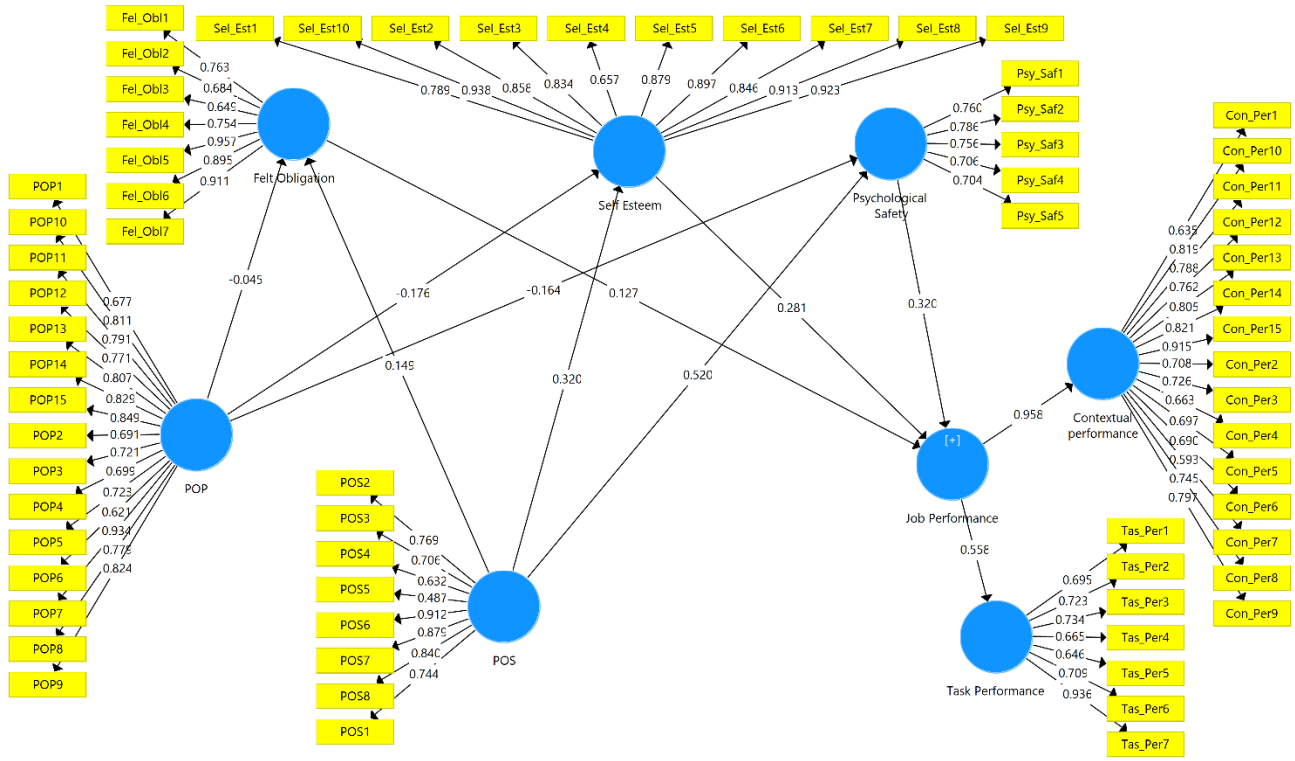


Figure 7. PLS Algorithm Mediation Coefficients (Indirect Relationships)

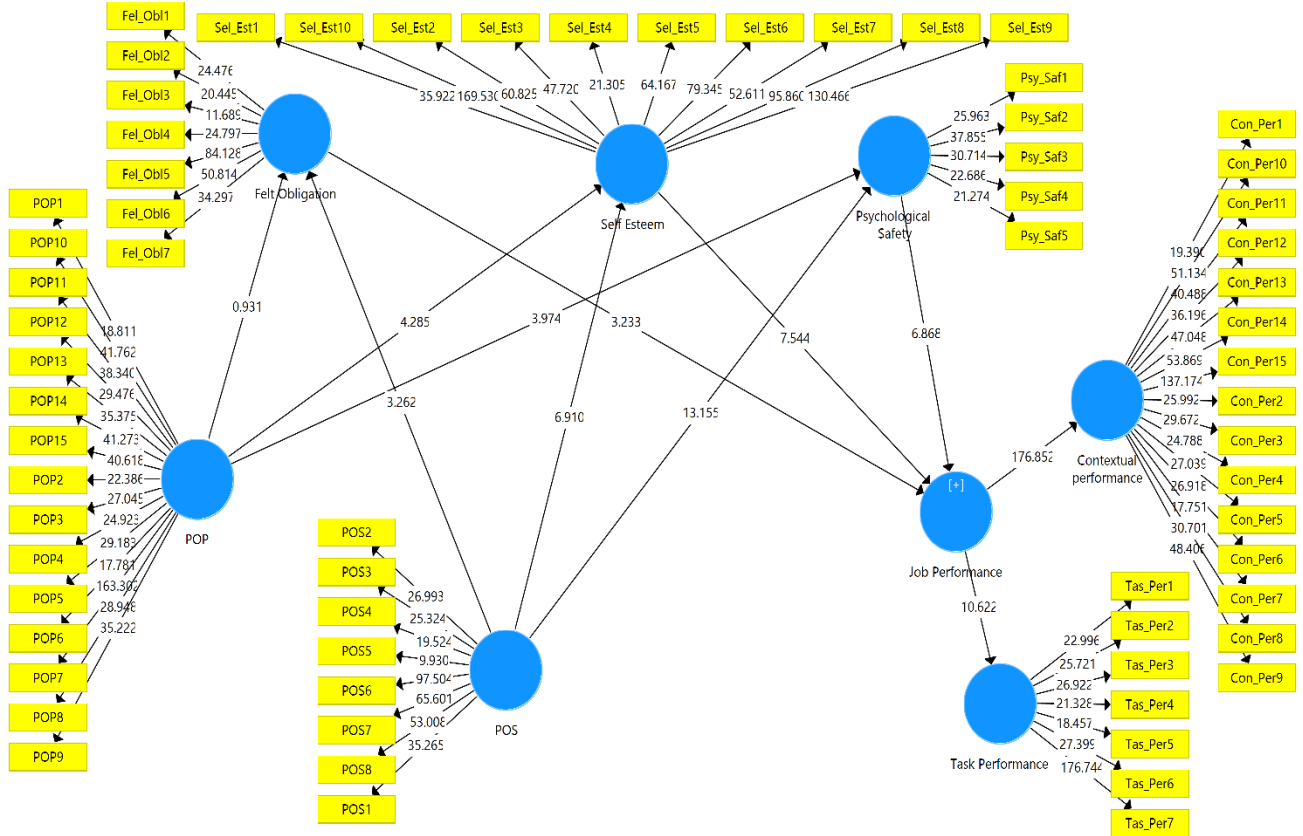


Figure 8. PLS-SEM Bootstrapping Mediation (Indirect Relationships)

Table 39 Results of Mediation Test

Hypothesis/ Path	Beta	S.E	t-value	LLCI (5%)	HLCI (95%)	Decision
POP ->FO-> JP	-0.007	0.007	0.833	-0.020	0.005	No-Mediation
POS ->FO-> JP	0.020	0.009	2.071	0.005	0.039	Mediation
POP ->PS-> JP	-0.054	0.017	3.076	-0.083	-0.019	Mediation
POS ->PS-> JP	0.167	0.029	5.717	0.108	0.218	Mediation
POP ->OBSE-> JP	-0.051	0.014	3.441	-0.082	-0.027	Mediation
POS ->OBSE-> JP	0.091	0.019	4.690	0.055	0.129	Mediation

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support, FO=felt-obligation, PS=psychological safety, OBSE=organization based self-esteem, JP=job performance

Table 39 shows that beta value for indirect path of political perceptions in organization with employee performance through mediation of felt obligation is -0.007 have t-value of 0.833. t-value for this relationship is not significant at any level indicates that mediation of felt-obligation is not present in the relationship. Hence, hypothesis 3 is rejected. It is concluded that felt-obligation do not mediate the relationship between political perceptions in organization and job performance.

Beta value for indirect path of supportive perception in organization and job performance through mediation of felt-obligation is 0.020 having t-value of 2.071. Significant t-value at .05 level indicates the presence of felt-obligation as mediator in relation between perception of organizational support and job performance. Hence, hypothesis 7 is accepted. It is concluded that felt obligation mediates the relationship between perception of organizational support and job performance.

Beta value for indirect path of political perceptions in organization and job performance through mediation of psychological safety is -0.054 having t-value of 3.076. Significant t-value at .05 level indicates the presence of psychological safety as mediator in relation between perception of organizational politics and job performance. Hence, hypothesis 2 is accepted. It is concluded that psychological safety mediates the relationship between perception of organizational politics and job performance.

Beta value for indirect path of supportive perception in organization and job performance through mediation of psychological safety is 0.167 having t-value of 5.717. Significant t-value at .05 level indicates the presence of psychological safety as mediator in relation between perception of organizational support and job performance. Hence, hypothesis 6 is accepted. It is concluded that psychological safety mediates the relationship between perception of organizational support and job performance.

Beta value for indirect path of political perceptions in organization and job performance through mediation of organization based self-esteem is -0.051 having t-value of 3.441. Significant t-value at .05 level indicates the presence of organization based self-esteem as mediator in relation between perception of organizational politics and job performance. Hence, hypothesis 4 is accepted. It is concluded that organization based self-esteem mediates the relationship between perception of organizational politics and job performance.

Beta value for indirect path of supportive perception in organization and job performance through mediation of organization-based self-esteem is 0.091 having t-value of 4.690. Significant t-value at .05 level indicates the presence of organization based self-esteem as mediator in relation between perception of organizational support and job performance. Hence, hypothesis 8 is accepted. It is concluded that organization based self-esteem mediates the relationship between supportive perception in organization and job performance.

#### **4.6.2.3 Moderation Test**

Moderation acts as independent while effecting the relationship of two variables. In order to test the moderation, first analysis of effect of independent variable is conducted to check significance on dependant variable. After that, both independent variable and moderator are analyzed collectively. And lastly, interaction term, consists of product of independent variable and moderator variable should be tested Vinzi et al. (2010). Latent interaction variable is reflected by this product of independent and moderator variable (Chin, Marcolin, & Newsted, 2003). Interaction term needs to be significant in order to have moderator effect. There is no moderation if interaction term is insignificant (Hair Jr et al., 2016). This is most used and identified procedure of testing moderation. Current study used above mentioned procedure to check moderating effect of perceived supervisor support in relationship of political perceptions with psychological safety, felt obligation and organization based self-esteem. Second moderation effect of supportive

perceptions with psychological safety, felt obligation and organization based self-esteem is also tested by this procedure. Unlike previous versions, Smart PLS 3.0 provides simple method for this procedure. Independent variable and moderator are directly linked with dependent variable. Then interaction term of independent and moderator is added as independent effect. Independent effect is then tested for significance. Just like direct relationships and mediation, moderation also develops two models in Smart PLS 3.0. PLS Algorithm is based on path model, which includes values of paths. Then, to test significance of relationships and moderation, bootstrapping model is analyzed. Significant interaction term is indication of moderation.

Figure 9 presents PLS Algorithm for path model. It includes six interaction effects of moderator with independent variables. Figure 10 shows bootstrapping for the same relationships. Results of current study are summarized in table 40 below. Figures 11, 12 and 13 shows interaction effects of moderator on psychological safety, felt-obligation and organization based self-esteem respectively.

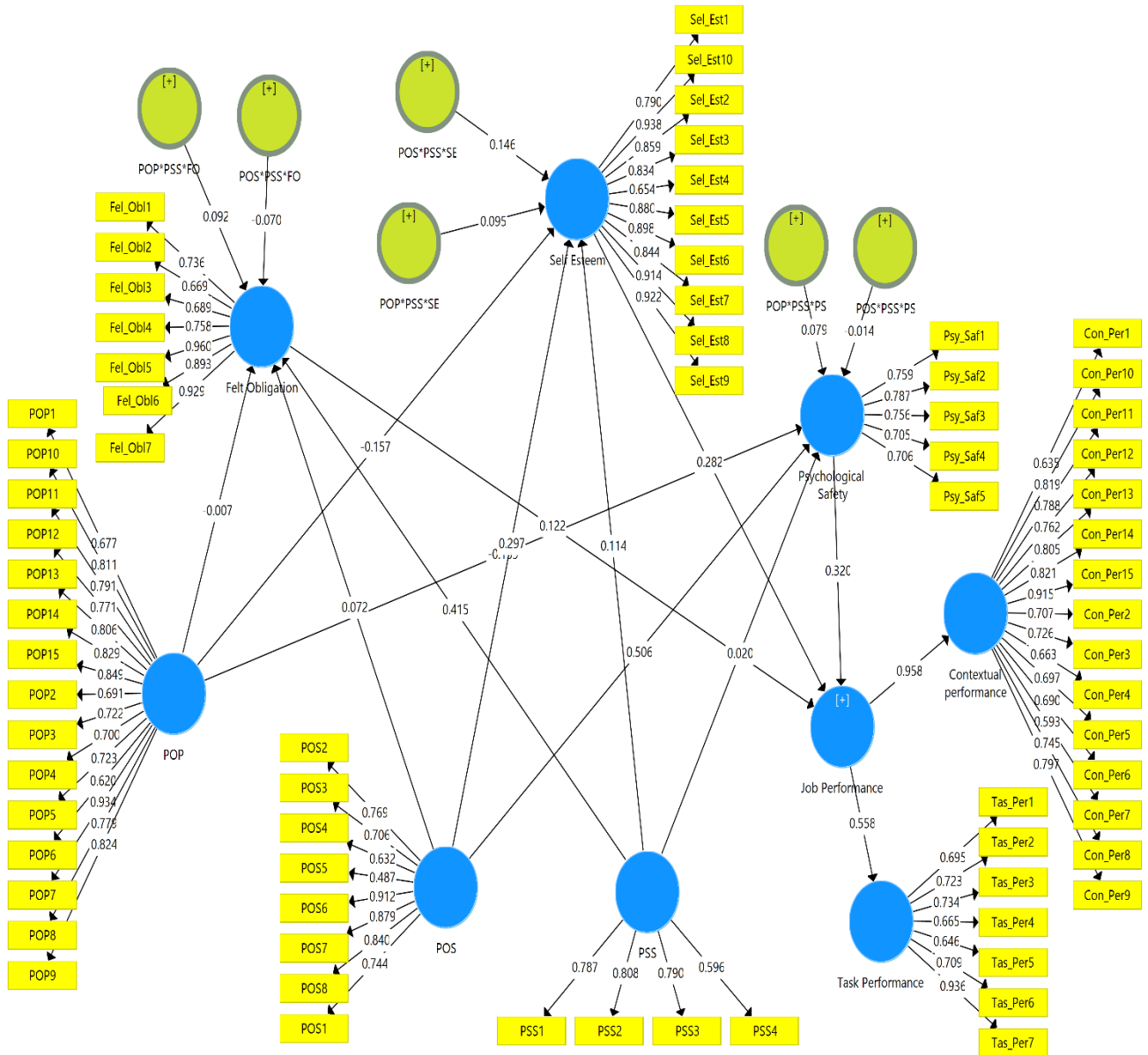


Figure 9. PLS Algorithm Moderation (Path Coefficients)

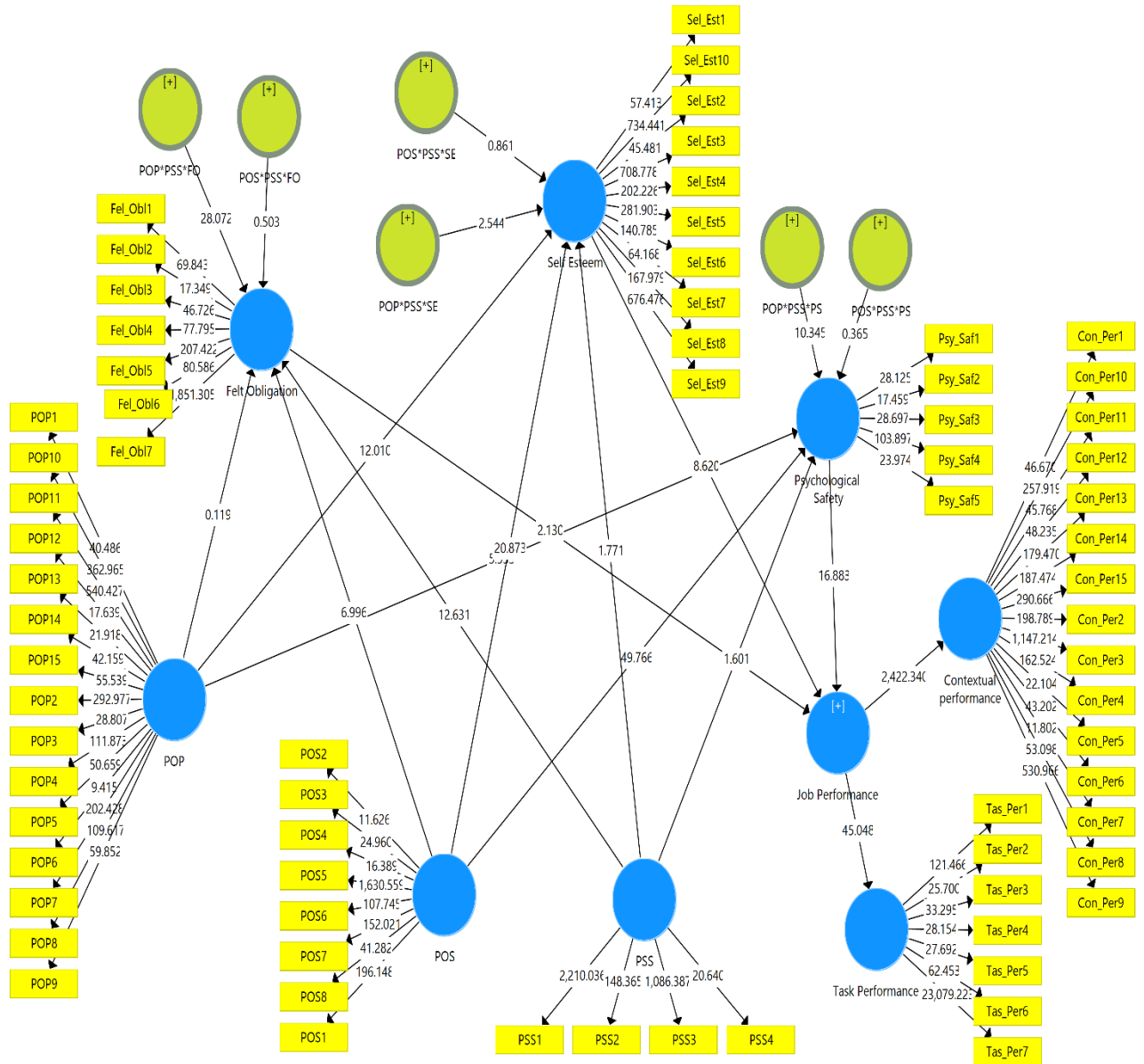


Figure 10. PLS-SEM Bootstrapping (Moderation)



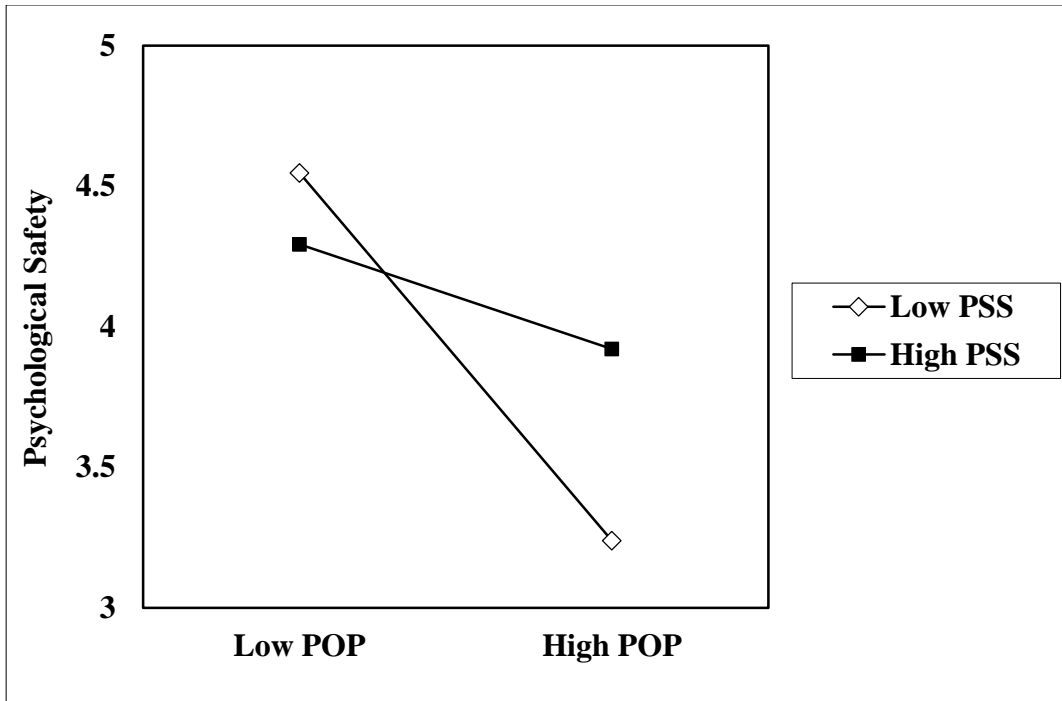


Figure 11. Interaction Effect of Moderation for Psychological Safety

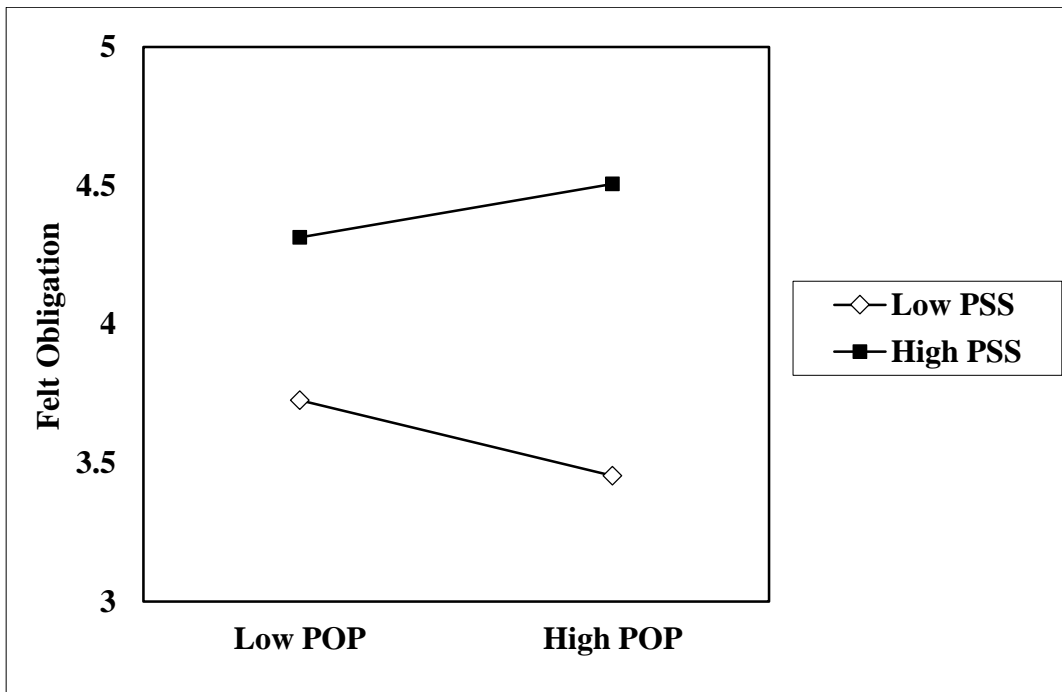


Figure 12. Interaction Effect of Moderation for Felt-Obligation

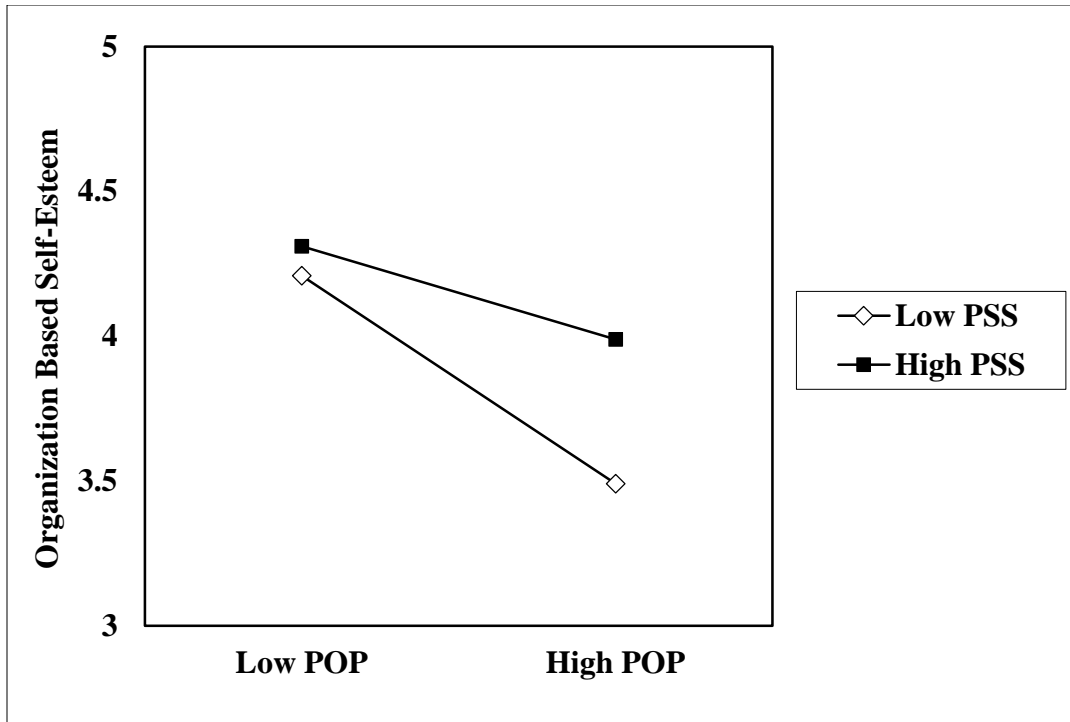


Figure 13. Interaction Effect of Moderation for Organization Based Self-Esteem

Finally, the six interaction term were included in relationship of POP, POS and all psychological states.

Table 40 *Results of Moderation Test*

<b>Path/Hypothesis</b>	<b>Beta</b>	<b>S.E</b>	<b>t-value</b>	<b>Sig.</b>	<b>Decision</b>	<b>f<sup>2</sup></b>
POP*PSS -> Felt Obligation	0.116	0.003	28.072	0.001	Supported	0.011
POP*PSS -> Psychological Safety	0.073	0.008	10.345	0.005	Supported	0.009
POP*PSS -> Self Esteem	0.099	0.037	2.544	0.063	Supported	0.012
POS*PSS -> Felt Obligation	0.004	0.140	0.503	0.332	Not-Supported	0.006
POS*PSS -> Psychological Safety	-0.083	0.038	0.365	0.375	Not-Supported	0
POS*PSS -> Self Esteem	0.046	0.169	0.861	0.240	Not-Supported	0.026

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support

Table 40 indicates that beta value for interaction term of POP\*PSS is 0.116 for felt obligation and t-value for this effect is 28.072. Significant t-value at .05 level indicates the presence of moderation of perceived supervisor support in relationship of perception of political perception of organization and felt-obligation. Hence Hypothesis 13 is supported. It is concluded that perceived supervisor support moderates the relationship between perception of organizational politics and felt obligation.

Beta value for interaction term of POP\*PSS is 0.073 for psychological safety and t-value for this effect is 10.345. Significant t-value at .05 level indicates the presence of moderation of perceived supervisor support in relationship of political perception of organization and psychological safety. Hence Hypothesis 12 is supported. It is concluded that perceived supervisor support moderates the relationship between political perception of organization and psychological safety.

Beta value for interaction term of POP\*PSS is 0.099 for organization based self-esteem and t-value for this effect is 2.544. Significant t-value at 0.1 level indicates the presence of moderation of perceived supervisor support in relationship of perception of perception of organizational politics and organization based self-esteem. Hence Hypothesis 14 is supported. It is

concluded that perceived supervisor support moderates the relationship of political perception of organization with organization based self esteem.

Beta value for interaction term of POS\*PSS is 0.004 for felt-obligation and t-value for this effect is 0.503. t-value for this relationship is not significant at any level i.e 0.1, 0.05 or 0.01, indicates that moderation of perceived supervisor support is not present in relation of supportive perception for organization with felt obligation. Hence Hypothesis 19 is rejected. It is concluded that perceived supervisor support does not moderate the relation of supportive perception for organization with felt obligation.

Table 39 indicates that beta value for interaction term of POS\*PSS is -0.083 for psychological safety and t-value for this effect is 0.365. t-value for this relationship is not significant at any level i.e 0.1, 0.05 or 0.01, indicates that moderation of perceived supervisor support is not present in relationship of perception of supportive perception for organization with psychological safety. Hence Hypothesis 18 is rejected. It is concluded that perceived supervisor support does not moderate the relation of supportive perception for organization and psychological safety.

Table 38 indicates that beta value for interaction term of POS\*PSS is 0.046 for organization based self-esteem and t-value for this effect is 0.861. t-value for this relationship is not significant at any level i.e 0.1, 0.05 or 0.01, indicates that moderation of perceived supervisor support is not present in relationship of perception of organizational support perceptions and organization based self-esteem. Hence Hypothesis is 20 rejected. It is concluded that perceived supervisor support does not moderate the relation of organizational support perceptions and organization based self-esteem.

#### **4.6.2.4 Moderated Mediation Model**

Complete proposed model of the study is also tested for combined moderated mediation analysis results as suggested by many experts. These PLS-SEM results include direct paths of exogenous and endogenous variables, moderation of perceived supervisor support (PSS) in relationship of exogenous and mediators, and indirect paths of exogenous and endogenous with three psychological states i.e. felt obligation, psychological safety, and organization based self-esteem. Indirect path consider two path analysis; one for total indirect paths and second for specific indirect paths. Total indirect paths consider all three psychological states collectively and produce

the results of indirect effect of exogenous on endogenous. Specific path model considers every single mediator separately to find indirect path of exogenous to endogenous variable.

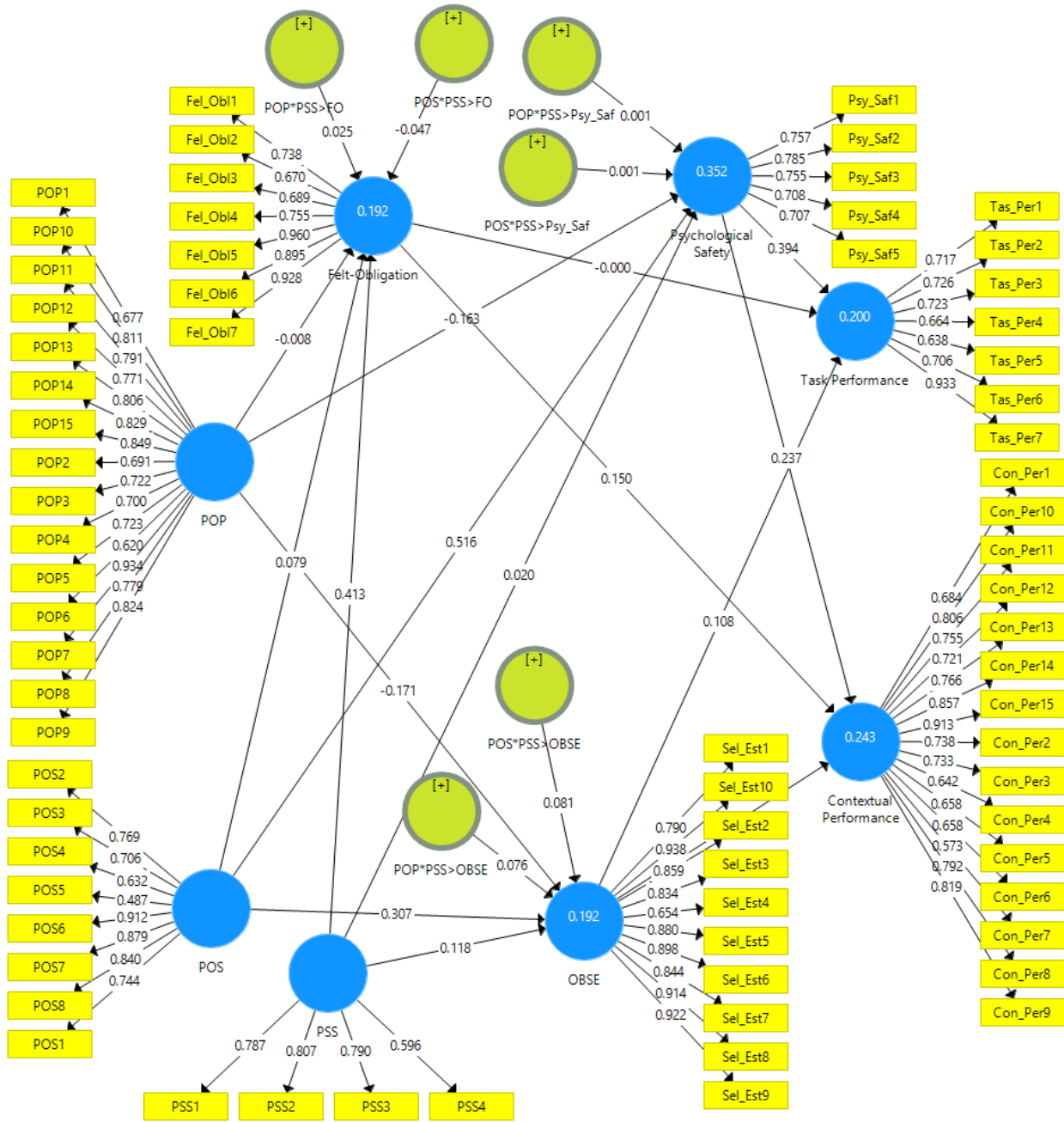


Figure 14. PLS-SEM Algorithm (complete model)

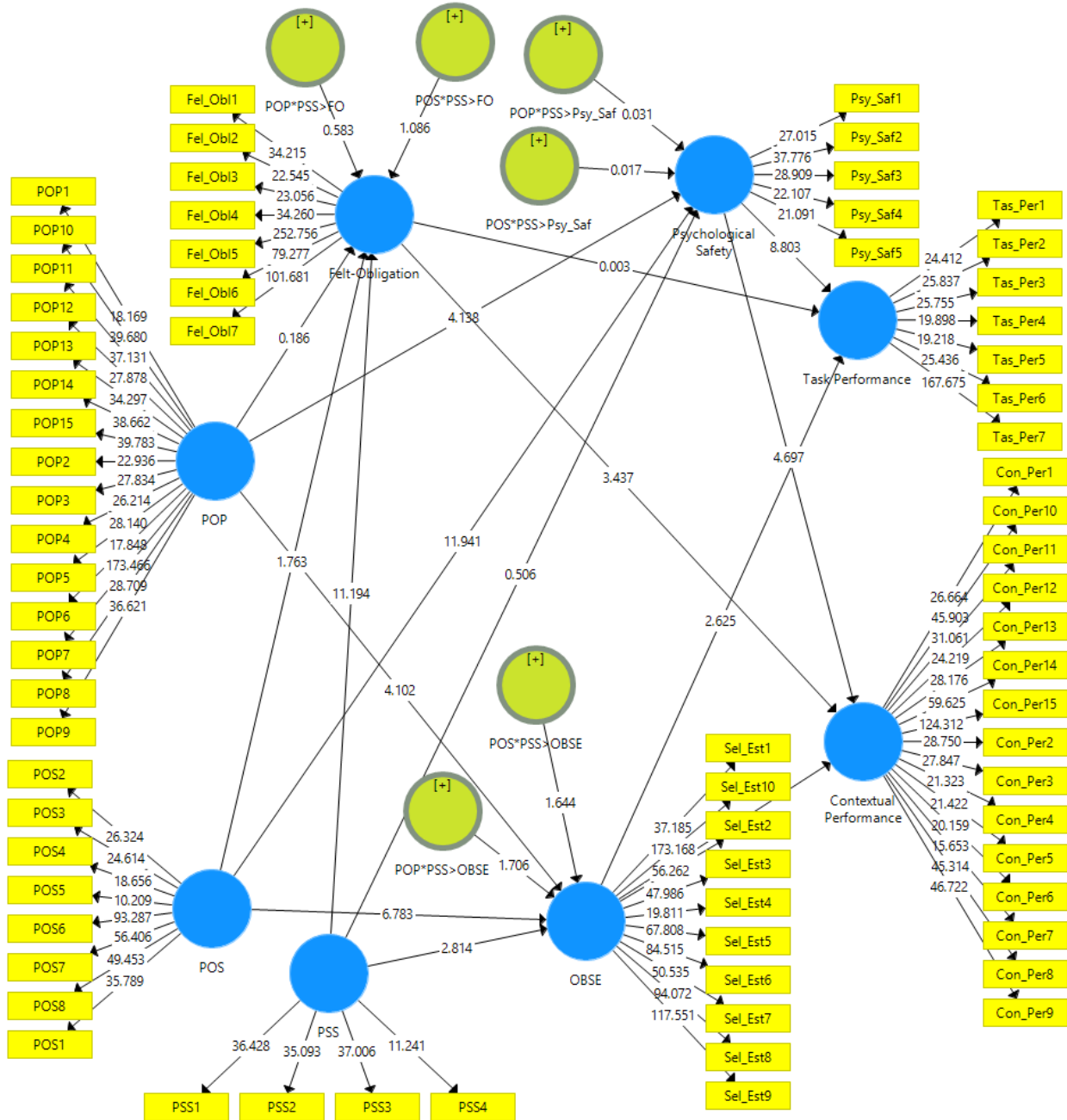


Figure 15. PLS-SEM Bootstrapping (Moderation)

Table 41 *Path Model / Direct Effects (Moderated Mediation)*

<b>Paths</b>	<b>Beta</b>	<b>t-value</b>	<b>Sig.</b>
POP ->Task performance	-0.082	3.893	0.000
POP ->Contextual performance	-0.090	4.438	0.000
POS ->Task performance	0.236	7.056	0.000
POS ->Contextual performance	0.225	7.081	0.000
POP -> Felt-Obligation	-0.008	0.186	0.853
POS -> Felt-Obligation	0.079	1.763	0.079
POP -> Psychological Safety	-0.163	4.138	0.000
POS -> Psychological Safety	0.516	11.941	0.000
POP -> OBSE	-0.171	4.102	0.000
POS -> OBSE	0.307	6.783	0.000
PSS*POP -> Felt-Obligation	0.031	0.520	0.603
PSS*POS -> Felt-Obligation	-0.062	0.958	0.339
PSS*POP -> Psychological Safety	0.001	0.017	0.986
PSS*POS -> Psychological Safety	0.010	0.126	0.900
PSS*POP -> OBSE	0.109	1.698	0.090
PSS*POS -> OBSE	0.123	1.721	0.086

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support, OBSE=organization based self-esteem



Table 42 *Specific Indirect Effects (Moderated Mediation)*

<b>Paths</b>	<b>Beta</b>	<b>t-value</b>	<b>Sig.</b>
POP -> Felt-Obligation ->Task performance	0.005	0.515	0.607
POP -> Felt-Obligation ->Contextual performance	-0.001	0.173	0.862
POS -> Felt-Obligation ->Task performance	0.024	1.622	0.106
POS -> Felt-Obligation ->Contextual performance	0.012	1.405	0.161
POP -> Psychological Safety ->Task performance	-0.064	3.573	0.000
POP -> Psychological Safety ->Contextual performance	0.039	2.742	0.006
POS -> Psychological Safety ->Task performance	0.203	6.105	0.000
POS -> Psychological Safety ->Contextual performance	0.123	4.254	0.000
POP -> OBSE ->Task performance	-0.019	1.977	0.049
POP -> OBSE ->Contextual performance	-0.050	3.400	0.001
POS -> OBSE ->Task performance	0.033	2.268	0.024
POS -> OBSE ->Contextual performance	0.090	4.619	0.000

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support, OBSE=organization based self-esteem

Table 41 indicates that beta value for the relations of political perception of organization with task performance is -0.082 and t-value for this effect is 3.893. Significant t-value at .05 level indicates the significant relationship of perception of organizational politics with task performance. Beta value for the relations of political perception of organization with contextual performance is -0.090 and t-value for this effect is 4.438. Significant t-value at .05 level indicates the significant relationship of perception of organizational politics with contextual performance. Beta value for direct relationship between perception of organizational support and task performance is 0.236 and t-value for this effect is 7.056. Significant t-value at .05 level indicates the significant relationship of organizational support perceptions with task performance. Beta value for direct relationship between perception of organizational support and contextual performance is 0.225 and t-value for this effect is 7.081. Significant t-value at .05 level indicates the significant relationship of organizational support perceptions with contextual performance. Beta value for direct relationship between political perception of organization and felt obligation is 0.008 and t-value for this effect is 0.186. t-value is not significant at any level indicates there is no significant relationship of political perception of organization with felt obligation.

Beta value for direct relationship between perception of organizational support and felt obligation is 0.079 and t-value for this effect is 1.763. t-value is not significant at any level indicates there is no significant relationship of organizational support perceptions with felt obligation.

Beta value for direct relationship between political perception of organization and psychological safety is -0.163 and t-value for this effect is 4.138. Significant t-value at .05 level indicates the significant relationship of perception of organizational politics with psychological safety.

Beta value for direct relationship between perception of organizational support and psychological safety is 0.516 and t-value for this effect is 11.941. Significant t-value at .05 level indicates the significant relationship of organizational support perceptions with psychological safety.

Beta value for direct relationship between political perception of organization and organization based self-esteem is -0.171 and t-value for this effect is 4.102. Significant t-value at .05 level indicates the significant relationship of political perception of organization with organization based self-esteem.

Beta value for direct relationship between perception of organizational support and organization based self-esteem is 0.307 and t-value for this effect is 6.783. Significant t-value at .05 level indicates the significant relationship of organizational support perceptions with organization based self-esteem.

Table 42 shows that beta value for indirect path of political perception of organization and task performance through mediation of felt obligation is 0.005 have t-value of 0.515. t-value for this relationship is not significant at any level indicates that mediation of felt obligation is not present in the relationship. Beta value for indirect path of political perception of organization and contextual performance through mediation of felt obligation is -0.001 have t-value of 0.173. t-value for this relationship is not significant at any level indicates that mediation of felt obligation is not present in the relationship.

Beta value for indirect path of organizational support perceptions and task performance through mediation of felt obligation is 0.024 having t-value of 1.622. t-value for this relationship is not significant at any level indicates that mediation of felt obligation is not present in the relationship. Beta value for indirect path of organizational support perceptions and contextual performance through mediation of felt obligation is 0.012 having t-value of 1.405. t-value for this relationship is not significant at any level indicates that mediation of felt obligation is not present in the relationship.

Beta value for indirect path of political perception of organization and task performance through mediation of psychological safety is -0.064 having t-value of 3.573. Significant t-value at .05 level indicates the presence of psychological safety as mediator in relation between perception of organizational politics and task performance. Beta value for indirect path of political perception of organization and contextual performance through mediation of psychological safety is 0.039 having t-value of 2.742. Significant t-value at .05 level indicates the presence of psychological safety as mediator in relation between perception of organizational politics and contextual performance.

Beta value for indirect path of organizational support perceptions and task performance through mediation of psychological safety is 0.203 having t-value of 6.105. Significant t-value at .05 level indicates the presence of psychological safety as mediator in relation between organizational support perceptions and task performance. Beta value for indirect path of organizational support perceptions and contextual performance through mediation of psychological safety is 0.123 having t-value of 4.254. Significant t-value at .05 level indicates the presence of psychological safety as mediator in relation between organizational support perceptions and contextual performance.

Beta value for indirect path of political perception of organization and task performance through mediation of organization based self-esteem is -0.019 having t-value of 1.977. Significant t-value at .05 level indicates the presence of organization based self-esteem as mediator in relation between political perception of organization and task performance. Beta value for indirect path of political perception of organization and contextual performance through mediation of organization based self-esteem is -0.050 having t-value of 3.400. Significant t-value at .05 level indicates the presence of organization based self-esteem as mediator in relation between political perception of organization and contextual performance.

Beta value for indirect path of organizational support perceptions and task performance through mediation of organization based self-esteem is 0.033 having t-value of 2.268. Significant t-value at .05 level indicates the presence of organization based self-esteem as mediator in relation between organizational support perceptions and task performance. Beta value for indirect path of organizational support perceptions and contextual performance through mediation of organization based self-esteem is 0.090 having t-value of 4.619. Significant t-value at .05 level indicates the presence of organization based self-esteem as mediator in relation between organizational support perceptions and contextual performance.

#### **4.6.2.4 Coefficient of Determination ( $R^2$ )**

One of the most frequently used procedures for measuring inner model is coefficient of determination ( $R^2$ ) of dependent latent variables (Hair Jr et al., 2016). According to Cohen (1988), when value of  $R^2$  is 0.27, it shows substantial value. If value of  $R^2$  is 0.13, it shows moderate value. And if value of  $R^2$  is 0.2 or less, it shows weak value. Results in Table 17 shows that the  $R^2$  value of model is 0.352. This R-square is greater than the one stated by Hakala (2013), and Abdulai Mahmoud and Yusif (2012), correspondingly. It flows that  $R^2$  specifies all the independent variables (POP, POS) joint together in the model explain 35.2% variation in the mediating variables. Similarly, the holistic  $R^2$  value indicates that all the exogenous variables (POP, POS, PSS, psychological states) combined together in the model explain 35% variance in the endogenous variable (job performance). Thus, on the basis of valuation of  $R^2$  of the dependent latent variables, it can be determined that the model possesses considerable predictive validity.

#### 4.6.2.5 Assessment of Effect Size ( $f^2$ )

Evaluating the coefficient of determination of the dependent variable of “job performance”, the next measure evaluates the effect size ( $f^2$ ) as recommended by Hair Jr et al. (2016). Effect size is the difference in  $R^2$  between the main effects, when a specific independent variable is in the model and when it is omitted from the model. This is done purposely to evaluate whether the omitted independent variable has a substantial impact on the dependent variable (Hair Jr et al., 2016). The formula below is used to calculate the effect size for the exogenous construct, where 0.02, 0.15, and 0.35 have been proposed as minor, modest and large effects separately (Cohen, 1988). However, Chin et al. (2003), stress that even the smallest value of  $f^2$  should be considered as it can effect the dependent variables.

$$f^2 = \frac{R^2_{Included} - R^2_{excluded}}{1 - R^2_{Included}}$$

For current study, the effect sizes are shown in table 41 for all exogenous, endogenous, moderator and mediator variables.

Table 43 *Effect Size ( $f^2$ )*

<b>Variables</b>	<b>Effect Size (<math>f^2</math>)</b>	
Perception of Organizational Politics->Felt Obligation	0.002	Small
Perception of Organizational Politics ->Psychological Safety	0.036	Small
Perception of Organizational Politics ->Self Esteem	0.033	Small
Perception of Organizational Politics ->Job performance	0.044	Small
Perception of Organizational Support->Felt Obligation	0.020	Small
Perception of Organizational Support ->Psychological Safety	0.373	Large
Perception of Organizational Support ->Self Esteem	0.111	Small
Perception of Organizational Support ->Job Performance	0.034	Small
Felt Obligation->Job Performance	0.016	Small
Psychological Safety->Job Performance	0.032	Small
Self-Esteem->Job Performance	0.056	Small

Note: POP=perception of politics, POS=perception of support, PSS=perceived supervisor support

The results in Table 43 shows the effect size of the specific endogenous and exogenous constructs. The outcome specifies that most of the endogenous variables have minor effect size on their particular endogenous variable. One relation (POS->Psychological safety) have large effect size.

#### **4.6.2.6 Assessment of Predictive Relevance ( $Q^2$ )**

Predictive Relevance is added valuation of the inner model. The predictive relevance could be evaluated by Stone-Geisser principle, which assumes that an structural model must be able to offer proof of true calculation of the dependent latent construct's indicators (Henseler et al., 2009). Henceforth, predictive relevance  $Q^2$  measurement can be accepted by Stone-Geisser's  $Q^2$  test which can be assessed by blindfolding measures (Hair Jr et al., 2016; Henseler et al., 2009). Hence, this study used Stone-Geisser test to assess the  $Q^2$ , through blindfolding procedure to obtain the cross-validated redundancy measure for endogenous latent construct (Hair Jr et al., 2016).

The results in Table 17 above show that all the  $Q^2$  values are larger than zero (0.123); this recommends a considerable predictive relevance of the study. This is in line with the suggestion by Hair Jr et al. (2016) and Henseler et al. (2009) that  $Q^2$  values larger than zero designate that the model has predictive relevance, while  $Q^2$  smaller than zero indicates that the model is lacking predictive relevance. Result of predictive relevance is shown in table 17 above. Value of Q is 0.123, which shows adequate value of predictive relevance.

#### **4.6.2.7 Goodness-of-Fit Index (GoF)**

Another evaluation criterion is the global Goodness-of-Fit (GoF) Index. However, there are many arguments on the usefulness of this criterion on the validating model (Hair Jr et al., 2016; Henseler & Sarstedt, 2013). On one hand, Tenenhaus, Amato, and Esposito Vinzi (2004) proposed that the GoF can be applied to PLS-SEM to compare performances produced by models. As proposed by Tenenhaus et al. (2004), GoF is the geometric mean of the communalities and the average  $R^2$  of dependent latent variables. However, others argue that no such global measure of GoF is available for PLS-SEM (Hair Jr et al., 2016; Hair Jr. et al., 2014; Henseler & Sarstedt, 2013; Sarstedt, Ringle, Smith, Reams, & Hair Jr, 2014). Additionally, Henseler and Sarstedt (2013) challenged that applicability of GoF in PLS-SEM as their simulation result indicated that

it is not useful for model validation, but could be useful to measure how sound the model can elucidate diverse data sets.

## 4.7 Summary of Findings

Chapter discussed in detail testing of hypotheses for direct relationship, moderation and mediations. Table 42 provides a brief summary of the hypothesis results based on above study.

Table 44 *Recapitulation of the study findings*

<b>Hypotheses</b>	<b>Statement of hypotheses</b>	<b>Decision</b>
H1	Perception of organizational politics is negatively related to Job performance.	Supported
H 2	Psychological safety mediates the relationship between perception of organizational politics and job performance.	Supported
H 3	Felt-obligation mediates the relationship between perception of organizational politics and job performance	Not Supported
H 4	Organization based self-esteem mediates the relationship between perception of organizational politics and job performance.	Supported
H 5	Perception of organizational support is positively related to Job performance.	Supported
H 6	Psychological safety mediates the relationship between perception of organizational support and job performance.	Supported
H 7	Felt-obligation mediates the relationship between perception of organizational support and job performance.	Supported
H 8	Organization based self-esteem mediates the relationship between perception of organizational support and job performance.	Supported

H 9	Perception of organizational politics is negatively related to Psychological safety.	Supported
H 10	Perception of organizational politics is negatively related to Felt-obligation.	Not Supported
H 11	Perception of organizational politics is negatively related to Organization based self-esteem.	Supported
H 12	Perceived supervisor support moderates the relationship between POP and Psychological safety such that negative relationship will be weaker when PSS is (vs. low).	Supported
H 13	Perceived supervisor support moderates the relationship between POP and felt-obligation such that negative relationship will be weaker when PSS is high (vs. low).	Supported
H 14	Perceived supervisor support moderates the relationship between POP and organization based self-esteem such that negative relationship will be weaker when PSS is high (vs. low).	Supported
H 15	Perception of organizational support is positively related to psychological safety.	Supported
H 16	Perception of organizational support is positively related to felt-obligation.	Supported
H 17	Perception of organizational support is positively related to Organization based self-esteem.	Supported
H 18	Perceived supervisor support moderates the relationship between POS and psychological safety such that positive relationship will be stronger when PSS is high (vs. low).	Not Supported



H 19	Perceived supervisor support moderates the relationship between POS and felt-obligation such that positive relationship will be stronger when PSS is high (vs. low).	Not Supported
H 20	Perceived supervisor support moderates the relationship between POS and OBSE such that positive relationship will be stronger when PSS is high (vs. low).	Not Supported
H 21	Psychological safety is positively related to Job performance.	Supported
H 22	Felt-obligation is positively related to Job performance..	Supported
H 23	Organization based self-esteem is positively related to Job performance.	Supported

Table 44 discussed the summary of results of hypotheses testing. Table shows that out of 23 hypotheses developed, 18 hypotheses were supported while 5 hypotheses were not supported. Hypotheses that are not supported are moderation of perceived supervisor support in relationship of political perception for organization with psychological safety, felt obligation and organization based self-esteem. While mediation of felt obligation in relation of political perception for organization and employee performance was also not supported.

## 4.8 Chapter Summary

Current portion presents the statistical investigation of the data collect by questionnaires spread in employees of public and private sector organizations studying in part time business education in different universities of Pakistan. The chapter presents the outcomes of the response rate test and test of non-response bias. Next, screening and the initial data examination were conducted, including missing variable treatment, assessment of outliers and tests of normality assessment. Then, demographics of sample are discussed, followed by the measurement model as well as the structural model which were assessed with PLS-SEM using Smart-PLS 3.0 developed by Ringle et al. (2014). Subsequently, results of hypotheses testing based on the evaluation of the inner model are reported.

## **Chapter 5 - Discussion, Recommendations and Conclusion**

This portion of thesis focuses on discussion related to the findings of research on the basis of objectives of the study, major research questions, hypotheses, and the literature review. Rejected hypotheses are discussed on the basis of post analysis discussions with respondents. Accepted hypotheses are discussed on the basis of previous studies. Additionally, this chapter provide three types of contributions; theoretical contribution, methodological contribution and practical contributions. Managerial implications for the study findings are discussed in the same way. This portion also discusses limitations and research directions for future researches.

### **5.1 General Findings**

The determination of current study is to observe the relation of political and supportive perceptions in organizations and their relationship with job performance with intervention of certain psychological states; first state is psychological safety, second state is felt obligation and the third state is organization-based self-esteem. Theoretical model was developed to find how political and supportive perceptions of employees in organizations effect employee performance revealed by different psychological states as process. Moderating effect of perceived supervisor support is also tested along with contingent effects political and supportive perceptions and performance relationship.

Relationship of exogenous and endogenous variables were examined by developing five hypotheses of direct relationships, six hypotheses for investigating mediation effect and six hypotheses for checking moderation effect. Respondents of this study belongs to different public and private sector organizations throughout Pakistan representing more than six broader industries of economy. Data was normal though contained some outliers, which were removed in data screening, based on linear relationship of different variables. Respondents' majority consisted of married, male and mid-career employees. Most of respondents voluntarily participated in the study. Previous studies in the same area faced some issue of data collection due to the reasons:

- Employee hesitate to discuss their political perceptions related to workplace especially when they are responding at workplace.
- Non-managerial employees in most of times are not well aware to discuss in depth the reasons of political behaviors due to less awareness with related concepts.

- Internal organizational politics is a sensitive topic for employees due to which they feel themselves insecure while responding to this topic.

Solution to these barriers was drawn through selection of sample of employees based on frame of part time students studying business education in different degree awarding institutes. Collected data was entered in SPSS v20 for initial screening and analysis. Problem of missing values was treated as per guidelines of researchers. Data was tested for validity and reliability by all possible ways in order to make sure that results will adequately guide researcher to recommend for enhancement of job performance in organizations of Pakistan. Non-serious respondents (outliers) were identified and removed. As items of questionnaire were adapted from previous researchers, so confirmatory factor analysis was done to check factor loadings. Measurement model was hypothesized well with all feasible techniques.

In structural model, hypotheses testing for direct relations, moderation and mediation was performed to achieve overall objectives of the study. At the end, complete proposed model was tested for moderated mediation. General results shows mediation of psychological safety in relation of political and supportive perceptions, mediation of felt obligation in political and supportive perceptions and mediation of organization-based self-esteem in relationship of political and supportive perceptions of employees in organizations. Moderation of perceived supervisor support was present for relationship of political perception with all three psychological states. Moderation of perceived supervisor support was found insignificant for relationship of supportive perceptions with all three psychological states. Specific results of study according to research questions are discussed as under:

**Research Question 1: Does perception of organizational politics possess a relationship with job performance?**

First research question was related to inspect the relation of perception of organizational politics with employees' job performance. In order to address this research question following hypothesis was developed.

H1: Perceptions of organizational politics is negatively related to Job performance.

To begin with, political perception is degree to which, employee believe that environment of organization is characterized by self-serving behaviors. Hypothesis 1 was developed to assess the relation of political perceptions of employees in organization with job performance. Results show negative significant relation of political perception employees in organization with task

performance while strong negative relationship with contextual performance. This result coincides with the previous researches like (Ferris et al. (2002); Miller et al. (2008); Parker et al. (1995); Randall et al. (1999); Waseem et al. (2015)), which shows the negative outcomes of political perceptions. As the findings validate the hypothesis, is also answering the relevant research question. However, some researchers like Randall et al. (1999) establish no relation between political perceptions and job performance. Same way Vigoda (2002) found both positive and negative relationship of politics with performance. While, researchers like Ferris et al. (2002) and Rosenberg, Schooler, Schoenbach, and Rosenberg (1995) called it a complex relationship.

**Research Question 2: Does perception of organizational support possess a relationship with job performance?**

In order to address the 2<sup>nd</sup> research question, following hypothesis was developed;

H5: Perceptions of organizational support is positively related to Job performance.

Here, it is important to remember that supportive perception about organization relates to the extent to which employees believe that organization value their contribution and works for their well-being. Results of the study shows that supportive perception in organization found to be positively associated to job performance. Therefore, result supported second hypothesis. It means employees perception about organization to consider them as important part of the organization and work for their well-being contribute in enhancing their job performance. This finding mirrors those of previous studies reported positive association of supportive perception in organization with employee performance (Eisenberger et al., 2001; Eisenberger et al., 1997; Rhoades & Eisenberger, 2002).

**Research Question 3: Does perception of organizational politics affect psychological states of employees?**

To address above research question, three hypothesis were developed related to relationship of perception of organizational politics with all three psychological states. Following are hypotheses;

H9: Perception of organizational politics is negatively related to Psychological safety.

H10: Perception of organizational politics is negatively related to Felt-obligation.

H11: Perception of organizational politics is negatively related to organization based self-esteem.

Hypotheses state that political perception of employees in organization is significantly associated to three psychological states. Three psychological states are used in this study on the basis of theory of planned behavior i.e. “felt obligation, psychological safety and organization based self-esteem”. Relationship of political perception in organization was tested for all psychological states separately. Results show political perceptions in organization to be negatively associated with psychological safety and negatively associated with organization-based self-esteem. These results are consistent with previous studies like Tang and Ibrahim (1998), and Jex and Elacqua (1999). Contrary to expectations, felt-obligation was not found to be associated. In this case, out of 3 hypotheses two shows significant results while one of hypothesis was not supported.

**Research Question 4: Does perception of organizational support affect psychological states of employees?**

To address above research question, three hypothesis were developed related to relationship of perception of organizational support with all three psychological states. Following are hypotheses;

H15: Perception of organizational support is positively related to psychological safety.

H16: Perception of organizational support is positively related to felt obligation.

H17: Perception of organizational support is positively related to Organization based self-esteem.

Hypotheses reveal that supportive perception in organization is significantly related to psychological states. Hypotheses were tested for all psychological states i.e. “felt obligation, psychological safety and organization-based self-esteem”. In accordance with the expectations, all psychological states showed significant association with support perceptions in organization. Hence, all three hypothesis 15 to 17 were supported. Results are consistent with previous researches like Kurtessis et al. (2017) and Eisenberger et al. (1997).

**Research Question 5: Do Psychological states affect employees’ job performance?**

In order to address the above research question, three hypotheses were developed i.e. containing relationship of all three psychological states with job performance. Hypotheses are as under;

H21: Psychological safety is positively related to Job performance.

H22: Felt-obligation is positively related to Job performance.

H23: Organization based self-esteem is positively related to Job performance.

It is worthwhile to know that relationship of all three psychological states was measured with job performance. All three psychological states show significant relationship with job performance. Hence, hypotheses 21, 22 and 23 supported. Findings of these hypotheses have conformance with previous studies (Baer and Frese (2003); Carmeli and Gittell (2009); Eisenberger et al. (1997); Fuller et al. (2006); Gardner and Pierce (2013); Kahn (1990); Kurtessis et al. (2017); Nembhard and Edmondson (2012); Pierce et al. (1989); Schaubroeck et al. (2011)).

**Research Question 6: Does perception of supervisor support moderate the relationship between perception of organizational politics and psychological states?**

In order to address above research question, three hypothesis were developed to check the moderation effect of supervisor support in relationship of perception of politics with all three psychological states. Following hypotheses were developed for this purpose;

H12: Perceived supervisor support weakens the negative relationship between POP and Psychological safety.

H13: Perceived supervisor support weakens the negative relationship between POP and Felt-obligation.

H14: Perceived supervisor support weakens the negative relationship between POP and OBSE.

Moderator was tested for the relation of political perception and all the three psychological states i.e. “felt-obligation, psychological safety and organization based self-esteem”. Interestingly, results of moderation test indicated that perceived supervisor support moderates the relationship of political perceptions of organization with all three psychological states. Hence, hypotheses 12 – 14 were supported. Results confirm the previous studies like Hochwarter et al. (2003).

**Research Question 7: Does perception of supervisor support moderate the relationship between perception of organizational support and psychological states?**

In order to address above research question, three hypotheses were developed to check the moderation effect of supervisor support in relationship of perception of politics with all three psychological states. Following hypotheses were developed for this purpose;

H18: Perceived supervisor support strengthens the positive relationship between POS and psychological safety.

H19: Perceived supervisor support strengthens the positive relationship between POS and felt-obligation.

H20: Perceived supervisor support strengthens the positive relationship between POS and OBSE.

Moderator was tested for the relationship of supportive perceptions of organization and all the three psychological states i.e. “felt-obligation, psychological safety and organization based self-esteem”. Contrary to the expectation, results showed no moderation of perceived supervisor support in relationship of political and supportive perceptions of organization and all of three psychological states. Result opposes with prior studies like (Rhoades et al. (2001); Yoon and Thye (2000)). Possible reason for this is that when organization is supportive employee less bother about supervisor behavior.

**Research Question 8: Do psychological states mediate the relationship between perception of organizational politics and job performance?**

In order to address above research question, three hypotheses were developed to mediation effect of all three psychological states in relationship between perception of organizational politics and job performance. Hypotheses are as under;

H2: Psychological safety mediates the relationship between perception of organizational politics and job performance.

H3: Felt-obligation mediates the relationship between perception of organizational politics and job performance

H4: Organization based self-esteem mediates the relationship between perception of organizational politics and job performance.

Mediation effect of all the three psychological states was tested. The result has been unable to demonstrate significant mediation of felt-obligation on political perception in organization with job performance relationship. Hence, hypothesis 3 was not supported. Whereas, other two psychological states, i.e. “psychological safety and organization-based self-esteem”, showed mediation in association of political perceptions of employees in organization and job performance. Therefore, hypotheses 2 and 4 were supported.

**Research Question 9: Do psychological states mediate the relationship between perception of organizational support and job performance?**

In order to address above research question, three hypotheses were developed to mediation effect of all three psychological states in relationship between perception of organizational support and job performance. Hypotheses are as under;

H6: Psychological safety mediates the relationship between perception of organizational support and job performance.

H7: Felt obligation mediates the relationship between perception of organizational support and job performance.

H8: Organization based self-esteem mediates the relationship between perception of organizational support and job performance.

Mediation of all three psychological states was tested in the relationship of supportive perception in organization and job performance. Results showed mediation of all three psychological states i.e. “felt-obligation, psychological safety and organization based self-esteem”, showed significant mediation in the relationship of supportive perceptions in organizational with employee performance. Hence, hypotheses 6 – 8 were supported. Results of the hypotheses are consistent with previous researches like (Arshadi (2011); Eisenberger et al. (1997); Kurtessis et al. (2017); Rhoades and Eisenberger (2002)).



## 5.2 Revised Model

Based on the results discussed, model of the study was revised. Few experts and respondents were contacted back to discuss the results of the study. Particularly, insignificant moderation of perceived supervisor support in relationship with POS and psychological states was discussed with respondents.

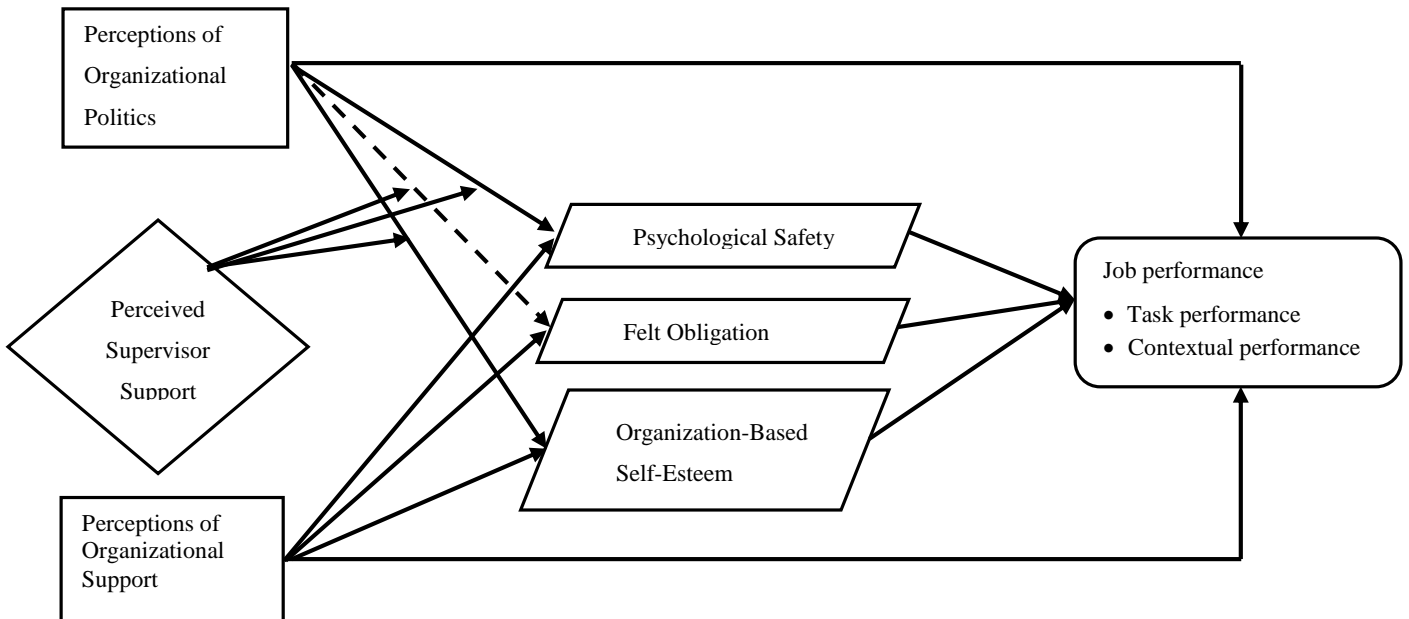


Figure 16. Revised Research Model

Based on discussion with respondents and some organization behavior's experts, researcher concluded that in the presence of perceived organizational support, actions taken by managers are considered as actions of organization. Employees assign low weights to supervisor support in the presence of organizational support perceptions. In revised model, it can be seen from figure that perceived supervisor support contributes in relationships of perception of organization politics with psychological safety and organization based self-esteem. As relationship of perception of organizational politics with felt obligation is insignificant, so, moderation of perceived supervisor support in relationship of perception of organizational politics with felt-obligation is ambiguous. Possible reason for this relationship to be insignificant may be the environment of public or private sector organizations. Furthermore, psychological safety and

organization-based self-esteem are clear variant of job performance in relationship with perception of organizational politics and organizational support. Same is suggested by theory of planned behavior (Ajzen, 1991).

### **5.3 Implications of the Study**

Organizations are always determined in achieving their objectives and goals. Current study designates that political perceptions of employee has negative effect on job performance and perceptions of organizational support affect it positively. Current study is an effort to provide awareness to decision makers and managers in organizations about processes that flows in employees and consequences of political and supportive behavior. This is also valuable in guiding to increase job performance of employees by reducing the negative effects of these political perceptions. This study also acknowledges that it is important for managers and decision makers in organizations to understand the perceptual climate prevails in organizations and its possible consequences. Based on results of the study they can make environment healthier. Further, this study provides theoretical and practical implications that are discussed below:

#### **5.3.1 Managerial Implications**

This study contributes in increasing the understanding of human resource practitioners about perceptual environment of organizations. They may use this information to make environment of their organization favorable for increasing job performance of employees.

Understanding of psychological processes can be helpful in forecasting employee performance related behaviors. Performance then can be enhanced by changing environment and molding perceptions of employees about organizations.

Leaders and managers in organizations can play an important role in this regard. Negative effects of political perceptions in organizations may be reduced through motivation and recognition of the employees' efforts. Commitment of employees can be enhanced by this way. Supervisor and immediate bosses can be helpful in this regard. Even in high political environment if employees are confident that their supervisor is supportive to them, they will put their best to pay back to their supervisor. Immediate bosses can be a great source of motivation and inspiration for employees.

Reducing uncertainties is another important strategy that contributes in enhancing performance of employees. Enough confidence needs to be given by the decision maker that they

will have not to bear any negative consequences if they represent they true self. Initiatives and new ideas should be encouraged.

### **5.3.2 Theoretical Implications**

Current research is a try to develop and empirically test theoretical link among different variables on the basis of theory of planned behavior. More precisely, it elaborates the mediation effect of psychological safety, felt obligation and organization-based self-esteem in the relationship between perceptions of organizational politics and support with job performance of employees in Pakistan. A total of 23 hypotheses were developed out of which 17 hypotheses are supported and 5 hypotheses are not supported.

Previous researchers have found a number of factors that could affect employee performance. However, combination of political and supportive perceptions of employees in organization and job performance of employees has received little attention. Based on the foregoing, the structural association between political and supportive perceptions in organization as process of certain psychological states relevant variable affecting employee job performance examined in a single model. The study adds further knowledge on importance of psychological states developed based on theory of planned behavior in predicting employee performance. The results of current study provide empirical support to the framework based on theory of planned behavior. Hence, current study empirically contributes to the theory and provide evidence to upkeep the assertion of the theory.

They theory of planned behavior suggests that three psychological factors i.e. attitude towards the behavior, subjective norms and perceived behavioral control together figure the behavior of individuals. In context of the theory based on the study of Liang et al. (2012), felt-obligation, psychological safety and organization based self-esteem are regarded as variables of theory. The three psychological states were contributed as mediators to the model of study by defining the process through which perception of organizational politics and organizational support influence employees' task and contextual performance.

This study also contributes by introducing the moderation of perception of supervisor support, which is supposed to reduce negative effect of political perception in organization and enhances employee's job performance. Employees with perceptions about politics in organization are supposed to generate low performance levels. However, if they feel that their immediate boss

is with them and have some influence over organizational decisions then negative mental states loses its intensity or turn to positive which ultimately enhances performance.

In addition, the review of past literature on perceptual climate shows that most of the studies have been conducted in developed countries, hereby ignoring developing and underdeveloped countries. Therefore, by conducting this study in Pakistan, it is expected that it will improve the understanding of political and supportive perceptions and their processes in Pakistan and other developing countries.

Finally, most of studies have focused on one sector of the population rather than the entire sectors. This is one of the very few studies, which have considered all sectors. This study is representation of most of public and private sector organizations of Pakistan. This factor contributes in generalizability of results in all sectors.

### **5.3.3 Methodological Implications**

Besides theoretical and managerial implications, this study puts forth some other methodological implications. Firstly, previous studies on same area have mainly used SPSS or AMOS but to the best knowledge of researcher, very few have used Smart PLS-SEM 3.0 (Ringer et al., 2014) to produce results. Additionally, measurement scales of the strategic orientation variables were adapted from previous studies as discussed in chapter 3. Therefore, replicating strategic orientation study in other contexts is warranted, to confirm the validity and reliability (Frank et al., 2010; Long, 2013; Mahmoud & Yusif, 2012; Musa et al., 2011). Convergent validity, discriminant validity and composite reliability were assessed and found to be satisfactory. Hence, current study further contributes to existing literature and methodology of perceptions of employees in public and private sector organizations in Pakistani context.

## **5.4 Conclusion and Recommendations**

Results of study show that perception of organizational politics negative effects psychological safety, felt-obligation and organization based self-esteem. These psychological states ultimately affect job performance. However, perception of supervisor support may reduce this negative effect. In other side, perception of organizational support enhances psychological safety, felt-obligation and organization based self-esteem, which ultimately increases job performance.

Perception of politics is found to have negative effects on psychology of workers. Neither political activities can be stopped nor can perception of politics be eliminated. However, supervisors can manage this by supporting subordinates. Supervisors can act politically to make needed resources available for their subordinates. This factor will reduce the negative effect of perception of politics on psychological conditions of employees. Their belief of “our supervisor is with us” will ultimately result in enhanced job performance.

Results of study show that perception of politics effect negatively to psychology and ultimately employee performance. Organization can reduce perception of politics by creating meritocracy and supportive environment for their employees. Political and supportive environments can prevail and support can nullify the negative effects of political perceptions.

Employees’ perception regarding organization cares about their well-being would enhance positive psychological states. In that case, employees may not bother even if supervisor is not that much supportive. They achieve more performance with positive psychological states. Both public and private sector organizations need to focus on make their employee believe that organization is responsible for their well-being.

Moreover, some more specific recommendations are as under:

- Organizations should focus favorable treatment associated with free choice.
- Non-discretionary negative treatment can enhance POP, that should be managed.
- Promotion and resource distribution systems should be standardized and assessable to all employees.
- Organization should maintain a balance in goal and reward proportion. High achiever should be differentiated form low performers.
- Organization should identify and address the type of need required by employees.

Organizations should play a role using trainings and coaching to promote supportive behaviors. Reduction in political activities will ultimately reduce perception of politics. Organizations may use executing punishments and warnings to the employees involved in unethical behaviors for political purposes.

## **5.5 Limitations of the Study**

There were several limitations of current study discussed as under:

Due to time and financial constraints, probability sampling could not be processed at all levels. However, researcher tried his best to make it unbiased. Moreover, three psychological states were considered based on theory of planned behavior, it was not possible for researcher to consider all behavioral and psychological factors, which could mediate to effect job performance.

Students other than “business / management studies” were not included as participant of the study. Reason for choosing a specific category was that students of business studies are aware of terminologies used in questionnaire.

## **5.6 Delimitations of the Study**

There were several delimitations of current study discussed as under:

Initially study was planned to conduct on public sector organization in Pakistan but due to limitations in data collection and insufficient number of students in part time business education, private sector was also included.

Supervisor reported measure of employee performance was considered more appropriate but was not incorporated due to multiple reasons. Firstly, supervisors were either not available or not willing to participate in study for the employees who already participated. Secondly, most of respondents were not confident enough to be filled the questionnaires by their supervisors.

Current study use cross-sectional data for analysis. Longitudinal study is more appropriate to compare responses and extracting more clear information. Nevertheless, type of data did not support longitudinal study, as the mean used for approaching respondents (i.e. educational institutes) is not supportive to longitudinal studies particularly when students of final semester passes out and hence difficult to pursue for data collection after interval.

## **5.6 Future Research Directions**

Limitations of study indicate that there is still a gap for future research on political and supportive perceptions of employees in organization. Theoretical framework of thesis was designed with intentions to provide researchers and practitioners with brief overview of psychological process developed on the basis of perceptions of employees. Nonetheless, researcher suggested some advices to increase robustness of current model.

In current study, only quantitative method with questionnaire survey was used. Likert scale of five points was used to collect data. Likert scale is very convenient for respondent to express their opinion as well as for researcher to analyze data. However, qualitative methods provide in depth interview facility, which allow respondents to express their point of view without any limitation. Perceptions of employees about organization environment could be analyzed through qualitative methods like interview, focused group, content analysis or mix methods. Future researches could adopt qualitative or mix methods to have in-depth analysis of perceptual climate.

Theoretical framework of the study was developed for developing countries' respondents and results are very effective with several practical implications. Respondents in other developing countries could be involved in future research to investigate employees' perceptions in other context. By comparing such researches with current study, future researches can better explain other missing dimensions of perceptual climate of employees. Other sectors of economy can also be included in the future surveys and researches, variety of results and enhanced generalizability should be focused for future researches. Detailed review of literature shows some variable as important to be tested in the same model. Political skills are important in this regards, which can be tested as moderator in this relationship. Psychological states are different for those who have low political skills then those with high political skills. Likewise, organizational justice, role ambiguity and LMX theory could also be considered in future researches.

## **5.7 Chapter Summary**

This chapter mainly focused on discussing the results of hypotheses testing based on previous studies. Discussion is carried on the basis of objectives, following the hypotheses developed on the basis of those objectives. Approved hypotheses are discussed on the basis of previous studies. Rejected hypotheses are discussed based on post analysis interviews with respondents and supervisors. Then a revised model is presented on the basis of discussion of results with participants and previous studies. At the end of general discussions, results of a full moderated mediated model are also discussed. All the possible implications (managerial, theoretical and practical) are discussed. At the end of chapter, limitations of the study and future research directions are also discussed.

## References

- Abbas, M., Raja, U., Darr, W., & Bouckennooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of management*, 40(7), 1813-1830.
- Abbasi, A. (2011). Public sector governance in Pakistan: Board of Investment (BOI). *International Journal of Politics and Good Governance*, 2(2.1), 1-28.
- Abdulai Mahmoud, M., & Yusif, B. (2012). Market orientation, learning orientation, and the performance of nonprofit organisations (NPOs). *International Journal of Productivity and Performance Management*, 61(6), 624-652.
- Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In K. J. & B. J. (Eds.), *Action Control* (pp. 11-39). Berlin, Heidelberg: Springer.
- Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179-211.
- Ajzen, I. (2002). Perceived behavioral control, self-efficacy, locus of control, and the theory of planned behavior 1. *Journal of applied social psychology*, 32(4), 665-683.
- Ajzen, I., & Fishbein, M. (1977). Attitude-behavior relations: A theoretical analysis and review of empirical research. *Psychological bulletin*, 84(5), 888-918.
- Alan, B. (2008). Of methods and methodology: Qualitative Research in Organizations and Management. *An International Journal*, 32, 159-168.
- Albrecht, S. L., & Su, M. J. (2012). Job resources and employee engagement in a Chinese context: the mediating role of job meaningfulness, felt obligation and positive mood. *International Journal of Business and Emerging Markets*, 4(4), 277-296.



- Alen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of management*, 29(1), 99-118.
- Allen, R. W., Madison, D. L., Porter, L. W., Renwick, P. A., & Mayes, B. T. (1979). Organizational politics: Tactics and characteristics of its actors. *California management review*, 22(1), 77-83.
- Altman, D., Burton, N., Cuthill, I., Festing, M., Hutton, J., & Playle, L. (2006). Why do a pilot study. *National Centre for Replacement, Refinement and Reduction of Animal in Research*, 12.
- Amabile, T. M. (1996). *Creativity in context: Update to the social psychology of creativity*: Hachette UK.
- Amabile, T. M. (2012). Componential theory of creativity. *Harvard Business School*, 12(96), 1-10.
- Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. *Administrative science quarterly*, 50(3), 367-403.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39(5), 1154-1184.
- Andrews, M. C., & Kacmar, K. M. (2001). Discriminating among organizational politics, justice, and support. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(4), 347-366.
- Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of marketing research*, 396-402.
- Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention:

- Mediating role of felt obligation. *Procedia-Social and Behavioral Sciences*, 30, 1103-1108.
- Arvey, R. D., & Murphy, K. R. (1998). Performance evaluation in work settings. *Annual review of psychology*, 49(1), 141-168.
- Aryee, S., Budhwar, P., & Tan, H. (2003). *Leader-member exchange and contextual performance: An examination of the mediating influence of organization-based self-esteem*. Paper presented at the A paper presented at the annual meeting of the Academy of Management, Seattle, WA, USA.
- Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24(5), 491-509.
- Babbie, E. R. (1973). *Survey research methods*: Wadsworth.
- Bacon, D. R., Sauer, P. L., & Young, M. (1995). Composite reliability in structural equations modeling. *Educational and Psychological measurement*, 55(3), 394-406.
- Baer, M., & Frese, M. (2003). Innovation is not enough: Climates for initiative and psychological safety, process innovations, and firm performance. *Journal of Organizational Behavior*, 24(1), 45-68.
- Bagozzi, R. P. (2011). Measurement and meaning in information systems and organizational research: Methodological and philosophical foundations. *Mis Quarterly*, 261-292.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16(1), 74-94.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management: Published in Cooperation with the School of Business*

- Administration, The University of Michigan and in alliance with the Society of Human Resources Management, 43(1), 83-104.*
- Balliet, D., & Ferris, D. L. (2013). Ostracism and prosocial behavior: A social dilemma perspective. *Organizational Behavior and Human Decision Processes, 120(2), 298-308.*
- Bandura, A. (1989). Human agency in social cognitive theory. *American psychologist, 44(9), 1175-1184.*
- Bandura, A., & Wessels, S. (1997). Self-efficacy *The Corsini Encyclopedia of Psychology* (pp. 1-3): W.H. Freeman & Company.
- Barclay, D., Higgins, C., & Thompson, R. (1995). The Partial Least Squares (pls) Approach to Casual Modeling: Personal Computer Adoption Ans Use as an Illustration. *Technology Studies, Special Issue on Research Method- ology, 2(2), 285-309.*
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology, 51(6), 1173-1182.*
- Baruch, Y. (1999). Response rate in academic studies—A comparative analysis. *Human relations, 52(4), 421-438.*
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior, 14(2), 103-118.*
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship”. *Academy of Management Journal, 26(4), 587-595.*
- Bernard, H. R., & Bernard, H. R. (2013). *Social research methods: Qualitative and quantitative approaches*: Sage.

- Bhuiyan, S. H., & Amagoh, F. (2011). Public sector reform in Kazakhstan: issues and perspectives. *International Journal of Public Sector Management*, 24(3), 227-249.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: J. Wiley.
- Blau, P. M. (1968). Social exchange. *International encyclopedia of the social sciences*, 7, 452-457.
- Bodla, M. A., Afza, T., & Danish, R. Q. (2015). Perceived Organizational Politics and Employee Morale: Mediating Role of Social Exchange Perceptions in Pakistani Organizations. *European Online Journal of Natural and Social Sciences*, 4(1), 66-75.
- Bodla, M. A., & Danish, R. (2008a). The gender differences in the relationship between perceptions of organizational politics and work performance. *The International Journal of Knowledge, Culture and Change Management*, 8(6), 9-18.
- Bodla, M. A., & Danish, R. (2008b). The perceptions of organisational politics and work performance: Exploring the differences in public and private sector. *The International Journal of Knowledge, Culture and Change Management*, 8(4), 123-131.
- Bodla, M. A., & Danish, R. Q. (2009). Politics and workplace: an empirical examination of the relationship between perceived organizational politics and work performance. *South Asian Journal of Management*, 16(1), 44.
- Borman, W. C., & Motowidlo, S. (1993). Expanding the criterion domain to include elements of contextual performance. *Personnel Selection in Organizations; San Francisco: Jossey-Bass*, 71-98.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.

- Bowling, N. A., Eschleman, K. J., Wang, Q., Kirkendall, C., & Alarcon, G. (2010). A meta-analysis of the predictors and consequences of organization-based self-esteem. *Journal of occupational and organizational psychology*, 83(3), 601-626.
- Briggs, C. (2017). Investigating the Roles of Felt Obligation and Politics in the Context of Procedural Justice-Outcome Relationships. *Psychology*.
- Brockner, J. (1988). *Self-esteem at work: Research, theory, and practice*: Lexington Books/DC Heath and Com.
- Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of applied psychology*, 81(4), 358-368.
- Brown, J. D. (2011). Likert items and scales of measurement. *Statistics*, 15(1), 10-14.
- Brueller, D., & Carmeli, A. (2011). Linking capacities of high-quality relationships to team learning and performance in service organizations. *Human Resource Management*, 50(4), 455-477.
- Bryman, A. (2008). Of methods and methodology. *Qualitative Research in Organizations and Management: An International Journal*, 3(2), 159-168.
- Bryman, A., & Bell, E. (2015). *Business research methods*. USA: Oxford University Press.
- Bstieler, L., & Hemmert, M. (2010). Increasing learning and time efficiency in interorganizational new product development teams. *Journal of Product Innovation Management*, 27(4), 485-499.
- Burns, T. (1961). Micropolitics: Mechanisms of institutional change. *Administrative science quarterly*, 257-281.

- Byrne, Z. S. (2005). Fairness reduces the negative effects of organizational politics on turnover intentions, citizenship behavior and job performance. *Journal of Business and Psychology, 20*(2), 175-200.
- Caesens, G., Marique, G., Hanin, D., & Stinglhamber, F. (2016). The relationship between perceived organizational support and proactive behaviour directed towards the organization. *European Journal of Work and Organizational Psychology, 25*(3), 398-411.
- Cannon, M. D., & Edmondson, A. C. (2001). Confronting failure: Antecedents and consequences of shared beliefs about failure in organizational work groups. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 22*(2), 161-177.
- Carmeli, A., Brueller, D., & Dutton, J. E. (2009). Learning behaviours in the workplace: The role of high-quality interpersonal relationships and psychological safety. *Systems Research and Behavioral Science, 26*(1), 81-98.
- Carmeli, A., & Gittell, J. H. (2009). High-quality relationships, psychological safety, and learning from failures in work organizations. *Journal of Organizational Behavior, 30*(6), 709-729.
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal, 22*(3), 250-260.
- Carmeli, A., & Zisu, M. (2009). The relational underpinnings of quality internal auditing in medical clinics in Israel. *Social Science & Medicine, 68*(5), 894-902.
- Carson, K. D., Carson, P. P., Lanford, H., & Roe, C. W. (1997). The effects of organization-based self-esteem on workplace outcomes: An examination of

- emergency medical technicians. *Public Personnel Management*, 26(1), 139-155.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: Qualitative and quantitative methods*: John Wiley & Sons Australia.
- Chan, S. C., Huang, X., Snape, E., & Lam, C. K. (2013). The Janus face of paternalistic leaders: Authoritarianism, benevolence, subordinates' organization-based self-esteem, and performance. *Journal of Organizational Behavior*, 34(1), 108-128.
- Chang, C.-H., Rosen, C. C., & Levy, P. E. (2009). The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination. *Academy of Management Journal*, 52(4), 779-801.
- Chattopadhyay, P. (1999). Beyond direct and symmetrical effects: The influence of demographic dissimilarity on organizational citizenship behavior. *Academy of Management Journal*, 42(3), 273-287.
- Chen, M. F., Ho, C. H., Lin, C. F., Chung, M. H., Chao, W. C., Chou, H. L., & Li, C. K. (2016). Organisation-based self-esteem mediates the effects of social support and job satisfaction on intention to stay in nurses. *Journal of nursing management*, 24(1), 88-96.
- Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information systems research*, 14(2), 189-217.
- Choi, J. N. (2006). Multilevel and cross-level effects of workplace attitudes and group member relations on interpersonal helping behavior. *Human performance*, 19(4), 383-402.

- Choo, A. S., Linderman, K., & Schroeder, R. G. (2004). *Social and Method Effects on Learning Behaviors and Knowledge Creation in Six Sigma Projects*. Paper presented at the Academy of Management Proceedings.
- Chughtai, A. A. (2016). Servant leadership and follower outcomes: Mediating effects of organizational identification and psychological safety. *The Journal of Psychology, 150*(7), 866-880.
- Chung, Y. W., & Yang, J. Y. (2017). The mediating effects of organization-based self-esteem for the relationship between workplace ostracism and workplace behaviors. *Baltic Journal of Management, 12*(2), 255-270.
- Churchill, G. A., & Iacobucci, D. (2006). *Marketing research: methodological foundations*: Dryden Press New York.
- Churchill Jr, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of marketing research, 64-73*.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. 2nd: Hillsdale, NJ: erlbaum.
- Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P., & Rich, B. L. (2012). Explaining the justice–performance relationship: Trust as exchange deepener or trust as uncertainty reducer? *Journal of applied psychology, 97*(1), 1-15.
- Conner, M., & Armitage, C. J. (1998). Extending the theory of planned behavior: A review and avenues for further research. *Journal of applied social psychology, 28*(15), 1429-1464.
- Conner, M., & McMillan, B. (1999). Interaction effects in the theory of planned behaviour: Studying cannabis use. *British journal of social psychology, 38*(2), 195-222.
- Cooper, D. R., Schindler, P. S., & Sun, J. (2006). *Business research methods* (Vol. 9): McGraw-Hill Irwin New York.



- Costa, P. T., & McCrae, R. R. (1992). Normal personality assessment in clinical practice: The NEO Personality Inventory. *Psychological assessment*, 4(1), 5-13.
- Coyle-Shapiro, J. A., & Neuman, J. H. (2004). The psychological contract and individual differences: The role of exchange and creditor ideologies. *Journal of Vocational Behavior*, 64(1), 150-164.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of management*, 26(3), 435-462.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*: Sage publications.
- Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 18(2), 159-180.
- Cropanzano, R., Kacmar, K. M., & Bozeman, D. P. (1995). Organizational politics, justice, and support: Their differences and similarities. In R. S. C. K. M. Kacmar (Ed.), *Organizational politics, justice, and support: Managing the social climate of the workplace* (pp. 1-18). Westport, CT.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Cropanzano, R., Rupp, D. E., Mohler, C. J., & Schminke, M. (2001). Three roads to organizational justice. In M. Buckley, J. Halbesleben & A. R. Wheeler (Eds.), *Research in personnel and human resources management* (Vol. 36, pp. 1-113): Emerald Group Publishing Limited.
- Cua, K. O., McKone, K. E., & Schroeder, R. G. (2001). Relationships between implementation of TQM, JIT, and TPM and manufacturing performance. *Journal of operations management*, 19(6), 675-694.

- Curran, P. J., West, S. G., & Finch, J. F. (1996). The robustness of test statistics to nonnormality and specification error in confirmatory factor analysis. *Psychological methods, 1*(1), 16-29.
- Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of applied psychology, 90*(6), 1241-1255.
- Danish, R. Q., Ramzan, S., & Ahmad, F. (2013). Effect of perceived organizational support and work environment on organizational commitment; mediating role of self-monitoring. *Advances in Economics and Business, 1*(4), 312-317.
- De-Clercq, D., & Rius, I. B. (2007). Organizational commitment in Mexican small and medium-sized firms: the role of work status, organizational climate, and entrepreneurial orientation. *Journal of small business management, 45*(4), 467-490.
- Demerouti, E., Bakker, A. B., & Leiter, M. (2014). Burnout and job performance: The moderating role of selection, optimization, and compensation strategies. *Journal of occupational health psychology, 19*(1), 96-107.
- Demerouti, E., Xanthopoulou, D., Tsaousis, I., & Bakker, A. B. (2014). Disentangling task and contextual performance: A multitrait-multimethod approach. *Journal of Personnel Psychology, 13*(2), 59-69.
- Deshpande, R. (1983). "Paradigms lost": on theory and method in research in marketing. *The Journal of Marketing, 47*(4), 101-110.
- Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal, 50*(4), 869-884.
- Devonish, D., & Greenidge, D. (2010). The effect of organizational justice on contextual performance, counterproductive work behaviors, and task performance: Investigating the moderating role of ability-based emotional intelligence. *International Journal of Selection and Assessment, 18*(1), 75-86.

- Dollard, M. F., & Bakker, A. B. (2010). Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement. *Journal of occupational and organizational psychology*, 83(3), 579-599.
- Donsbach, J., & Shanock, L. (2008). Relationships between supervisor turnover intention and subordinate perceived organisational support and positive mood. *Psychologica Belgica*, 48(2-3), 243-259.
- Edmondson, A. C. (1999). Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44(2), 350-383.
- Edmondson, A. C. (2002a). The local and variegated nature of learning in organizations: A group-level perspective. *Organization science*, 13(2), 128-146.
- Edmondson, A. C. (2002b). *Managing the risk of learning: Psychological safety in work teams*: Citeseer.
- Edmondson, A. C. (2003). Speaking up in the operating room: How team leaders promote learning in interdisciplinary action teams. *Journal of management studies*, 40(6), 1419-1452.
- Edmondson, A. C., Dillon, J. R., & Roloff, K. S. (2007). 6 three perspectives on team learning: outcome improvement, task Mastery, and group process. *The academy of management annals*, 1(1), 269-314.
- Edmondson, A. C., Kramer, R. M., & Cook, K. S. (2004). Psychological safety, trust, and learning in organizations: A group-level lens. *Trust and distrust in organizations: Dilemmas and approaches*, 12, 239-272.
- Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 23-43.

- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology, 86*(1), 42-51.
- Eisenberger, R., Cotterell, N., & Marvel, J. (1987). Reciprocation ideology. *Journal of personality and social psychology, 53*(4), 743-750.
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of applied psychology, 82*(5), 812-820.
- Eisenberger, R., Fasolo, P., & Davis, L. V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of applied psychology, 75*(1), 51-59.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of applied psychology, 71*(3), 500-507.
- Eisenberger, R., & Stinglhamber, F. (2011). *Perceived organizational support: Fostering enthusiastic and productive employees*: Washington, DC, US: American Psychological Association.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of applied psychology, 87*(3), 565-573.
- Ekeh, P. (1974). *Social Exchange Theory: The Two Traditions*.
- Ellen III, B. P., Ferris, G. R., & Buckley, M. R. (2013). Leader political support: Reconsidering leader political behavior. *The Leadership Quarterly, 24*(6), 842-857.
- Evans, S. M., Berry, J., Smith, B., Esterman, A., Selim, P., O'shaughnessy, J., & DeWit, M. (2006). Attitudes and barriers to incident reporting: a collaborative hospital study. *BMJ Quality & Safety, 15*(1), 39-43.

- Faraj, S., & Yan, A. (2009). Boundary work in knowledge teams. *Journal of applied psychology, 94*(3), 604-617.
- Ferris, G. R., Adams, G., Kolodinsky, R. W., Hochwarter, W. A., & Ammeter, A. P. (2002). Perceptions of organizational politics: Theory and research directions. In F. J. Yammarino & F. Dansereau (Eds.), *The many faces of multi-level issues* (Vol. 1, pp. 179-254): Emerald Group Publishing Limited.
- Ferris, G. R., Ellen III, B. P., McAllister, C. P., & Maher, L. P. (2019). Reorganizing organizational politics research: A review of the literature and identification of future research directions. *Annual review of organizational psychology and organizational behavior, 6*, 299-323.
- Ferris, G. R., Fedor, D. B., Chachere, J. G., & Pondy, L. R. (1989). Myths and politics in organizational contexts. *Group & Organization Studies, 14*(1), 83-103.
- Ferris, G. R., Fedor, D. B., & King, T. R. (1994). A political conceptualization of managerial behavior. *Human resource management review, 4*(1), 1-34.
- Ferris, G. R., Frink, D. D., Bhawuk, D. P., Zhou, J., & Gilmore, D. C. (1996). Reactions of diverse groups to politics in the workplace. *Journal of management, 22*(1), 23-44.
- Ferris, G. R., Harrell-Cook, G., & Dulebohn, J. H. (2000). Organizational politics: The nature of the relationship between politics perceptions and political behavior *Research in the Sociology of Organizations* (pp. 89-130): Emerald Group Publishing Limited.
- Ferris, G. R., & Judge, T. A. (1991). Personnel/human resources management: A political influence perspective. *Journal of management, 17*(2), 447-488.
- Ferris, G. R., & Kacmar, K. M. (1992). Perceptions of organizational politics. *Journal of management, 18*(1), 93-116.

- Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., & Frink, D. D. (2005). Development and validation of the political skill inventory. *Journal of management*, 31(1), 126-152.
- Firestone, W. A. (1987). Meaning in method: The rhetoric of quantitative and qualitative research. *Educational researcher*, 16(7), 16-21.
- Foa, E. B., & Foa, U. G. (1980). Resource theory *Social exchange* (pp. 77-94): Springer.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Franks, D. D., & Marolla, J. (1976). Efficacious action and social approval as interacting dimensions of self-esteem: A tentative formulation through construct validation. *Sociometry*, 39(4), 324-341.
- Frazier, M. L., Fainshmidt, S., Klinger, R. L., Pezeshkan, A., & Vracheva, V. (2017). Psychological safety: A meta-analytic review and extension. *Personnel Psychology*, 70(1), 113-165.
- Frost, P. J., & Hayes, D. C. (1977). *An exploration in two cultures of political behavior in organizations*. Paper presented at the conference on cross cultural studies in organizational functioning, Hawaii.
- Fuller, J. B., Barnett, T., Hester, K., & Relyea, C. (2003). A social identity perspective on the relationship between perceived organizational support and organizational commitment. *The Journal of social psychology*, 143(6), 789-791.
- 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(8), 1089-1120.

- Gandz, J., & Murray, V. V. (1980). The experience of workplace politics. *Academy of Management Journal*, 23(2), 237-251.
- Gardner, D. G., & Pierce, J. (2001). Organization-based self-esteem, generalized self-efficacy, and affective reactions to the workplace: an empirical re-examination. *Journal of Management Systems*, 13(4), 31-48.
- Gardner, D. G., & Pierce, J. L. (1998). Self-esteem and self-efficacy within the organizational context: An empirical examination. *Group & Organization Management*, 23(1), 48-70.
- Gardner, D. G., & Pierce, J. L. (2013). Focus of attention at work and organization-based self-esteem. *Journal of Managerial Psychology*, 28(2), 110-132.
- Gardner, D. G., Van Dyne, L., & Pierce, J. L. (2004). The effects of pay level on organization-based self-esteem and performance: A field study. *Journal of occupational and organizational psychology*, 77(3), 307-322.
- George, J. M., Reed, T. F., Ballard, K. A., Colin, J., & Fielding, J. (1993). Contact with AIDS patients as a source of work-related distress: Effects of organizational and social support. *Academy of Management Journal*, 36(1), 157-171.
- Gilson, L. L., & Shalley, C. E. (2004). A little creativity goes a long way: An examination of teams' engagement in creative processes. *Journal of management*, 30(4), 453-470.
- Götz, O., Liehr-Gobbers, K., & Krafft, M. (2010). Evaluation of structural equation models using the partial least squares (PLS) approach *Handbook of partial least squares* (pp. 691-711): Springer.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 25(2), 161-178.
- Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. *Research in organizational behavior*, 9, 175-208.

- Graen, G. B., & Uhl-Bien, M. (1995). Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6(2), 219-247.
- Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee responsibilities and rights journal*, 4(4), 249-270.
- Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work–family conflict and strain. *Journal of Vocational Behavior*, 54(2), 350-370.
- Griffin, M., Neal, A., & Neale, M. (2000). The contribution of task performance and contextual performance to effectiveness: Investigating the role of situational constraints. *Applied psychology*, 49(3), 517-533.
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*, 105(2), 163-194.
- Guest, D. E. (2004). The psychology of the employment relationship: An analysis based on the psychological contract. *Applied psychology*, 53(4), 541-555.
- Guest, D. E., & Conway, N. (2002). Communicating the psychological contract: an employer perspective. *Human resource management journal*, 12(2), 22-38.
- Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate managers and the psychological contract. *Journal of applied psychology*, 79(4), 617-626.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.
- Haider, S., de-Pablos, H. C., & Ahmed, M. (2019). A three-wave time-lagged study of mediation between positive feedback and organizational citizenship behavior: the role of organization-based self-esteem. *Psychology research and behavior management*, 12, 241-253. doi: 10.2147/PRBM.S192515



- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis (Vol. 6): Upper Saddle River, NJ: Pearson Prentice Hall.*
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). Research methods for business. *Education + Training, 49(4), 336-337.*
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice, 19(2), 139-152.*
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long range planning, 46(1-2), 1-12.*
- Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long range planning, 45(5-6), 320-340.*
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the academy of marketing science, 40(3), 414-433.*
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM): Sage Publications.*
- Hair Jr., J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis: Upper Saddle River, NJ: Prentice Hall.*
- Hair Jr., J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review, 26(2), 106-121.*
- Hakala, H. (2013). Entrepreneurial and learning orientation: effects on growth and profitability in the software sector. *Baltic Journal of Management, 8(1), 102-118.*

- Hall, D. B., & Wang, L. (2005). Two-component mixtures of generalized linear mixed effects models for cluster correlated data. *Statistical Modelling*, 5(1), 21-37.
- Harris, R. B., Harris, K. J., & Harvey, P. (2007). A test of competing models of the relationships among perceptions of organizational politics, perceived organizational support, and individual outcomes. *The Journal of social psychology*, 147(6), 631-656.
- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication monographs*, 76(4), 408-420.
- Hayes, A. F. (2012). PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling: University of Kansas, KS.
- Hayes, A. F., & Preacher, K. J. (2010). Quantifying and testing indirect effects in simple mediation models when the constituent paths are nonlinear. *Multivariate behavioral research*, 45(4), 627-660.
- Hennig-Thurau, T., Langer, M. F., & Hansen, U. (2001). Modeling and managing student loyalty: An approach based on the concept of relationship quality. *Journal of service research*, 3(4), 331-344.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing *New challenges to international marketing* (pp. 277-319): Emerald Group Publishing Limited.
- Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 28(2), 565-580.
- Hewitt, J. P., & Shulman, D. (1979). *Self and society: A symbolic interactionist social psychology*: Allyn and Bacon Boston.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513-524.

- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied psychology, 50*(3), 337-421.
- Hochwarter, W. A. (2012). The positive side of organizational politics. In G. R. Ferris & D. C. Treadway (Eds.), *SIOP organizational frontiers series. Politics in organizations: Theory and research considerations* (G. R. Ferris & D. C. Treadway (Eds.) ed., pp. 27-65): Routledge/Taylor & Francis Group.
- Hochwarter, W. A., Ferris, G. R., & Johnston Hanes, T. (2011). Multi-study packages in organizational science research *Building methodological bridges* (pp. 163-199): Emerald Group Publishing Limited.
- Hochwarter, W. A., Kacmar, C., Perrewe, P. L., & Johnson, D. (2003). Perceived organizational support as a mediator of the relationship between politics perceptions and work outcomes. *Journal of Vocational Behavior, 63*(3), 438-456.
- Hochwarter, W. A., Rosen, C. C., Jordan, S. L., Ferris, G. R., Ejaz, A., & Maher, L. P. (2020). Perceptions of organizational politics research: past, present, and future. *Journal of management, 0149206319898506*.
- Hogan', R., & Shelton, D. (1998). A socioanalytic perspective on job performance. *Human performance, 11*(2-3), 129-144.
- Hogan, J., & Holland, B. (2003). Using theory to evaluate personality and job-performance relations: A socioanalytic perspective. *Journal of applied psychology, 88*(1), 100-112.
- Hoyle, R. H., & Robinson, J. C. (2004). Mediated and moderated effects in social psychological research *The Sage handbook of methods in social psychology* (C. Sansone, C. C. Morf, & A. T. Panter (Eds.) ed., pp. 213-233): Sage Publications, Inc.

- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic management journal*, 20(2), 195-204.
- Hulley, S. B., Cummings, S. R., Browner, W. S., Grady, D. G., & Newman, T. B. (2011). *Designing clinical research*: Lippincott Williams & Wilkins.
- Hutchison, S. (1997). A path model of perceived organizational support. *Journal of Social Behavior and Personality*, 12(1), 159-174.
- Irving, P., & Gellatly, I. (2001). *Psychological contracts and performance: The role of social exchange*. Paper presented at the Academy of Management Conference, Washington, DC.
- Ismail, K., Jafri, S. K. A., & Khurram, W. (2011). An evaluation of positive organizational behavior in Banking Sector of Pakistan: Role of Organization based self-esteem and Organizational Supports. *Far East Journal of Psychology and Business*, 4(1), 1-16.
- Jam, F. A., Sheikh, R. A., Iqbal, H., Zaidi, B. H., Anis, Y., & Muzaffar, M. (2011). Combined effects of perception of politics and political skill on employee job outcomes. *African Journal of Business Management*, 5(23), 9896-9904.
- Jernigan III, I., & Beggs, J. M. (2005). An examination of satisfaction with my supervisor and organizational commitment. *Journal of applied social psychology*, 35(10), 2171-2192.
- Jex, S. M., & Elacqua, T. C. (1999). Self-esteem as a moderator: A comparison of global and organization-based measures. *Journal of occupational and organizational psychology*, 72(1), 71-81.
- Jones, K. P., Peddie, C. I., Gilrane, V. L., King, E. B., & Gray, A. L. (2016). Not so subtle: A meta-analytic investigation of the correlates of subtle and overt discrimination. *Journal of management*, 42(6), 1588-1613.

- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of applied psychology, 86*(1), 80-92.
- Kacmar, K. M., & Baron, R. A. (1999). Organizational politics: The state of the field, links to related processes, and an agenda for future research. In G. R. Ferris (Ed.), *Research in human resources management* (Vol. 17, pp. 1-39): Elsevier Science/JAI Press.
- 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*(3), 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., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Educational and Psychological measurement, 51*(1), 193-205.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*(4), 692-724.
- Kahya, E. (2007). The effects of job characteristics and working conditions on job performance. *International journal of industrial ergonomics, 37*(6), 515-523.
- Kark, R., & Carmeli, A. (2009). Alive and creating: The mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 30*(6), 785-804.

- Kerlinger, F. *Foundations of behavioural research*. New York: Holt, Rinehart and Winston.
- Khan, A. R., & Khandaker, S. (2016). Public and Private Organizations: How Different or Similar are They. *Journal of Siberian Federal University. Humanities & Social Sciences*, 12(9), 2873-2885.
- Kline, R. B. (2005). *Methodology in the social sciences: Principles and practice of structural equation modeling*, 2nd ed. New York: Guilford Press.
- Kline, R. B. (2015). *Principles and practice of structural equation modeling*: Guilford publications.
- Kline, R. B., & Santor, D. A. (1999). *Principles & practice of structural equation modelling* (Vol. 40): The Guilford Press.
- Ko, J.-W., Price, J. L., & Mueller, C. W. (1997). Assessment of Meyer and Allen's three-component model of organizational commitment in South Korea. *Journal of applied psychology*, 82(6), 961-973.
- Koopmann, J., Lanaj, K., Wang, M., Zhou, L., & Shi, J. (2016). Nonlinear effects of team tenure on team psychological safety climate and climate strength: Implications for average team member performance. *Journal of applied psychology*, 101(7), 940-957.
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: a systematic review. *Journal of occupational and environmental medicine*, 53(8), 856-866.
- Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). The role of climate and culture in productivity. *Organizational climate and culture*, 282, 318.
- Korman, A. K. (1966). Self-esteem variable in vocational choice. *Journal of applied psychology*, 50(6), 479-486.

- Korman, A. K. (1970). Toward an hypothesis of work behavior. *Journal of applied psychology*, 54(1. Pt.1), 31-41.
- Korman, A. K. (1976). Hypothesis of work behavior revisited and an extension. *Academy of Management Review*, 1(1), 50-63.
- Korman, A. K. (2012). Self-enhancement and self-protection: Toward a theory of work motivation *Work motivation in the context of a globalizing economy* (pp. 127-136): Psychology Press.
- Korsgaard, M. A., Meglino, B. M., Lester, S. W., & Jeong, S. S. (2010). Paying you back or paying me forward: understanding rewarded and unrewarded organizational citizenship behavior. *Journal of applied psychology*, 95(2), 277-290.
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological measurement*, 48(4), 1075-1079.
- Krishnan, J., & Mary, V. S. (2012). Perceived organisational support—an overview on its antecedents and consequences. *International Journal of Multidisciplinary Research*, 2(4), 2-3.
- Krueger Jr, N. F., Reilly, M. D., & Carsrud, A. L. (2000). Competing models of entrepreneurial intentions. *Journal of business venturing*, 15(5-6), 411-432.
- Krueger, N. F. (2007). The cognitive infrastructure of opportunity emergence *Entrepreneurship* (pp. 185-206): Springer.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., & Stewart, K. A. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of management*, 43(6), 1854-1884.
- Ladebo, O. J. (2006). Perceptions of organisational politics: Examination of a situational antecedent and consequences among Nigeria's extension personnel. *Applied psychology*, 55(2), 255-281.

- Lance, D. F., Brown, D. J., & Heller, D. (2009). Organizational supports and organizational deviance: The mediating role of organization-based self-esteem. *Organizational Behavior and Human Decision Processes*, 108(2), 279-286.
- Landells, E. M., & Albrecht, S. L. (2017). The positives and negatives of organizational politics: A qualitative study. *Journal of Business and Psychology*, 32(1), 41-58.
- Lankau, M. J., & Scandura, T. A. (2002). An investigation of personal learning in mentoring relationships: Content, antecedents, and consequences. *Academy of Management Journal*, 45(4), 779-790.
- Lee, J. (2003). An analysis of the antecedents of organization-based self-esteem in two Korean banks. *The International Journal of Human Resource Management*, 14(6), 1046-1066.
- Lee, J., & Peccei, R. (2007). Perceived organizational support and affective commitment: the mediating role of organization-based self-esteem in the context of job insecurity. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 28(6), 661-685.
- LePine, J. A., & Van Dyne, L. (2001). Voice and cooperative behavior as contrasting forms of contextual performance: evidence of differential relationships with big five personality characteristics and cognitive ability. *Journal of applied psychology*, 86(2), 326-336.
- Leverin, A., & Liljander, V. (2006). Does relationship marketing improve customer relationship satisfaction and loyalty? *International journal of bank marketing*, 24(4), 232-251.



- Levinson, H. (2009). Reciprocation: The relationship between man and organization. In A. M. F. K. H. Bradt (Ed.), *Consulting psychology: Selected articles by Harry Levinson* (pp. 31-47): American Psychological Association.
- Lew, T. (2009). The relationships between perceived organizational support, felt obligation, affective organizational commitment and turnover intention of academics working with private higher educational institutions in Malaysia. *European Journal of Social Sciences*, 9(1), 72-87.
- Liang, J., Farh, C. I., & Farh, J.-L. (2012). Psychological antecedents of promotive and prohibitive voice: A two-wave examination. *Academy of Management Journal*, 55(1), 71-92.
- Liñán, F., & Chen, Y. W. (2009). Development and cross-cultural application of a specific instrument to measure entrepreneurial intentions. *Entrepreneurship theory and practice*, 33(3), 593-617.
- Litwin, M. S., & Fink, A. (1995). *How to measure survey reliability and validity* (Vol. 7): Sage Publication.
- Lockwood, C. M., & MacKinnon, D. P. (1998). *Bootstrapping the standard error of the mediated effect*. Paper presented at the Proceedings of the 23rd annual meeting of SAS Users Group International.
- Lorinkova, N. M., & Perry, S. J. (2019). The importance of group-focused transformational leadership and felt obligation for helping and group performance. *Journal of Organizational Behavior*, 40(3), 231-247.
- Lounsbury, J. W., Gibson, L. W., & Hamrick, F. L. (2004). The development and validation of a personological measure of work drive. *Journal of Business and Psychology*, 18(4), 427-451.
- Lowry, P. B., & Gaskin, J. (2014). Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to

- choose it and how to use it. *IEEE transactions on professional communication*, 57(2), 123-146.
- Mack, L. (2010). The philosophical underpinnings of educational research: Polyglossia.
- MacKinnon, D. P., Fairchild, A. J., & Fritz, M. S. (2007). Mediation analysis. *Annual review of psychology*, 58, 593-614.
- MacKinnon, D. P., Fritz, M. S., Williams, J., & Lockwood, C. M. (2007). Distribution of the product confidence limits for the indirect effect: Program PRODCLIN. *Behavior research methods*, 39(3), 384-389.
- MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., & Sheets, V. (2002). A comparison of methods to test mediation and other intervening variable effects. *Psychological methods*, 7(1), 83-104.
- MacKinnon, D. P., Lockwood, C. M., & Williams, J. (2004). Confidence limits for the indirect effect: Distribution of the product and resampling methods. *Multivariate behavioral research*, 39(1), 99-128.
- Malatesta, R. M. (1997). Understanding the dynamics of organizational and supervisory commitment using a social exchange framework.
- Malhotra, N. K., & Dash, S. (2016). *Marketing Research. An Applied Orientation*: Pearson Publishers.
- Marsh, H. W. (1993). Relations between global and specific domains of self: The importance of individual importance, certainty, and ideals. *Journal of personality and social psychology*, 65(5), 975-992.
- Maslyn, J. M., & Fedor, D. B. (1998). Perceptions of politics: Does measuring different foci matter? *Journal of applied psychology*, 83(4), 645-653.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human

- spirit at work. *Journal of occupational and organizational psychology*, 77(1), 11-37.
- Mayer, R. C., & Gavin, M. B. (2005). Trust in management and performance: Who minds the shop while the employees watch the boss? *Academy of Management Journal*, 48(5), 874-888.
- Mayes, B. T., & Allen, R. W. (1977). Toward a definition of organizational politics. *Academy of Management Review*, 2(4), 672-678.
- McAllister, D. J., & Bigley, G. A. (2002). Work Context and the Definition of self: How Organizational Care Influences Organization-Based Self-Esteem. *Academy of Management Journal*, 45(5), 894-904. doi: 10.5465/3069320
- McCull-Kennedy, J. R., & Anderson, R. D. (2002). Impact of leadership style and emotions on subordinate performance. *The Leadership Quarterly*, 13(5), 545-559.
- McCrae, R. R., Kurtz, J. E., Yamagata, S., & Terracciano, A. (2011). Internal consistency, retest reliability, and their implications for personality scale validity. *Personality and social psychology review*, 15(1), 28-50.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human resource management review*, 11(3), 299-326.
- Miller, B. K., Rutherford, M. A., & Kolodinsky, R. W. (2008). Perceptions of organizational politics: A meta-analysis of outcomes. *Journal of Business and Psychology*, 22(3), 209-222.
- Mintzberg, H., & Mintzberg, H. (1983). *Power in and around organizations* (Vol. 142): Prentice-Hall Englewood Cliffs, NJ.
- Mogelof, J. P., & Edmondson, A. C. (2006). Explaining psychological safety in innovation teams: organizational culture, team dynamics, or personality? *Creativity and innovation in organizational teams* (pp. 129-156): Psychology Press.

- Monfardini, P. (2010). Accountability in the new public sector: a comparative case study. *International Journal of Public Sector Management*, 23(7), 632-646.
- Moore, J. (2010). Philosophy of science, with special consideration given to behaviorism as the philosophy of the science of behavior. *The psychological record*, 60(1), 137-150.
- Moorman, R. H., & Harland, L. K. (2002). Temporary employees as good citizens: Factors influencing their OCB performance. *Journal of Business and Psychology*, 17(2), 171-187.
- Mossholder, K. W., Settoon, R. P., & Henagan, S. C. (2005). A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors. *Academy of Management Journal*, 48(4), 607-618.
- Motowidlo, S. J. (2003). Job performance. *Handbook of psychology: Industrial and organizational psychology*, 12, 39-53.
- Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human performance*, 10(2), 71-83.
- Mumford, M. D., & Gustafson, S. B. (1988). Creativity syndrome: Integration, application, and innovation. *Psychological bulletin*, 103(1), 27-43.
- Murphy, G., Athanasou, J., & King, N. (2002). Job satisfaction and organizational citizenship behaviour: A study of Australian human-service professionals. *Journal of Managerial Psychology*, 17(4), 287-297.
- Murray, M. A. (1975). Comparing public and private management: An exploratory essay. *Public Administration Review*, 364-371.
- Myers, M. D. (2013). *Qualitative research in business and management*: Sage.
- Naseer, S., Raja, U., Syed, F., Donia, M. B., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of

- despotic leadership, leader member exchange, and perceived organizational politics on behaviors. *The Leadership Quarterly*, 27(1), 14-33.
- Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27(7), 941-966.
- Nembhard, I. M., & Edmondson, A. C. (2012). Psychological safety *The Oxford handbook of positive organizational scholarship*.
- Neuman, W. L. (2013). *Social Research Methods: Qualitative and Quantitative Approaches*: Pearson education.
- Newman, A., Donohue, R., & Eva, N. (2017). Psychological safety: A systematic review of the literature. *Human resource management review*, 27(3), 521-535.
- Ng, T. W., & Feldman, D. C. (2015). Felt obligations to reciprocate to an employer, preferences for mobility across employers, and gender: Three-way interaction effects on subsequent voice behavior. *Journal of Vocational Behavior*, 90, 36-45.
- Norman, S. M., Gardner, D. G., & Pierce, J. L. (2015). Leader roles, organization-based self-esteem, and employee outcomes. *Leadership & Organization Development Journal*, 36(3), 253-270.
- Nunnally, J. C., & Bernstein, I. (1994). *Psychometric Theory* (McGraw-Hill Series in Psychology): McGraw-Hill New York.
- Nye, L. G., & Witt, L. A. (1993). Dimensionality and construct validity of the perceptions of organizational politics scale (POPS). *Educational and Psychological measurement*, 53(3), 821-829.
- O'connor, W. E., & Morrison, T. G. (2001). A comparison of situational and dispositional predictors of perceptions of organizational politics. *The Journal of Psychology*, 135(3), 301-312.

- Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607-634.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human performance*, 10(2), 85-97.
- Ostroff, C., Kinicki, A. J., & Tamkins, M. M. (2003). *Organizational culture and climate*: Wiley Online Library.
- Pan, X.-F., Qin, Q., & Gao, F. (2014). Psychological ownership, organization-based self-esteem and positive organizational behaviors. *Chinese Management Studies*, 8(1), 127-148.
- Parker, C. P., Dipboye, R. L., & Jackson, S. L. (1995). Perceptions of organizational politics: An investigation of antecedents and consequences. *Journal of management*, 21(5), 891-912.
- Pearsall, M. J., & Ellis, A. P. (2011). Thick as thieves: the effects of ethical orientation and psychological safety on unethical team behavior. *Journal of applied psychology*, 96(2), 401-411.
- Perlesz, A., & Lindsay, J. (2003). Methodological triangulation in researching families: Making sense of dissonant data. *International Journal of Social Research Methodology*, 6(1), 25-40.
- Perugini, M., Gallucci, M., Presaghi, F., & Ercolani, A. P. (2003). The personal norm of reciprocity. *European Journal of Personality*, 17(4), 251-283.
- Pettigrew, A. M. (2014). *The politics of organizational decision-making*: Routledge.
- Pfeffer, J. (1981). Management as symbolic action: the creation and maintenance of organizational paradigm. *Research in organizational behavior*, 3, 1-52.
- Pfeffer, J., & Veiga, J. F. (1999). Putting people first for organizational success. *Academy of Management Perspectives*, 13(2), 37-48.

- Pierce, J. L., & Gardner, D. G. (2004). Self-esteem within the work and organizational context: A review of the organization-based self-esteem literature. *Journal of management*, 30(5), 591-622.
- Pierce, J. L., Gardner, D. G., & Crowley, C. (2016). Organization-based self-esteem and well-being: empirical examination of a spillover effect. *European Journal of Work and Organizational Psychology*, 25(2), 181-199.
- Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). Organization-based self-esteem: Construct definition, measurement, and validation. *Academy of Management Journal*, 32(3), 622-648.
- Platis, C., Reklitis, P., & Zimeras, S. (2015). Relation between job satisfaction and job performance in healthcare services. *Procedia-Social and Behavioral Sciences*, 175, 480-487.
- Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestion for future research. *Human performance*, 10(2), 133-151.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879-903.
- Poon, J. M. (2003). Situational antecedents and outcomes of organizational politics perceptions. *Journal of Managerial Psychology*, 18(2), 138-155.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36(4), 717-731.
- Preacher, K. J., & Hayes, A. F. (2008a). Assessing mediation in communication research. *The Sage sourcebook of advanced data analysis methods for communication research*, 13-54.

- Preacher, K. J., & Hayes, A. F. (2008b). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Probst, T. M. (2015). Organizational safety climate and supervisor safety enforcement: Multilevel explorations of the causes of accident underreporting. *Journal of applied psychology*, 100(6), 1899-1907.
- Quaiser, A., & Awan, S. H. (2017). Impact of organizational politics on employee performance in public sector organizations. *Pakistan Administrative Review*, 1(1), 19-31.
- Ramayah, T., Lee, J. W. C., & In, J. B. C. (2011). Network collaboration and performance in the tourism sector. *Service Business*, 5(4), 411-428.
- Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior. *Journal of Organizational Behavior*, 159-174.
- Rathert, C., Ishqaidef, G., & May, D. R. (2009). Improving work environments in health care: Test of a theoretical framework. *Health Care Management Review*, 34(4), 334-343.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698-714.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825-836.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.



- Ringle, C., Wende, S., & Becker, J. (2014). SmartPLS 3.1. 5. *University of Hamburg, Hamburg, Germany.*
- Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior, 16*(3), 289-298.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior, 15*(3), 245-259.
- Roch, S. G., Shannon, C. E., Martin, J. J., Swiderski, D., & Agosta, J. P. (2019). Role of employee felt obligation and endorsement of the just world hypothesis: A social exchange theory investigation in an organizational justice context. *Journal of applied social psychology, 49*(4), 213-225.
- Rosen, C. C., Levy, P. E., & Hall, R. J. (2006). Placing perceptions of politics in the context of the feedback environment, employee attitudes, and job performance. *Journal of applied psychology, 91*(1), 211-220.
- Rosenberg, M., Schooler, C., Schoenbach, C., & Rosenberg, F. (1995). Global self-esteem and specific self-esteem: Different concepts, different outcomes. *American sociological review, 141-156.*
- Rossi, P. P. H. (1990). *Of human bonding: Parent-child relations across the life course*: Transaction Publishers.
- Rotundo, M., & Rotman, J. L. (2002). Defining and measuring individual level job performance: A review and integration. *Journal of applied psychology, 90*(5), 225-254.
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee responsibilities and rights journal, 2*(2), 121-139.

- Rousseau, D. M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behavior, 11*(5), 389-400.
- Rousseau, D. M. (1998). Why workers still identify with organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 19*(3), 217-233.
- Rucker, D. D., Preacher, K. J., Tormala, Z. L., & Petty, R. E. (2011). Mediation analysis in social psychology: Current practices and new recommendations. *Social and Personality Psychology Compass, 5*(6), 359-371.
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary educational psychology, 25*(1), 54-67.
- Salant, P., Dillman, I., & Don, A. (1994). *How to conduct your own survey*.
- Salkind, N. J., & Rainwater, T. (2003). *Exploring research*: Prentice Hall Upper Saddle River, NJ.
- Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., & Hair Jr, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy, 5*(1), 105-115.
- Saunders, M. N. (2011). *Research methods for business students, 5/e*: Pearson Education India.
- Schat, A. C., & Frone, M. R. (2011). Exposure to psychological aggression at work and job performance: The mediating role of job attitudes and personal health. *Work & Stress, 25*(1), 23-40.
- Schaubroeck, J., Lam, S. S., & Peng, A. C. (2011). Cognition-based and affect-based trust as mediators of leader behavior influences on team performance. *Journal of applied psychology, 96*(4), 863-871.

- Schein, E. H. (1993). On dialogue, culture, and organizational learning. *Organizational dynamics*, 22(2), 40-51.
- Schein, E. H., & Bennis, W. G. (1965). *Personal and organizational change through group methods: The laboratory approach*: Wiley.
- Schepers, J., de Jong, A., Wetzels, M., & de Ruyter, K. (2008). Psychological safety and social support in groupware adoption: A multi-level assessment in education. *Computers & Education*, 51(2), 757-775.
- Schuler, R. S. (1980). Definition and conceptualization of stress in organizations. *Organizational behavior and human performance*, 25(2), 184-215.
- Schultz, P. W., Nolan, J. M., Cialdini, R. B., Goldstein, N. J., & Griskevicius, V. (2007). The constructive, destructive, and reconstructive power of social norms. *Psychological science*, 18(5), 429-434.
- Scotland, J. (2012). Exploring the philosophical underpinnings of research: Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9), 9-14.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of applied psychology*, 84(3), 416-427.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*: John Wiley & Sons.
- Sekiguchi, T., Burton, J. P., & Sablinski, C. J. (2008). The role of job embeddedness on employee performance: the interactive effects with leader–member exchange and organization-based self-esteem. *Personnel Psychology*, 61(4), 761-792.
- Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: Perceived organizational support, leader–member exchange, and employee reciprocity. *Journal of applied psychology*, 81(3), 219-227.

- Shalley, C. E., & Gilson, L. L. (2004). What leaders need to know: A review of social and contextual factors that can foster or hinder creativity. *The Leadership Quarterly*, *15*(1), 33-53.
- Sherony, K. M., & Green, S. G. (2002). Coworker exchange: relationships between coworkers, leader-member exchange, and work attitudes. *Journal of applied psychology*, *87*(3), 542-548.
- Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organizational justice. *Organizational politics, justice, and support: Managing the social climate of the workplace*, *149*, 164.
- Shore, L. M., & Tetrick, L. E. (1991). A construct validity study of the survey of perceived organizational support. *Journal of applied psychology*, *76*(5), 637.
- Shrestha, A. K., & Mishra, A. K. (2015). Interactive effects of public service motivation and organizational politics on Nepali civil service employees' organizational commitment. *Business Perspectives and Research*, *3*(1), 21-35.
- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: new procedures and recommendations. *Psychological methods*, *7*(4), 422-445.
- Siemsen, E., Roth, A. V., Balasubramanian, S., & Anand, G. (2009). The influence of psychological safety and confidence in knowledge on employee knowledge sharing. *Manufacturing & Service Operations Management*, *11*(3), 429-447.
- Simonet, D. V., Narayan, A., & Nelson, C. A. (2015). A social-cognitive moderated mediated model of psychological safety and empowerment. *The Journal of Psychology*, *149*(8), 818-845.
- Singh, B., Winkel, D. E., & Selvarajan, T. (2013). Managing diversity at work: Does psychological safety hold the key to racial differences in employee

- performance? *Journal of occupational and organizational psychology*, 86(2), 242-263.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13, 290-312.
- Sonnentag, S., Binnewies, C., & Mojza, E. J. (2008). " Did you have a nice evening?" A day-level study on recovery experiences, sleep, and affect. *Journal of applied psychology*, 93(3), 674-684.
- Sosik, J. J., & Godshalk, V. M. (2000). Leadership styles, mentoring functions received, and job-related stress: a conceptual model and preliminary study. *Journal of Organizational Behavior*, 21(4), 365-390.
- Stephen, W. G., Finch, J. F., & Curran, P. J. (1995). Structural equation models with nonnormal variables: Problems and remedies. In R. H. Hoyle (Ed.), *Structural equation modeling: Concepts, issues, and applications* (pp. 56-75): Sage Publications Inc.
- Sterns, H. L., & Miklos, S. M. (1995). The aging worker in a changing environment: Organizational and individual issues. *Journal of Vocational Behavior*, 47(3), 248-268.
- Sungu, L. J., Weng, Q., & Kitule, J. A. (2019). When organizational support yields both performance and satisfaction: The role of performance ability in the lens of social exchange theory. *Personnel Review*, 48(6), 1410-1428. doi: 10.1108/PR-10-2018-0402
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics* (6th edition ed.): Allyn & Bacon/Pearson Education.
- Takhsha, M., Barahimi, N., Adelpanah, A., & Salehzadeh, R. (2019). The effect of workplace ostracism on knowledge sharing: the mediating role of organization-based self-esteem and organizational silence. *Journal of*

*Workplace Learning, Ahead of print*, ahead of print. doi: 10.1108/jwl-07-2019-0088

- Tan, Y. W., & Albright, R. (1998). Correlates of Organisation-based self-esteem: An empirical study of US coast guard cadets. *International Journal of Management*, 2(2), 218-225.
- Tang, T. L.-P., & Ibrahim, A. H. S. (1998). Antecedents of organizational citizenship behavior revisited: Public personnel in the United States and in the Middle East. *Public Personnel Management*, 27(4), 529-550.
- Taris, T. W., & Schaufeli, W. (2015). Individual well-being and performance at work: A conceptual and theoretical overview.
- Tashakkori, A., Teddlie, C., & Teddlie, C. B. (1998). *Mixed methodology: Combining qualitative and quantitative approaches* (Vol. 46): Sage.
- Ted, S., Sy, T., & Strauss, J. (2006). Leader responsiveness, equity sensitivity, and employee attitudes and behavior. *Journal of Business and Psychology*, 21(2), 227-241.
- Temme, D., Kreis, H., & Hildebrandt, L. (2010). A comparison of current PLS path modeling software: Features, ease-of-use, and performance *Handbook of partial least squares* (pp. 737-756): Springer.
- Tenenhaus, M., Amato, S., & Esposito Vinzi, V. (2004). *A global goodness-of-fit index for PLS structural equation modelling*. Paper presented at the Proceedings of the XLII SIS scientific meeting.
- Tharenou, P. (1979). Employee self-esteem: A review of the literature. *Journal of Vocational Behavior*, 15(3), 316-346.
- Tsui, A. S., Nifadkar, S. S., & Ou, A. Y. (2007). Cross-national, cross-cultural organizational behavior research: Advances, gaps, and recommendations. *Journal of management*, 33(3), 426-478.

- Tucker, A. L. (2007). An empirical study of system improvement by frontline employees in hospital units. *Manufacturing & Service Operations Management, 9*(4), 492-505.
- Tushman, M. L. (1977). A political approach to organizations: A review and rationale. *Academy of Management Review, 2*(2), 206-216.
- Twenge, J. M., Catanese, K. R., & Baumeister, R. F. (2003). Social exclusion and the deconstructed state: time perception, meaninglessness, lethargy, lack of emotion, and self-awareness. *Journal of personality and social psychology, 85*(3), 409-423.
- Tyler, T. R. (1999). Why people cooperate with organizations: An identity-based perspective.
- Tynan, R. (2005). The Effects of Threat Sensitivity and Face Giving on Dyadic Psychological Safety and Upward Communication 1. *Journal of applied social psychology, 35*(2), 223-247.
- Valle, M., & Perrewe, P. L. (2000). Do politics perceptions relate to political behaviors? Tests of an implicit assumption and expanded model. *Human relations, 53*(3), 359-386.
- Van-der, W. Z., Graaf, D. G., & Lasthuizen, K. (2008). What's valued most? Similarities and differences between the organizational values of the public and private sector. *Public administration, 86*(2), 465-482.
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal, 41*(1), 108-119.
- Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior, 25*(4), 439-459.

- Van Dyne, L., Vandewalle, D., Kostova, T., Latham, M. E., & Cummings, L. (2000). Collectivism, propensity to trust and self-esteem as predictors of organizational citizenship in a non-work setting. *Journal of Organizational Behavior*, 3-23.
- Van Scotter, J., & Motowidlo, S. (1996). Evidence for two factors of contextual performance: Job dedication and interpersonal facilitation. *Journal of applied psychology*, 81(5), 525-531.
- Veal, A. J. (2017). *Research methods for leisure and tourism*: Pearson UK.
- Vigoda, G. E. (2002). Stress-related aftermaths to workplace politics: the relationships among politics, job distress, and aggressive behavior in organizations. *Journal of Organizational Behavior*, 23(5), 571-591.
- Vigoda, G. E., & Kapun, D. (2005). Perceptions of politics and perceived performance in public and private organisations: a test of one model across two sectors. *Policy & Politics*, 33(2), 251-276.
- Vinzi, V. E., Trinchera, L., & Amato, S. (2010). PLS path modeling: from foundations to recent developments and open issues for model assessment and improvement *Handbook of partial least squares* (pp. 47-82): Springer.
- Vlachos, P. A., Theotokis, A., Pramadari, K., & Vrechopoulos, A. (2010). Consumer-retailer emotional attachment: Some antecedents and the moderating role of attachment anxiety. *European Journal of Marketing*, 44(9/10), 1478-1499.
- Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. *Journal of applied psychology*, 94(5), 1275.
- Wang, X., Guchait, P., & Paşamehmetoğlu, A. (2020). Why should errors be tolerated? Perceived organizational support, organization-based self-esteem and psychological well-being. *International Journal of Contemporary*



*Hospitality Management*, 32(5), 1987-2006. doi: 10.1108/IJCHM-10-2019-0869

- Waseem, H. A., Shafique, M., Qadeer, F., Moin ud Din, N., Ahmad, R., & Saleem, S. S. (2015). Impact of Perceptions of Organizational Politics on Employees' Job Outcomes: The Moderating Role of Self-Efficacy and Personal Political Skills. *Science International*, 27(3), 2729-2734.
- Watson, T. J. (2001). *In search of management: Culture, chaos and control in managerial work*: Cengage Learning EMEA.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- Weick, K. E. (1979). The social psychology of organizing (Topics in social psychology series). *Columbus, OH: McGraw-Hill Humanities*.
- West, M. A. (1990). The social psychology of innovation in groups.
- Wetzels, M., De Ruyter, K., & Bloemer, J. (2000). Antecedents and consequences of role stress of retail sales persons. *Journal of Retailing and Consumer Services*, 7(2), 65-75.
- Wiesenfeld, B. M., Raghuram, S., & Garud, R. (2001). Organizational identification among virtual workers: The role of need for affiliation and perceived work-based social support. *Journal of management*, 27(2), 213-229.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, 17(3), 601-617.
- Wold, H. (2004). Partial least squares. *Encyclopedia of statistical sciences*, 9.
- Wright, T. A., & Hobfoll, S. E. (2004). Commitment, psychological well-being and job performance: An examination of conservation of resources (COR) theory and job burnout. *Journal of Business & Management*, 9(4).

- Xiong, C. Z., & Aryee, S. (2007). Delegation and employee work outcomes: An examination of the cultural context of mediating processes in China. *Academy of Management Journal*, 50(1), 226-238.
- Yen, W.-W. (2015). Relationships among perceptions of organizational politics (POPs), work motivation and salesperson performance. *Journal of Management & Organization*, 21(2), 203-216.
- Yingyan, W. (2008). Emotional bonds with supervisor and co-workers: Relationship to organizational commitment in China's foreign-invested companies. *The International Journal of Human Resource Management*, 19(5), 916-931.
- Yixiang, Z., Fang, Y., Wei, K.-K., & Chen, H. (2010). Exploring the role of psychological safety in promoting the intention to continue sharing knowledge in virtual communities. *International Journal of Information Management*, 30(5), 425-436.
- Yoon, J., Han, N. C., & Seo, Y. J. (1996). Sense of Control Among Hospital Employees: An Assessment of Choice Process, Empowerment, and Buffering Hypotheses 1. *Journal of applied social psychology*, 26(8), 686-716.
- Yoon, J., & Lim, J.-C. (1999). Organizational support in the workplace: The case of Korean hospital employees. *Human relations*, 52(7), 923-945.
- Yoon, J., & Thye, S. (2000). Supervisor support in the work place: Legitimacy and positive affectivity. *The Journal of social psychology*, 140(3), 295-316.
- Zellers, K. L., & Tepper, B. J. (2003). Beyond social exchange: New directions for organizational citizenship behavior theory and research *Research in personnel and human resources management* (pp. 395-424): Emerald Group Publishing Limited.
- Zhang, Y., LePine, J. A., Buckman, B. R., & Wei, F. (2014). It's not fair... or is it? The role of justice and leadership in explaining work stressor–job performance relationships. *Academy of Management Journal*, 57(3), 675-697.

Zhao, X., Lynch Jr, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of consumer research*, 37(2), 197-206.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*: Cengage Learning.

# 1. Appendix A (Questionnaire)

This survey questionnaire is about assessment employees’ perception of organizational affairs and support and psychological states faced by employees in certain perceptual situations. You may agree or disagree given statements about you in given scale.

**(1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree)**

We would like you to be realistic and objective in assessing your organization. We assure complete anonymity of gathered data. Please provide answers to all questions even though you feel that they repeat occasionally. This is the way we can assure statistical validity of the questionnaire.

## Demographic Information

**Your Gender**                     Male                     Female

**Age** \_\_\_\_\_ (years)

**Marital Status**                     Single                     Married                     Divorced

**Your organization** \_\_\_\_\_

**Sector**                     Public                     Private

**Employment Status**                     Regular                     Contractual                     Part time

**Your Grade/scale** \_\_\_\_\_ (specify whether managerial or non-managerial)

**Total work experience** \_\_\_\_\_ (years)

**Work experience in current organization** \_\_\_\_\_ (years)

**Work experience with current supervisor** \_\_\_\_\_ (years)

You are supposed to tick one option as you feel is most suitable at scale below:

1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Perception of Organizational Politics						
1	People in this organization attempt to build themselves up by tearing others down.	1	2	3	4	5
2	There has always been an influential group in department that no one ever crosses.	1	2	3	4	5
3	Employees are always encouraged to speak out frankly even when they are critical of well-established ideas.	1	2	3	4	5

4	There is no place for yes men around here; good ideas are desired even if it means disagreeing with superiors.	1	2	3	4	5
5	Agreeing with powerful others is the best alternative in this organization.	1	2	3	4	5
6	It is best not to rock the boat in this organization.	1	2	3	4	5
7	Sometimes it is easier to remain quiet than to fight the system.	1	2	3	4	5
8	Telling others what they want to hear is sometimes better than telling the truth.	1	2	3	4	5
9	It is safer to think what you are told than to make up your own mind.	1	2	3	4	5
10	Since I have worked in this department, I have never seen the pay and promotion policies applied politically.	1	2	3	4	5
11	I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.	1	2	3	4	5
12	None of the raises, I have received are consistent with the policies on how raises should be determined.	1	2	3	4	5
13	The stated pay and promotion policies are nothing to do with how pay raises and promotions are determined.	1	2	3	4	5
14	When it comes to pay raise and promotion decisions, policies are irrelevant.	1	2	3	4	5
15	Promotions around here are not valued much because how they are determined is so political.	1	2	3	4	5
	<b>Perception of Organizational Support</b>					
16	My organization values my contribution to its well-being.	1	2	3	4	5
17	My organization fails to appreciate any extra effort from me. (R)	1	2	3	4	5
18	My organization would ignore any complaint from me. (R)	1	2	3	4	5
19	My organization really cares about my well-being.	1	2	3	4	5
20	Even if I did the best job possible, the organization would fail to notice. (R)	1	2	3	4	5

21	My organization cares about my general satisfaction at work.	1	2	3	4	5
22	My organization shows very little concern for me. (R)	1	2	3	4	5
23	My organization takes pride in my accomplishments at work.	1	2	3	4	5
	<b>Perceived Supervisor Support</b>					
24	My supervisor cares about my opinions.	1	2	3	4	5
25	My work supervisor really cares about my wellbeing.	1	2	3	4	5
26	My supervisor strongly considers my goals and values.	1	2	3	4	5
27	My supervisor shows very little concern for me.	1	2	3	4	5
	<b>Psychological Safety</b>					
28	In my work unit, I can express my true feelings regarding my job.	1	2	3	4	5
29	In my work unit, I can freely express my thoughts.	1	2	3	4	5
30	In my work unit, expressing your true feelings is welcomed.	1	2	3	4	5
31	Nobody in my unit will pick on (criticize) me even if I have different opinions.	1	2	3	4	5
32	I'm worried that expressing true thoughts in my workplace would do harm to myself (R).	1	2	3	4	5
	<b>Felt Obligation</b>					
33	I owe it to the organization to do whatever I can to come up with ideas/solutions to achieve its goal.	1	2	3	4	5
34	I have an obligation to the organization to voice out my own opinions.	1	2	3	4	5
35	I feel a personal obligation to produce constructive suggestions to help the organization achieve its goals.	1	2	3	4	5
36	I owe it to the organization to do what I can to come up with brilliant ideas, to ensure that our customers are well served and satisfied.	1	2	3	4	5
37	I would feel an obligation to take time from my personal schedule to generate ideas/solutions for the organization if it is needed.	1	2	3	4	5
	<b>Organization Based Self-Esteem</b>					

38	I am helpful in my organization.	1	2	3	4	5
39	I am valuable in my organization.	1	2	3	4	5
40	I count in (included) my organization.	1	2	3	4	5
41	My organization has faith in me.	1	2	3	4	5
42	I am efficient in my organization.	1	2	3	4	5
43	I am trusted in my organization.	1	2	3	4	5
44	I am taken seriously in my organization.	1	2	3	4	5
	<b>Task Performance</b>					
45	I always adequately complete assigned duties.	1	2	3	4	5
46	I always fulfill responsibilities specified in my job description.	1	2	3	4	5
47	I always perform tasks that are expected of me.	1	2	3	4	5
48	I always meet the formal requirements of the job.	1	2	3	4	5
49	I engage myself in activities that will directly affect my performance evaluation.	1	2	3	4	5
50	I neglect aspects of the job I am obliged to perform (R).	1	2	3	4	5
51	I fail to perform essential duties (R).	1	2	3	4	5
	<b>Contextual Performance</b>					
52	I always praise coworkers when they are successful.	1	2	3	4	5
53	I support or encourage a co-worker with a personal problem.	1	2	3	4	5
54	I talk to others before taking actions, which may affect them.	1	2	3	4	5
55	I say things to make people feel good about themselves.	1	2	3	4	5
56	I encourage others to overcome their differences and get along.	1	2	3	4	5
57	I treat others fairly in daily interactions.	1	2	3	4	5
58	I help someone without being asked.	1	2	3	4	5
59	I put in extra hours to get work done on time.	1	2	3	4	5

60	I pay close attention to important details in my work.	1	2	3	4	5
61	I always work harder than necessary to ensure work is completed.	1	2	3	4	5
62	I always ask for challenging work assignments.	1	2	3	4	5
63	I exercise personal discipline and self-control, even in difficult situations.	1	2	3	4	5
64	I take initiative to solve a work problem.	1	2	3	4	5
65	I am persistent in overcoming obstacles to complete a task.	1	2	3	4	5
66	I take a difficult work assignment enthusiastically.	1	2	3	4	5

**THANK YOU VERY MUCH FOR YOUR COOPERATION**



## 2. Appendix B

Table 45 *List of Sampling Universities*

S. No.	Institute	Campus	Province	Nature
1	CIIT	Islamabad	Federal	Public
2	CIIT	Lahore	Punjab	Public
3	CIIT	Sahiwal	Punjab	Public
4	CIIT	Vehari	Punjab	Private
5	CIIT	Wah	Punjab	Public
6	Gift	Gujranwala	Punjab	Private
7	IBA	Karachi	Sindh	Public
8	IM Sciences	Peshawar	KPK	Public
9	IIUI	Islamabad	Federal	Public
10	LUMS	Lahore	Punjab	Private
11	NUST	Islamabad	Federal	Public
12	Riphah International University	Islamabad	Federal	Private
13	UOL	Lahore	Punjab	Private
14	UMT	Lahore	Punjab	Private

(Source: [www.hec.gov.pk](http://www.hec.gov.pk))

### 3. Appendix C

Table 46 *Recapitulation of the Study Findings*

	POP	POS	PSS	Psy_Saf	Felt_Obl	Sel_Est	Tas_Per	Con_Per
<b>POP1</b>	0.677	-0.259	-0.085	-0.262	-0.093	-0.223	-0.376	-0.206
<b>POP2</b>	0.691	-0.203	-0.065	-0.253	-0.023	-0.204	-0.311	-0.165
<b>POP3</b>	0.722	-0.203	-0.057	-0.222	0.010	-0.214	-0.307	-0.243
<b>POP4</b>	0.700	-0.280	-0.078	-0.242	-0.052	-0.191	-0.347	-0.195
<b>POP5</b>	0.723	-0.250	-0.073	-0.256	-0.045	-0.191	-0.358	-0.140
<b>POP6</b>	0.620	-0.170	-0.157	-0.143	-0.110	-0.131	-0.281	-0.141
<b>POP7</b>	0.934	-0.301	-0.141	-0.325	-0.098	-0.260	-0.424	-0.279
<b>POP8</b>	0.779	-0.256	-0.096	-0.286	-0.080	-0.263	-0.375	-0.229
<b>POP9</b>	0.824	-0.234	-0.094	-0.281	-0.032	-0.248	-0.339	-0.240
<b>POP10</b>	0.811	-0.263	-0.065	-0.270	-0.024	-0.230	-0.348	-0.222
<b>POP11</b>	0.791	-0.295	-0.080	-0.267	-0.079	-0.220	-0.386	-0.185
<b>POP12</b>	0.771	-0.234	-0.137	-0.211	-0.112	-0.188	-0.344	-0.166
<b>POP13</b>	0.806	-0.224	-0.162	-0.209	-0.129	-0.199	-0.341	-0.217
<b>POP14</b>	0.829	-0.274	-0.132	-0.252	-0.094	-0.180	-0.391	-0.188
<b>POP15</b>	0.849	-0.266	-0.079	-0.297	-0.054	-0.251	-0.397	-0.243
<b>POS1</b>	-0.260	0.744	0.138	0.485	0.141	0.331	0.430	0.310
<b>POS2</b>	-0.232	0.769	0.121	0.412	0.126	0.246	0.368	0.169
<b>POS3</b>	-0.243	0.706	0.114	0.425	0.065	0.283	0.331	0.271
<b>POS4</b>	-0.243	0.632	0.131	0.339	0.096	0.243	0.372	0.254
<b>POS5</b>	-0.157	0.487	0.092	0.353	0.119	0.190	0.214	0.225
<b>POS6</b>	-0.269	0.912	0.132	0.486	0.127	0.346	0.436	0.299
<b>POS7</b>	-0.275	0.879	0.162	0.454	0.118	0.306	0.413	0.269
<b>POS8</b>	-0.260	0.840	0.141	0.472	0.154	0.305	0.437	0.272
<b>PSS1</b>	-0.086	0.141	0.787	0.104	0.373	0.145	0.113	0.186
<b>PSS2</b>	-0.084	0.127	0.807	0.100	0.319	0.114	0.095	0.142
<b>PSS3</b>	-0.142	0.144	0.790	0.104	0.333	0.189	0.159	0.141
<b>PSS4</b>	-0.060	0.097	0.596	0.075	0.234	0.110	0.029	0.120
<b>Psy_Saf1</b>	-0.253	0.454	0.105	0.757	0.066	0.361	0.317	0.293
<b>Psy_Saf2</b>	-0.246	0.439	0.104	0.785	0.112	0.312	0.333	0.322
<b>Psy_Saf3</b>	-0.217	0.436	0.106	0.755	0.069	0.305	0.296	0.254
<b>Psy_Saf4</b>	-0.268	0.416	0.121	0.708	0.131	0.232	0.346	0.259
<b>Psy_Saf5</b>	-0.249	0.377	0.038	0.707	0.041	0.248	0.328	0.242
<b>Fel_Obl1</b>	-0.126	0.141	0.372	0.103	0.738	0.176	0.135	0.220
<b>Fel_Obl2</b>	-0.051	0.106	0.223	0.044	0.670	0.110	0.040	0.123
<b>Fel_Obl3</b>	0.014	0.029	0.243	0.060	0.689	0.043	-0.048	0.085
<b>Fel_Obl4</b>	-0.095	0.141	0.404	0.107	0.755	0.113	0.038	0.208
<b>Fel_Obl5</b>	-0.060	0.158	0.383	0.109	0.960	0.162	0.063	0.206
<b>Fel_Obl6</b>	-0.089	0.146	0.328	0.091	0.895	0.144	0.058	0.179
<b>Fel_Obl7</b>	-0.040	0.130	0.389	0.104	0.928	0.124	0.021	0.194

<b>Sel_Est1</b>	-0.199	0.312	0.157	0.336	0.122	0.790	0.227	0.364
<b>Sel_Est2</b>	-0.249	0.340	0.174	0.363	0.134	0.859	0.244	0.315
<b>Sel_Est3</b>	-0.244	0.309	0.153	0.298	0.140	0.834	0.205	0.309
<b>Sel_Est4</b>	-0.170	0.247	0.068	0.267	0.111	0.654	0.176	0.335
<b>Sel_Est5</b>	-0.241	0.340	0.175	0.382	0.144	0.880	0.236	0.381
<b>Sel_Est6</b>	-0.291	0.338	0.200	0.343	0.135	0.898	0.240	0.340
<b>Sel_Est7</b>	-0.221	0.306	0.142	0.305	0.137	0.844	0.208	0.359
<b>Sel_Est8</b>	-0.249	0.346	0.171	0.361	0.147	0.914	0.257	0.349
<b>Sel_Est9</b>	-0.254	0.340	0.158	0.352	0.156	0.922	0.219	0.405
<b>Sel_Est10</b>	-0.267	0.344	0.200	0.353	0.144	0.938	0.232	0.367
<b>Tas_Per1</b>	-0.364	0.408	0.123	0.363	0.041	0.204	0.717	0.197
<b>Tas_Per2</b>	-0.315	0.377	0.036	0.306	0.039	0.163	0.726	0.183
<b>Tas_Per3</b>	-0.294	0.364	0.104	0.274	0.030	0.121	0.723	0.201
<b>Tas_Per4</b>	-0.319	0.322	0.062	0.312	0.006	0.230	0.664	0.238
<b>Tas_Per5</b>	-0.285	0.278	0.141	0.267	0.097	0.195	0.638	0.201
<b>Tas_Per6</b>	-0.368	0.360	0.126	0.310	0.055	0.204	0.706	0.223
<b>Tas_Per7</b>	-0.408	0.452	0.121	0.383	0.055	0.219	0.933	0.272
<b>Con_Per1</b>	-0.241	0.287	0.184	0.317	0.268	0.371	0.242	0.684
<b>Con_Per2</b>	-0.130	0.252	0.117	0.300	0.153	0.318	0.185	0.738
<b>Con_Per3</b>	-0.192	0.280	0.142	0.279	0.163	0.287	0.226	0.733
<b>Con_Per4</b>	-0.159	0.212	0.062	0.215	0.136	0.260	0.181	0.642
<b>Con_Per5</b>	-0.184	0.187	0.140	0.237	0.059	0.216	0.202	0.658
<b>Con_Per6</b>	-0.178	0.207	0.156	0.217	0.080	0.261	0.215	0.658
<b>Con_Per7</b>	-0.233	0.238	0.146	0.272	0.084	0.232	0.247	0.573
<b>Con_Per8</b>	-0.220	0.330	0.179	0.348	0.263	0.397	0.225	0.792
<b>Con_Per9</b>	-0.167	0.267	0.148	0.278	0.180	0.311	0.206	0.819
<b>Con_Per10</b>	-0.208	0.269	0.130	0.262	0.193	0.300	0.231	0.806
<b>Con_Per11</b>	-0.195	0.227	0.118	0.236	0.133	0.273	0.213	0.755
<b>Con_Per12</b>	-0.183	0.204	0.187	0.201	0.084	0.224	0.215	0.721
<b>Con_Per13</b>	-0.195	0.210	0.150	0.236	0.113	0.300	0.223	0.766
<b>Con_Per14</b>	-0.250	0.315	0.181	0.341	0.236	0.378	0.246	0.857
<b>Con_Per15</b>	-0.235	0.282	0.164	0.311	0.198	0.351	0.258	0.913