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Perception of Politics "A Curate's Egg": Developing a Dual Path Model to Examine Positive and Negative Outcomes

by

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This is to certify that the research work presented in the thesis, entitled **"Perception of Politics; A Curate's Egg Developing a Dual Path Model to Examine Positive and Negative Outcomes"** was conducted under the supervision of **Dr. Sajid Bashir**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences**. The open defence of the thesis was conducted on **30 October, 2017.**

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Dedicated to my father Khawaja Faiz Muhammad

(Late)

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Abstract

The study aims to contribute in the extant literature on perception of politics through investigating its relationship with various outcomes by using a dual path model. Two separate paths simultaneously linked the perception of politics with positive and negative outcomes. Moreover, in path one social networking was analyzed as mediator for positive outcomes while in path two social undermining was tested as an explanatory mechanism for negative outcomes. In addition, moderating role of psychological hardiness was also studied for perception of politics and outcome relationship.

The sample comprises of academic staff working in various public and private universities across Pakistan and a total of 307 useable responses were used. Data were collected in three time-lags. The employee-reported data for independent variable perception of politics and moderating variable psychological hardiness were obtained in first time lag. The data about mediating variables social networking and social undermining were also collected form employees after a gap of six weeks to avoid common method bias. A dyadic response was desirable for valid opinion, so for all dependent variables e.g., positive outcomes (career success, employee creativity and contextual performance) and negative outcomes (employee incivility, moral disengagement and workplace aggression) supervisory-rated responses were obtained after another gap of six weeks. The CFA and path analysis were conducted in GSEM (Generalized Structural Equation Model).

The results indicate that higher is the level of perception of politics, higher is the level of employee career success, but found no significant direct relationship between perception of politics and employee creativity and contextual performance. The findings indicated that explanatory mechanisms of social networking strengthened the possibility of positive outcomes in form of increased career success, employee creativity and contextual performance. The results also reveal that perception of politics is simultaneously associated with negative outcomes e.g., employee incivility, moral disengagement and workplace aggression. The findings also support social undermining as an explanatory mechanism for relation of perception of

politics and negative outcomes e.g., employee incivility, moral disengagement and workplace aggression. In addition, psychological hardiness acts as a moderator for the relationship between perception of politics and social undermining.

The study concludes with discussion, limitations and future research directions including implications both for theory and practitioners

Key words: POP as Perception of politics, Social networks, Social undermining, Psychological Hardiness, Career Success, Employee Creativity, Contextual performance, Workplace Incivility, Moral disengagement, Aggression.

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Chapter 1

Introduction

1.1 Background of the Study

Politics is a fact of every organization. The idea of "micro politics" proposed by Burns in 1961 stated that organizational politics is a behavior which an individual utilizes to secure organizational resources in order to obtain power and influence. Pfeffer (1981) defined it as the study of power in action. Organizational politics can be seen as unsanctioned encouragement that endorses self-interest at the expense of organizational goals (Mintzberg, 1983). Generally, it is desired by employees to secure a social impact on others to gain personal interests without recognition and influence of management orders (Mayes & Allen, 1977).

Most of the debate on political behavior within organizations revolved around these conceptualizations until the idea of perceptions of organizational politics (POP) was presented by Ferris, Russ and Fandt (1989). They suggested that organizational politics must be regarded in terms of what employees perceive rather than what kind of politics actually prevails in organizations.

They defined perception of politics as a process in which social behavior is strategically designed to maximize short-term or long-term self-interest, either consistent with or at the expense of others' interests. Earlier studies on perception of politics emphasized its relationship with satisfaction (Chang et al., 2009; Miller, Rutherford & Kolodinsky, 2008) job performance (Vigoda, 2000) employee commitment (Rong & Cao 2015; Miller, Rutherford & Kolodinsky, 2008) turnover intentions

(Abbas at el, 2012; Chang et al., 2009, Miller, Rutherford & Kolodinsky, 2008) stress (Miller, Rutherford & Kolodinsky, 2008) job anxiety (Cropanzano, Howes, Grandey, & Toth, 1997; Kacmar, Bozeman, Carlson, & Anthony, 1999) and job involvement (Cropanzano et al, 1997). Politics generally connotes something negative, and yet we find indifferent opinions among theorists on the issue, on whether to treat it as something positive or negative. One school of thought treats politics as a negative phenomenon in which personal gains are chased at the expense of those of others, resulting in offstage trade-offs (Ferris & Treadway, 2012).

Increased attention is also being given to moral and ethical issues faced by employees in organizations in relation to perception of politics (Naseer et al 2016; Ogungbamila, 2013). Simultaneously, we find a number of suggestions to consider the role of political behavior proactively (Kapoutsis, Papalexandris, Thanos, & Nikolopoulos, 2012; Jam et al 2011; Gotsis & Kortezi,2010; Fedor, Maslyn, Farmer, & Bettenhausen, 2008; Buchanan 2008). Organizational politics is necessary to guide individuals towards change and a method to solve problems and conflict.

Moreover, individuals can try to cultivate their individual benefits with politics (Kaya, Aydin, & Ayhan, 2016). It is important to note that every employee does not react to POP in the same way as his or her colleagues might (Vigoda & Talmud, 2010). Those who benefit from organizational politics might have positive perceptions and reactions while those negatively impacted by organizational politics might have negative perceptions of politics and reactions accordingly. For example, employees' who perceive that politics is being used to cheat them, generates negative reactions (Kacmar, Bozeman, Carlson, & Anthony, 1999). While those who potentially understand and control political dynamics respond positively. Vigoda and Amit (2006) documented that when perceived politics is negative, it may damage organizations in a number of ways. Firstly, organizations that reward or promote few employees on political grounds perceive themselves as succeeding, while other employees might see these decisions as unfair. In this case, negative perceptions of politics' role in promotions results in an increased

negativity towards the 'political player' - the management. Secondly, political behaviors may damage social relations among employees. Thirdly, employees with negative political perception may act to avoid taking part in the political game. Lastly, political behaviors may increase hiring of unqualified people, just because they possess political power in the organization.

Some recent calls identified a need to focus on both positive and negative outcomes of perception of politics since employees are becoming increasingly concerned about the profoundly mixed outcomes of perceived politics in the workplace (Kapoutsis & Thanos, 2016). This confusion is further strengthened by recent findings which relate perception of politics with negative outcomes such as workplace incivility (Arogundade, Arogundade & Gbabijo, 2016) and bullying (Naseer at el, 2016), while we find studies in parallel which focus on positive outcomes like innovative performance (Abbas & Raja 2014). However, we find scant literature in which positive and negative outcomes associated with perception of politics are considered in one study. Hence, we identify the following gaps in extant literature which this study attempts to fill.

1.2 Gap Analysis

1.2.1 Dual Outcomes Associated with Perception of Politics in A Singular Model

A series of studies consider POP a negative phenomenon with dysfunctional and disruptive effects, and postulate that it may result in negative outcomes or deteriorate positive outcomes (Samad 2011; Chang, Rosen & Levy 2009; Miller, Rutherford & Kolodinsky 2008; Vigoda 2002, 2003, 2007, Mintzberg, 1983). Some literature suggests that politics promotes vague and uncertain work environments, since performance standards and reward structures become indistinct in such organizations (Rosen, Chang & Levy, 2006).

Simply, it is an act of influencing and exercising power within an organization (Thanos, Dimitratos, & Sapouna, 2016; Ferris & Treadway, 2012; Gotsis and

Kortezi, 2010). Thus, it affects the efficiency of organizations with deleterious effects on the attitudes of employees as well (Byrne, 2005). However, studies have also highlighted positive aspects of POP (e.g., Judge & Bretz 1994; Gotsis & Kortezi,2010; Fedor, Maslyn, Farmer, & Bettenhausen, 2008). The positive outcomes associated with POP are more compelling (Fedor, Maslyn, Farmer & Bettenhausen, 2008). Therefore, they need to be empirically tested as a commonly observed positive and negative outcome in organizations. POP in organizations operates in a twofold manner which has both supportive and detrimental outcomes (Kumar & Ghadially, 1989; Ferris et al. 1989). Rosen, Chang and Levy (2006) also acknowledged that some people are more politically oriented than others and thus respond differently to different aspects of politics.

The preceding debate brings us to a point of indifference which clearly suggests that perception of politics can be associated with positive and negative outcomes at the same time. However, limited studies address the issue in a single model in which these dual outcomes can be studied together. Owing to this gap in extant literature, the first major contribution of present study is to fill this gap by analyzing the positive and negative outcomes associated with perception of politics in a singular model.

1.2.2 Untapped Positive Outcomes Associated with Perception of Politics

Positive outcomes which studies have emphasized for empirical testing in relation to perception of politics are career success, creativity and contextual performance (Judge & Bertaz 1994, Abbas & Raja 2014, Vigoda & Talmud 2010; Vigoda 2007). We are going to examine these less studied variables as positive outcomes of perceived organizational politics with the assumption that employees who perceive organizational politics optimistically make strategic use of politics and move on up the career ladder much faster than their colleagues do (Judge & Bertz, 1994). Moreover, they view politics as an opportunity and a way for survival and progress in their careers without exerting extra effort.

Thus, politics is perceived as legitimate; a dual-purpose phenomenon where positivity is associated with organizational politics (Bashir et al, 2011). In relation to creativity, we assume positive connection between perceived organizational politics and employee creativity. Because majority of the employees take advantage of power and influence for creativity specifically in academia. Although, some earlier researchers indicated that organizational politics may have negative effects on employee attitude towards innovation and creativity (Abbas & Raja 2014).

For employee creativity resources are important and acquisition of resources only possible on political ground specifically when there is scarcity of resources and high competition in organizations. We assume that individuals utilize politics as a strategy to get some advantage in organizations. They may obtain control over others and increase their benefits (Kaya, Aydin & Ayhan, 2016). In politically charged situations, the only way to access limited resources is game playing (Zaleznik, 1999). Lastly the role of perceived politics towards improved contextual performance is undeniable. Because, for smooth organizational functioning a collaborative environment is important which seems nearly impossible without the use of politics strategically.

The beneficiaries with positive perceptions of politics benefit their colleagues and establish coalitions which ultimately lead to improved contextual performance (Ferris & Kacmar, 1992, Kacmar & Carlson, 1997). In politically charged organization they play on political grounds deliberately and advantageously by following the assumption "going along to get ahead" and thus benefit others and get benefited themselves eventually and influence context of organizations proactively. Therefore, the second gap this study addresses, is the theoretical and empirical analysis of positive outcomes of POP including career success, employee creativity and contextual performance.

1.2.3 Social Networks as Explanatory Mechanism for Positive Outcomes

Perception of politics is theoretically associated with positive outcomes, but the exact explanatory mechanism has received limited attention in this domain. We take lead by Vigoda and Talmud, (2010) and Davis and Gardner (2004) who emphasized testing social networks in relation to POP.

Social networks are highly desirable in organizations because the appropriate execution of work plans and rapid personal and professional achievement possible only through these networks. The timely inputs and quality feedback by network members contribute in minimizing the stress levels and strengthening the possibility of creative work my majority. Furthermore, it enables comfortable working setup which enhance organizations public image (Ahimbisibwe, Ronald, Wilson, 2015).

Employees establish social networks which allow them to access the resources more easily (Treadway et al., 2004). Moreover, maintaining strong networks in politically charged organizations and receiving advantageous outcomes - such as scientific achievements, strong positions in scholarly community, long tenure in the organization - even in the presence of POP is being observed in academia (Vigoda & Talmud, 2010). The employees' political perceptions encourage them to produce informal influence, association or networking with influential individuals (Buchanan, 2008) and get desired outcomes. Moynihan and Pandey (2007) also emphasized that individuals create social relations for personal gains, which might be internal and external to the organization.

Accordingly, politics is appreciated in the form of coalition building, persuasion and networking (Albrecht, 2006). We believe it is possible that interactions focused on problem-solving, among network members, facilitate delivering positivity and ensure career success, creativity, and enhanced contextual performance in organizations. In due course, the deliberate coalitions benefit employees advantageously in a variety of ways, e.g. through job security, distinctive positions in organization

and so on (Vigoda & Talmud 2010). Moreover, this coordination among individuals, their shared goals, shared knowledge and mutual respect enables them to engage in creativity (Carmeli & Gittell, 2009).

Commonly, individuals create social networks and follow certain norms. These social networks influence organizations and individuals positively, as they link creativity-related cognitive processes and domain-related knowledge (Perry, Smith & Shelley, 2003). Moreover, social networks are efficient channels for information sharing (Burt, 1992; Fliaster & Spiess, 2008). There are different attributes of organizational networks which are helpful mechanisms for employees in organizations: e.g., felt obligation towards coworkers, supportive behavior and interpersonal citizenship (Mossholder, Settoon, & Henagan, 2005). Overall social networks create a healthy and supportive context in organizations. Thus, it is plausible that POP and social networks influence each other; the connection between them, however, needs to be examined empirically.

Based on previous literature, we believe it is possible that employees' tendency to involve themselves in social networking is strongly influenced by their perceptions of organizational politics. For example, employees who are driven with a desire to influence others, for long term personal and professional gains, form a social network to exercise their expertise and diplomacies and get desirable outcomes. Therefore, the third gap this study addresses, is the empirical analysis of social networks as a possible outcome of POP. We will also examine how social networks act as a mediator between POP and its positive outcomes.

1.2.4 Negative Outcomes Associated with Perception of Politics

For a long time, research has associated negative outcomes and ethical problems with POP (Callanan, 2003: Ogungbamila, 2013). Extant literature indicates that organizational politics is a potentially threatening feature of the external environment (Ferris & Hochwarter, 2011; Hochwarter & Thompson, 2010). Some

researchers have rejected the opinion that politics should be regarded as essentially bad and detrimental, it is still generally perceived as a negative attribute of the organizational environment (Davis & Gardner, 2004).

The proposed negative consequences of perceived organizational politics for this study are workplace incivility, moral disengagement and workplace aggression. Previous research suggests that employees hold the organization and its top management accountable for their political perceptions and respond accordingly. Employees' perceptions of politics depend on organizations and their higher authorities' responses to that politics (Vigoda 2007). Ogungbamila (2013) also hinted at a connection between POP and workplace incivility. When high POP prevails in an organization, it can result in negativity in employees, which they exhibit in their behaviors.

Pearson and Porath (2005) discussed how incivility is lack of regard for others. Incivility causes its stakeholders to act in ways that destroy organizational values and diminish organizational resources, additionally curtailing employees' efforts, productivity, and performance. They also proposed another negative consequence associated with POP titled as moral disengagement. Earlier research has explained that organizational politics can lead to manipulative actions (Gandz & Murray, 1980; Madison at el, 1980).

Moreover, in an environment that is perceived as politically charged, employees might feel insecure and fearful to contribute positively. In such an environment, they may legitimize the use of unethical and immoral behavior (Kacmar & Ferris, 1991). Their possible wrong doing might be obvious in the form of spreading disinformation and rumors and blackmailing others (Buchanan, 2008). Bandura, (2002) and Detert et al (2008) discussed such manipulative behavior under the concept of moral disengagement.

Furthermore, politics can potentially heighten hostile work environments which upset employees to an extreme degree and can lead to verbal and violent behavior towards coworkers (Vigoda, 2002). This aggressive behavior can be target specific against either the organization itself or an individual within that specific organization, depending on situation (Hershcovis at el, 2007). Hence, the fourth gap

this research attempts to address is the empirical testing of negative workplace behaviors in relationship to POP. These negative aspects have been understudied in relation to perception of politics in extant literature.

1.2.5 Mediating Role of Social Undermining for Negative Outcomes Associated with Perception of Politics

For perception of politics and outcomes relationship various explanatory mechanisms have been proposed. For example, Vigoda (2002) empirically tested job stress while Chang, Rosen and Levy (2009) studied psychological strain and morale as mediators between POP and proposed outcomes. We believe that employees' perceptions of organizational politics are associated with various negative employee attitudes and behaviors.

For example, restraint information and neglect of one's work (Vigoda, 2003), and undermining employee potentials such as creativity and innovative practices (Vigoda, 2007). All this evidence matches the construct of social undermining within an organization. Thus, the question that arises (and is worth studying) is how are some individuals able to hold higher positions, and are capable of shaping and benefiting from organizational politics (Drory and Romm, 1990) and prefer hindering actions, such as game playing, communication barriers (Buchanan, 2008) for their peers and colleagues or subordinates. The concept of undermining was initially defined by Vinokur and Ryn (1993) as an expression of anger and dislike towards others. Common forms of social undermining include negative evaluation of a target in terms of attributes, efforts for criticism, and actions that hinder goal attainment.

Social undermining has been conceptualized under two broad mechanisms of discouragement. The first dimension comprehensively explains devaluing and disrespect imposed by management, for example by dehumanizing and degrading employees in time of pay and promotions. The second aspect involves conduct from coworkers, such as disregard and denigrating behavior in routine affairs. Additionally, social undermining is an antisocial behavior, designed to weaken its

target, gradually or by degrees. The direct forms of undermining are intentionally saying derogatory things, rejecting outright, or belittling someone's ideas to hinder relationships and reputation through some antagonistic action (Duffy, Ganster, Shaw, Johnson & Pagon, 2006).

Furthermore, undermining may also be effectively accomplished through withholding needed information. There are a variety of negative emotional and behavioral, perhaps morally justified, reactions to this social undermining, for example, an unsympathetic attitude in those targeted (Crossley, 2008). Social undermining can produce a variety of intense reactions, indicating its strong relationship with negative attitudes and behaviors (Duffy, Ganster, Shaw, Johnson & Pagon, 2006). It can strengthen the possibility of incivility and foster aggression in response (Duffy, Ganster & Pagon, 2002). Generally, employees undermine each other with offensive comments, silent treatment, refusing to provide promised work and resources, and slowing work progress with intent to harm the target (Duffy, Scott, Shaw, Tepper & Aquino 2012). Besides, few individuals undermine others just because they believe others deserve to be undermined. Thus, individuals who are undermined by managers or coworkers assume workplace negativity (Folger & Cropanzano, 1998). Extant literature points to how politics is used as an instrument for self-serving interests, and therefore, the possibility of cunning, scheming and egocentric arrangements and engagements increases. However, literature so far is silent about this imperative association of POP with unethical consequences through the mechanism of social undermining.

The understanding of mechanisms that relate political perceptions to employee outcomes is inadequate and research does not effectively examine mediators that link perceptions of organizational politics to negative outcomes. Based on previous literature, we conclude that in order to get desirable advantages employees use manipulative tactics and undermine each other one way or another. On the other end, as a target or a victim of politics, employees experience feelings of disregard, and loss of self-worth and dignity, which leads them to wrong doings towards all of the stakeholders-that is the organization, management, coworkers, and subordinates. However surprisingly this evident mediating mechanism has been ignored

in extant literature, hence we consider it a gap and the study will attempt to fill this gap.

1.2.6 Moderating Role of Psychological Hardiness

In recent years work place dynamics have changed completely with highest level of competition and challenges. Only dynamic employees with strong personal and professional competence can ensure their survival and career growth. Work environment is challenging or full of negativity, hardy employees know how to fix problems (Maddi, 2007). Psychological hardiness is state like trait, which can even be created and strengthened as per requirement.

The concept of psychological hardiness indicates stronger innate characteristics which give individuals confidence against adverse circumstances. Studies reveal that dispositional hardiness protects individuals against adverse circumstances (Cole, Bruch, & Vogel, 2006; Bonanno, 2004). Theoretically, hardiness is characterized as an attitude or skill to turn stressful circumstances into an opportunity (Maddi,2007); hardiness enhances resilience in response to problems of everyday life (Maddi, 2005). Previously, the moderating role of hardiness was studied by Skomorovsky & Sudom, (2011) who found it to be an effective moderator for relationship between stress and psychological well-being.

As proposed by Rosen and Levy (2009) the present study proposes psychological hardiness as an effective moderator for the relationship between POP and social undermining. When psychological hardiness is exhibited by employees in organizations, the negative effects of POP can be minimized. It is a trait which indicates individual's ability to cope with situational as well as exceptional crises. Therefore, if psychologically hardy individuals perceive negativity of politics, they do not allow that to detract them.

Vigoda and Talmud (2010) also specified that an individual's skills are a good shield against the prospective negative aftermaths of POP. Hence, role of psychological hardiness between perception of politics and its negative outcome of social undermining is the sixth gap which present study is going to address.

1.2.7   The Context of Pakistan

The major focus of previous studies has remained the U.S./Western contexts while underdeveloped countries like Pakistan have been ignored in domain of perception of politics. Basically, political behavior is observable and perceptions of these behaviors vary across individuals, situations, and time (Ferris & Kacmar, 1992). It is purely a contextual phenomenon which needs to be studied across cultures to reveal its essence (Vigoda, 2010), and specifically in Eastern settings (Abbas & Raja, 2014), so that predicted organizational behavioral assumptions could be tested in relevant settings. Moreover, literature is ambiguous regarding theoretical perspectives of how political mechanisms in organizations generate positive and negative, good and bad consequences simultaneously.

In Pakistani cultural context limited literature is available where perceptions of organizational politics have been studied in relation to ethical and moral issues. Additionally, the studied work is an extension of the assertion that POP is harmful; for example, Abbas & Raja (2014) suggested that all the factors that possibly encourage political behaviors in organization must be removed. We believe that politics is an inevitable and undeniable reality, therefore higher authorities and management need to nurture healthy politics in organizations. Moreover, in Pakistan politics is usually perceived as legitimate, desirable and instrumental for success in financial and nonfinancial terms by individuals in most organizations. Thus, present study in the context of the education sector in Pakistan, with dual outcomes will offer theoretical as well as contextual addition in literature. Hence, the seventh gap present study will examine is the dual effect of POP in a Pakistani context by specifically focusing on the academic sector.

There are around 175 universities recognized by HEC (higher education commission) in Pakistan in 2016. Out of which 101 have recognition as public sector universities while 74 as private sector universities. Higher education institutions targeted for multiple reasons; firstly, baking, health and other services sectors have already been tested in relation to perception of politics by researchers in Pakistan e.g., Jam at el 2011; Abbas et al 2012; Naseer et al 2016). Secondly, author herself noted while teaching at a university that majority of faculty members had positive

perceptions of politics, while few others had negative. It was bit surprising which raised certain questions.

Thus, to answer all these question faculty member chosen as target population for the study. Thirdly, in higher education institution teaching faculty belongs to different classes, having different education level i.e., Masters, MS/MPhil, PhD, representation of different age groups i.e., 25 to 65 and variety of subjects would also have specialized influence on their personalities. This diversity would facilitate the assessment of attitudinal and behavioral tendencies of Pakistanis and help in generalizability of results Hence, study of perception of politics as curates egg in higher educational institutions would be a genuine contextual as well as theoretical contribution in literature.

1.3 Problem Statement

Perception of politics in literature has generally been discussed as a negative phenomenon resulting in adverse outcomes, both for the individual and the organization. Although some studies have suggested examining its positive outcomes, there have been limited studies to date addressing this dearth in knowledge. In addition, the possible mediatory and moderating mechanisms that result in positive and negative outcomes have also received limited attention in literature.

Furthermore, the major focus of previous studies has remained the U.S./Western contexts while underdeveloped countries like Pakistan have been ignored. Therefore, the present study in the context of the education sector in Pakistan, with dual path model, will offer theoretical as well as contextual addition in literature. Moreover, the empirically analysis of the mediatory mechanisms of social network for positive outcomes and social undermining for negative outcomes and moderating role of psychological hardiness for perception of politics and outcome relationship will also be part of the study.

1.4   Research Questions

This research will answer the following questions:

Research Question 1

To what extent is employees' POP related to positive and negative outcomes? Does it generate positive outcomes?

Research Question 2

To what extent do social networks mediate the relationship between POP and positive outcomes?

Research Question 3

To what extent is employees' POP related to negative outcomes? Does it generate ethical issues?

Research Question 4

To what extent social undermining does mediate the relationship between POP and negative outcomes?

Research Question 5

Does psychological hardiness moderate the relationship between POP and social undermining?

1.5   Research Objectives for This Study

Objectives of the study are as follows:

Research objective 1

To find out the impact of employees' POP on positive outcomes

Research objective 2

To identify how social networks, mediate the relationship between perceptions of politics and positive outcomes.

Research objective 3

To analyze the impact of employees' POP on negative outcomes.

Research objective 4

To explore how social undermining mediates the relationship between perceptions of politics and negative outcomes.

Research objective 5

To identify how psychological hardiness moderates the relationship between employees' POP and their feelings related to social undermining.

The objectives of the study clearly indicate that how the research questions will be answered, as in response of each research question an objective has been formulated. Furthermore, these objectives would lead to some literature review, which ultimately would help to draw some hypothesis for testing some explicit relationships.

1.6   Significance of the Study

In any organization employees have a tendency to develop different perceptions of politics and act accordingly. The present research is going to offer a number of important theoretical and contextual contributions. Firstly, existing literature on POP and its outcomes has many uncertainties and to accommodate all these doubts, a model with dual outcomes of POP was designed to examine positivity and negativity associated with this.

It is important to note that frequently observed attitude and behaviors have been considered to make things clearer and to answer assumption of previous researchers in domain of perception of politics. For example, career success, employee creativity and contextual performance are taken as positive outcomes of the study, while employee incivility, moral disengagement and workplace aggression taken as negative outcomes. Perception of politics doesnt only lead to negativity, its a curates egg, which is partly good and partly bad. So, considering critical contribution of

perception of politics for accomplishment of positive outcomes e.g., career success, employee creativity and contextual performance would be a genuine contribution both theoretically and contextually.

Secondly, most of the literature on POP shows direct relationships between POP and outcomes and emphasizes empirical testing of indirect relationships through the study of POP's mediators or moderators (e.g., Vigoda, 2002, Vigoda, 2010; Chang et al, 2009). Therefore, we propose an empirical analysis of the phenomenon that Pakistani organizations (i.e., universities) are highly political in nature; employees form social networks which produce positive outcomes in the form of creativity, career success and improved contextual performance. Thus, testing social network as possible mediatory mechanism for proposed positive outcomes with theoretical and empirical support would have a valid significance for the study.

Thirdly, on the flip side, a few employees are involved in manipulative activities which generate unethical consequences (Madison at el, 1980), such as employee incivility, moral disengagement, and workplace aggressions etc. Previous literature on POP has also specified concern for unethical outcomes (e.g., Vigoda 2002; Ogungbamila, 2013). Therefore, our examination of ethical issues will make a theoretical and contextual addition to existing literature. Studying employee behaviors from mild to extreme would give a vibrant picture within Asian context and would make contribution.

Furthermore, studying social undermining as explanatory mechanism for perception of politics and negative outcomes would give huge input to the extant literature. As previous studies emphasized studying the underlying mechanisms which strengthen the probability of negative outcomes (attitudes and behaviors). Testing and proving assumptions with empirical evidence in respect to employee undermining would highlight the severity of the issue and encourage faculty to beware of their moral obligations and rights in employment context.

Fourthly, previous research suggests that psychological hardiness may influence outcomes of POP. Specifically, hardiness' different parameters (such as control, commitment and challenge) can weaken its relationship with negative outcomes (such as social undermining). However, this perspective has not been considered

previously by researchers studying POP. Therefore, our examination will allow us to add to existing literature.

Lastly, on the basis of perception, exhibition of certain behaviors in a different cultural context is expected to vary; surprisingly the majority of studies on POP have been undertaken in Western settings (Fedor et al, 2008; Davis & Gardner 2004; Ferris et al, 2002). Although a few nonwestern contextual findings are available (i.e., Samad 2011, Vigoda 2000, Vigoda and Talmud 2010).

In a Pakistani context, POP has been studied by Abbas & Raja (2014) in relation to innovative performance, and Jam et al (2011) have studied stress, commitment, intent to quit and contextual performance. These studies found mixed results, requiring further investigation to remove ambiguities. Thus, this longitudinal study in the education sector (i.e., the universities in public and private sectors), will give an overview of Pakistani attitudes and behaviors in the workplace, and will enhance the generalizability of the findings.

1.7 Supportive Theory

There must be a compressive theoretical support behind every claim and assumption. Extant literature presented many theories for different concepts which were suitable for separate relationship. Present research fully relies on attribution theory as overarching theory for the theme of the study. It not only supports ideology of direct relationships but also provides logical backup to the mediating and moderating mechanism.

1.7.1 Attribution Theory (AT)

Attribution theory lends support to the idea that people attempt to make sense of social situations by attributing perceived attitudes and behaviors to others. Weiner (1986) posits that individuals perceive observed behavior to be intentional and then attribute internal or external causes to that behavior. In the case of one's own success, one attributes success to internal factors; in the case of failure

to external factors. In contrast, when others' fail, internal attribution in often used and in the case of success, external attribution comes into play.

On the basis of these self- serving attributions, employees assume certain attitudes and actions which promise them behavioral outcomes (Weiner, 1995). The attributions of cause or blame are evaluated by individuals along three primary extents: causality, controllability, and stability. Causality attempts to differentiate whether cause was generated internally or externally. Controllability indicates the degree of control over the outcomes and whether outcomes are predictable or not. Stability refers to the extent to which perceived cause has persistence or variability. The construct of the present research relies on Attribution theory because attributions cause reactions. The way employees attribute workplace politics is important because their behavior would lead them to productive or damaging actions and consequences. Vigoda (2010) also emphasized attributional aspect of POP for variation in attitudes in a contextual frame of mind. By relying on their attributions employees prefer to be part of the network they find serving, supportive and beneficial.

Furthermore, keeping in view controllability and stability of the desired outcomes they give their input and in return are facilitated with advancement in their careers, access to limited organizational resources for creative work and supportive context. Sometimes bad experiences in politically charged environments lead employees towards negative attributions and reactions. When they assess causality of any event or situations negatively, they attribute the ignorance towards ethical and moral issues and values or norms as not a big deal. They become part of the organizational stream and get their share by any means e.g., by hook or crook.

Thus, negative attributions of various incidents and affairs leads to negative consequences while positive attribution of several occurrences and matters predicts positive outcomes. In challenging situations, an individual's attribution of himself/herself as hardy indicates a defense mechanism. Thus, the confidence a person has in his/her potential, commitment towards goals and control over strategic moves, can encourage him/her to cope with challenging situations and modify the

outcomes. The attributions of politics, the formation of social networks as a helping mechanism, the feelings of being undermined as a hindering mechanism, all carry various effects both for individuals and organizations.

1.8   Dissertation Overview

The study is all about perception of politics and its dual outcomes (e.g., both positive and negative) in Asian context, more specifically emphasizing on faculty members only at higher educational institutions of Pakistan. As for as the structure of the thesis is concerned, it includes five chapters covering different aspects of the study e.g., introduction, literature review, research methodology, results and discussion/conclusion.

Chapter 1: The first part of the study gives an overview of the predicting variable perception of politics. Theoretical gaps have also been highlighted by reporting extant literature on perception of politics in relation to its dual outcomes along with presumptions of underlying mediating and moderating mechanism. Problem statement gives an outlook of the study by connecting the dots. In addition, theoretical gaps raised certain research questions, which helped in refining study objectives. Significance of the study gives an overview of overall theoretical and contextual addition in existing body of literature through a pointwise discussion. Attribution theory has been theoretically mapped with an expression of overarching theory of the study. It elaborates that the way certain things are attributed shape individuals perception which lead to detrimental or favorable consequences in terms of attitudes and behaviors.

Chapter 2: The study is all about dual outcomes of perception of politics, this chapter provides comprehensive literature review and draws certain hypotheses covering some assumptions. It is important to note that we dont intentionally formulate hypothesis, review of extant literature ultimately suggest some propositions and we test these statements in form of hypothesis later, on empirical grounds with some evidence. There is series of topics highlighted in this chapter, first there is detailed discussion about perception of politics and its facets, then concept has

been discussed in relation to its positive outcome for some direct relationships. In addition, social networks proposed as possible mediator for the positive stream of outcomes.

Furthermore, perception of politics has been discussed with negative outcomes for some direct associations as well. Social undermining remained under discussion as possible mediatory mechanism for negative stream of outcomes. Last part of the chapter emphasizes on psychological hardiness as possible moderating mechanism for perception of politics and social undermining relationship. At the end, a conceptual model connects the dots, gives and overview of the ideology of the study. Summary of the hypothesis for empirical testing has also been reported.

Chapter 3: This chapter covers research methodology fully, the research design covers information about target population, sampling procedure. The data collection process, details about research instruments and their validity through pilot testing and characteristics of both respondents (employees and supervisors) have also been discussed.

Chapter 4: This chapter cover details of data analysis; the techniques, tools and methods used for empirical testing of hypothesis have been reported completely. It starts from missing value analysis and including correlation analysis, measurement model results for fitness of the data, development and testing of structural models for all path analysis e.g., direct, mediation and moderation. Presentation of results in tables and their description for a clear understanding is also there. Lastly summary of accepted and rejected hypothesis has also been given.

Chapter 5: This chapter gives detailed discussion of hypothesis by answering all research questions. Furthermore, conclusion, future research directions and implications are also discussed.

The dissertation also quoted references. A sample of questionnaires of three time-lags have been attached and there are some screenshots of structural models. Overall thesis is an attempt to cover all necessary requirements and provides a complete package to the readers on perception of politics as a curates egg by emphasizing on both positive and negative sides simultaneously.

Chapter 2

Literature Review

2.1 Perception of Politics

Politics prevails in every organization and is necessary as well to their effective operations (Allen, Madison, Porter, Renwick, & Mayes, 1979). "Perceptions of politics" (POP) in organizations is a revolutionary idea presented by Ferris, Russ, and Fandt (1989) and is based on Kurt Lewin's (1936) assumption that people respond to the perceptions of reality, not the "reality" itself.

Perception of organizational politics can be discussed as an individual's perceptions of others' self-centered acts or behaviors, often associated with manipulation of organizational policies, often using intimidating tactics even at the expense of others for short-term gains (Kacmar & Ferris, 1991). These perceptions regarding politics are built on their distinct conclusions about organization and can be positive or negative and can trigger reactions which eventually generate outcomes accordingly.

There are three dimensions identified by earlier researchers:

Firstly, how employees perceive general political behavior in their respective organizations (Kacmar & Carlson, 1997) mirrors how they perceive some behaviors as threatening, suppressing or supportive. When perception is negative, employees' emotional relationship with the organization will be damaged (Rong, & Cao, 2015). Here, political behaviors tend to increase in organizations where rules and

regulations are not followed, and also prevail in situations where there is a shortage of valuable resources (Drory & Romm, 1989). When perception is positive, employees' emotional relationship with organization will be strengthened (Rong, & Cao, 2015). Overall, employees behave politically to secure individual benefits (Kaya, Aydin, & Ayhan, 2016) and to maximize self-interest in organizations which lack rules, regulations and appropriate behavior (Salman, 2016).

The second dimension of perception of politics is the attitude of "going along to get ahead." This attitude reflects behaviors that allow for self-interest and gain without exposing oneself (Kacmar & Carlson, 1997). There are hierarchical and seniority-based positions in every organization. If employees believe that a person in a high position is likely to be attacked, they choose to avoid making mistakes while securing their benefits (Rong, & Cao, 2015).

Some employees try to secure individual benefits without being highlighted or may prefer to remain silent or show a passive attitude in order to prevent individual benefits in some circumstances (Gull & Zaidi, 2012). Exhibition of behavior which provides support to a specific group silently encourages employees to create or choose several groups to maximize self-benefit, potentially harming others' self-interest, even when conflict becomes unavoidable. Thus, to avoid such conflict some individuals may silently support a specific group/person (Salman, 2016) and the attitude of getting ahead by going along others.

The third dimension of perception of politics concerns compensation and promotion system. If employees feel this system fails to reflect their contributions to the organization, undoubtedly, they would lose their faith in the organization (Rong, & Cao, 2015). Managers tend to prioritize employees with whom they are close and give such employees better reviews during performance evaluation processes, so that they can enjoy better prospects of a salary and promotion (Ferris & King, 1991). This is not to say that management necessarily gets involved in the politics of employees, rather their policy and practice of promoting such people may give the wrong signal to employees. In such a case, there is no real evaluation of performance, rather evaluation is based on perceived performance and 'face value;'

thus, employees become motivated to behave politically to attain self-gain (Salam, 2016).

If employees feel that their organization is worthy and it acknowledges their contribution, undoubtedly, they would keep their faith with their respective organizations (Rong, & Cao, 2015). These political behaviors are experienced by members of every organization. There are multiple causes behind displaying political behaviors such as self-interest above others and one's organization; desire to get promoted and the presence of bias towards salary and promotion decisions in organizations (Bodla & Danish, 2009).

2.1.1 Perception of Politics and Dual Outcomes

Political climate is universal; it effects individuals in ways ranging from exceptionally favorable to extraordinarily venomous (Hochwarter, Kolodinsky, et al., 2006). The dual consequences of perceived organizational politics, i.e. both positive and negative, have not been well captured in extant literature (Fedor, Maslyn, Farmer, & Bettenhausen, 2008). Politically charged environments can be viewed as an opportunity or a threat by employees depending on their level of understanding (Ferris, et al, 2002). This understanding can reduce the uncertainty and threat of organizational policies. Although, organizations that are endemic with negative politics create an uncomfortable environment for people to work in, which is not good for promoting positive work-related behaviors (Poon, 2002). Once employees are confronted with favoritism or if they feel unfair rewards and promotions are proliferating in the organization, their levels of POP increase (Karatepe, 2013).

Undoubtedly, politics is a common phenomenon of every organization (Vigoda & Cohen, 2002). It has mixed work outcomes; it can be harmful for singled out targeted employees as well as for the organization itself (Byrne, 2005). Politics is there with both detrimental as well as advantageous outcomes for individuals, teams, and even organizations. Organizational politics is an exercise of power (Thanos, Dimitratos, & Sapouna, 2016; Ferris & Treadway, 2012; Gotsis & Kortezi, 2010).

At one side, it is a potential threat to the productivity of organizations with poisonous effects on the attitudes of employees (Drory & Romm, 1990). On the other hand, it can be an important and constructive part of organizational life (Provis, 2006). In recent years, perception of politics emerged as a crucial topic in organizational behavior literature for its functional aspects that enable managers to get things done through creating a political environment.

Both management and subordinates identify ways to either mask POP's use for some desirable outcome and strategic decision-making processes or avoid it when unfavorable outcomes arise (e.g., Elbanna, Thanos & Papadakis, 2014; Papadakis, Thanos, & Barwise, 2010). Thus, we assume politics have a multifaceted relationship with outcomes and consequences and every employee responds differently. Overall, this variability of POP in relation to positive and negative outcomes has created an important question. There is a need to investigate the inconsistent nature of these findings. The current research project is an attempt to address the ambiguities in existing literature on POP within a Pakistani context. Specifically, we hope to address some of the understudied positive impacts of POP (along with the negative impacts). The present study has utilized empirical testing measures in relation to variables of interest indicated by previous literature.

To sum, the aim of this study is twofold: the development and testing of the dual effects of POP - career success, creativity and contextual performance versus incivility, moral disengagement and aggression - on outcomes. This ideology can be supported with the perspective of attribution theory, as in a politically charged work environment - whether it is generating positive outcomes by this politics or escalating negative behavioral tendencies - depends largely on employee attitudes and behaviors shaped by his/her attribution.

2.2 Perception of Politics on Positive Outcomes

Politics in organizations is the subjective evaluation of degree of self-serving behavior of organization members in the working environment (Ferris et al. 2000).

It is often seen as face saving and is at times harmful, but to move forward organizations often need considerable political activity (Kanter, 1983; Katz & Kahn, 1978). Judge and Bretz (1994) and Bashir et al (2011) proposed that POP can be a tool for career progress, simultaneously if perceived extremely negatively, it might encourage individuals to leave the organization (Vigoda, 2000).

Generally, however, politics has positive effects; thus, the ideal is not to eliminate politics but to democratize and civilize power relationships. It is important to realize that the constructive or adverse outcomes of politics depend on the appropriateness of its intended use (Davis & Gardner, 2004).

Why there is need to legitimize and civilize politics in organization is really important to discuss. As more than five decades have already been invested to identify that politics is a reality having detrimental effects, around more than two decades in discussion of its possible positive outcomes as well. Now its critical to accept politics as reality with dual outcomes and shape its characteristics. Need to be more ethical and logical in its use, try to have positive perceptions of politics. As a matter of fact, you are answerable for your actions yourself, thus how you shape your attitudes and behaviors and how you perceive politics is a matter of your choice nothing more than that.

2.2.1 Perception of Politics on Career Success

Mostly individuals put their own interests above those of their colleagues and their organization (Gandz & Murray, 1980). Each employee interprets political behavior differently depending on the context of the organization in which he is working. Hence, policies and practices are perceived differently by individuals for the positivity or negativity of the outcomes of their activities (Fedor et al, 2008). The positive outcomes appear for employees in the form of career advancement, success, accomplishment of personal goals and getting the job done and so on (Kumar & Ghadially, 1989) depending on the positive perceptions and strategic use of politics by beneficiaries.

Perceived organizational politics is employees' perception and estimate of the activities to maximize self-benefit of individuals, groups, and organizations. Individuals utilize politics as a tool for competition. Therefore, they become able to obtain power over their competitors and increase their benefits through politics (Kaya, Aydin, & Ayhan, 2016). In fact, they prefer to stay on while feeling the organizational politics (Harris, Harris & Harvey, 2007). The organizations' culture and internal control systems have such a profound influence on middle managers and executives, that they willingly violate ethical and legal standards in the name of career success (Callanan, 2003). Buchanan (2008) anticipated that supportive attitudes towards politics by employees bring advancement in their career profiles because management provides benefits to their loyal and sympathetic members in organizations. Additionally, highly educated employees perceived low levels of organizational politics thus perceptions of organizational politics must not be viewed only as an interference activity or a stressor, but also a facilitating motion (Yen, Chen & Yen, 2009).

Politics is as an important component of organizations in Pakistan also and previously it has been reported to have primarily positive perceptions from employees (Bashir et al, 2011). These employees are either beneficiaries or manipulators, as by any means they get their share in financial or non-financial term. While targets or victims of the organizational politics on the other end might have negative perceptions of politics, which might generate negative reactions and outcomes.

Undoubtedly, without politics, survival in organizations is nearly impossible. Thus, it is an attempt to secure and develop individual benefits (Gul & Zaidi, 2012). Hence, this study contributes to the literature of POP by shedding light on dual outcomes that may appear as a barrier for one but as a ladder for others in the same organization. An employee might encounter a politically charged environment when trying to excel in his/her career.

Thus, structural and contextual forces that prompt or constrain employees' career progress determine their attitudes and behaviors. Thus, we would explore how within the context of various organizations employees perceive politics or not. Political environment is perceived as an opportunity to achieve desirable outcomes.

Specifically, in relation to career success, the role of positive perception of politics is undeniable.

Frieder and Hochwarter (2015) also emphasized examining political exposure and its association to career success and upward mobility. The study of positive forms of organizational politics (instead of considering it just a stressor) is highly recommended, thus we believe that positive perceptions of politics may facilitate personal goals attainment and mutual benefit sharing in organizations. Earlier research provides evidence for this claim.

For example, Turban et al (2016) revealed that employees attempt to learn the norms, values, and goals of the organization. Thus, information sharing and advice from coworkers and their attitude towards responsibility helps employees in career advancement. We argue that it is not harmful to engage in political activity and a little "power game" when you are left with few options, specifically when taking actions that move a potentially deserving candidate upwards in career profile.

If this argument is correct, then perceived politics would be a reliable predictor of career success, or behavior intended to facilitate career growth. Although the possibility exists that negative attitudes toward politics could hinder the ability to establish and maintain positive interpersonal relationships, work-related successes, and favorable reputations (Duffy, Ganster & Pagon, 2002). Hence, gaining power and influencing others by using gained power in various contexts means creating organizational politics (Tuhaih & Fleet, 2011)

The extant literature on career success includes subjective and objective measures of success. Subjective career success characterized as an individual's evaluations of and affective responses to his/her career outcomes involves multiple meanings (Ng & Feldman, 2014). Moreover, subjective success is best understood as a social construction that links personal values, individual choices, and expectations with structural and contextual forces (Dries, Pepermans & Carlier, 2008). By contrast, objective success refers to an external view, such as number of promotions or advancements in one's occupation or profession (Nabi, 2001). Furthermore, objective success can also be discussed in terms of occupational prestige and financial

attainment (Hogan et al, 2013). The present research is going to examine subjective career success only, as there is huge difference in pay structure of different universities.

Subjective career success can be assessed by perceived career success, job satisfaction, and external marketability where external marketability refers to an individual's perceived value for other organizations or departments. Whereas objective career success can be measured in terms of salaries and leadership position (Spurk, Keller & Hirschi, 2015). How then can we tag someone as successful in a career? Their job designation or level of income? Or their level of prestige? Most commonly, success is viewed by personality strengths, intellectual capabilities as well as educational achievement.

Organizational dynamics might be an important factor in employees' career success across time, as different practices and employees' positive and negative attitudes, may also play an important role in the achievement of career success. The literature on careers overemphasizes personal intervention at the expense of the structural and contextual forces that influence an individual's career (Dries, 2011). Moreover, for some individuals getting a good job means to be successful while for others it might not. Career success from time to time depends on factors which might be outside the control of employees.

The political structure of organizations strongly influences career progress of employees in organizations. Additionally, reward systems have also been criticized by many. Sometimes highly qualified individuals do not find work but people with minimal expertise secure higher positions (Baruch & Hall, 2004). Latham and Mann (2006) termed performance appraisal systems as imperfect and subject to non-performance related influences as reward structures indicate personal politics, where all the stakeholders try to enhance or protect their self-interests.

Nevertheless, it is obvious that individuals who have more access to information and resources have superior career success (Seibert, Kraimer & Liden, 2001). While stressors keep employees away from achieving their personal goals and development, such as organizational politics, red tape, and job uncertainty (Lepine, Podsakoff, & Leiine, 2005). The academics career success can also be studied

as intrinsic/ subjective and extrinsic/objective dimensions (Santos 2016). The subjective career success dimensions included contribution to the human and professional development of individuals and to the development of society, along with knowledge acquisition, continuous learning, creativity and innovation on part of the organizations.

Specifically, in academic context, integrative lifestyle (i.e. achieving a work-life balance), independence and autonomy are a most desirable form of career success. By comparison, objective career success included professional prestige/reputation and advancement on the academic career ladder. In addition, job security and good interpersonal relations are highly desirable. Politics is perceived positively by academics because of their cooperation, understanding level and growth prospect rises. It simplifies scholarly challenges and compliments behavior designed to strengthen cooperation among all the stakeholders.

We assume that positive perceptions of politics predict positive outcomes (i.e. career success) because employees with high POP believe that they are there to continuously compete for scarce resources such as power, relationships or key positions within the organization (Ferris et al., 1989). It has also been observed that mostly professionally trained high-caliber employees fail to achieve career success because they did not have specific means through which they could demonstrate their competencies to accomplish career goals (Yang & Lau 2015).

Moreover, researchers found women encountering more barriers in career success due to their huge family responsibilities e.g. childcare, priority given to the husbands' career or other family issues (Afiouni & Karam, 2014). Thus, all these aspects need detailed study. Career success might be greater when individuals are sponsored by other individuals in organizations. The integrated aspects of the contest and sponsored mobility models theorize that personality characteristics influence whether a person develops relationships with others which afterwards facilitate their career success (Turban et al, 2016).

In highly political organizations reward structures and resource distribution are viewed as ambiguous, uncertain, and based on criteria other than individuals' performance and merit (Hall, Hochwarter, Ferris & Bowen, 2004). Callanan (2003)

discussed self-serving decisions made by employees for career progress. The positive relationship between politics and positive outcomes can also be explained with attribution theory (AT). According to AT, employees who use situational cues when organizational factors facilitate them in a positive manner, get desirable outcomes in the form of career success.

Politically charged work environment does not necessary result in reduced positive outcomes; instead how one perceives or attributes politically charged work environment determines outcomes. Thus, based on extant literature we can predict that perception of politics leads to career success. Higher the level of POP, higher will be progress in career success.

HI: The higher is the level of perceived politics in organization, the higher is the level of career success.

2.2.2 Perception of Politics on Employee Creativity

Now what is employee creativity? How does perception of politics affect creativity? Some explanation is required for understanding of this ideology. Creativity or creative ideas and behaviors come with the employee (Bammens, Notelaers, Van & Gils, 2013) and employees are considered an asset by recent organizations. Runco (2014) suggested that the word creativity or creative point specifically to "creative accomplishment," "creative potential," "creative product," and so on. Creativity focuses on the generation of innovative and useful ideas (Shalley, 2008); hence, creativity can be considered an important form of innovative behavior.

Creative ideas can be treated as products of original and creative thinking (Runco, 2004). George and Zhou (2001) defined creativity as the generation of new and beneficial ideas or concepts regarding products/services, process and problem-solving activities. The concept of innovative work behavior is similar to creativity (Janssen, 2000). Employee creativity is an attractive option, but risky compared to habitual behavior, in a general work environment. Furthermore, creativity is an option rather than an expectation (Zhou & Shipton, 2016). Being creative goes together with risk rooted in the uncertainty.

But, risk provides motivation and complex information, both of which are necessary in creative processes (Zhang at el, 2016). Although every individual wants to be creative, this desire cannot predict creativity if one observes no opportunities in which to be creative in the work context. The intention to be creative would be ensured when there are more opportunities and fewer hurdles for creativity in the work environment. Furthermore, creativity can be represented as essential for breakthroughs in research and development (R&D) teams as well as incremental in a general work environment (Mumford & Gustafson, 1988).

Creativity does not always mean introduction of new and useful ideas. It also means how existing ideas can be implemented for more creative ideas. The improvement of procedures, might bring beneficial outcomes for individuals and organizations as well. Proudfoot, Kay and Koval (2015) proposed that thinking differently or outside of the box is what we call creativity i.e., a divergent way of responding to the world. This creative thinking tends to be associated with independence and self-direction. Perceived organization politics (POP) entails an individual's subjective understanding about the extent to which the organizational environment is political (Ferris, Harrell-Cook & Dulebohn, 2000). A major predictor of employee creativity is organizational policy or facilitating environment (e.g., Tesluk, Farr, & Klein, 1997). Employee creativity helps organizations to adapt to changing environments and respond to growth (Montag, Maertz & Baer, 2012). The management of an organization can encourage employees and provide resources to improve creativity (Shalley, 2008).

Ferris et. al. (2002) argued for politics as a process for creating shared meaning. They elaborated that political behaviors can also be egocentric and conceited, and yet they can also serve to reduce uncertainty, compensate for gaps in the hierarchy of authority, and organize resources for organizational success. Here it is being assumed that the way employees attribute organizational environments ultimately shapes their perceptions of politics. For example, some behaviors that may be considered as political in one situation, may be perceived and appreciated as effective management in other circumstances.

Fleming, Mingo and Chen (2007) suggested that occurrence of creative break-throughs is entirely an inter organizational work setting phenomenon. The inventors or scientists with more cohesive and collaborative social network generally acquire greater fame and credit. The management's role is desirable in this context because behind the creativity the expertise is widely distributed; cohesiveness could strengthen creativity. While another school of thought asserts that highly a political environment which facilitates, permits or even encourages, exploitative behavior would respond in the form of reduced creativity (Naseer et al, 2016).

Thus, inevitable contradiction exists between the scarcity of resources and the variety of benefits which heightens intrigue and calculation. Perception of organizational politics based on self-interest of individuals in the organization, has great impact on the attitude and behavior of employees (Rong, & Cao, 2015). The study of POP and its positive effect on employee creativity has been surprisingly neglected, although research exists linking POP to hindering of creativity at work (Abbas & Raja 2014). Research on POP's possibility as a helping mechanism is rather sparse, and the relationship with creativity has not been firmly established.

The theoretical and empirical literature on POP indicates both, a helping as well as hindering mechanism, depending upon the context. The extant literature on POP lacks a positive perspective specifically in academia through which it is related to positive outcomes including creativity. Thus, we predict that POP can positively affect creativity because for acquisition of resources political behavior can be helpful. Furthermore, politics is a highly desirable state that most academics want to use to get access to scarce resources. Thus, we assume that keeping in view fundamental elements of attribution theory e.g., causality, controllability and stability, when employees evaluate others' POP, they attribute it as an external phenomenon beyond personal contribution with influence of uncontrollable and unstable environment. Simultaneously, they evaluate themselves as internally motivated to get some advantage by having some control over situation and by making outcomes and situations more predictable. Thus, they take advantage, acquire necessary resources which can potentially contribute for creative output and go for more self- serving attitude.

H2: Higher is the level of perceived politics, the higher is the level of employee creativity.

2.2.3   Perception of Politics on Contextual Performance

In the domain of performance, extant literature indicates that the relationship between POP and employee performance is vague. Vigoda (2000) found that employees' performance negatively correlated with perception of organizational politics, yet this relationship was empirically weak. Miller et al (2008) found no relationship, while Chang, Rosen and Levy (2009) emphasized the negative relationship of POP with performance. How can employees' perception of politics positively affect contextual performance of organizations? We proceed with the assumption that positive POP is positively related to contextual performance of universities. When there is fairness in organizations, pay and promotions are merit based, and employees are promoting collaboration, POP generates job dedication and facilitation among employees.

Thus, not only work progress improves but also coworkers' enabling attitude expands. The threats on the other hand, in relation to perception of politics, are not all alike and even the reactions by individuals vary across the range of threat conditions (Kapoutsis et al, 2011). POP acts as an unauthorized activity, originated to secure outcomes not possible via authorized organizational means (Rosen & Levy, 2013). POP is connected with self-serving decisions; for example, the powerful alliances created for desirable outcomes and broad acquaintances to high profile associates (Chang et al, 2009).

The commencement of actions and strategies in this context can be logically regarded as either critical or chronic (Hochwarter, Laird & Brouer, 2008). But the need to emphasize contextual performance in relation to POP arises from the fact that its role has been ignored in the extant literature. Although literature has emphasized the need to create and flourish healthy politics in organizations, the challenging task is with many difficulties e.g., weakness of will or communal problems like mistrust and suspicion. Thus, the examples of organizational politics that

do not seem in their very description to carry overtones of moral condemnation or approbation may be useful (Provis, 2006). Organizations have been recognized by both scholars and practitioners as political fields stressed with both threats and opportunities (Ferris & Hochwarter, 2011). Therefore, eradicating politics from organizations is both questionable and unjustifiable given its confirmed positive attributes and generally acknowledged supremacy (Hochwarter, Kacmar, Perrew, & Johnson, 2003). The responsibility also goes on management to play its role to create a healthy environment in the organization to facilitate employees as well as enhance work settings.

There are a variety of opinions in extant literature regarding this relation, for example Witt et al (2002) found POP negatively related to both dimensions of contextual performance. While Jam at el (2011) found that POP did not negatively affect contextual performance. Thus, studying this phenomenon in detail is important. Basically, there are two dimensions of contextual performance: 1) interpersonal facilitation i.e., interpersonally oriented behaviors that contribute to goal accomplishment of employees and 2) job dedication i.e., hub of self-directed behaviors e.g., following rules, working hard, and taking initiative to solve a problem at work (Aryee, Sun, Chen, & Debrah, 2008).

Contextual performance involves specific non-job behaviors in organizations by shaping the social and psychological contexts (Kessler & Lulfesmann, 2006). Borman and Motowidlo (1997) discussed in detail that contextual performance includes volunteering for activities beyond a person's formal job requirements, persistence of enthusiasm and application when needed to complete important task requirements, assisting others, following rules and procedures, even when it is inconvenient and openly defending organization objectives.

Other examples of improved contextual performance are demonstrating extra effort, following organizational rules and policies, helping others, or alerting them about work-related problems (Motowidlo & Schmit, 1999). Furthermore, this discretionary behavior is not enforced and nor part of the formal role in terms of the person's contract with the organization, but these contextual performance behaviors also facilitate specific job duties (Hamidizadeh, Baramond & Latifi, 2012). In

some cases, securing individual benefits may in turn benefit everyone (Vigoda & Talmud 2010).

Organizational politics might foster friendships among employees who are closer to each other (Yen, Chen & Yen 2009). While, Rodell and Judge (2009) found that in politically charged work settings, employees may try to cope with the situation by avoiding or exiting, thus resulting in increased nonproductive, non-supportive and withdrawal behaviors. Frieder and Hochwarter (2015) found that beyond reality, some individuals actively create their own realities, and as a result, are less negatively affected by political contexts. They proposed that moderate levels of political behavior are beneficial, whereas either extremely high or low levels of politics may trigger antagonistic outcomes.

It is being suggested that, that organizational politics should not be eradicated entirely from organizations. This change in attitude can begin the process of channeling these "non-sanctioned" political behaviors in directions that support team and organizational goals. Bedi and Schat (2013) found a negative relation between POP and performance. But organizational politics is also known as a modifying tool to the results of a specific situation to someone's benefit, such as influencing decision-making processes.

Thus, POP can prevent or promote individual benefits. While this process sometimes takes place at an individual level, it facilitates cooperation among groups of individuals in order to increase collective benefits (Ferris & Kacmar, 1992). Thus, POP can be advantageous; as individuals involve themselves in politics in attempts to achieve personal as well as organizational goals for both self-serving and benevolent motives. Such purposive behaviors create a context within which employees and managers operate to attain their goals.

Therefore, politics in organizations must be studied from both a micro- and a macro-perspective (Ferris & Treadway, 2012). The majority of employees manage to get favorable outcomes as political behavior represents deliberate acts from a broad range. These may include influence, tactics, and promoting helping behavior to manage, maintain or modify the shared meanings of organizational conditions

so as to produce desired outcomes that would otherwise be unfeasible (Kapoutsis, 2016).

A context specific view indicates politics as an important component of organizations. Bashir et al (2011) have suggested that employees usually have a positive POP, as they view politics as an opportunity and a way for advancement without exerting extra effort. Thus, it is possible that in a Pakistani context, politics is perceived as legitimate; a dual-purpose phenomenon where positivity and negativity go hand in hand.

There are some suggestions in the literature as to how a mutually supportive culture can be promoted instead of aggressive and devastating competitiveness (Solomon, 1992). Employees in their respective organizations can use politics as a tool for success (Bashir at el, 2011). There is, thus, a notion of positive politics, as political behavior is a normal and necessary part of organizational life. Thus, we can conclude that understanding political contexts and its relation with positive outcomes is primarily important to everyone for these reasons. Thus, on the basis of these clues given in extant literature we can claim that if positive perception of politics prevails in organizations it can affect context of organizations positively. Attribution theory also hinted that when individuals are gaining benefits from management and organization, they choose internal attribution, assuming more controllability and stability in situation and working environment. Thus, output becomes obvious in form of positive attitudes and behaviors. Consequently, employee continue as successful in given organizational setup and ultimately contributing in improved contextual performance as well as enhancing public image of organization and vice versa.

H3: The higher is the level of perceived politics, the higher is the level of contextual performance.

2.3 Social Networks as Mediator between POP and Positive Outcomes

Social network is proposed mediator for perception of politics and its positive stream of outcomes. How effectively it mediates the relationship with outcomes has strong sport from literature.

2.3.1 Mediatory Mechanism of Social Networks for Perception of politics and Career Success

We found limited literature in which indirect relationships between POP and outcome variables had been tested. Most of the literature on POP shows direct relationships between POP and outcome variables, thus empirical testing of mediator or moderator relationships is needed. Previously, Hochwarter et al. (2003) studied perceived organizational support and found that it was a good mediator between perceptions of organizational politics and a set of job outcomes, including job performance.

How are social networks identified as possible outcomes of perception of politics? Extant literature provides evidence for this relation. For example, employees in politically charged environments might feel that their organization permits and supports employees who are a part of powerful coalitions (Naseer at el, 2016). Thus, employees in organizations establish accumulated social ties to use as a shield against the oppression or authority of power players in organizational politics (Vigoda & Talmud 2010).

Furthermore, employees' perception of politics contributes to coalition building, compromises and tradeoffs within organizations (Kacmar et al, 1999). The size of these networks and level of cooperation vary from organization to organization. Furthermore, employees' political perceptions produce informal influence, association or networking with influential individuals for success; for example, political behavior might indicate an attitude that "if you stab my back I will stab yours" for achievements (Buchanan, 2008) or vice versa.

In previous research, three facets of POP have been identified: general political behavior, go along to get ahead, and pay and promotion (Kacmar & Ferris, 1991; Kacmar & Carlson, 1997). This construct also anticipated that employees cannot survive in a vacuum; they benefit from each other. Those who benefit from cooperation promote social networking in organizations. We believe it is possible that interactions focused on problem-solving among network members facilitate delivering positivity and ensure career success, creativity, and enhanced contextual performance in organizations.

Both the management and the employees are engaged in politics and social networking in order to establish strong alliances so that pressure can be managed reasonably for desirable outcomes and smooth functioning can be ensured. Positive interactions that occur due to the perception of organizational politics and social networks allow for promising positive outcomes. Social networks can be expressed in terms of network degree and network transitivity where the former expresses the number of social ties of a network while the latter refers to the likelihood that two people connect with each other (Fowler, Dawes & Christakis, 2009).

In a social network, individuals are called nodes, and the connections between those are called ties (Downes, 2005). Moreover, much of the information that individuals follow at work is generated by both formal and informal social interactions, where knowledge is either shared or hoarded (Ferris & Hochwarter, 2011). Now, how do these networks generate positive outcome as well as act as a mediator between perception of politics and outcomes worth knowing? It is important to note that intra organizational informal and sophisticated relations lead to long-term mutual benefits, obligations, reciprocity and exchange.

A good relationship with coworkers fosters one's feeling of being valued and trusted, smooths over working problems and ensures a positive work outcome (Cheung et al, 2009). Furthermore, the relationship between boss and employees cultivates better communication, mutual trust and favorable managerial decisions. Social networks are a useful means of achieving intended goals. In social networks, both incoming and outgoing connections among individuals are fruitful (Ahimbisibwe,

Ronald & Wilson, 2015). In addition, widening is always appreciated in organizations because it permits employees with social resources the opportunity to raise their share when hazard cues are limited (Wagner & Ingersoll, 2008). The network generation theory also emphasized that network development is appropriate and always appreciated at an organizational level (Nebus, 2006). The theory suggests that individuals must build and retain a supportive network in every organization for information sharing, professional collaboration and projected achievements. Furthermore, this social networking behavior leads to career success (Taormina & Gao, 2010).

These social networks encourage employees to learn the art of communication e.g., respect for seniority and balanced harmony and foster family-like relations and also inspire each other to facilitate one's own and others' career development (Yang & Lau, 2015). Furthermore, to strengthen close peer-to-peer relationships, to breed mutual affection and secure long-term tradeoff, coworker networks are always nurtured by common social occasions such as intra organizational sports events, team gatherings, professional trips and birthday celebrations.

Thus, it can be concluded that social networks ensure desirable execution and progress where improved social networking in organizations foster career success (Spurk, Keller & Hirschi, 2015; Cooke & Arzymanow, 2003). Furthermore, a positive mediatory mechanism is suggested between perception of politics and outcome variable. As organizational politics dominate employees' life, where employees build strong bonding for information sharing, strong mutual ties with top management and coworkers helps in career promotions and stormy times as well. Workplace networking sustains over time through continuous mutual support and viable exchanges of favors which ultimately strengthens employees' opportunities of career advancement (Yang & Lau, 2015). Hong and Zhao, (2015) measured career success as an outcome of social networks in term of scientists' performance by using multiple indexes, including recognitions from academic papers published in impact factor journals, governmental awards, and so on. However, some negativity was also found associated with social networks at higher levels of organizations.

For example, Ng and Feldman (2014) discovered that certain factors undermine individual career success. Negative work experiences might have a greater impact on individuals' attitudes and perceptions than positive work experiences. Thus, assessments of subjective career success may be influenced by both positive and negative work exposures.

Besides that, the role played by social networking as an aiding factor in research domain and, consequently, in academics' career success must not be denied (Santos, 2016). Individuals have strong sense of moral obligation toward those who are closer and weaker compared to those who are psychologically distant (Tepper, Moss & Duffy, 2011). Individuals who are familiar to each other share a sense of community e.g., they share resources and other forms of aid. Nowadays, academics' careers are linked to research work (e.g. publications, number of citations, prizes, and research grants), which result in their reputation in education industry.

All instructors follow certain behaviors, rules, and social norms in their respective organizations. They maintain strong social networks, which facilitates them in meeting desired standards and in accessing prestige. Hence, social networks strengthen the possibility of positive outcomes. For example, academics who conform with research standards established by their peers get papers published at international/impact factor journals more frequently. Hereafter, career success may largely depend on an academic's ability to utilize (national/international) social networks and accept peer group rules (Santos 2016). These workplace relationships in academia are important for their significance with regards to joint work and colleague-ship, along with peer relationships and mentoring associated with career success, such as promotions, research productivity, increased academic reputation and prestige in scholarly community (Kirchmeyer, 2005).

Additionally, through mentoring, academics obtain better career success outcomes, such as more publications and a higher income (Kirchmeyer, 2005). Simultaneously, the power structures in organizations hinder the career opportunities of those who do not belong to the "in-group" (Bozionelos, 2014). We can conclude this discussion by opposing the idea that POP's only function in organizations is

to ruin the positive outcomes. Instead, we believe that it acts as a helping mechanism towards success of colleagues through social networks, thereby reducing the gap between the outcomes that might lead to positive attribution comparatively.

We claim that this is the effective path which empowered employees can pursue in response to negativity associated with POP. It also helps employees, specifically teachers, to overcome personal and social problems in workplace settings. The possible theoretical explanation we are proposing here is that the link between POP and career success is mediated by supportive network mechanisms that would otherwise constrain such behavior. These supportive activities are referred to broadly as social networks (Spurk, Keller & Hirschi, 2015).

We extend current thinking on POP by proposing social networks as the mechanism through which POP leads to positive attitudes. This philosophy will contribute to extant literature of POP by suggesting that POP generates multiple rather than specific outcomes on the basis of social attributions they make. The reason is that POP encourages positive tendencies towards others, like helping coworkers in their tasks, facilitating them, exerting extra effort etc., which disables possibility of doing harm.

Previously, Avadhanam and Chand (2016) found that professional development of teachers absolutely relies on the principle of learning from motivated teachers of their circle specifically those who have realized their educational goals, regardless of the constraints. Thus, peer-driven teacher networks highlight the work of innovative teachers as motivational triggers for the wider teaching community.

Thus, we believe that being beneficiary of the system, employees may feel gratified and blissful, which then translates to cooperation in the form of social networking which fosters further achievements. Attribution theory also provides support to the notion by suggesting about individual tendencies in highly political situations. When others political behaviors are attributed to the external cause and assumed less controllability and stability, ultimately individuals' desire to become more advantageous by using situational cues increases. Hence, the following hypothesis is proposed

H4: Social networks significantly mediates the relationship between employees' perceptions of politics and their level of career success.

2.3.2 Mediatory Role of Social Networks for Perception of Politics and Employee Creativity

How do social networks act as a mediator between perception of politics and employee creativity? Basically, social networks lead to individual creativity (Perry-Smith, 2006). Hon and Lu (2015) supported the notion that the person-context interactions such as personal characteristics and context characteristics interactions are important to understand individual creativity and innovation. Although there is a common perception that political activity holds a continuing reciprocity with its occupied setting.

In every organization work environments become a social marketplace in which employees engage in transactional investments intended to secure favorable returns (Chang, Rosen, & Levy, 2009; Rosen, Levy & Hall, 2006). Creativity is the creation of any valuable and useful product, service, idea, procedure or process by an individual working in a social system (Amabile, 1988). Individual creativity in the workplace could occur when individuals work independently, but extant literature also documents that individuals are more creative when they work together as a team than when they work alone (Anderson et al., 2014; Hon & Chan, 2013).

Anderson et al. (2014) claimed that creativity and innovation are related constructs which should not be discussed separately in order to reveal true organizational phenomenon of massive innovativeness. Research on creativity in business and management is increasing (Andersonet al., 2014). Crossan and Apaydin (2010) suggested three meta determinants of creativity including leadership, managerial controls and business processes. Thus, perception of politics, team-level human capital and diversity among individuals in organization predicts creativity. POP is one of the potential antecedents of generating employee pool for creativity. i.e., network structures are formed by interactions among members with enhanced personal bonding (Han, Han & Brass, 2014). Creativity is also risky in the sense that

it requires individuals to deviate from conventional practices and change, think and act differently, despite the uncertainty associated with innovation and creativity and the potential for failure (Hon & Luii, 2015).

To thrive in institutional contexts, individuals might develop social setup, make high-quality connections with capable others, and maintain some positive standing in the work environment (Dutton & Heaphy, 2003). Bruque, Moyano & Eisenberg (2015) found that with supportive social ties an employee is facilitated inside and, mostly, outside of the workplace. Therefore, in social networks there exist links inside but above all outside of the organization. Social networks have been used as a lens to understand the effect of social context on creativity (Fleming, Mingo & Chen, 2007).

Previously in the network literature, researchers recommended that strong communications with others influence various aspects of the creative process (Woodman, Sawyer & Griffin, 1993). Perry-Smith & Mannucci (2014) added that among networks, weak ties facilitate idea generation, whereas strong ties facilitate elaboration. While structural holes facilitate championing and closure, outside ties facilitate implementation. Morrison (2002) added that close relationships and mutual trust facilitate cooperation and knowledge transfers.

An individual's behavior at work may not depend exclusively on the quality of a dyadic relationship, nor one's professional network within an organization. But also on the broad social framework in which the relationship is established. Employee understanding of creative processes is a way to interpret complex person-situation interactions related to creativity (Santos, 2016). In contemporary research interest has proliferated in how social networks influence individual creativity and has engendered many inconsistencies from both theoretical and empirical points of view (Perry-Smith & Mannucci, 2014).

To clear this phenomenon, they theorize four phases for the process of an idea from conception to completion; namely idea generation, idea elaboration, idea championing, and idea implementation. in each phase-cognitive flexibility, support, influence, and shared vision, required respectively. When the relational and structural elements of individuals' networks match the distinct needs of the phase,

it leads to success. Generally organizational environments are influenced with politics, which are fundamentally chaotic and challenging.

In excessively political environments, available resources, such as empowerment and influence effectiveness (Liu, Ferris, Treadway & Melita, 2006), facilitate the acquisition of other personal assets that are both novel and supportive of one's existing reserve (Wells, Hobfoll & Lavin, 1999). Specific work environments of every organization play a critical role in meeting challenges in relation to creativity e.g., fostering or inhibiting. These circumstances exert psychological pressure on the individual to behave in a prescribed manner (Meyer et al., 2010). Additionally, people tend to be sensitive to uncertainties i.e., apparent riskiness and potential for failure which stuck off creativity (Hon, Bloom & Crant, 2014). Thus, there is need to address these factors at all levels, such as individual, group and organizational levels (Wong, 2016). However, creative idea generation might be facilitated through cooperation or hindered at all levels when not supported by the sharing of new ideas among members. Sometimes employees with weaker creative tendencies are benefited more from their contextual factors, such as external guidance, while gaining great understanding of the creative developments that they were not previously familiar with (Zhou, 2003).

Credit goes to social networks which deliver equally beneficial outcomes for those who do not even contribute much. How employees support each other affects their harmonious passion, which is related to employee creativity (Liu, Chen, & Yao, 2011). Specifically, when higher authorities appreciate subordinates for their new ideas along with strong working relationship ties, employees would be more creative. Burt (2000) reveals that social networks deliver timely information and referrals to others in the network.

Thus, support whether expressed by higher authorities (Tierney & Farmer, 2002) or coworkers (Madjar, Oldham & Pratt, 2002) would be helpful for creativity. With positive POP, employees behave according to their standpoints and benefit. They assess fewer obstacles to creativity because the inappropriate criticisms from colleagues significantly diminished (Baer & Frese, 2003).

Creativity is also an expected behavior depending on the nature of the job (e.g., teaching). Offering personal incentives can be useful to encourage appropriate behavior (Montag, Maertz, & Baer, 2012). Furthermore, in networks people avoid duplicating the work of others in obtaining valuable information (Rizoba, 2006). Tortoriello and Krackhardt (2010) supported the notion that outside ties are closely associated with creativity and innovations because they ensure that the idea circulates and is effectively understood, accepted and used. Zhao and Xiao (2009) added that discussions and collaborations among experts can be helpful in increasing potential pool of candidates which ultimately enhances individual level of outputs. Network connections endorse creation, realization, and diffusion of novel ideas, which leads to outstanding productivity and innovation.

Simultaneously, Howell and Higgins (1990) identified that innovative ideas have a very high risk of rejection. Bozeman and Mangematin (2004) strongly emphasized strong communications. They explained that technical expertise can be obtained from education and training whereas soft skills can be acquired only from social ties. Based on this discussion we hypothesize the following idea that networks act as mediatory mechanism for perception of politics and creativity.

The idea also supported by attribution theory where individuals in case of achievements attribute their outcomes to internal cause, consider themselves in a position of emotionally stable and control mode. Furthermore, assume predictable outcomes, thus become politically active, try to manipulate situations and gain access to the resources by facilitating others in same social networks and vice versa. Thus, we assume

H5: Social networks significantly mediates the relationship between employees' perceptions of politics and their level of creativity.

2.3.3 Mediatory Mechanism of Social Networks for Perception of Politics and Contextual Performance

How do social networks act as a mediatory mechanism for the relationship between perception of politics and contextual performance? Often, it is not adequate to

conform with the formal job requirements, hence the need to go beyond what is formally required is what we call contextual performance (Mshellia, Malachy, Sabo & Abdissamad, 2016). Contextual performance included behavior which supports the organizational, social and psychological environment so that optimal performance is ensured. Contextual performance includes activities that are not formally part of the job description. It ultimately contributes by facilitating task performance. In eastern societies individuals in organizations prioritize relationships first, and assume that reciprocity and mutual benefits will follow e.g., Asian countries China and Pakistan. Forret and Dougherty (2001) revealed that through networks, the rank of position/level increases and cultivates new relationships.

They revealed that the size and composition of social networks have significant effect on their performance. Two mechanisms of information communiqu and resource acquisition were used to explain how network affect scientific performance (Hong & Zhao, 2015). Social networks enable appropriate execution of plans, frequent flow of information regarding progress, calm high stress levels and ensure achievement through timely quality outputs and enhance organization's public image (Ahimbisibwe, Ronald, Wilson, 2015), while inadequate and inefficient social networks lead to failure. Thus, two-way communication among social networks compliment work processes (Morsing & Schultz, 2006).

Pinto (2000) emphasized the need to develop a network of experts from diversifying fields, which can be called upon for assistance when required. Additionally, networks account for information spillover as these networks ensure ideas and information are accessible through proper system to those who need it. Seibert, Kraimer, & Liden (2001) proposed that social networks refer to the pattern of ties linking a defined set of social actors.

These network relationships help and facilitate interpersonal processes embedded in performance (Wei, Han & Hsu, 2010). Individuals with large helpful networks tend to care for their network partners both inside and outside the workplace (Yija, Lahti, Likki & Stein,2012). Fineman (2006) and Luthans (2002) posited that networks enhance employees' ability to develop and maintain social relationships which provide them an opportunity to be more communicative and self-revealing.

Previous studies strongly emphasized the role of social networks in the provision of favorable work outcomes, including performance (Lin, 2010).

Sparrowe, Liden, Wayne and Kraimer (2001) strongly emphasized that social networks lead to favorable organizational outcomes such as performance. Hong and Zhao (2015) elaborated that social networks contributed in two distinct ways. One, by obtaining useful information and knowledge to enhance human capital which directly contributed to publishing and other activities. The other approach was by using contacts at different positions to obtain scarce resources, such as grants and awards, which also indirectly contributed to their research performance. Bruque, Moyano and Eisenberg (2008) revealed that in compact networks, individuals keep each other informed about the problems and the solutions without the fear of being perceived incompetent. Thus, we propose that social networking activates positive attribution associated with perceived politics which improves context of the organization.

We suggest a mediating framework in which POP leads to subsequent facilities for alliances and other members in organization to keep sound grounds for future prospects via social network. We assume that individuals' understanding of power and politics will influence whether this mediating process will hold long term consequence specific to context or not. Furthermore, we propose that the mediating effect of social network will be stronger when positive POP is high in that specific organization either public or private. Based on this discussion related to networks we hypothesize the following statement.

Attribution theory also supports the notion that for more favorable and predictable outcomes individuals normally attribute their own behavior to internal cause, assume high controllability and more stability. Thus, through networks ensure their contribution in overall environment of organization by helping others and promoting interpersonal citizenship behavior, thus become more advantageous. This tendency not only enhance their job dedication but also strengthen their involvement in job facilitation. Based on this discussion related to networks we hypothesize the following statement.

H6: Social networks significantly mediate the relationship between employees' perception of politics and their contextual performance.

2.4 Perception of Politics and Negative Stream of Outcomes

It is a common conception that employees will not have one-sidedly positive outcomes in politically charged work environments (Hochwarteret al., 2003). Such environments are perceived by employees as having less fair processes and more likely to be pursuing own agendas by powerful individuals. It makes employees more doubtful about the intentions and behaviors of coworkers and also forces them to be more cautious to ensure that their interests are not compromised by others (e.g., Bedi & Schat, 2013).

Perception of politics is extensively researched phenomenon because of its ambiguous as well as contradictory findings. Uncertainty is experienced at its peak as employees' face difficulty in deciding which behaviors will be rewarded and which ones will be rejected in organizations (Perrewe, Ferris, Frink & Anthony, 2000). Ethical issues are also associated with organizational politics. Researchers demand further investigations, as behavioral and attitudinal outcomes vary culture to culture.

2.4.1 Perception of Politics on Workplace Incivility

In Pakistani work setting employees are involved in unethical attitudes and behaviors because of negativity received from political influence. Consequently, they involve in interpersonal mistreatment in form of incivility, moral disengagement and premeditated and impulsive workplace aggression. It is important to study how perception of politics leads to negative outcomes, as it is a critical contextual factor for certain harmful behaviors.

Hofstede (1980) proposed that theoretical inferences drawn in one cultural setting cannot be generalized in other work environments by ignoring the culture.

Hochwarter, Ferris, Laird, Treadway and Gallagher (2010) encouraged the consideration of contexts by reasoning that the merits and behaviors of others become evident. Furthermore, the actual requirements for successful contribution, beyond communicated job description expectations, become more apparent.

Previously, in relation to negative outcomes Miller, Rutherford, and Kolodinsky (2008) in their meta-analysis examined perception of politics with job stress, job satisfaction, turnover, and organizational commitment and suggested POP as harmful for both individuals and organizations. Their findings also indicated variation in effects across outcomes and certain settings. Workplace incivility has been an extensively observed phenomenon which silently damages not only people but also organizations (Sguera at el, 2016). It has been acknowledged as low-intensity behavior.

However, low intensity does not mean low impact; low-intensity forms of mistreatment also have a significant impact on employee and organizational outcomes and attitudes (e.g., Hershcovis, 2011). Incivility has an ambiguous relation to harm, as interpreted by the perpetrator, the victim, and by any witnesses (e.g., Andersson & Pearson, 1999). There is, however, increasing interest in understanding antecedents of incivility. Here it is being assumed that complex political environments make it more difficult to determine which response will be appropriate. For instance, going along to get along and complying to a politically connected rival may be rewarded in a politically charged environment, while confronting may be punished and have long-term negative consequences (Rosen at el, 2016).

Excessive work demands might also prompt workplace incivility (Pearson & Porath, 2005). In increased political environments colleagues or superiors might opt to demean, criticize, verbally harass or humiliate competent others who are possible threats to their position in the organization. (Naseer at el, 2016). Generally, politically charged environments facilitate higher incidences of negative behaviors (or perceptions of their occurrence) by those in power and authority.

In turn, higher levels of exposure to harassing and intimidating behaviors might damage employees' emotional resources (Naseer at el, 2016). POP can be viewed

as a self-centered behavior followed by the majority to secure outcomes considered unachievable via authentic organizational means. It is characterized as a substance for conflict, distress, and perceived unfairness, which often reveals negativity (Halbesleben & Wheeler, 2006).

Workplace environments that are perceived to be highly political and non-supportive increase the possibility that employees will perceive certain behaviors from higher authority and coworkers (Naseer at el, 2016). Kapoutsis et al (2011) elaborated that several contextual factors impact employees' behavior at levels much higher than acknowledged. For example, increased workplace politics can foster perceptions of undermining in case of reward allocations, and trigger several apathetic outcomes. Arogundade, Arogundade and Gbabijo (2016) also found that perceived organizational politics depict the presence of high levels of incivility in organizations where there is a significant difference in the report of incivility among private and public employees. They elaborated that respect or civility in an organization fosters a healthy work environment. If employees recognize self-centered behaviors among their colleagues, or when fair policies are not imposed, employees exhibit incivility.

Pearson and Porath (2005) highlighted other reasons, like conflicting demands may increase rudeness and misbehavior of employees. Incivility influences individuals on shorter time cycles (Meier & Gross, 2015). Andersson and Pearson (1999) reported incivility as impolite and disrespectful verbal and non-verbal behaviors endorsed toward another organizational member with ambiguous intent to harm. Workplace incivility being a low intensity deviant behavior has been acknowledged, along with its tendency to associate detrimental conducts, given the broader range of mistreatment (Nazir, Norulkamar Bt & Ahmed 2016).

In politically charged environments, perpetrator's having strong network with powerful others of coalition might have negative outcomes for those who challenge or provoke them. Thus, targets of incivility carefully manage their reactions towards perpetrators, keeping in view broader range of social consequences and organizational implications (Rosen at el 2016). Nazir, Norulkamar, Bt & Ahmed (2016) concluded that incivility has a tendency to implicate detrimental

conducts; given the broader range of mistreatment. Furthermore, with relatively lower magnitude, it has short term effects, but quite contrary is the ongoing situation. Employees must avoid disrupted work settings and hindrances towards attaining organizational goals. Incivility also has a spiral effect, based on its intensifying consequences. But with strong communication among individuals related to explanation of the problematic situation, instead of fostering negative attitudes in organizational politics, encourages employees to spend resources to mitigate the prospect of incivility (Rosen at el 2016).

Pearson and Porath, (2005) also discussed workplace incivility as low-intensity discourteous behavior that intentionally harms the dignity and self-esteem of other individuals by neglecting expectations, mutual respect and norms of the individual and workplace. Ogungbamila (2013) found that perceived negative POP in organizations predicts significant incivility, as general manipulative environment affects employee behavior. The negative side involved loss of credibility, guilt and bad feelings about others and so on (Kumar & Ghadially, 1989). Norms of civility are vital for healthy work environment and also work as buffering mechanism against negativity (Bauerle & Magley, 2010). As incivility involved impolite behaviors and bad-manners e.g., giving offensive remarks, overlooking coworkers and communicating in an arrogant tone (Blau & Andersson, 2005).

Pearson and Porath (2005) promoted the idea that ambiguous environment fostered uncivil behavior among colleagues, and relationships diminish. Mostly, victims' hardly make sense of perpetrator's intents, and are ambiguous about how to react, and doubt what could happen next (Lim et al., 2008). Taylor et al. (2011) assumed that informal alliances predict workplace incivility within the context.

Ogungbamila (2013) discussed that those who were likely going to be instigators of workplace incivility perceived organizational politics negatively. Porath and Pearson (2013) strongly emphasized the severity of the issue, as they found in a study spanning from 1998 to 2011 that around 98% of employees' experience incivility at least once during employment. Hutton (2006) posited incivility as exclusively vague intent and which has nothing to do with violence.

Andersson and Pearson, 1999 considered it an attitude which muddle victims' trust in an organization but also in their coworkers and peers who maintain interactions with them. Uncivil acts damage workplace relations when they are not followed by clarifications or apologies (Lim et al., 2008). Incivility from one individual to another is short-lived; it may not spill over to long times and might vanish immediately.

The accumulation of animosity among employees seems most likely when they frequently contact each other (Meier & Gross, 2015). Organizations with chaotic work environment compel employees to perceive it as mistreatment when their higher authorities use them as tool to get work done (Roscigno, Lopez & Hodson, 2009). Rosen at el (2016) discussed that incivility at work has been on the rise, yielding negative consequences, and their idea has gained considerable attention by researchers.

They discovered that those who experienced incivility initiated incivility toward others at work via reduced self-control later in the day. They elaborated that both situational and personal factors contribute in incivility. For instance, organizational politics has been a strengthening factor in relation to experienced incivility and reduced self-control which in turn prompts incivility. Aquino and Thau's (2009) emphasized effective coping strategies to diminish frequency of possible future mistreatment, otherwise fights easily worsen the situation. Thus, we predict that when few individuals are the regular beneficiaries of every program, and benefits they consider theirs are enjoyed by someone else, they unintentionally behave in a manner that negates norms of the organization on mutual respect.

Employees in organization when feel they are victims of politics, they exhibit negative behavior by giving blame to external environment. By considering situations or happenings uncontrollable and unpredictable they become reactive and express incivility in workplace. Simultaneously, for few of employees the misuse of the power and politics and behaving unethically and uncivilized manner is not that unusual. The way they attribute things favorable or unfavorable determines their level of expression. Thus, we assume:

H7: If higher POP prevails in organization it is significantly related to workplace incivility. The higher is the level of POP the greater is the level of incivility.

2.4.2   Perception of Politics on Moral Disengagement

Can we logically associate perception of politics with employees' tendencies towards moral disengagement? To some extent, yes; although outcomes of perceptions of politics vary from individual to individual. As for one employee, simple exchange of favors may not only be perceived as political but some insidious unethical relationship that may endanger organizational success. For another employee, it could be taken as an ordinary matter and be attributed to 'greasing the wheels' for efficient operation (Meriac & Villanova, 2006).

Bedi and Schat (2013) supported the notion that POP may also act as a resource and generate positive behaviors or might have both negative and positive consequences simultaneously-perhaps for different people or groups. Thus, to effectively investigate POP as a resource and its potential positive outcomes, and identify conditions under which these they may emerge is also desirable. For example, investigate whether those who experience positive consequences of politics do so at the expense of others? What is the cost of that benefits on ethical grounds. It also raises the question on moral grounds - whether such consequences are appropriately defined as "positive" even if they are assessed by beneficiaries of politics? (Bedi & Schat, 2013). If we talk about academia and specifically higher educational institutions, academics receiving increased pressures to build a publication record rapidly. Otherwise they are considered unsuccessful and unproductive academics and there are less chances of promotions (see HEC official website for recommendation of faculty appointments). In order to prove their worth, publications by any means are ensured, teachers prefer to co-author the publications.

Though, sometimes they do not even know how the research was done or what is the construct of the study, but their names appear in the articles anyway (Santos, 2016). There is a flourishing research culture in Pakistan as well where we are observing more or less similar tendencies. Shall we not study this dilemma under the construct of academic moral disengagement in politically charged environments? Occasionally employees exhibit unethical behavior, without apparent guilt or self-censure and they might be differing in their propensity to morally disengage (Bandura, Barbaranelli, Caprara & Pastorelli, 1996).

Fedor and Maslyn (2002) also proposed that in organizations situations may arise when favorable results can be secured only through the use of unsanctioned tactics. In such situations, perceptions of politics hint that illegitimate steps can be commenced to secure desired outcomes. Thus, it strongly supports the assumed relation of POP with moral disengagement. Earlier literature acknowledged POP as a hindrance stressor; it is a contextual demand that obstructs personal growth and goal accomplishment (Lepine, Podsakoff, & Lepine, 2005). Albrecht (2006) reported that individuals who are engaging in or experiencing such forms of organizational political activity consider it positive and might be trying to displace or diffuse responsibility for their behavior or minimize its consequences (Duffy, Scott, Shaw, Tepper & Aquino, 2012). Bandura also explained that people who are high in moral disengagement are able to deactivate their self-regulatory function, and free themselves from cognitive dissonance that arises when behavior violates internal moral standards.

Thus, individuals with moral disengagement behavior do not experience the same guilt as others do. Here it is logical to assume that POP, if assumed negatively, will lead to moral disengagement to employees in organization. Organizational politics refers to unofficially sanctioned and illegitimate behaviors, used by employees to access advantages, resources, and power in one's position with the intention of attaining and maximizing self-interest (Ferris, Russ, & Fandt, 1989). Coady (1991) documented that politics somehow rightly requires its practitioners to violate important moral standards. Madison at el (1980) confirmed that organizational politics leads to manipulative actions.

Regardless of its prospective, Detert, Linda, Klebe, Trevino & Sweitzer (2008) found that moral disengagement explained approximately 4% of the variance in unethical behavior and decision making. POP involves actions which are often intentional and premeditated and involve exploitation and misuse of power to increase self-interests at the expense of others, often compromising organizational goals and norms (Vigoda, 2000). Politically charged environments are characterized by a perception that individuals are rewarded for engaging in manipulation tactics (Ferris & Kacmar, 1992). Bandura (1991, 1996) proposed various dimensions of moral disengagement; e.g., moral justification, euphemistic labeling, and advantageous comparison. Detert, Linda, Klebe, Trevino and Sweitzer (2008) identified few more e.g., moral justification, euphemistic labelling, advantageous comparison, displacement of responsibility, diffusion of responsibility, distortion of consequences, dehumanization, and attribution of blame as important aspects of moral disengagement.

The way how employees involve in detach them and act corruptly. Limited literature is available where antecedents of moral disengagement have been identified. Specifically, the concept of moral disengagement includes moral justification, use of euphemistic language, and advantageous comparison (Bandura, 1996). If we talk about moral justification in relation to POP, political victims may view their wrong behavior appropriate and soon this unethical behavior becomes acceptable and logical for everyone. Powerful individuals may use tactics to manifest the reality which normally would be considered as "making things fair."

Furthermore, in an advantageous comparison, it may appear as unlocked mechanisms through which employees might justifying their behavior as negligible compared with what others have done to gain advantages. Although, Abbas et al (2012) suggested that higher authorities must address potential contributors to perceived organizational politics, e.g., ambiguous policies and procedures, poor communication, and absence of feedback and guidance mechanism to minimize the adverse effects on their employees. Much needed to explore moral disengagement as the outcome of perception of politics.

Thus, on logical grounds it is assumed that negative perception of politics leads to manipulative actions e.g., compels individuals to behave in unethical way and we hypothesize that higher is the level of POP, the higher is the level of moral disengagement. The assumption is also supported by attribution theory, where employees attribute and identify cause of their behavior to the external environment. They prefer to transfer blame in case they found involved in wrong doings. Thus, when they found themselves in a position to take advantage of situation by making short cuts, they go for it by justifying their behavior in all possible ways. Thus, it is hypothesized that:

H8: If high POP prevails in an organization it is significantly and positively related to moral disengagement. The higher is the level of POP the greater is the level of moral disengagement.

2.4.3 Perception of Politics on Workplace Aggression

How is perception of politics related to aggression? Aggression is a presumed behavior directed towards others that is carried out with the intent to harm (Anderson & Bushman 2002). Hershcovis and Barling (2010) thoroughly discussed adverse attitudinal, behavioral and health related outcomes for individuals in organization in their meta-analysis. Generally, aggression is perceived as a mixture of negative acts that are perpetrated against an organization (Neuman & Baron, 2005). Employee aggression is a consequence of negative attitudinal and behavioral experiences. Extant literature also provides some evidence for POP and workplace aggression relation, although limited literature is available in which this association has been studied.

For example, Vigoda (2002) found strong connections between POP and verbal and physical aggression. Bedi and Schat (2013) also suggested that POP may predict aggression, physical threats or assaults. Thus, further investigation is needed before drawing any conclusions about POP and these forms of behaviors. Hershcovis at el (2007) revealed that workplace aggression does not occur in a social vacuum, both relational and contextual factors determine that individuals

will be aggressive or not and against whom they will be reactive. Specifically, in context of organizations there are more chances of verbal aggression, where policies are unfair and self-serving decisions are imposed on subordinates. Crossley (2008) reported that promotion decisions in organization may create a climate that implicitly endorses aggression. Neuman and Baron, (2005) discussed aggression as any behavior initiated by an individual with an intention to harm another individual or the organization itself. Furthermore, perceived provocations and cues also predict workplace aggression (Anderson & Bushman, 2002).

Workplace aggression is an issue with substantial problems faced by almost every organization. But the question that arises is how to reduce employees' tendency towards aggression. Researchers have suggested a few ways. For example, Geurts and Sonnentag (2006) suggested that to mitigate behavioral contradiction among employees' leisure time and the night time is important. It helps in overcoming the connectivity associated with current incident. Scholars have so far tested this phenomenon empirically and theoretically by discussing its predictors and consequences (e.g., Spector & Fox, 2005).

Earlier, cause and effect model was discussed by Martinko et al. (2002), they revealed that either self-destructive or reciprocal aggression can be a consequence of individual and situational factors, contingent on the perception of the perpetrator. Hershcovis el at (2007) also discussed whether aggression is target specific against either the organization itself or a person within the organization, depending on the situation. The second issue focuses on the relative contribution of individual and situational variables in predicting these forms of workplace aggression.

Furthermore, employees occasionally at work may reciprocate with harmful and destructive actions toward members of the organization itself (Penney & Spector, 2005) and even justify their attitude as "tit-for-tat" (Miller et al., 2003). If we discuss academic work environment, verbal aggression is commonly observed among faculty members when they strongly advocate for their view points. Thus, on logical grounds we assume that individuals are aggressive or not aggressive by nature;

frequent workplace experiences bring mood swings even in well-educated personnel. They start exhibiting inconsistent attitudes (i.e., from normal to abnormal, polite to harsh).

Specifically, when they experience negative POP, they drop their commitment with the organization and behave aggressively. We can also support negativity associated with POP and its negative outcomes with the perspective of attribution theory as the negative attribution of organizational factors or situational cues might lead the stakeholders towards behavioral dilemmas. Specifically, when employees perceive or attribute organizations highly negatively e.g., where decisions are taken on a political basis and where power and authority are restricted to a few individuals, POP ultimately diminishes employees' feelings of morally and ethically responsible attitudes and behaviors.

In addition, it encourages employees to behave in a harmful manner. Even when they attribute themselves to be strong enough and capable of changing their circumstances to adapt to the norms of the organizations, POP results in a negative reactive behavior. Bedi and Schat (2013) also found politically charged organizations to be furnished with backstabbing, favoritism, and uncertainty, which required employees to protect themselves from these behaviors with care. Although employees might feel less equipped to manage their work demands.

Thus, we hypothesized that employees express their aggression at workplace occasionally. They don't even sometimes accept responsibility for that, as they simply attribute their behavior to some external cause. They might also consider individuals or situations or behaviors continuously changing or less favorable rather irritating and react badly. Furthermore, by making things worse they create hostile work environment which might cause harm for others.

H9: If POP prevails in organizations it is significantly related to workplace aggression. The higher is the level of POP the greater is the level of workplace aggression.

2.5 Social Undermining as a Mediator for Perception of Politics and Negative Outcomes

Social undermining is a proposed mediator for the relationship of POP with negative outcomes. Extant literature on POP provides evidence of the emergence of social undermining as an outcome of POP, which further leads to ethical issues. For career progress, employees might use certain tactics that create a hostile environment and promote negativity (Crossley, 2008).

They might prefer hindering actions, such as game playing, communication barriers, enhancing minor issues to win major goals and keeping dirt files to blackmail others for desirable outcomes (Buchanan, 2008). This is a commonly observed phenomenon of every organization and we will study this mechanism under the concept of social undermining. Furthermore, we will discuss how it strengthens the possibility of negative outcomes.

2.5.1 Mediatory Mechanism of Social Undermining for the Relation of Perception of Politics with Workplace Incivility

In a Pakistani context, little empirical research documents interpersonal mistreatment in form of incivility. We predict that incivility is a reaction to social undermining, when employees are intentionally undermined based on power and politics. Furthermore, the existence of poor management and coworker relationships leads to compromises on one's standards and expectations.

Generally, in competitive environments, employees intentionally throw colleagues "under the bus" to survive the yearly "rank and yank" (Lee at el, 2016). Such social undermining behavior is common e.g. gossiping, ignoring, intentionally delaying others' work, indicating lack of respect and consideration (Miller, 2001). Furthermore, much observed behaviors in form of disregard for others, including giving abrupt responses and making bad faces, giving silent treatment, have been

shown to occur more frequently than physical violence (e.g., see Baron, Neuman & Geddes, 1999).

Specifically, in organizational settings, employees may perceive their higher authorities or peers as unfairly depriving or interfering in their work tasks or responsibilities. In turn, employees who experience such felt harassment and victimization might suffer from high levels of emotional loss (Naseer at el, 2016) and might be reactive. Incivility refers to deceptive, hurtful, damaging persistent intentional behaviors or actions to degrade other individuals at workplace e.g., by saying insulting things about the targeted employee, demeaning and abusing others and so on.

Cortina (2008) described incivility as an insidious, behavioral manifestation of modern covert sexism and racism. Incivility has already been identified and studied in organizations such as universities (Silverschanz, Cortina, Konik & Magley, 2008), law enforcement organizations (Cortina, Lonsway, & Magley, 2004), federal courts (Cortina, Magley, Williams & Langhout, 2001), engineering companies (Einarsen & Raknes,1997) and so on. Social undermining behaviors are commonly observed in the form of gossiping and backbiting, and their negative effects might not be immediately obvious (Duffy, Scott, Shaw, Tepper & Aquino, 2012).

It is rational to predict that individuals who perceive social undermining being the target of those holding power and authority will react in an unethical way. We suggest that teachers' perceived politics in organizations shapes their attribution, which activates their negative feelings and behaviors. Consequences associated with undermining are often not immediately obvious as it is a low-intensity subtle behavior (Duffy, Scott, Shaw, Tepper & Aquino, 2012).

Now it has become vital to ascertain ways to curtail undermining (Christian & Ellis, 2014). However, without identifying the root cause of this behavior it is nearly impossible to curtail. We propose a mediating mechanism in which negative perception of politics leads to potentially uncivil behaviors through social undermining. The negative effects of undermining are cumulative and often grow poisonous over time (Duffy, Ganster & Pagon, 2002). The misuse of power and authority encourage the individuals holding power, to create environment for self-

interest even at the expense of compromising others' benefits. In return victims respond in a hostile manner, thus higher is the level of undermining, higher will be the level of workplace incivility.

Observed uncivil behaviors, such as ignoring co-workers, are difficult to recognize and designate as unacceptable behaviors, and this makes enforcement of specific organizational policies difficult. Furthermore, individuals mask routine daily acts of incivility by fabricating and maintaining an unbiased image. Employees hold incivility in such an ambiguous and stealthy manner that it is hard to identify, manage, and prevent. Duffy, Ganster & Pagon, (2002) proposed social undermining as a damaging negative behavior which strengthens the possibility of incivility. Contina, Magley, Williams and Langout (2001) found that most powerful employees in different organizations instigate uncivil acts.

Cortina (2008) emphasized that organizational procedures, policies, and practices must be defined and the norms of civility highlighted so that justifiable actions and respect toward employees could be ensured. Incivility is pervasive and rising in organizations; the experience of incivility by employees has doubled over the past two decades (Porath & Pearson, 2013). Employees' predispositions to engage in workplace incivility can be assessed even at hiring through conduct of personal screening (Porath & Pearson, 2013).

Although, in organizational settings, often strong social and institutional pressures inhibit employees from undermining others, even if they are strongly motivated to do so (Duffy et al 2012). Still highly perceived political environments are characterized by favoritism and lack of information sharing (Chang, Rosen & Levy, 2009). Sguera et al. (2016) suggested a "zero tolerance" policy to be implemented to prevent such behaviors that violate norms of personal dignity and civility (Pearson & Porath, 2005).

The findings of this research will determine the existence of ethical and moral issues encountered by academics in the workplace. Negative workplace relationships indicate the dark side of POP, which might bring negativity in employees' behavior which is strengthened through social undermining. Thus, on the basis of clue

given in existing literature we assume that social undermining provides perfect explanatory mechanism for POP and workplace incivility.

Attribution theory also supports the notion that incase of unfavorable situations employees attribute to external cause, they try to save themselves by giving blame to others for their behaviors. While evaluating others' behavior they rely on internal attribution that others in organizations including management and coworkers intentionally targeting them and behaving badly. Thus, as a result of that they start expressing their frustration and negativity in a discourteous, impolite and rude way.

H10: Social undermining significantly mediates the relationship between employees' POP and workplace incivility.

2.5.2 Mediatory Role of Social Undermining for Perception of Politics and Moral Disengagement Relationship

How does social undermining provide mediatory mechanism for the relationship of perception of politics with moral disengagement? It is easy to identify what occurs in any organization, how employees perform their central tasks and how they react to their external environment is determined by interpersonal relationships (Duffy at el, 2002). The activation of social undermining mechanism eliminates resistance to harmful behaviors and can encourage self-approval for antisocial conduct e.g., moral disengagement.

Earlier researchers also have revealed that moral disengagement closely related to unethical decision-making and behavior (Christian & Ellis, 2014; Detert, Linda, Klebe Trevino & Sweitzer, 2008). Social undermining is a damaging negative behavior which reinforces the possibility of more intense reactions, as it has strong relationships with negative attitudes and behaviors (Duffy, Ganster, Shaw, Johnson & Pagon, 2006).

Furthermore, when individuals view their behavior as dictated by any higher authority, they may displace responsibility for their actions towards them by assuming that they are truly at fault. Furthermore, they may purely diffuse their actions by saying that no one should be held responsible for collective destructive behavior (Moore, Detert, Trevino, Baker & Mayer, 2012). Undermined employees most probably degrade the target; they perceive that their coworkers deserve mistreatment (Moore, 2008). Additionally, they harm others without self-censure; they rationalize their behavior to avoid self-blame through engaging in "making things right."

Through moral justification individuals vindicate their norm violations (Bandura, 2002) and eliminate others from their moral considerations. Besides, evidence from prior research suggests that moral disengagement is highly unethical behavior at work. Mostly, employees rationalize their negative behavior by considering it part of the game and underestimate the implications of their behavior (Dewall, Baumeister, Gailliot & Maner, 2008). We assume that occasionally, victims of social undermining turn out to be committers of undermining, additionally undermining can trigger a moral disengagement process.

Social undermining violates interactive norms; it obliges victims to exert rational effort to regulate their thoughts and actions which leave less probability for moral self-sanction and prompt undermined employees towards moral disengagement (Lee at el, 2016). Previously, Duffy et al (2012) predicted that moral disengagement leads to social undermining but for this study we hypothesize on observational basis that victims of organizational politics become morally disengaged. Furthermore, if they perceive social undermining by their powerful elites and privileged coworkers they turn out to be morally irresponsible and disengaged.

Thus, we hypothesize that employees involve in moral disengagement when they feel insulted and rejected on political grounds. They might try to justify their behavior by blaming society, coworkers, organization, its policies and practices but somehow, they manage to work for self-serving interest as well as avoid blame. They transfer blame to other stakeholders for all their questionable behavior but

keep on doing their activities without any feeling of guilt. The way they attribute situation, things, events and phenomenon, ultimately determines their actions.

H11: Social undermining significantly mediates the relationship between employees' POP and their moral disengagement.

2.5.3 Mediatory role of Social Undermining for the Relation of Perception of Politics with Workplace Aggression

Negative perception of politics by employees give them a feeling of undermining by their peers and coworkers; this exposure brings negativity in their personality. Thus, we assume that social undermining mediates the relationship between POP and aggression. Aquino and Thau (2009) defined aggression as an attitude perpetrated by members of an organization that causes psychological, emotional, or physical harm to others which brings out emotions such as anger, fear, worry, and depression in the victim.

Keeping in view academia, the proliferation of dysfunctional emotions and the intensification of workplace toxicity is worth intensive study (Vidaillet, 2008). Undermined employees may damage others (Bandura, 2002). Employees after experiencing mistreatment reciprocate aggressiveness toward their organization (Mitchell & Ambrose, 2007). Crossley (2008) also reported a variety of emotional and behavioral reactions to this social undermining e.g. an unsympathetic attitude. She added that employees also have moral justification for their negative attitude.

Duffy et al (2002) also supported the notion that employees respond in an aggressive manner when they face undermining from others in an organization. Employees become engaged in aggression more likely after supposing an organization accountable for overlooking misbehavior (Taylor, Bedeian & Kluemper, 2011). Furthermore, victims of social undermining may be engaged in hostile, impulsive feelings which may lead them to verbally and physically aggressive behavior. (Thau, Aquino, & Poortvliet, 2007).

Attribution theory also provides evidence for this mechanism and suggests that when employees experience something, they may feel negative or positive emotions and attribute anger or joy, shame or pride, and guilt or innocence. For example, being a victim, they may feel negativity and attribute it as annoyance or hostility, which then transforms to undermining, which is then expressed through negative behavior. When dealing with their colleagues, individuals are more likely to react with aggression because they more frequently perceive routine interactions as frustrating (Andersson & Pearson, 1999).

Furthermore, perpetrators of undermining feel that potential targets are eligible for harmful behavior (Opotow, 2001). Thus, based on extant literature we propose that when social undermining is high, it triggers reactive mechanisms in teachers. Thus, they react towards their privileged or non-privileged coworkers and colleagues. The hostility associated with negative perceived politics is more likely to be explained into aggression through social undermining.

We propose that responding to undermining with aggression or other forms of harmful reactions can put growth possibilities at risk. Limited existing literature identifies mechanisms which bring out such behavior in employees. So here our purpose is to address this gap in literature by studying the mediating role of social undermining between POP and aggression to identify the process which leads average employees towards this aggressive behavior. Recent incidents reported in print and electronic media of Pakistan related to workplace aggression demands an immediate investigation on this notion.

Thus, it is hypothesized that employees POP sometimes generates unfair environment in organizations, which strengthens the probability of feeling of social undermining. These undermined employees become reactive and create harm to individuals, destroy organizational resources. Root cause might be their perception on the basis of their attribution, but whatever the reason is, generally blame is shifted to organizational political setup or managerial style. The evaluation of others behavior to internal attribution and justifying themselves through external attribution is not surprising on logical grounds. Thus, we assume that

H12: Social undermining significantly mediates the relationship between employee POP and workplace aggression.

2.6   Moderating Mechanism

Is there any mechanism who has potential to buffer the effect of negatively perceived politics? Yes, but it needs to be highlighted, because you can't expect good from every individual in your surroundings always. Here is a unique concept of psychological hardiness, which can play its role as buffering mechanism as well as enhancer for personal strengths.

2.6.1   Moderating Role of Psychological Hardiness Between Perception of Politics and Social Undermining

The moderating relationship for POP's negative outcomes has been a question mark. Psychological hardiness is a proposed moderator for this study, also suggested by Chang, Rosen and Levy (2009) in their meta-analysis for POP and its outcomes. No research to date has been conducted on the relationship between POP and its negative outcomes along with hardiness. This research also aims to respond to the question: "Does psychological hardiness moderate the relationship between POP and outcomes?" Hardiness could explain professional life excellence of individuals in politically charged environments. The concept of psychological hardiness was initially provided by Kobasa in 1979. Hardiness indicates stronger innate characteristics which give individuals confidence against adverse circumstances.

Hardiness has been studied in the context of military personnel previously (Taylor et al 2013; Skomorovsky & sudom 2011). Psychological hardiness is a known personality trait with interrelated elements of control, commitment and challenge (Kobasa, 1983). Control refers to employees' capability to influence outcomes, commitment indicates employee concern and involvement in the job along with connectivity with people (for example, higher authorities and coworkers) in their

respective organizations, and finally, challenge refers to employee's tendency to view problems as an opportunity (Maddi et al., 2002; Kobasa, 1983).

As far as the importance of moderating role in domain of POP is concerned, Kacmar et al (1999) tested employee understanding and perceived control as an effective moderator for POP and satisfaction, and POP and performance, but found these moderators ineffective for turnover and job anxiety. Vigoda and Talmud (2010) studied organizational trust and social support as an effective moderator between POP and job outcomes. Hochwarter et al (2004) studied trait cynicism as an effective moderator between POP and job outcomes. Personality has also been comprehensively studied as a moderator for POP and outcomes relationship by researchers.

Meriac and Villanova (2006) proposed agreeableness and extraversion as effective moderators. But the results revealed that neither agreeableness nor extraversion moderated the relationships between political influence and work outcomes. Rosen, Chang and Levy (2006) found the big five personality model as an effective moderator between POP and outcome relationship. While, Witt et al (2002) found partial support for the prediction that personality traits moderate the relationship between perceptions of politics and outcome variable.

Results revealed that only the interaction between POP and agreeableness explained a significant amount of variance. The role of political skills as moderator for relationships between POP and outcomes have been studied by Brouer, Ferris, Hochwarter, Laird & Gilmore (2006) and found it effective. Liu, Ferris, Treadway and Melita (2006) also documented it as strong moderator for the proposed relationships. The present study proposes psychological hardiness as a good moderator for the relationship between POP and social undermining.

Previous studies have inspected various aspects of perceptions of politics but have failed to cover the ethical issues experienced by employees through pessimism related to POP. Moreover, use of psychological hardiness as a safety mechanism for these dilemmas also remains vague. We propose that individual's personal hardiness may appear as a good buffer against the potentially negative aftermaths of perception of politics.

Although employees' negative perceptions of politics might trigger negativity but strong personality traits might play an important role to moderate this relationship. This means that when psychologically hard individuals perceive organizations as highly political and manipulative, they are prone to characterizing environment as challenging. Consequently, they exert their full effort for accomplishing their goals.

Furthermore, psychological hardiness may appear as a more global and positive personality feature to predict success (Bartone, Eid, Johnsen, Laberg & Snook, 2009). The value of hardiness might be emphasized in this demanding time of rapid situational, technological, political, and cultural change. In order to take advantage of opportunities, and not be left behind this safety mechanism can show its worth (Maddi, 2006).

It makes sense that hardiness is associated with positivity under stressful conditions. The identification of psychological hardiness that predicts hope in highly demanding environments acts as a safety mechanism. It encourages employees to stick with their cause and employ a buffering mechanism. In extant literature hardiness has been shown to have a buffering effect on stresses that maintain and enhance actions, morale and health. It reveals its strength by providing a coping and supportive mechanism in negative situations e.g., in times of depression, anger.

Hardiness has a negative relationship with negative feeling of loss, and a positive relationship with coping and social support (Maddi, 2006). Moreover, hardy individuals have commitment towards personal and professional life, and are actively involved in what is going on around them. They have faith that they can influence what happens and they appreciate challenges. They create their own sense of purpose. Conceptually, this is a personality profile well-suited for an occupation which frequently requires its members to operate alone or in small teams (Kilcullen et al., 1999).

The concept of hardiness has been found to be useful for individuals of different walks of life, for example for players, because of challenges faced by players at different events, it acts as buffering mechanism for perceived undesirable outcomes.

(Golby & sheard, 2004). Similarly, hardiness helps students to meet their desired outcomes (Hystad at el, 2011). For police Fyhn, Fjell and Johnsen (2016) found psychological hardiness to be a commendable variance for burnout. They predicted resilience factors for coping with work stress, with the commitment dimension of hardiness being particularly important.

Thus, hardy individuals perceive new experiences and challenges as exciting opportunities for learning and personal growth. They become internally motivated and thus create their own sense of purpose (Hystad at el, 2011). Hardiness is a buffering mechanism (Kobasa, 1979) with a supposed element of mental toughness (Clough, Earle & Sewell, 2002). We conclude that the powerful effect of psychological hardiness would work as a buffer and a recompense mechanism for politically charged organizations.

Psychological hardiness in terms of perceived control, commitment and challenges would act well, where control will trigger control over various aspects, commitment would foster one's devotion towards personal accomplishments, and challenge would ensure the tendency to accept problems and view them as an opportunity (Maddi, 2002, 2007). Generally, hardy employees face problems rather than avoiding them and interact with others for assistance and encouragement rather than striking out, and transform potential disasters into growth opportunities (Maddi, 2002).

Hardiness is concerned with the operationalization of existing courage and motivation to search for meanings of one's life. As it emphasizes personal quest to find positivity even in negative situations, employees stay involved and keep on trying for improvement. Regardless of whether life is easy or difficult (Maddi, 2002). Furthermore, hardiness is an emotional state associated with resilience, better health, and high performance under a variety of stressful situations (Bartone, 1999). Increasing levels of hardiness seem possible, but it is not likely to be easy or quick (Hystad, Eid, Johnsen, Laberg & Bartone, 2010).

Psychological hardiness includes the expansion of self-defensive systems for strong self-management, and a problem-solving attitude for favorable social construction

that reorganizes the intensity and penalties of perceived negativity. When individuals demonstrate high levels of hardiness they actively understand and react to negativity generated by certain contextual factors, and extract constructive cues and disprove potentially antagonistic effects to reduce political ambiguity.

Thus, on the basis of theoretical support we propose psychological hardiness as an effective moderator between POP and social undermining. Individuals attribute themselves in politically charged environments and organizations e.g., to be negatively charged or possibly supportive, they will shape their actions towards organizations, management and peers accordingly. Thus, we predict that behaviors are shaped by attributions and perceptions and hardy employees can manage to survive in politically charged environments with their personal strengths. Thus,

H13: Psychological hardiness significantly moderates the relationship between employees' POP and their feeling of social undermining.

Individuals generally attribute things, event, situation or phenomenon to some causes. Politics as an accepted phenomenon in organization is attributed differently by organizational members on the basis of causality, controllability and stability (Wiener, 1986). When the political behavior of others in organization is attributed to internal causes they feel undermined and it leads them to behave negatively. On the other hand, when political behavior of others is attributed to external cause they prefer to be part of the mainstream, become advantageous.

Furthermore, continuously changing work requirements, working conditions and workplace demands offer them some positive and negative outcomes depending how they attribute. Perceiving things as an opportunity or not might lead them towards positive attitudes or encourage them towards negativity. Generally, psychologically hardy employees attribute things internally and through their potential of commitment control and challenge, they try to remain firm in organization and doesn't allow themselves to behave negatively. Their consistent, more stable and predictable behavior generates positive outcomes and strengthens the possibility of positive outcomes and vice versa.

Thus, on the basis of theoretical and literature support this dual path model has been proposed for empirical testing.
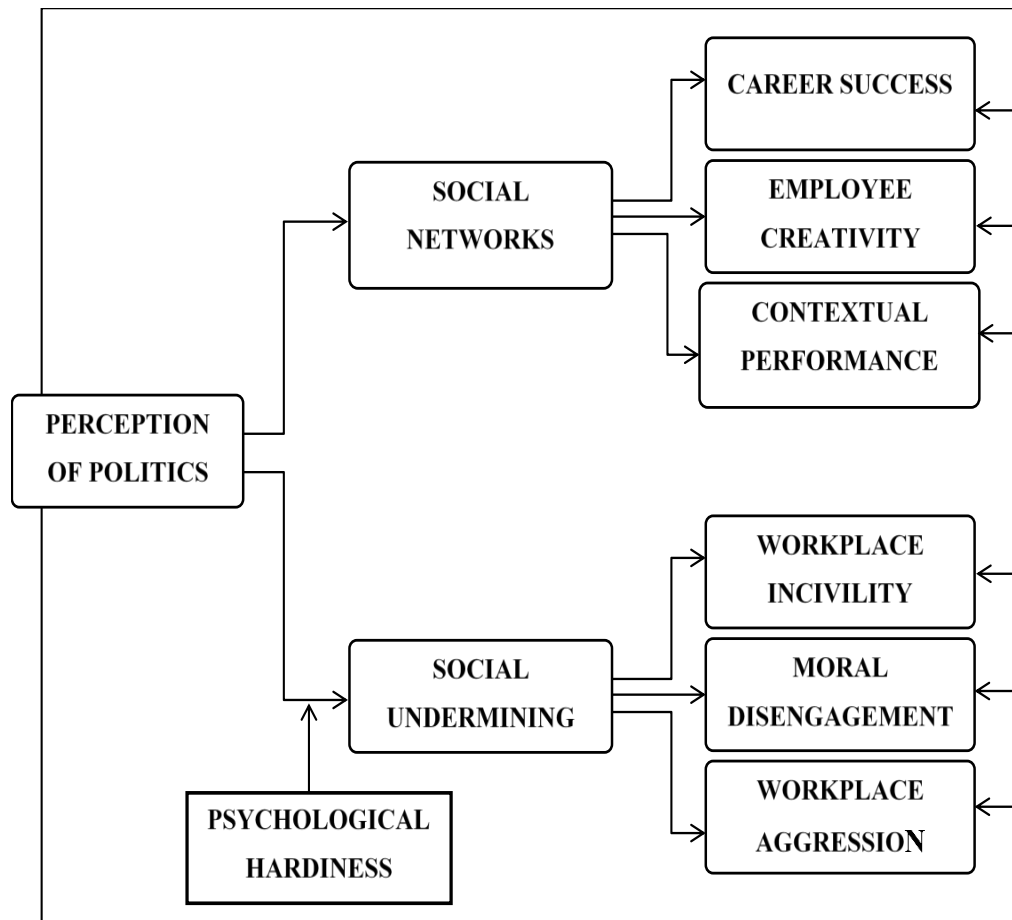
FIGURE 2.1: Conceptual model of the study.

The summary of the conceptual model explained hitherto has been summarized in Fig. 2.1. The conceptual model connects the dots on the basis of comprehensive literature review. It clearly depicts that perception of politics is a curate's egg; it has dual outcomes observable in form of favorable and unfavorable attitudes and behaviors. These most commonly observed attitudes and behaviors were picked to draw a clearer picture in front of readers to highlight the phenomenon that attribution of certain things determine outcomes, things itself couldn't be tagged as good or bad. Furthermore, there is potential human capability in form of psychological hardiness to overcome harmful effects of perceived negativity of politics.

2.7 Summary of Proposed Hypothesis of the Study

H1: The higher is the level of perceived politics in organization, the higher is the level of career success.

H2: Higher is the level of perceived politics, the higher is the level of employee creativity.

H3: The higher is the level of perceived politics, the higher is the level of contextual performance.

H4: Social networks significantly mediates the relationship between employees' perceptions of politics and their level of career success.

H5: Social networks significantly mediates the relationship between employees' perceptions of politics and their level of creativity.

H6: Social networks significantly mediate the relationship between employees' perception of politics and their contextual performance.

H7: If higher POP prevails in organization it is significantly related to workplace incivility. The higher is the level of POP the greater is the level of incivility.

H8: If high POP prevails in an organization it is significantly and positively related to moral disengagement. The higher is the level of POP the greater is the level of moral disengagement.

H9: If POP prevails in organizations it is significantly related to workplace aggression. The higher is the level of POP the greater is the level of workplace aggression.

H10: Social undermining significantly mediates the relationship between employees' POP and workplace incivility.

H11: Social undermining significantly mediates the relationship between employees' POP and their moral disengagement.

H12: Social undermining significantly mediates the relationship between employee POP and workplace aggression.

H13: Psychological hardiness significantly moderates the relationship between employees' POP and their feeling of social undermining.

Chapter 3

Research Methodology

3.1   Research Design

Research design helps the researchers to interpret the nature of their study, as well as relate empirical evidence to research questions. There are two common approaches of research design known as "qualitative research" and "quantitative research." In social sciences researchers follow quantitative research comparatively because it is more effective and reliable (De Vaus, 2001).

We are also following quantitative research methodology by using standardized tools and techniques. It generates reliable data by converting observable fact into numbers, which can be further measured to identify connections, associations, causes and effects (Wiersma & Jurs, 2005). It is important to note that by observable and measurable it means that people show their level of approval with statement which conform their behavior/personality and disagree which not. Thus, attitudes/behaviors are measurable and observable in numeric form.

Furthermore, aim of using quantitative method is to test pre-determined hypotheses and enhance generalizability of the results. It is also helpful in answering more mechanistic 'what?' questions (Marshal 1996). In addition, it emphasizes objective measurements and numerical analysis collected data (through questionnaires and surveys) by using computational techniques. Simply, it works on numerical data collection and generalizing it across groups of people or to explain a particular phenomenon (Babbie 2010: Muijs, 2010).

3.1.1 Key Features of Quantitative Method

- Data collection through structured research instruments.

- The results are calculated on sample sizes that are representative of that specific population.

- There is defined research question to which objective answers are sought.

- Excellent research design ensures appropriate results.

- Data collection in the form of numbers and digits managed through tables, figures etc.

- Generally, it is used to generalize concepts more broadly, forecast possible associations and investigate causal relationships among variables.

Thus, a quantitative research is more helping and supportive (Barlett, Kotrlik & Higgins,2001).

3.1.2 Type of the Study

It is a time lagged study in which data were collected in three time lags. Three separate questionnaires were prepared and distributed.

3.1.3 Unit of Analysis

Individuals working in public and private sector universities as faculty members were considered as a unit of analysis. Each individual reflected on his or her attitude and behavior by filling out survey questionnaires.

3.2 Population

The population of this study included faculty from both public and private sector universities of Pakistan. In an annual report by HEC there are 175 universities

and institutions with around 83,252 faculty members in the public and private sector. By faculty members we mean teaching faculty. Other individuals for example, research associate, academic managers and supporting staff have not been included, as the study has set target to assess attitudes and behaviors of teaching faculty only.

3.2.1 Sample Size

The population of our study was teachers working in public and private sector universities. The study of the whole population was nearly impossible as it was time consuming and expensive. While, taking a sample from that population was easy, it consumed less time, resources and money.

The usage of sample is highly recommended in social sciences research because data handling and interpretation of results become easy and chances of accuracy increase. By following the Sekaran (2003) methodology, for a known population, we can use a sample determination table. Sample size greater than 200 is recommended to reach acceptable power levels for analysis (e.g., recommended by Hu & Bentler, 1995, 1999; Kline, 2005).

Using Krejcie and Morgan's (1970) sample size table for the defined population at a 95% confidence interval, the sample size for the current study was defined as 383. It was considered appropriate for population of 100,000 to 500,000. Hair et al. (2006) also recommended that for proper execution of structural equation modeling one must have at least 300 collected samples. Thus, a diverse sample of 383 respondents included different public and private sector faculty members.

3.2.2 Sampling Technique

Two types of sampling exist: probability sampling (when every individual of target population has equal chance to be chosen as sample), non-probability sampling (when every individual of target population does not have equal chance to be chosen as sample). Both have merits and demerits but choice purely depends upon study type, research objectives and type of data.

It has been argued that probability sampling is the most accurate technique, as it ensures equal chances for all members in a target population during selection (Wiesma & Jurs, 2005). It is feasible to adopt probability sampling as a procedure for selecting a sample when one has complete information about the total population. The stratified sampling method of probability sampling was used, where strata were developed on the basis of the following assumptions:

1. Population was known

2. Variability in population

3. Population could be divided into sub groups (age, gender, sectors)

4. If ratio or proportion is equal then use proportionate

5. For unequal proportion use disproportionate sampling

The population sampled in this study met the assumptions of stratified sampling, as the education sector consists of public and private sectors, where both sectors following different frames of mind.

3.2.3   Sampling Procedure

a) First Step: Initially seven strata were formulated keeping in mind new geopolitical divisions of Pakistan (namely Azad Jammu & Kashmir, Islamabad Capital territory, Punjab, Sindh, Khyber-Pakhtoonkhwa, Balochistan, and Gilgit/Baltistan).

The information regarding HEC-recognized universities in both public and private sector is given in Table 3.1. Where step by step it will be discussed, how required sample was identified from each region and stratum.

b) Second Step: Stratified sampling was used to assess opinion from each stratum; thus, the required response rate from each region was as follows, which was obtained by dividing required total of each stratum by total number of universities

TABLE 3.1: HEC recognized universities.

Region	Public universities	Private universities	Total universities
AzadJammu & Kashmir	5	2	7
Islamabad Capital Territory	15	6	21
Punjab	32	25	57
Sindh	21	30	51
Khyber-Pakhtoonkhwa	20	10	30
Balochistan	7	1	8
Gilgit/Baltistan	1	-	1
Total	101	74	175

TABLE 3.2: Required response rate.

Region	Required Responses per Region
Azad Jammu Kashmir	15
Islamabad Capital Territory	46
Punjab	125
Sindh	111
Khyber-Pakhtoonkhwa	66
Balochistan	18
Gilgit/Baltistan	2
Total	383

in Pakistan and multiply with total sample size. For example, from above table 7/175, X 383 = 15, rest of the figures given in Table 3.2.

c) Third Step: In Pakistan, there are around 74 private and 101 public sector universities. In order to get a complete picture of both sectors, a disproportionate sampling technique was used. It was identified how many responses required from each stratum to ensure their appropriate representation for this study. The figures were obtained by following disproportionate sampling and by dividing required number from each stratum e.g., private by total of each stratum and multiply with required of each stratum. For example, 2/7, X 15= 4. Rest of required response rate are given in Table 3.3.

TABLE 3.3: Required response from each stratum.

Region	Response required from public sector universities	Response required from private sector universities
Azad Jammu & Kashmir	11	4
Islamabad Capital Territory	33	13
Punjab	70	55
Sindh	46	65
Khyber-Pakhtoonkhwa	44	22
Balochistan	16	2
Gilgit/Baltistan	2	
Total	222	161

d) Fourth Step: Letters of request signed by supervisors and heads of department were attached to ensure the participation of universities and employees.

3.3 Time Horizon, Study Setting and Data Collection Procedure

Data were collected from full time academic staff of public and private sector universities from November (2016) to February (2017) in natural settings. Data were collected in three phases. To ensure appropriate response rate, both online and direct distribution and return methods were used. Three separate questionnaires were prepared, whereas online questionnaires were developed in Google forms.

Study One started in October (2016), with the first questionnaire assessing data about demographic variables, POP, and moderating variable psychological hardiness. Through some faculty members in different universities respondents were requested to cooperate. They shared links of online questionnaires as well as hard copies with their colleagues. Faculty members, who were professors, associate professors, assistant professors and lecturers were targeted. We received more than 320 responses, out of which 307 were included in analysis. 170 questionnaires were filled out online, although 230 were requested. 200 questionnaires were handed out

in person while we received 137 responses. Thus, response rate was approximately 71%. We complemented this first phase of data collection with a second wave after six weeks in December 2016.

Data on the mediating variables of social networks and social undermining were obtained from the same 307 respondents from the first study. For directly distributed questionnaires a secret number was marked at the top left corner to ensure appropriate data collection in phase two as well. Online respondents were facilitated with word document as well, which respondents could download, fill and return to us through mail or email. A dyadic response was desirable for a valid opinion. Thus, after another time lag of six weeks, data for our defined dependent variables was obtained.

Heads of Departments and Deans were requested to evaluate their subordinates for their attitudes and behaviors in the workplace. Those who responded online were requested to share a link to a third questionnaire with their immediate bosses and ask them for feedback. This questionnaire was also mailed to them with a return address, giving their bosses a choice between electronic and paper versions. Potential sampling bias was avoided by taking into account supervisory opinion alongside employee response.

It is important that 143 supervisors rated attitudes and behaviors of 307 respondents with a ratio of 1:3. So, on average, each HOD and Dean was required to evaluate 3 of his/her subordinates. In collectivist culture of Pakistan HODs and Deans proved themselves very cooperative and their in-time response and support helped a lot in valid data collection.

3.3.1 Data Collection and Response Obtained from each Stratum

Initially respondents from AJK, Islamabad territory and Gilgit/Baltistan were targeted and luckily targets from each stratum were achieved. In case of other stratums of Punjab, KPK and Balochistan, from both public and private sector universities, response was good enough but not 100%.

Thus, around 83 universities voluntarily participated in research process and obtained responses from public sector universities were 178 while private sector universities' respondents were 129. Unfortunately, we could not meet the target of 383, as faculty members were involved in teaching, research and other activities and few of them spared time for this research activity. Hence, a response of 307 was considered enough for the study.

Details regarding response are shown in Table 3.4.

TABLE 3.4: Obtained response rate from each stratum.

Region	Response required from public sector universities	Response required from private sector universities
Azad Jammu & Kashmir	11	4
Islamabad Capital Territory	33	13
Punjab	57	42
Sindh	32	31
Khyber-Pakhtoonkhwa	36	17
Balochistan	7	2
Gilgit/Baltistan	2	
Total	178	129

3.4   Sample Characteristics

It is important to identify the characteristics of both respondents including employees and their bosses separately. The results of the study revealed following details of the respondents.

3.4.1   Characteristics of the Respondents' Sample

The sample of respondents consists of academics of higher educational institution. Their demographic characteristics are given below.

A total of 84% of the respondents were male, 77% were married. Majority of the respondents (35%) were between the ages of 31-35. The sample was well

educated; 35% of the respondents had PhD degrees, while 59% were MS/MPhil degree holders. Majority of respondents were lecturers (51%), 39% were assistant professors. Of the respondents, 29% had 4 to 7 years and 1-3 years of experience in current organizations. Complete detail of all demographic variables is given in following tables, later on one way Anova will be performed to identify their significant impact on each dependent variable of the study.

a) Gender of Respondents

Table 3.5 indicates that among respondents 84% were male and 16% were female who responded about their attitudes in organizations.

TABLE 3.5: Gender of respondents.

Gender	Frequency	Valid Percent	Cumulative Percent
Male	259	84	84
Female	48	16	100
Total	307	100	

b) Marital Status

Marital status of respondents shows how many of them were married and how many were unmarried. Maximum respondents, that is 77%, marked themselves as married.

TABLE 3.6: Marital status of respondents.

Marital Status	Frequency	Valid Percent	Cumulative Percent
Single	70	23	23
Married	237	77	100
Total	307	100	

c) Age

Table 3.7, shown below, indicates different age groups. It indicates that 31% of respondents' age was between 25-30 years, 35% participants age between 31-35 years and so on.

d) Education

Information regarding qualification was also gathered. Table 3.8 indicates the

TABLE 3.7: Age of respondents.

Age	Frequency	Valid Percent	Cumulative Percent
25-30	94	31	31
31-35	108	35	66
36-40	55	18	84
41-50	22	7	91
More than 50	28	9	100
Total	307	100	

level of respondents' qualification. 35% participants were PhD degree holder, 59% respondents were MS/M.Phil and rest were Master's degree holders.

TABLE 3.8: Education of respondents.

Education	Frequency	Valid Percent	Cumulative Percent
PhD	107	35	35
MS/Mphil	181	59	94
Masters	19	6	100
Total	307	100	

e) Designation

Table 3.9, shown below, indicates designations of respondents: 5% were professor, 4% were associate professor, while 39% were assistant professor and 52% were lectures.

TABLE 3.9: Designation of respondents.

Designation	Frequency	Valid Percent	Cumulative Percent
Professor	16	5	5
Associate professor	14	4	9
Assistant professor	121	39	48
Lecturer	156	52	100
Total	307	100	

f) Tenure

Tenure of participants shows their length of service with their specific organization.

The data concerning experience of employees was gathered using a categorical scale. Table 3.10 indicates that 12% of respondents had less than 1 year length of service in current university, 29% participants had 1-3 years of experience and 29% respondents had 4-7 years of experience.

TABLE 3.10: Experience of respondents.

Tenure	Frequency	Valid Percent	Cumulative Percent
Less than 1 year	36	12	12
1-3 years	90	29	41
4-7 years	89	29	70
7-10 years	39	13	83
More than 10 years	53	17	100
Total	307	100	

3.4.2 Sample Characteristics of Supervisors (HoDs/Deans)

The demographic details of the Heads (HODs, Deans and VCs), who rated their immediate staff's attitudes and behaviors Along with other demographic information they were also asked to discuss their position in organizational hierarchy as well.

a) Gender of Boss

Table 3.11 indicates that 92% of bosses were male and 8% were female who evaluated concerned employees' attitudes and behaviors.

TABLE 3.11: Gender of respondents.

Gender	Frequency	Valid Percent	Cumulative Percent
Male	131	92	92
Female	12	8	100
Total	143	100	

TABLE 3.12: Marital status of respondents.

Marital Status	Frequency	Valid Percent	Cumulative Percent
Single	17	12	12
Married	126	88	100
Total	143	100	

b) Marital Status

Marital status shows how many of them were married and how many were un-married. Majority of respondents, that is 88%, marked themselves as married as indicated in Table 3.12.

c) Age

Table 3.13, shown below, indicates different age groups. It indicates that 12% heads' age falls between 36-40 years, 65% participants age between 41-50 years and 23% were more than 50 years.

TABLE 3.13: Age of respondents.

Age	Frequency	Valid Percent	Cumulative Percent
36-40	17	12	12
41-50	93	65	77
More than 50	33	23	100
Total	143	100	

d) Education

Information regarding qualification was also gathered. Table 3.14 indicates level of respondents' qualification. 61% participants were PhD degree holders, 39% respondents were MS/M.Phil degree holders. It was quite encouraging that majority of the respondents were PhD and MS degree holder.

e) Designation

Table 3.15, shown below, indicates their designations; 27% were professors, 61% were associate professors, while 12% were assistant professors.

TABLE 3.14: Education of respondents.

Education	Frequency	Valid Percent	Cumulative Percent
PhD	87	61	61
MS/Mphil	56	39	100
Masters	19	6	100
Total	143	100	

TABLE 3.15: Designation of respondents.

Designation	Frequency	Valid Percent	Cumulative Percent
Professor	39	27	27
Associate professor	87	61	88
Assistant professor	17	12	100
Total	143	100	

f) Tenure

Tenure of bosses shows their length of service with the specific organization. The data concerning experience has been gathered using a categorical scale. Table 3.16 indicates 12% respondents had 4-7 years of experience and 73% has 4-7years and rest of 15% has more than 10 years experience.

TABLE 3.16: Experience of respondents.

Tenure	Frequency	Valid Percent	Cumulative Percent
4-7 years	17	12	12
7-10 years	104	73	85
More than 10 years	22	15	100
Total	143	100	

g) Position in Management Hierarchy

Position of the employees indicates that 3% of respondents were VC of university, 24% participants were dean of the department, 73% were HODs as shown in Table 3.17.

TABLE 3.17: Hierarchical position.

Position	Frequency	Valid Percent	Cumulative Percent
VC	4	3	3
Dean	35	24	27
HOD	104	73	100
Total	143	100	

3.5 Instruments for the Study

Data were gathered through adapted questionnaires. The purpose of using these adapted questionnaires was to ensure the reliability and validity of results. Few changes were made in the scale in the case of supervisors' evaluation of employees. For instance, a sample item on the supervisory scale was "He is satisfied with the success he has achieved in his career" instead of "I am satisfied with the success I have achieved in my career."

Scale-related information is provided in Table 3.18.

3.5.1 Structural Details of First Instrument

Data were gathered through questionnaires. At the start of the questionnaire an introductory statement was mentioned to inform respondents about the researcher and the purpose of the research. Secondly, sections in the questionnaire inquired about demographic variables such as marital status, age, gender, education and organizational tenure, so that these can be treated as control variables, given their association with dependent variables in previous literature. For example, Ferris et al. (1996) found age to be associated, whereas Hochwarter and Thompson (2010) documented both gender and tenure. Cortina et al.'s (2001) study discovered that females experienced more incivility than males.

Pearson and Porath's (2005) findings indicated that males were likely instigators of incivility. Turban et al (2016) controlled all demographic variables such as education, gender, company tenure and so on, based on the evidence that they were related to career success.

TABLE 3.18: Scale-related information.

No	Scale title	Developed by	Recently used by
1	**POP scale**	Kacmar & Carlson (1997)	Vigoda & Talmud (2010)
2	**Social Networks**	Mossholder, Settoon, & Henagan (2005)	
3	**Career Success**	Greenhaus, Parasuraman & Wormley (1990), Turban & Dougherty (1994), Eby, Butts & Lockwood (2003)	Spurk, Keller, & Hirschi (2015), Eby, Butts, & Lockwood (2003)
4	**Creativity**	Zhou & George (2001)	
5	**Contextual Performance**	Motowidlo and Scotter's (1994)	Aryee, Sun, Chen, & Debrah (2008)
6	**Social Undermining**	Duffy, Ganster, & Pagon, (2002)	
7	**Incivility**	Cortina, Magley, Williams, &Langhout, (2001)	
8	**Moral Disengagement**	Moore, Detert, Trevino, Baker, & Mayer (2012)	
9	**Workplace Aggression**	Stanford., Houston, Mathias, Pittman, Helfritz & Conklin. (2003)	
10	**Psychological Hardiness**	Hystad, Eid, Johnsen, Laberg & Bartone. (2010)	

Consistent with prior research, we collected data about these demographic variables and a One Way Anova test was conducted to find out whether we would need to control for their effect or not during path analysis. The third section was concerned with information related to POP. The fourth section sought information about the moderating variable: psychological hardiness.

3.5.2 Measures

a) Independent Variable:

Perceptions of Organizational Politics (POPs): 13-item scale developed by Kacmar and Carlson (1997) was adopted. This scale has become the most accepted measure of POPS (Vigoda & Talmud, 2010). The items were rated on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Few samplef items were "When it comes to pay raises and promotion decisions, policies are irrelevant." "Promotions around here are not valued much because how they are determined is so political" and "It is safer to think what are told than to make up your own mind".

b) Moderating Variable:

Psychological Hardiness: Hystad, Eid, Johnsen, Laberg, & Bartone. (2010) 15- item scale was used. Few sample questions were "By working hard you can nearly always achieve your goals." "I really look forward to my work activities" and "I enjoy the challenge when I have to do more than one thing at a time" The items were rated on a 4-point Likert scale ranging from Not at all true -1 to Completely true -4.

3.5.3 Structural Details of Second Instrument

3.5.4 Mediating Variables

Data about mediating variable was obtained. In the beginning, respondents were thanked for their generous participation. The second section sought information

about social networks. While the third section required information about social undermining.

a) Social network: 24 -item scale by Mossholder, Settoon & Henagan (2005) was used in the follow-up survey two months later. It was also a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree). Sample questions are "Sometimes I do favors for my coworkers because I feel I am obligated to", "My coworkers care about my general satisfaction at work" and "Always go out of the way to make newer employees".

b) Social Undermining: Duffy, Ganster and Pagon (2002), 26-item scale was used. The items were rated on a 6-point scale ranging from Never -1 to Everyday -6. Sample questions are "Put you down when you questioned work procedures?" and "Delayed work to make you look bad or slow you down?".

3.5.5   Structural Details of Third Instrument

3.5.6   Outcome Variables

A dyadic response was necessary for a response to be considered valid. Scales were adapted to the supervisors' evaluations. A sample item of the supervisory scale was: "He suggests new ways to achieve goals or objectives" instead of "I suggest new ways to achieve goals or objectives." In the beginning of the scale an introductory statement made heads of departments and deans aware of the nature of the study. Section two sought information about positive outcomes including career success, creativity and contextual performance. While section four required information about negative attitudes such as incivility, moral disengagement and aggression. Part A sought information about positive outcomes:

a) Career Success: Employees' perceptions of their career success were measured by using 12-item scale of career success by Greenhaus, Parasuraman and Wormley (1990), Turban and Dougherty (1994) and Eby, Butts and Lockwood (2003). Recently used by Spurk, Keller & Hirschi (2015) to assess career success as whole.

A sample item was: "He is satisfied with the progress he has made towards meeting his goals for income." Another was "He is satisfied with the progress he has made towards meeting goals for advancement of new skills" and "Given skills and experience, other organizations view him as a value-added resource" and so on.

b) Creativity: To measure the outcome variable, a 13-item scale by Zhou & George (2001) was used. This scale also employed the 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). A sample question: "Suggests new ways to achieve goals and objectives", others are "Exhibit creativity on the job when given the opportunity to" and "Comes up with creative solutions to problems" and so on.

c) Contextual Performance: Contextual Performance was measured using a 15-item scale by Motowidlo and Scotter (1994), with answers ranging from Never to Constantly. Sample items included: "Supports or encourages a coworker with a personal problem?"; "Encourages others to overcome their differences" and "Gets along." "Put in extra hours to get work done on time" and "Tackle a difficult work assignment enthusiastically".

Part B sought information about negative behaviors:

a) Workplace Incivility: A 7-item scale by Cortina, Magley, Williams & Langhout, (2001) was used for outcome variable. It was also a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree).

A sample question: "Puts others down or was condescending to others." Others included "Ignores others from professional camaraderie?" and "Attempts to draw others into a discussion of professional matters".

b) Moral Disengagement: Moral disengagement was measured using an 8-item scale developed by Moore, Detert, Trevino, Baker & Mayer, (2012). Sample items included "Feels okay to give ambiguous statements to defend those he cares about". "Considers that people shouldn't be held accountable for doing questionable things when they were just doing what an authority figure told them to do" and "Believes that taking personal credit for ideas that were not his own is not a big deal". Responses ranged from "Strongly Disagree" to "Strongly Agree."

c) Workplace Aggression: Aggression was measured with a 26-item scale developed by Stanford, Houston, Mathias, Pittman, Helfritz, & Conklin. (2003). Sample items included: "He thinks other persons deserve what happened to them during some of the incidents" and "He felt his outbursts were justified." "Feels others don't influence his/her acts*". Response choices ranged from "Strongly Disagree" to "Strongly Agree."

3.6   Validity of the Instrument

To ensure the validity of the instrument in Pakistani culture and in an Asian context, a pilot study was conducted, in which 71 questionnaires were initially distributed. The main purpose of this pilot study was to test the feasibility of the research instrument prior to the main study and to ensure clarity regarding the research topic, research questions, tools and techniques. It also helped us to identify imperfections in questionnaire design. English language scales were used in Pakistan because the target population was faculty members of higher educational institutions with fluency in English. Questionnaires were distributed to the academics online as well as through the self-administered method. Respondents indicated issues with understanding items concerning negative outcomes of POP.

We wanted to assess ethical and moral issues of academics of higher education institutions of Pakistan. Heads of the respective departments and/or deans were contacted to evaluate their subordinates' attitudes and behaviors. A few changes were made to the questionnaires for supervisor evaluations. Since the original questionnaires were developed in a different context, for suitability to our study, some statements were modified without affecting the actual construct of the scale. It is important that in scales of moral disengagement and workplace aggression statements or sentences were restructured, keeping in view professional context and workplace exposure.

Details are given below. A sample question on workplace incivility by Cortina et al (2001), "Puts others down or was condescending to others," was included as "Puts others down." For moral disengagement by Moore et al (2012), the sample question

"Feels okay to spread rumors to defend those he cares about" was included as "Feels okay to give ambiguous statements to defend those he cares about." "Taking something without permission is okay for him as long as he is just borrowing it" was included as "Using resources (organizational and others) without permission is okay for him/her." "Considers the ways people grossly misrepresent themselves, it's hardly a sin to inflate his own credentials a bit" was included as "Considers the ways for misrepresentation and inflates own credentials a bit."

"Believes that people can't be blamed for doing things that are technically wrong when all their friends are doing it too" was included as "Believes that people can't be blamed for doing things that are technically wrong but followed by others." "Believes that people have to be treated roughly because they lack feelings that can be hurt" was included as "Believes that people can be treated roughly, keeping feelings aside." Major problems were encountered in case of the aggression scale. We wanted to assess teachers' tendency toward the expression of aggression at the workplace.

The original scale was developed on aggression under broader psychopathology (such as mood disorders, personality disorders and so on). We wanted to assess mild aggression or intention to act aggressively, and whether individuals had acted aggressively, harshly, or in a hostile manner, at least once during the last six months. Some of the items were used as designed in the original scale. "He thinks others deserve what happened to them during some of the incidents." "He is glad some of the incidents occurred" and "stressful demands persuade them to be reactive." But for the rest of the items few changes were made, and the new statements for the final scale were as follows.

"That act led to power over others or improved social status" was replaced with: "His/her act improved his/ her position." "Some of the acts were an attempt at revenge" as "He acted in reaction to that incident. His/her actions are necessary for desirable outcomes." "He planned when and where my anger was expressed" as "Plans when and where to express anger." "He was under the influence of drugs during the acts" This statement was a bit controversial given the context of the study. Because residents of an Islamic country, a culture of drinking or admitting

to drinking does not exist in the same ways as it did for the original scale. Still exceptions are always there, so in order to maintain the originality of the scale we continued with the item by using it as "remains under the influence of drugs".

Furthermore, "Sometimes he purposely delayed the acts until a later time" was replaced with "Sometimes he purposely delays the acts until a later time." "Anything could have set him off prior to the incident" became "Anything can set him/her off prior to the incident." "He feels pressure from others to commit the acts" as "Feels pressure from others to commit acts" "He considers the acts to have been impulsive" as "His acts are impulsive." "He feels he can lose control of his temper during the acts" as "Prone to lose control during the act."

"He feels he acted out aggressively more than the average person during the last 6 months" became "He/she acted out aggressively at least once during the last 6 months." "He was in control during the aggressive acts" as "Seems in control during the aggressive acts*." "His behavior was too extreme for the level of provocation" as "His/her behavior was too extreme for the level of provocation."

"Understands the consequences of the acts before he acted" as "Understands the consequences of the acts *." "He can't recall the details of the incidents well" as "Can't recall the details of the incidents well." "Knew most of the persons involved in the incidents" as "involves others in incidents." "He typically feels guilty after the aggressive acts" as "He typically feels guilty after aggressive expression." "He feels some of the incidents went too far" as "Admits some of the incidents went too far." "Prior to the incidents, he knew an altercation was going to occur" as "Prior to the incident, knew a dispute could occur." "His aggressive outbursts were usually directed at a specific person" as "His/her aggressiveness usually directed towards specific persons." "He became agitated or emotionally upset prior to the acts" as "Becomes upset prior to the acts." In relation to adapted scales it is important to note that for supervisory rated scale of negative outcomes, these changes were evaluated on certain parameters to verify their authenticity through EFA and later CFA.

Previous scales were developed in a different context and work setting but for a professional and highly qualified target population and to assess their negative

attitude and behaviors, without inconveniencing them, it was necessary to restructure statements of existing scale. Furthermore, in original scale there was focus on male only and He was used so few statements were modified and reshaped. Furthermore, for ease an asterisk (*) was placed to ensure appropriate data entry for reverse questions.

3.6.1 Pilot Testing Reliabilities

Reliability analysis revealed that all questionnaires were well understood by the respondents. Suggestion have been incorporated for the final scales. The reliability of each scale given in Table 3.19.

TABLE 3.19: Alpha reliabilities of scales.

Variables	Items	Reliabilities
Perception of Politics	13	.91
Social Networks	24	.89
Social Undermining	26	.90
Psychological Hardiness	15	.82
Career Success	12	.90
Creativity	13	.86
Contextual Performance	15	.87
Incivility	7	.91
Moral Disengagement	8	.94
Aggression	26	.93

3.7 Data Analysis Tools

In this study, we used a two-step approach in Amos 21 that included confirmatory factor analysis (CFA) and structural equation modeling (SEM). In the first phase CFA was performed to assess the measurement model and identify convergent and discriminant validity. The second phase included path analysis through SEM. The overall fitness of proposed ten factors- model was evaluated on certain parameters - RMSEA, CFI, IFI and RMR.

We examined whether the predictor variable (perceptions of organizational politics) would significantly affect the criterion variables while psychological hardiness could explain the moderating mechanism for employee POP and their feeling of social undermining. Descriptive statistics, alpha reliabilities and Pearson correlation have been calculated by using SPSS.20.

The decision to use AMOS for data analysis was taken keeping in mind requirements of reviewers and researchers now a day. As SEM (structural equation modeling) is highly desirable to measure casual relationships, thus to ensure suitability of data for analysis AMOS remained the best choice. In addition, to give authentic results, screen shorts of measurement models, different structural models can also be added. SPSS 20 is also updated software so data sheets were prepared in it, initial data screening and reliabilities made it easy to move forward for application of SEM in AMOS 21.

Although there was possibility of other software as well e.g., Stata, SAS and R as well as some statistical tests and calculations in MS Excel. But Amos has its own benefits and advantages along with sound credibility for general acceptance. Furthermore, software is user friendly. It has potential to test multiple relationships at once in a singly model, effectively and accurately. In addition, immediately gives idea of fitness of model through CFA and decision for further analysis becomes easy. Tests multiple inter relationships simultaneously which is highly desirable. It also compensates lack of perfect reliabilities and reveals pure relationships among variables. Moreover, ensures requirement of uni-dimensionality in structural model and reveals perfect casual relationship. Overall it compliments research design and data.

3.8   Research Ethics

The desirable standards and ethics followed during this research thesis, more specifically at time of data collection. First of all, respondents were communicated about the purpose of the research and after having their consent their response was obtained and included for analysis. They were given assurance about the

confidentiality of their response; no doubt perception of politics has been critical issue in organizational context. Moreover, employees attitudes and behaviors were evaluated by their supervisors and that data was also kept secret as it might have potential to create conflict.

Furthermore, data have been collected in natural settings and respondents were not insisted for immediate feedback. They were given time as per their convenience and were not forced for some desirable response. Lastly, they were given appropriate response for even their inappropriate behaviors. For example, few of them lost questionnaires, few others filled wrongly by over writing but they were not responded badly.

Although it took more than expected time yet things went well. More interestingly, this data collection created a connection between researcher and respondents as feedback and suggestion remained helpful during data analysis. Furthermore, in completion of this research thesis the role of most of the respondents, friends and family was commendable and acknowledged formally.

Chapter 4

Results

4.1 Data Analysis

Data were analyzed in SPSS 20 and AMOS 21. We started with missing value analysis, then EFA was conducted to minimize the possibility of errors. Details of the analysis are given below.

4.1.1 Missing Value Analysis

We started data analysis with missing value analysis. Missing data is an important aspect of quantitative study as it can create multiple problems. For example, it compromises the statistical power of the data or the analytical ability to find any significant effect in observed data set and compromises the accuracy of the estimated variables.

To handle missing data, we did a mean substitution. Mean substitution method was implemented by every missing response of a question being substituted by a mean value for that question entered by the software. It also helped in saving data that could be lost if used list wise deletion. Although, mean substitution could disturb natural relationships that had been shown by the respondent, our portion of missing items was small, thus seems little possibility of change is accurate results.

4.1.2 Exploratory Factor Analysis (EFA)

Initially, to identify the suitability of data, we performed EFA. Principal component analysis method of estimation was employed to test all the assumptions of normality. Bartletts test of sphericity demonstrated that the factors in all ten constructs were uncorrelated with each other while factors of each construct were perfectly correlated.

EFA results indicated high loadings for all items of different scales, except one variable, low loadings for three items of workplace aggression were found, as item number 9, 18 and 19 had low loadings. CFA also confirmed insignificant results for these items, so after confirmation all these items were dropped. Rest all the items had loading above .70.

Thus, on the basis of CFA results, items with less than .40 loadings were dropped. If they kept, could show insignificant casual relation among variables, thus removed. Secondly, theoretically if we identify reason, there is possibility that items/questions might didn't suit the data or population thus were responded badly. For example, item was "remains under influence of drugs" indicates contradiction with our cultural values and societal norms. Other two questions also had same tendency, thus proven misfit in Pakistani cultural context. Thus, on the basis of indication of low loadings items were dropped.

The KMO above .80 is commendable; the study acquired value of KMO .93 and significance of Bartlett's Test (p < .001) revealed data fit for further tests. Cumulative variance for 10-factors was also good. It met the highest value of 74, while the Eigen Value was 2.74. which is also considered good, thus data is considered fit for further analysis. For further details please see annexure where screenshots of dropped items, normality test, detailed descriptive and AVEs are added for more clarity.

4.2 Descriptive Statistics

Descriptive statistics show the characteristics of the data set through means, standard deviations, and correlations.

4.2.1 One Way ANOVA

Table 4.1 shows One Way ANOVA results and Table 4.2 shows means and standard deviations for the variables. Sample size was suitable and missing data were treated appropriately. Tuckey post HOC was applied to identify within group significant effect of demographic variables. The analysis revealed following statistics.

TABLE 4.1: Control Variables (One Way ANOVA).

Demographics Variable	Career Success	Contextual Performance
Tenure	.000	
Designation	.011	
Gender		.027

Gender remained insignificant for all outcome variables except contextual performance e.g., for career success (F = 051, P = .824), employee creativity (F = .090, P = .565), contextual performance (F = 4296, P = .027), workplace incivility (F = 1.88, P = .170), moral disengagement (F = .227, P = .634), and workplace aggression (F = 164, P = .860).

The analysis revealed that marital status had no effect on outcome variables e.g., for career success (F = 1.046, P = .307), employee creativity (F = 1.03, P = .311), contextual performance (F = .443, P = .506), workplace incivility (F = 1.76, P = .587), moral disengagement (F = 2.58, P = .709), and workplace aggression (F = 1.84, P = .170).

Age as demographic variable had no effect on outcomes e.g., for career success (F = 1.787, P = .131), employee creativity (F = .309, P = .520), contextual performance (F = 064, P = .992), workplace incivility (F = .882, P = .475), moral disengagement (F = .495, P = .740), workplace aggression (F = .578, P = .699).

Demographic variable qualification had no effect on outcomes e.g., for career success (F = 1.912, P = .149), employee creativity (F = 519, P = .596), contextual performance (F = 1.023, P = .361), workplace incivility (F = .671, P = .931), moral disengagement (F = 062, P = .974), workplace aggression (F = 205, P = .815).

Designation had no effect on outcome variables e.g., for career success except career success (F = 3.751, P = .011), employee creativity (F = 489, P = .690), contextual performance (F = 320, P = .811), workplace incivility (F = .181, P = .910), moral disengagement (F = 1089, P = .354), workplace aggression (F = .947, P = .814).

Tenure revealed some strong effect on outcomes e.g., for career success (F = 6.08, P = .000). For rest of the outcomes remained not effective, employee creativity (F = 1.726, P = .136), contextual performance (F = 1.73, P = .143), workplace incivility (F = .479, P = .751), moral disengagement (F = .535, P = .710), workplace aggression (F = 1.41, P = .211).

4.2.2 Means and Standard Deviations of Studied Variables

Table 4.2 results represent the mean values and standard deviations of the studied variables. The mean value of POP (Mean = 3.46, SD = .85) reveals that respondents agreed that they have strong perceptions of politics. The mean value of social network (Mean = 3.21, SD = .84) demonstrates that respondents agree that they prefer to be part of some social network.

The mean value of social undermining (Mean = 3.91, SD = 1.26) indicates that participants are agreeing that they have feelings of social undermining, although not that strong. The mean value of psychological hardiness (Mean = 2.33, SD = .73) shows respondents' level of agreement regarding how psychologically hard they are. The mean value of career success (Mean = 3.48, SD = .88) indicates respondents' (Heads of Departments/Deans) level of agreement regarding their career progress in current organizations. The mean value of creativity (Mean =

Table 4.2: Control Variables (One Way ANOVA).

Variables	Means	Standard Deviations
Gender	1.15	.36
Designation	3.35	.79
Tenure	2.94	1.25
Perception of Politics	3.46	.85
Social Networks	3.21	.84
Social Undermining	3.95	1.26
Psychological Hardiness	2.33	.73
Career Success	3.48	.88
Creativity	3.25	.82
Contextual Performance	3.39	.96
Incivility	3.38	.79
Moral Disengagement	3.45	.80
Aggression	3.50	.85

3.25, SD = .82) reveals level of agreement concerning creative attitude of employees. Contextual performance (Mean = 3.39, SD = .96) mean value reveals participants agreed that their subordinates were contributing towards improvement of organizational context.

Employee incivility mean value (Mean = 3.38, SD = .79) shows that respondents' (HODS/Deans) agree that their employees occasionally exhibit some sort of uncivil behavior. Moral disengagement's mean value (Mean = 3.45, SD = .80) and aggression's mean value and standard deviation (Mean = 3.50, SD = .85) revealed variation in employee attitude. Few employees revealed a tendency toward aggression and a few completely avoided that.

4.3 Pearson Correlation Analysis

Correlation analysis shows relation among study variables and the nature of the relation (positive or negative). Positive sign indicates that the variables are moving in the same direction and negative sign claims that variables have opposite relation. Pearson correction analysis is used to calculate correlation coefficient

for measuring the reliance among variables. In Table 4.3, the correlation analysis reveals hypothesized direction of relation among variables.

The results revealed that direct associations were significant. Demographic variable tenure and designation was significant for outcome variables career success and gender was significant for contextual performance. POP was positively correlated with social networks (r = .394**; p < .001) and social undermining (r = .427**; p < .001). The value for psychological hardiness was (r = -.314**; p < .001). POP was positively correlated with career success (r = .411**; p < .001), and with creativity it showed little correlation (r = .022; p < .01). The results also revealed that POP was positively correlated with contextual performance (r = .012; p, < .001).

The results also revealed significant direct associations with POP and negative outcomes. POP was positively correlated with workplace incivility (r = .324**; p, < .001), and positively correlated with moral disengagement (r = .487**; p < .001). The results also revealed that POP was positively correlated with workplace aggression (r =.405**; p, < .001). Details regarding correlation among all variables given in Table 4.3.

Keeping in view multicollinearity problem, association among variables must remain within acceptable rage of .70. A value above this limit indicates that two constructs are explaining the same phenomenon. The results of Table 4.3 indicate no multicollinearity problem for this study.

It is important to note that that non- existence of multicollinearity strengthens our assumption of casual relationships among stated variables. All constructs including IV and mediators have reasonable associations, even with DVs and moderators an acceptable intercorrelation was found. Thus, partial regression coefficients were estimated precisely. The standard errors was likely to be low or in range. Overall genuine and pure effect of IV on mediators, DVs and moderators was obtained due to non -existence of multicollinearity.

TABLE 4.3: Correlation Analyses

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
Gender	1												
Designation	144	1											
Tenure	167	397*	1										
Perception of politics	-005	014	-044	1									
Social networks	066	042	-.107	.394**	1								
Social undermining	037	038	.092	.427**	-.050	1							
Psychological hardiness	-012	065	-.101	-.314**	-.030	-.020	1						
Career success	013	124*	.030	.411**	.515**	-.114*	-.175	1					
Employee creativity	017	033	-.023	.022	.460**	069	-.003	.416**	1				
Contextual performance	126*	031	-.007	.012	.526*	-.228**	-.318**	.266**	.367**	1			
Workplace incivility	018	005	.013	.324**	.121*	.310**	-.208**	.140*	.273**	.077	1		
Moral disengagement	027	038	-.063	.487**	.134*	.449**	-.409**	.052	.041	.066	.264**	1	
Workplace aggression	023	012	.038	.405**	.119*	.276**	-.404**	.172**	-.181**	-.031	.257**	.448**	1

P < .001***, p < 0.05**, p < .01

4.4   Measurement Model

Following the suggestion of Anderson and Gerbing (1988), CFA was performed on the full measurement model of the study, and fit statistics (CMIN/DF, RM-SEA, IFI, TLI and CFI) were obtained. The results of CFA in Table 4.2 revealed that items of measures such as perceptions of organizational politics, social network, social undermining, psychological hardiness, career success, creativity were loaded significantly; the magnitudes of the standardized loading were also good for workplace incivility, moral disengagement and workplace aggression.

The majority of these estimates were above 0.70, each item was a significant indicator of its underlying construct at p < .001. The results of CFA confirmed the following fit statistics: CMIN/DF 1.237; CFI .95; IFI .95; TLI .95; RMSEA .02 also indicated excellent fit statistics, whereas P close was 1. Not only do the results for CFI signified an excellent fit, the other fit statistics such as IFI, RMSEA, and RMR met the standard proposed by Hu and Bentler (1999).

Thus, the results of fit statistics indicated an excellent fit for the proposed 10-factor model to the data. The findings mutually provided evidence of convergent validity. Likewise, the discriminant validity was evaluated by comparing the 10-factor model with a series of comparative models where the values of the fit statistics were far lower than our hypothesized 10-factor model. For example, the results of a random five factor model revealed CMIN/DF 2.78, CFI .634, TLI .630, IFI .635 and RMSEA .07, all these statistics were far lower than proposed 10-factor model. The single factor model results indicated even lower fit statistics including CMIN/DF 4.61, CFI .260, TLI .251, IFI .262 and RMSEA .10. thus, all these statistics strongly support proposed 10-factor model and prove its discriminant validity.

Moreover, the range of loadings lies between .67 to .93, thus the loadings of all items on their respective constructs with significant loadings indicates convergent validity.

Table 4.4 reveals that the initial CFA values of fit statistics were met with the acceptable threshold of .90. The fit statistics CMIN/DF 1.327; CFI .93; IFI .93;

TLI .93. RMSEA .03 indicated excellent fit statistics, but showed insignificant loading for few items of workplace aggression.

Thus, another analysis executed without these items 9, 18 and 19. The revised statistics revealed improvement in values. The fit statistics CMIN/DF 1.237; CFI .95; IFI .95; TLI .95. RMSEA .02 indicated excellent fit statistics with all item's significant loadings. Which clearly indicate that we can proceed for path analysis through structural models.

TABLE 4.4: Measurement model.

Models	CMIN/DF	RMSEA	IFI	TLI	CFI
Original model	1.327	.033	.934	.932	.933
Revised model	1.236	.028	.953	.952	.953

4.5 Structural Model

Structural model shows regression analysis; the extent to which an outcome variable is influenced by the predictor variable. It helps us to understand how the values of criterion variables change when a variation occurs in the predictor variable (IV). Furthermore, it explains the causal relationship between the variables.

4.5.1 Direct Path/Relationships of Perception of Politics with Positive Outcomes

Following hypothesis were developed and tested to identify positive effect of perception of politics on attitudes e.g., career success, employee creativity and contextual performance.

Test of Hypothesis H1-H3

H1: Perception of politics is significantly and positively associated with career success.

H2: Perception of politics is significantly and positively correlated with employee creativity.

H3: Perception of politics is significantly and positively related with contextual performance.

The results of SEM model for direct path are given in Table 4.5. The results mentioned under path coefficients showed that POP significantly effects outcome variables (attitudes and behaviors). P value shows significance levels, while S.E shows standard error.

TABLE 4.5: Standardized direct path coefficients of hypothesized positive outcomes.

Structural Path			Path Coefficients	S.E	P Value
Gender	→	Contextual performance	.09	.15	.026
Tenure	→	Career success	-.00	.03	.936
Designation	→	Career success	-.13	-.04	.011
POP	→	Career Success	.41	.05	***
POP	→	Creativity	.02	.05	.707
POP	→	Contextual performance	.01	.06	.820

*P < .05, **P < .01, ***P < .001*

Table 4.5 results indicate that gender and designation had some effect on contextual performance and career success. Thus, this effect was controlled to get pure impact of POP on these variables. Description of results is given below.

H1: Perception of politics is significantly and positively associated with career success.

The results indicate that POP has a significant positive association with career success (β = .41, p < .001). Thus, hypothesis 1 (H1), which predicted that higher the level of positive POP, higher is the level of career success, is accepted.

H2: Perception of politics is significantly and positively related with employee creativity.

The results reveal that POP doesn't have any significant association with employee creativity (β = .01, p > .01). Thus, hypothesis 2 (H2), which predicted that higher

the level of POP, higher is the level of employee creativity, is rejected. Explanation related to this assumption and justification of its rejection has been provided in the discussion section.

H3: Perception of politics is significantly and positively related with contextual performance.

The results depict that POP doesn't have any significant positive association with contextual performance (β = .00, p > .01). Thus, hypothesis 3 (H3), which predicted that higher the level of positive POP, greater will be the improvement in organizational context, is rejected.

4.5.2 Mediation Analysis

Different methods are available to establish mediation. Barron and Kenny (1986) proposed that for mediation analysis the following conditions must be fulfilled;

1. Independent variable must be significantly related to dependent variable.

2. Independent variable must be significantly related to mediating variable.

3. Mediating variable must be related to dependent variable.

But for the convenience and suitability of the study, we followed Preacher and Hayes method of bootstrapping (2008) for mediation analysis. Preacher & Hayes (2008) explained that Baron and Kenny (1986) method has been obsolete, as it imposed a condition of total effect of causation for mediation, which created an unnecessary hindrance in the way of assessing true impact (Preacher & Hayes, 2008; Preacher, Rucker & Hayes, 2007). Thus, the indirect effect through mediation could be examined, even if no clues of direct effect between predictor and outcome are found.

For example, in this study results showed no direct relation between POP and two of its outcome variables e.g., employee creativity and contextual performance. By following Preacher and Hayes, (2008) we will proceed to identify whether mediatory mechanism exists or not, even if direct relation does not work.

Additionally, in the context of social sciences when data is subject to situation, nature and context of respondents, the bootstrapping technique for mediation increases the likelihood of realistic results.

4.5.2.1 Mediatory Role of Social Networks for Perception of Politics and Outcome Variables

Following hypothesis were tested for this purpose.

Test of Hypothesis H4-H6

H4: Social networks mediate the relationship between perception of politics and career success.

H5: Social networks mediate the relationship between perception of politics and employee creativity.

H6: Social networks mediate the relationship between perception of politics and contextual performance.

TABLE 4.6: Standardized indirect path coefficients of hypothesized positive outcomes.

Structural Path			Path Coefficients	S.E	P Value
Gender	→	Contextual performance	.09	.12	.058
Tenure	→	Career success	-.03	.03	.495
Designation	→	Career success	.13	.05	.006
POP	→	Social network	.39	.05	***
Social network	→	Career Success	.52	.05	***
Social network	→	Creativity	.46	.04	***
Social network	→	Contextual performance	.52	.05	***

SEM results for hypothesis H5 to H6 revealed the mediating role of social networks and outcome variables. Path coefficients showed significant positive relation between POP and social networks ($\beta = .39$, p $< .001$), and social network to career

success ($\beta = .52$, p $< .001$), creativity ($\beta = .46$, p $< .001$) and contextual performance ($\beta = 52$, p $< .001$). Mediatory mechanism was further tested through bootstrapping, where indirect effect, upper and lower limit and P as significant effect further elaborated the results as shown in Table 4.6.

4.5.2.2 Bootstrapping Results for Mediation

Bootstrapping is a non-parametric method that generates an estimate of indirect effect on 95% confidence interval. Ideally when zero is not in the 95% confidence interval, it is assumed that indirect effect is significantly different from zero p $<$ .05 (two tailed). The bootstrapping method helps to avoid shortcomings of earlier stepwise mediation proposed by Barren and Kenny (1986).

Additionally, it generates better estimates because of its re-sampling with replacement technique. On 95% confidence interval, 2000 bootstrap re-samples were generated for the analysis. Furthermore, mediation was run for both positive and negative streams with their respective positive and negative mediators. Results are given in Table 4.7.

TABLE 4.7: Bootstrapping effect for positive hypothesized relationship.

Variables Bootstrapping Effect	Indirect Effect	BC (95% CI) (LL, UL)	P Value
POP $\rightarrow$ Social network $\rightarrow$ Career Success	.20	.13, .28	.001
POP $\rightarrow$ Social network $\rightarrow$ Creativity	.18	.12, .25	.001
POP $\rightarrow$ Social network $\rightarrow$ Contextual Performance	.20	.14, .28	.001

H4: Social networks mediate the relationship between perception of politics and career success.

Findings indicated the existence of indirect effects of social networks in relation between POP and employee career success lie between .13 and .28. Hence, zero is not present in the 95% confidence interval. Furthermore, the indirect effect is

quite high and significant ($\beta = .20$, p $< .001$). Therefore, it can be concluded that social networks mediate the aforementioned relationships.

H5: Social networks mediate the relationship between perception of politics and employee creativity.

The indirect effects of social networks in relation between POP and employee creativity lie between .12 and .25. Hence, zero is not present in the 95% confidence interval. Additionally, the indirect effect is quite high and significant ($\beta = .18$, p $< .001$). So, it can be concluded that social networks mediate the relationship between POP and employee creativity. Thus, H6 is accepted.

H6: Social networks mediate the relationship between perception of politics and contextual performance.

Amos results for hypothesis revealed that mediating role of social networks and outcome variable is insignificant. Findings indicate existence of indirect effects of social networks, between POP and contextual performance lie between .14 and .28. Thus, zero is not present in the 95% confidence interval. Moreover, the indirect effect is quite high and significant ($\beta = .20$, p $< .001$). Therefore, it can be concluded that social networks mediate the above-mentioned relationships.

4.5.3 Direct Paths of Perception of Politics and Negative Outcomes

Test of Hypothesis H7-H9

H7: Perception of politics is positively associated with workplace incivility.

H8: Perception of politics is positively correlated with moral disengagement.

H9: Perception of politics is positively related with workplace aggression.

The results of SEM model for direct path of POP negative outcomes are given in Table 4.8. The results stated below path coefficients show that POP significantly effects outcome variables (attitudes and behaviors). P value shows significance levels, while S.E shows standard error.

TABLE 4.8: Standardized direct path coefficients of hypothesized negative outcomes.

Structural Path			Path Coefficients	S.E	P Value
POP	→	**Workplace Incivility**	.32	.05	***
POP	→	**Moral Disengagement**	.49	.04	***
POP	→	**Workplace Aggression**	.45	.05	***

The results revealed that negative outcomes related to POP are comparatively high.

H7: Perception of politics is positively related to workplace incivility.

The results showed that POP has a significant positive association with workplace incivility ($\beta = .32$, p < .001). Thus, hypothesis 7 (H7), which predicted that higher the level of negative POP, higher will be the level of workplace incivility, is accepted.

H8: Perception of politics is positively related to moral disengagement.

The results indicate that POP has a significant positive association with moral disengagement ($\beta = 49$, p < .001). Thus, hypothesis 8 (H8), which predicts that higher the level of negative POP, higher will be the level of moral disengagement, is accepted.

H9: Perception of politics is positively related with workplace aggression.

The results revealed that POP has a significant positive association with workplace aggression ($\beta = 45$, p < .001). Thus, hypothesis 9 (H9), which predicts that higher the level of negative POP, higher will be the level of workplace aggression, is accepted.

4.5.3.1 Mediation Analysis for Negative Stream

How effectively proposed mediator social undermining mediates the relationship between POP and proposed negative outcomes. Following hypothesis were developed after literature review and then tested on the basis of obtained data.

Test of hypothesis H9-H12

H10: Social undermining mediates the relation between perception of politics and workplace incivility.

H11: Social undermining mediates the relations between perception of politics and moral disengagement.

H12: Social undermining mediates the relation between perception of politics and workplace aggression.

Table 4.9 indicates how perception of politics effect employees' feeling of undermining and how it leads to ethical and moral issues among employees. P value shows the significant effect of predictor on outcome variables.

TABLE 4.9: Standardized indirect path coefficients of hypothesized negative outcomes.

Structural Path		Path Coefficients	S.E	P Value
Perception of Politics $\rightarrow$	Social Undermining	.42	.07	***
Social undermining $\rightarrow$	Workplace Incivility	.31	.03	***
Social undermining $\rightarrow$	Moral Disengagement	.44	.03	***
Social undermining $\rightarrow$	Workplace Aggression	.27	.03	***

*P < .05, **P < .01, ***P < .001

SEM results for hypothesis H7 to H9 revealed mediating role of social undermining and outcome variables. Path coefficients showed significant positive relation between POP and social undermining ($\beta = .42$, p < .001), and social undermining

to workplace incivility ($\beta = .31$, p < .001), moral disengagement ($\beta = .44$, p < .001) and workplace aggression ($\beta = .27$, p < .001).

Mediatory mechanism was further tested through bootstrapping, where indirect effect, upper and lower limit and P values explains the results. Results revealed that social undermining appeared as effective mediatory mechanism for POP and negative stream of outcomes.

4.5.3.2 Standardized Bootstrapping Effect for Hypothesized Positive Relations

TABLE 4.10: Standardized bootstrapping effect for hypothesized negative stream.

Variable Bootstrapping Effect			Indirect Effect	BC 95% CI LL, UL	P Value
POP →	**Social Undermining**	**→Workplace Incivility**	.13	.08, .18	.001
POP →	**Social Undermining**	**→ Moral Disengagement**	.19	.13, .24	.001
POP →	**Social Undermining**	**→Workspace Aggression**	.11	.06, .17	.001

*P < .05, **P < .01, ***P < .001

H10: Social undermining mediates the relation between perception of politics and workplace incivility.

The indirect effects of social undermining in relation to POP and workplace incivility lie between .08 and .18. Hence, zero is not present in the 95% confidence interval. Additionally, the indirect effect is quite high and significant ($\beta = .13$, p < .001). So, it can be determined that social undermining mediates the relation between POP and workplace incivility. Thus, H10 is accepted.

H11: Social undermining mediate the relations between perception of politics and moral disengagement.

Amos results for hypothesis discovered that mediating role of social undermining and outcome variable is not significant. Findings specify non-existence of indirect effects of social undermining between POP and moral disengagement. The values lie between .13 and .24. Thus, zero is not present in the 95% confidence interval. Additionally, the indirect effect is quite high and significant (β = .19, p < .001). Therefore, it can be concluded that social undermining does mediate the relation between POP and moral disengagement. Thus, H11 is accepted.

H12: Social undermining mediates the relation between perception of politics and workplace aggression.

The indirect effects of social undermining in relation to POP and workplace aggression lie between .06 and .17. Hence, zero is not present in the 95% confidence interval. Moreover, the indirect effect is quite good and significant (β = .11, p < .001). So, it can be determined that social undermining does mediate the relation between POP and workplace aggression. Thus, H12 is accepted.

4.5.4   Moderation Analysis

Moderation analysis was applied to test hypothesis, results revealed the role of psychological hardiness (PH) between POP and employees' feelings of social undermining. Results exposed following statistics.

Test of hypothesis no. 13

H13: Psychological hardiness moderates the relation between perception of politics and employees' feelings of undermining.

Results of SEM concerning to moderation hypothesis H13 revealed that psychological hardiness works as buffering mechanism for the POP and outcome relationship. Findings of the study showed that it significantly weakened the relation between perception of politics and employees' feeling of undermining (β = -.35, p < .001). Thus, hypothesis 13 accepted.

TABLE 4.11: Moderation analysis.

Structural Path for Moderation	Path Coefficient	S.E	P Value
Perception of politics X → psychological hardiness Social undermining	-35	.06	***

As the interaction term of psychological hardiness on social undermining remained significant. It was expected to weakens the proposed relationship between POP and employees' feeling of undermining. To confirm its effect, slope test was also done. The significant interaction term of perceived organizational politics x psychological hardiness was plotted for testing the two-way interaction by using simple slopes method.

Figure 4.1 shows the behavioral pattern, consistent to our expectations, the slope of the relationship between POP and social undermining has negative tendency for high psychologically hard employees which also shows buffering effect. Higher the level of psychological hardiness higher will be buffering effect. Thus, hypothesis 13 was supported.

4.5.5   Verified Results of Moderation in Process Macro

To verify interactive effects of PH, SPSS 20 was used, variables were entered simultaneously in Process Macro 2.16 by Hayes 2013. Social undermining was entered as dependent variable, independent variable POP and moderator Psychological hardiness, the interaction term which was cross product of POP and psychological hardiness was key point to identify the conditional effect.

The moderating role of psychological hardiness in the case of POP and employees' feeling of undermining was significant (β = -.73, p < .001). As the interaction term of psychological hardiness on social undermining remained significant. It
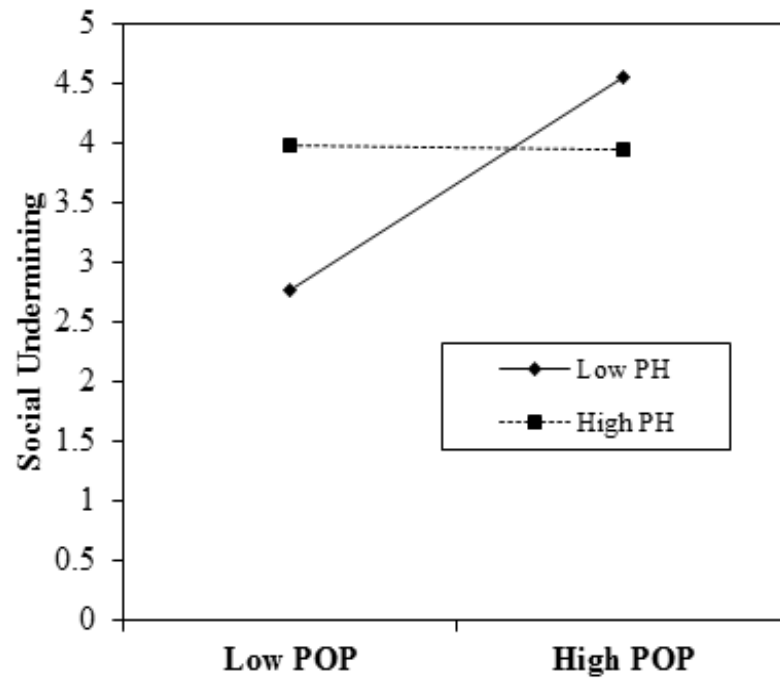
FIGURE 4.1: Slope test for interaction term.

TABLE 4.12: Moderation in process macro.

Predictor	β	R^2	ΔR^2	Sig
PH	2.74	.307		.021
POP	2.22			***
Int term	-.733		.111	***

*P < .05, **P < .001

was expected to weakens the proposed relationship between POP and employees' feeling of undermining. To confirm its effect, conditional effect was also observed.

Table 4.13 presents the conditional effects of PH between POP.

Hypothesis 13 stated that psychological hardiness moderates the relationship, as the interaction term was significant. The conditional effect shows, when psychological hardiness high, it acts as buffering mechanism and has higher effect 1.0.

Furthermore, simple slope = -.73, t = 11.5, p = < .001 also signifies higher buffering effect. Upper and lower confidence interval also reveals that values lie between .865 to 1.20 and zero is not present between them thus hypothesis accepted. In

TABLE 4.13: Conditional effect of psychological hardiness.

PH	SE	t	P	LLCI	ULCI
1.60	.09	11.5	000	.865	1.21
2.33	.07	6.41	000	.351	.666
3.06	.12	-.219	.82	-.278	.222

case of moderate level of psychological hardiness there is also significant effect, as the values lie between .351 to .666, zero is not present thus significant effect is proven.

At low level of psychological hardiness, it plays no role, values lie between -.287 to .222, zero present between them thus indicates no effect. The results from above Table 4.13 indicate that moderating variable remained insignificant when at high level, thus hypothesis accepted.

4.6 Summary of Hypothesis Accepted and Rejected

Hypothesis	Statements	Results
H1	Perception of politics is significantly and positively associated with career success.	**Accepted**
H2	Perception of politics is significantly and positively related with employee creativity.	**Rejected**
H3	Perception of politics is significantly and positively related with contextual performance.	**Rejected**
H4	Social networks mediate the relationship between	**Accepted**

	perception of politics and career success	
H5	Social networks mediate the relationship between perception of politics and employee creativity.	**Accepted**
H6	Social networks mediate the relationship between perception of politics and contextual performance.	**Accepted**
H7	Perception of politics is positively related with workplace incivility.	**Accepted**
H8	Perception of politics is positively related to moral disengagement.	**Accepted**
H9	Perception of politics is positively related with workplace aggression.	**Accepted**
H10	Social undermining mediates the relation between perception of politics and workplace incivility	**Accepted**
H11	Social undermining mediates the relations between perception of politics and moral disengagement.	**Accepted**
H12	Social undermining mediates the relation between perception of politics and workplace aggression.	**Accepted**
H13	Psychological hardiness moderates the relation between perception of politics and employees' feeling of undermining.	**Accepted**

The findings of the SEM revealed perception of politics as curates egg, with partly good and partly bad effects on employees attitudes and behaviors. These findings reinforce our keenness that POP has some favorable effects as well, its not completely an undesirable phenomenon. Although negative outcomes remained dominant but some positivity compliments the favorable use, positivity and legitimacy

of perceived politics in organizations specifically in context of higher educational institutions of Pakistan. The ideology of POP has undeniable existence with its dual effects, although further studies in multiple contexts and sectors are highly recommended to replicate these findings.

Chapter 5

Discussion and Conclusion

The main purpose of this study was to develop an integrated model of perception of politics with its dual outcomes. In order to attain the purpose, the research questions were articulated and tested with respective hypothesis. Generally, we found a good support for our hypotheses, while some results were contrary to expectation. In following chapter, the possible reasons for these results are discussed in detail.

5.1 Research Question 1

To what extent are employees' perceptions of politics related to positive and negative outcomes? Does it generate positive consequences?

A number of hypotheses were formulated to find out the relation of POP with outcomes. The hypotheses H1, H2, and H3 show positive relationships; they investigate the relation of POP with positive outcomes such as employees' career success, their level of creativity and improved contextual performance. The findings revealed that H1 could be accepted while H2 and H3 could not meet expectations and were rejected.

5.1.1 Discussion for Hypothesis 1

Perception of politics is significantly and positively associated with career success.

The result of first hypothesis shows that perception of politics has a significant positive relationship with career success indicating that an environment characterized by politics can motivate employees to strive hard for career success. These findings seem unusual but studies suggest that political activity is legitimate when others' objectionable behavior requires reconsideration or when limited alternatives are available for goal achievement (Fedor & Maslyn, 2002).

These findings seem counter intuitive as logic suggests that perception of politics is something negative and can only have negative outcomes, but this result can be explained in a number of ways. First, findings reveal that a positive use of perception of politics provides individuals a way to deal with difficult situations and they engage in activities that motivate them to remain competitive. Thus, these findings suggest that a positive perception of politics strongly associated with career success and upward mobility, the same was reported in earlier studies (e,g, see Frieder & Hochwarter, 2015).

These findings were earlier emphasized by the seminal work of Judge and Bretz (1994) who reported that perception of politics is an influential and unnoticed phenomenon towards career success. The results also support the idea that organizational politics may explain how employees respond to their political perceptions (Buchanan, 2008; Fedor, Maslyn, Farmer & Bettenhausen, 2008).

Employees when face politics at workplace need a strategy to survive as Buchanan and Bradham (1999) suggest, successful employees who enjoy a successful career are generally good in manipulating the political arenas. In a similar study by Bashir et al (2011) in Pakistani context, the higher level of politics resulted in increased commitment of employees in public sector organizations, since employees feel that they can use this political environment for personal gains.

5.1.2 Discussion for Hypothesis 2

Perception of politics is significantly and positively associated with employee creativity.

The findings suggest that this hypothesis is not supported. Studies provide indifferent outcomes for perception of politics in the organizations either organizational politics is detrimental and should be eradicated (Abbas & Raja 2012, 2014), or supportive and should be nurtured (Fedor at el, 2008). The main assumption was employees working in educational institutions of higher education might indulge in politics to show more creativity at workplace. In fact, the creativity exhibited by them could be attributed to an environment where having a positive impression is the key to success.

The term publish or perish has been taken in academia with such intensity that people go for coalitions, work groups to publish more. While discussing these findings with faculty members in various universities, the teachers were of the view that publishing is more a tactic rather than a creative behavior. Creativity is a broader concept and a political environment as per findings of this study does not induce creativity in employees.

Here with creativity we mean creative and innovative behavior among individuals. Rather the race for publications forces the faculty members to do activities in which they appear more creative rather than any actual creative output. Many experts reported that each year hundreds of faculty members travel abroad for presenting their research at international conferences, while all of them personally know they are not doing any creative work. This race has lead publication of hundreds of studies in fake journals. This study provides an answer to all the activities.

You need to be appear creative and publish more to survive and grow in academia. Hence the study provides and important insight that pressure to publish has converted universities in to political arenas and people are publishing more but these publications are by no means indicator of creativity.

5.1.3   Discussion for Hypothesis 3

Perception of politics is significantly and positively related with contextual performance.

The findings of the study don't confirm a positive association between perception of politics and contextual performance. Previous studies strongly advocated this relationship (Fedor, Maslyn, Farmer & Bettenhausen, 2008) since politics motivates people to achieve personal and career goals (Buchanan & Badham, 1999). However, some earlier studies also support our findings for example, Jam et al (2011) suggest that perception of politics is detrimental for contextual performance. Regarding justification of our study, we use an important study by Ferris and Kacmar (1992) who defines multiple situations in which perception of politics can be useful.

One of such condition was instrumentality, which suggests that employee can use politics for personal benefits if the feel that indulging in politics can be more beneficial for them or political environment is instrumental for personal gains. This study suggests that in an environment characterized by politics, it's hard to manipulate contextual performance especially in academia. When people are indulged more in task performance which is a major source for personal gains, contextual performance like volunteering, helping coworkers generally is eliminated.

We can simplify these findings by considering that people indulge in politics to gain more and thus it may enhance task performance and in political environment where people are ready to do anything to surpass others, helping and volunteering seems a rare phenomenon.

5.2   Research Question 2

To what extent do social networks mediate the relationship between POP and positive outcomes?

To find out the answer of above-mentioned research question hypotheses were formulated. H4, H5 and H6 are related to mediatory mechanisms of social networking

between POP and a positive stream of outcomes. The results of the hypotheses led us to accept H4, H5 and H6. Now hypotheses and their results will be discussed.

5.2.1 Discussion for Hypothesis 4

Social networks mediate the relationship between perception of politics and career success.

Results of the study shows that social networks mediated the relationship between perception of politics and career success. The findings are aligned with findings of Treadway et al. (2004) who suggested that employees establish strong social networks on the basis of their perception of politics allows them to be more successful. Findings of this study further adds that the success of employees include their career success as well.

When employees take perception of politics as instrumental, they form coalitions to get more support for their growth (Kacmar et al, 1999). On the similar pattern, Chang et al. (2009) suggest that perception of politics is the most viable method to get support of your seniors in the organization for any personal favor.

Thus, employees' political perceptions produce informal association or networking with influential individuals which accelerates their career success (Buchanan, 2008). These findings provide a practical solution for survival and growth in the organizations. Moving ahead is a hard task when you try to do it individually but when you form coalitions and get a social support, things become easier which ultimately helps an individual for career growth as well.

5.2.2 Discussion for Hypothesis 5

Social networks mediate the relationship between perception of politics and employee creativity.

An interesting finding indicates that social networking is the key for employee creativity if you are having perception of politics. Earlier study reports that perception of politics is not a good predictor of employee creativity. So, these

findings need a more logical discussion to explain what social networks do that politics can be helpful in creativity.

The social networking of employee provides him a forum to have referent others. In a social network employee becomes aware of others abilities and performance. In academia, the concept of research group is quite common throughout the world. What these groups do, they provide a mechanism in which that network decides how we as a group have to survive in politics. The social network helps the faculty to align personal objectives with group's objectives. Being part of such groups and discussing the quality issues of creativity, helps individual faculty members to exhibit more creativity in their works. Hence, these findings seem quite logical that social networks are the viable mechanism through which employees can be more creative in political environment.

5.2.3 Discussion for Hypothesis 6

Social networks mediate the relationship between perception of politics and contextual performance.

Consistent with our assumptions, findings revealed that social networks mediate the relationship between perception of politics and contextual performance. Previously, Moynihan and Pandey (2007) suggested that more social interactions in political environment can improve contextual performance. It is very important to consider this aspect that in a social network the survival of that network is linked with the strength of relationship among people who are part of this network. So, helping other and volunteering is a requirement.

However, these findings are important in relation to the findings of direct hypotheses that perception of politics has no impact on contextual performance but when it is through social networks enhance contextual performance. These findings can be positive and negative both when we see specific context of the universities. Overall the faculty is least engaged in helping behaviors but when they are in a specific network they prefer to exhibit extra role behaviors.

This might be beneficial for a particular groups performance, but does it have some benefits for organizations? There is a question mark which future studies can explore. Still this study provides and important insight, on role of social networks for contextual performance in presence of politics at workplace.

5.3 Research Question 3

To what extent is employees' POP related to negative outcomes? Does it generate ethical issues along with positive outcomes simultaneously?

To find the answer of this question three hypothesis were developed. Results revealed that H7, H8, and H9 show negative outcomes in relation to POP; they explore its effect on workplace incivility, moral disengagement and workplace aggression. The results provide strong support for H7, H8, and H9 and these hypotheses were thus accepted.

5.3.1 Discussion for Hypothesis 7

Perception of politics is positively related with workplace incivility.

The findings of the study demonstrated a significant connection between POP and workplace incivility. Incivility was defined as behavior which might be considered disrespectful (verbal and non-verbally) towards other members with an intent to harm others' dignity and self-esteem (Andersson & Pearson, 1999; Pearson & Porath, 2005). Earlier studies like Ogungbamila (2013) also pointed out that politics can propagate incivility.

Individuals at all levels of organizations display behavior that are at times reactive, non-cooperative, unkind, and unempathetic. These all are indications of morally unacceptable behavior which is not appreciated in organizations but people somehow manage to survive with such harmful attitudes and behaviors. Among the negative outcomes, in a recent study, Arogundade, Arogundade & Gbabijo (2016) also related higher level of POPs with higher level of employee incivility.

Incivility creates a sense of uneasiness for spectators (Goetz, Keltner, Simon & Thomas, 2001). The incivility in academia is more problematic as it involves teachers' behavior not only with members of the organization but another very important stakeholder i.e. students. In this way perception of politics can have detrimental effects on future life of students when teachers exhibit incivility in form of bullying or disrespectful attitude, which affects self-esteem and performance of students as well.

In recent years, few cases related to incivility in higher education institutions were highlighted by electronic and print media e.g., a case of Punjab university where a professor was involved in psychological harassment of coworker. Similarly, in another case a student was so harassed by a faculty member that she preferred to quit and got justice through court after years. Thus, findings are quite relevant in present context.

5.3.2 Discussion for Hypothesis 8

Perception of politics is positively related to moral disengagement.

Politics has been viewed as self-centered behavior followed by a majority to secure outcomes considered unachievable via authentic organizational means (Halbesleben & Wheeler, 2006). Moral disengagement encourages employees to avoid direct conflict with individuals and situations but acquire their desired outcomes at the cost of ethics and morals. This tendency is quite harmful for organizations when employees lose track of morality. Political environments nurture such outcomes. Previously, politics was found as a facilitator r to manipulative actions (Gandz & Murray, 1980; Madison at el, 1980).

An organizational setting that is high in perception of politics instigates employees to feel insecure and fearful to contribute positively (Kacmar & Ferris, 1991). Callanan (2003) also discussed how self-serving decisions are made by employees for desirable outcomes. When this result was discussed with different senior faculty members in universities, they termed it the most dangerous outcome of politics in

universities specifically in public sector universities. A number of teachers have been blacklisted by HEC for publishing plagiarized articles.

Furthermore, publishing papers written by students is a common but moral disengagement which results in publishing papers either not including their names or listing them at last. Even in few cases even having no idea of the construct but taking credit of the publication is now a day on peak. These activities have significantly deteriorated academic quality and university output across Pakistan.

5.3.3 Discussion for Hypothesis 9

Perception of politics is positively related with workplace aggression.

Results show that perception of politics and workplace aggression are positively correlated. As workplace aggression involves fearful, irritable and less emotionally stable behavior exhibited by employees, those who perceive politics negatively, react aggressively in stressful situations within organizations. Politics intensifies intimidating work environment which upsets employees' formal conduct and leads to verbal and violent behavior (Vigoda, 2002).

Furthermore, certain promotion decisions in organization, involving moving individuals into top positions, may create an environment that indirectly endorses aggression (Crossley, 2008). Additionally, individuals who cannot control their instincts, while dealing with ambiguous and challenging situations react violently. This perceived negativity affects their relations with coworkers but also affects their creativity. In short, expression of negative behavior encourages these individuals to utilize more of their time concentrating on dealing with unimportant issues while spending less time on work demands.

5.4 Research Question 4

To what extent does social undermining mediate the relationship between POP and negative outcomes?

H10, H11 and H12 are concerned with mediatory mechanisms of social undermining between POP and negative streams of consequences. All the hypotheses were accepted.

5.4.1 Discussion for Hypothesis 10

Social undermining mediates the relation between perception of politics and workplace incivility.

Consistent with our assumptions, results revealed that social undermining mediates the relationship between perception of politics and workplace incivility. The results are in line with findings of Kapoutsis, Papalexandris, Nikolopoulos, Hochwarter and Ferris (2011), they explained that increased workplace politics can foster perceptions of undermining and prompt several harmful outcomes. Duffy at el (2002) suggested social undermining as spiteful negative behavior which strengthens the probability of incivility.

Thus, when employees perceive high levels of organizational politics, they hold the organization responsible for uncivil behaviors (Kiewitz, Restubog, Zagenczyk & Hochwarter, 2009) which may include gossiping, disregarding, ignoring and intentionally delaying others' work (Miller, 2001) and fabricating an impression of unconscious acts and maintain an unbiased image in their organizations (Cortina, 2008). But, by exerting some effort we can easily understand their routine daily behaviors.

5.4.2 Discussion for Hypothesis 11

Social undermining mediates the relations between perception of politics and moral disengagement.

Consistent to our assumptions, the findings reveal that social undermining mediates the relationship between POP and moral disengagement. These findings provide possible reasons for observing moral disengagement in various organizations and more importantly in educational sector. It has been more than a decade

now when different corporate scandals like Enron and WorldCom took the world by surprise. In various investigation reports, the investigators concluded that high ups in these organizations have shown a behavior which was free from morality.

It was because of educational institutions, where the teachers no longer focus on morality. In educational institutions, high level of politics and social undermining results quite serious consequences. Teachers now focus on class activities more and do not care for moral and ethical development of students. Our results can be supported in light of the fact that the environment in academic institutions is so much political that faculty has lost feeling of self-respect and meaningfulness in jobs. They engage in many activities which show that they no more care about morality.

Writing plagiarized papers, allowing cheating in exams and so many activities indicate that out findings against this hypothesis provide a real-time situation that prevail in academia. Since teachers themselves do not care about morality, their moral disengagement results in producing graduates who exhibit a self- serving behavior and in such situation the corporate scandals and corruption in society should not be considered something unusual.

5.4.3 Discussion for Hypothesis 12

Social undermining mediates the relation between perception of politics and workplace aggression.

This hypothesis was also supported. If we analyze what's happening in organizations we won't be surprised with these findings. The literature as a whole emphasizes that workplace aggression has manifested more in previous few decades and this aggression has also proliferated the academic institutions (Vigoda, 2002). If we see some recent examples in Pakistan and academic institutions, we will see that there have been serious situations in which faculty and students were involved in aggression.

It is important to note that aggression shown even by students must not be considered an isolated incident, it comes from faculty in different forms. For example,

a student was even murdered in a university on charges of blasphemy. The Joint investigation team reported that even faculty was involved in this aggressive activity. If we analyze this situation, the politics in academic institutions are the major cause of such aggressive behaviors by faculty. Strikes, sabotage and such aggression by faculty affirm the findings of our study, that politics and social undermining are the major cause that force faculty exhibit aggression at workplace.

5.5 Research Question 5

Does psychological hardiness moderate the relation between POP and social undermining?

A hypothesis was formulated to find out the moderating role of psychological hardiness for social undermining. The results of the hypothesis revealed that H13 was accepted.

5.5.1 Discussion for Hypothesis 13

Psychological hardiness moderates the relation between perception of politics and employees' feeling of undermining.

In compliance with our hypothesis, psychological hardiness significantly moderated the relationship between POP and social undermining. The β coefficient revealed that interaction term remained effective for outcome variable social undermining when considering high psychological hardiness. Additionally, with the introduction of moderating variable, the direct relationship between POP and social undermining turned weak gradually, when previously it was strong, thus, it is concluded that H13 is accepted. Results regarding moderating role of psychological hardiness are in line with previous research.

For example, Taylor et al (2013) and Skomorovsky & Sudom (2011) studied hardiness in the context of military personnel and found it to be a significant moderator. Similarly, results revealed strong buffering effects of psychological hardiness

because hardy individuals by nature are provoked to challenge and manage negative situations because of their strong inclination to cope. They might see these challenges as an opportunity (Maddi, 2007). Moreover, hardiness was relevant to teaching occupation due to the challenges academics face for career progress specifically in the context of universities. Hardiness explains their professional excellence in a politically charged environment.

Strong effect of perceived politics might give faculty members a feeling of social undermining and they avoid confrontation and manage to survive reasonably through psychological hardiness. Additionally, they may involve themselves in routine activities and teaching and are aware of hardiness skills where to utilize these.

5.6 Conclusion

The research study explored perceived organizational politics, in higher education institutions and examined faculty members' attitudes and behaviors simultaneously. The results reported in this study determined that most of the hypothesized relationships were supported while few others did not meet expectations. Perceptions of politics positively influenced teachers' tendency towards their career success and while it has no significant and positive relationship with employee creativity and contextual performance. Although, we assumed significant positive relationship between perception of politics and their creativity and contextual performance as well.

Consistent with previous studies (Fedor, Maslyn, Farmer, & Bettenhausen (2008); Ferris et al 1989; Buchanan 2008; Buchanan & Badham, 1999), the study findings also revealed POP generates dual outcomes. It can act as a barrier as well as a ladder for employees in higher educational institutions. Specifically, in a Pakistani context, higher education institutions have developed an environment where biased selection is predominant. All the key decisions regarding hiring, pay and promotions are made politically which influences academics' tendency towards, career

progress, creative teaching methods as well as creative research work. Furthermore, not only on individual level but as whole organizational context is effected by prevailed politics.

Study findings revealed that social networks act strong mediator for perception of politics and positive stream of outcome, it not only enhances employees career success but also ensures employee creativity and improved contextual performance through collaborations. These findings are important, because faculty members are expected to invest their time, effort, and potential energies simultaneously to be creative, constructive, participative and exhibit standard morally responsible behavior. Thus, social networks act as helping mechanism which strengthen the probability of positive outcomes of perception of politics.

The findings also deliver additional insights related to the nature of the relationship between POP and ethical/moral issues. As hypothesized, POP was found to be significantly and positively related to teachers' behavioral outcomes including workplace incivility, their level of moral disengagement and workplace aggression. Findings are in line with other empirical studies with negative outcomes (e.g., Naseer, Raja & Donia, 2016), when employees perceived negative politics they reacted to their organization, and behaved unusually by going beyond their required formal behavior. Consequently, academics give little value to others opinion, and make harsh remarks about others.

They may also involve in action like transfer of responsibility, taking credit of others' achievements (e.g., join as co- author and take credit of shared impact factor and other publications and so on). They become aggressive and by any means prove them right in front of their colleagues and students. They stick to their opinion, show rigid approach. Thus, teachers working in a politically charged work environment display negative attitudes and behavior which not only hinders their research expertise but also organizations' contextual performance.

The results also supported the notion that social undermining is underlying mechanism which strengthens the relationship between perception of politics and negative outcomes. The victims of politics perceive negativity from their higher echelon and other beneficiaries', see themselves as socially undermined and in turn behave

unethically. Their immediate reaction might appear in a variety of questionable ways e.g., mild form of disrespectful behavior might be workplace incivility to worst form like aggression.

But individuals, who possess even strong personality traits, for example those who possess self-control or those who are inclined to accept challenges or those who are committed towards achievements, do not fall victim to this perceived negativity. They continue with their standard behavior, become proactive and not act as perpetrator of negative behaviors. Consistent with theory we found that different work environment prevails in the East and in the West, thus, how employees attribute things and react accordingly would make a difference.

The study findings also strengthen the ideology of attribution theory. Basically, individuals' cognitive reasoning process establishes through the attributions they make about others' attitudes or behaviors. Their spontaneous experiences or treatments they encounter within the workplace and their interpretations are strongly influenced by their attributions. Individuals attribute positive and negative things to internal or external characteristics and shape actions or reactions accordingly. Individuals often develop negative feelings and destructive behaviors when they attribute negatively. In contrast, positive attribution leads to optimism and generates positive outcomes.

If we connect dots from start to end or end to start of concept of perception of politics and its outcomes, one thing has been quite obvious that we cannot tag something completely good or completely bad. Nothing is absolute in this world; with lots of exceptions human tendencies, attitudes and behaviors are unpredictable, whether they are faculty member or a common human being. Moreover, attribution is the focal point which shapes individuals future in terms of positive or negative consequences. Thus, POP exists in organizations with undeniable dual outcomes, attribution determines the direction of these outcomes and consequences. Better to have more inclination towards positive perception of politics than towards negative one for some desirable outcomes.

5.7   Limitations and Future Research Directions

This study was an attempt to address identified shortcomings in previous literature. In relation to POP and its outcomes a few interesting research directions are suggested. For example, this study focused only on the education sector and sample size was reasonable; future studies could consider these lines and work on large sample size in diverse sectors e.g., police.

As majority of previous studies focused on banking, telecom etc and police sector completely ignored specifically in Pakistani context. Furthermore, this study emphasized on subjected aspect of employee attitude and behavior, future studies can test objective or monetary side as well.

This study tested direct relationships as well as mediating and moderating effects with some variables; future empirical studies could investigate different mediating and moderating variables for these relationships. Other possible outcomes, for example, employee learning and revenge, although tested in western context, can be empirically tested in Pakistan. As a concluding remark, replication of this study with a larger sample size, in different sectors and settings in Pakistan and other Asian contexts for cross-validation of the findings reported here is highly recommended.

5.8   Research Implications

5.8.1   Theoretical Implications

Perception of politics in a teaching context can generate both positive and negative outcomes for academics. Specifically, in the Pakistani context, how effectively they manage to survive and contribute through their knowledge sharing and research work is important. Their quality work not only ensures their success in scholarly community but also contributes to the prestige of their respective universities as well.

Because all the key decisions regarding university ranking by HEC and research grants depends on excellence of the faculty members and their quality of research work. The results of this study provide several useful theoretical implications. The findings would contribute to the existing body of knowledge relating to the dual effect of perception of politics. First, perception of politics can generate dual outcomes, thus highlighting its negative aspect solely is not fair. For example, use of politics for career success when going through proper channel things does not work is acceptable. Fedor and Maslyn, (2002) also considered political activity as legitimate when others' objectionable behavior required reconsideration or when limited alternatives were available for goal achievement.

Secondly, emphasizing on typical variables like satisfaction and commitment repeatedly makes no use, ethical and moral issues highlighted in this study could make useful contribution in extant literature. As literature makes huge contribution in personality development, character building, analytical abilities and capability to deal with situations. Now it's time when research demands to address some real-time issues in organization and not just research for the sake of publication only.

Thirdly, study made a theoretical contribution through testing a dual path model theoretically and empirically. Emphasizing on positive and negative outcomes with these dominant and commonly observed attitude and behavior is undoubtedly matchless.

Fourthly introducing mediatory mechanism of social networking and social undermining gives a new direction to future studies. In extant literature addition through explanatory mechanisms is highly required. We proposed dual mediation to clarify path leading to both positive and negative outcomes simultaneously.

Fifthly, testing moderating role of psychological hardiness is another mega contribution of this study. Thus, it can be studied in relation to POP and its negative outcomes to identify buffering mechanism which ensure employee retention in organization even when environment is politically charged.

5.8.2 Practical implications

The results of this study provide several useful practical implications related to the retention of positive perception of politics and minimization of perceived negativity in higher educational institutions. For example, use of politics for career success when formal rules and procedures don't work seems acceptable. Furthermore, political activity regarding acquisition of resources for creativity is highly appreciated. Management may take steps to promote healthy political atmosphere in universities, so that creativity can be ensured.

Secondly, fair policies and ways for resource acquisition and promotions could help to reduce mistreatment. Previously, Buchanan (2008) linked politics with a source of resource acquisition, and reputation building which complements efficiency, effectiveness and productivity in organizations.

Moreover, universities can benefit their faculty members by implementing proper mechanisms in organizations, where employees' grievances related to management and coworkers' attitudes and behaviors can be entertained. It will help to deal with ethical and moral issues in organizations. Additionally, promoting networks for information sharing and saving coworkers from political victimization could be a reasonable aim for faculty members. Universities can develop hardiness mechanisms through training sessions. Such training could be a valuable aid for teachers who are experiencing social undermining and other negative attitudes and behaviors.

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Annexure

Research-Questionnaire (Time 1)

Dear respondent,

I am PhD Scholar at Capital University of Science and Technology, wishing to conduct research on "Perception of politics and its positive and negative outcomes in higher education institutions of Pakistan" for the completion of my research thesis. In this regard, I have prepared following questionnaire, please note down that your identity as respondent is concealed. You can freely express whatever the ground realities you see and face. It will take 10 minutes only; any information obtained for this research will only be used for academic purpose. For more queries please email shaziafaizkhawaja@gmail.com or contact Dr. Sajid Bashir (supervisor) drsajidbashir@hotmail.com, HOD, Faculty of management sciences, CUST Islamabad. I really appreciate your time for filling up this questionnaire.

Regards

Shazia Faiz

Section: 1	Demographics
Your gender:	1- Male 2- Female
Your age:	1 (25-30), 2 (31-35), 3 (36-40), 4 (41-50) 5(more than 50years)
Your qualification:	1 (PhD), 2 (MS/MPhil), 3 (Masters)
Your job title:	1(professor), 2 (associate professor), 3(assistant professor) 4(lecturer)
Tenure:	1(less than 1year), 2(1-3years), 3(4-7years), 4(7-10years) 5(more than 10years)

Section-2: Perception of Politics

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

1	When it comes to pay raises and promotion decisions, policies are irrelevant	1	2	3	4	5
2	Agreeing with powerful others is the best alternative in this organization	1	2	3	4	5
3	Promotions around here are not valued much because how they are determined is so political	1	2	3	4	5
4	I have seen changes made here that only serve the purposes of a few individuals, not the whole work unit or department	1	2	3	4	5
5	Sometimes it is easier to remain quiet than to fight the system	1	2	3	4	5
6	Favoritism, rather than merit, determines who gets good raises and promotions around here	1	2	3	4	5
7	Telling others what they want to hear is sometimes better than telling the truth	1	2	3	4	5
8	It is safer to think what you are told than to make up your own mind	1	2	3	4	5
9	Inconsistent with organizational policies, promotions in this organization generally do not go to top performers	1	2	3	4	5
10	None of the raises I have received are consistent with the policies on how raises should be determined	1	2	3	4	5
11	This organization is not known for its fair pay and	1	2	3	4	5

	promotion policies					
12	Rewards such as pay raises and promotions do not go to those who work hard	1	2	3	4	5
13	The stated pay and promotion polices have nothing to do with how pay raises and promotions are determined	1	2	3	4	5

Section-3: Psychological Hardiness

Range: Not at all true: 1, A little true: 2, Quite true: 3, Completely true: 4

14	Most of my life gets spent doing things that are meaningful	1	2	3	4
15	By working hard, you can nearly always achieve your goals	1	2	3	4
16	*I don't like to make changes in my regular activities	1	2	3	4
17	*I feel that my life is somewhat empty of meaning	1	2	3	4
18	Changes in routine are interesting to me	1	2	3	4
19	How things go in my life depends on my own actions	1	2	3	4
20	I really look forward to my work activities	1	2	3	4
21	*I don't think there's much I can do to influence my own future	1	2	3	4
22	I enjoy the challenge when I have to do more than one thing at a time	1	2	3	4
23	Most days, life is really interesting and exciting for me	1	2	3	4
24	*It bothers me when my daily routine gets interrupted	1	2	3	4
25	It is up to me to decide how the rest of my life will be	1	2	3	4
26	*Life in general is boring for me	1	2	3	4
27	*I like having a daily schedule that doesn't change very much	1	2	3	4
28	My choices make a real difference in how things turn out in the end	1	2	3	4

Thank you for your time and cooperation

Research-Questionnaire (Time 2)

Dear respondent,

I am really thankful for your cooperation. It's a time lag study, kindly fill up second questionnaire as well so that we can identify outcomes as well. Your 10 minutes will make a valid contribution for this research. Thank you.

Regards

Shazia Faiz

Section-1: Social Networking

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

1	I often feel like I owe my coworkers	1	2	3	4	5
2	My coworkers have done things for me that I feel I should repay them for	1	2	3	4	5
3	Sometimes I do favors for my coworkers because I feel I am obligated to	1	2	3	4	5
4	My coworkers really care about my well-being	1	2	3	4	5
5	My coworkers are willing to extend themselves in order to help me perform my job the best I can	1	2	3	4	5
6	Even if I did the best job possible, my coworkers would fail to notice*	1	2	3	4	5
7	My coworkers care about my general satisfaction at work	1	2	3	4	5
8	My coworkers show very little concern for me*	1	2	3	4	5
9	My coworkers care about my opinions	1	2	3	4	5
10	Take time to listen to coworkers' problems and worries	1	2	3	4	5

11	Take a personal interest in coworkers	1	2	3	4	5
12	Always go out of the way to make newer employees	1	2	3	4	5
13	Feel welcome in the work group	1	2	3	4	5
14	Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations	1	2	3	4	5
15	Compliment coworkers when they succeed at work	1	2	3	4	5
16	Try to cheer up coworkers who are having a bad day	1	2	3	4	5
17	Make an extra effort to understand the problems faced by coworkers	1	2	3	4	5
18	Listen to coworkers when they have to get something off their chest	1	2	3	4	5
19	Help coworkers with work when they have been absent	1	2	3	4	5
20	Help coworkers with difficult assignments, even when assistance is not directly requested	1	2	3	4	5
21	Assist coworkers with heavy workloads, even though it is not part of my job	1	2	3	4	5
22	Go out to help coworkers with work related problems	1	2	3	4	5
23	Take on extra responsibilities in order to help coworkers when things get demanding at work	1	2	3	4	5
24	Help coworkers who are running behind in their work activities	1	2	3	4	5

Section-2: Social Undermining

Range: Never: 1, Once or twice: 2, Several times a week: 3,

About once a week: 4, Almost every day: 5, Every day: 6

25	How often has your boss intentionally … Hurt your feelings?	1	2	3	4	5	6
26	Put you down when you questioned work procedures?	1	2	3	4	5	6
27	Undermined your effort to be successful on the job?	1	2	3	4	5	6
28	Let you know they did not like you or something about You?	1	2	3	4	5	6
29	Talked bad about you behind your back?	1	2	3	4	5	6
30	Insulted you?	1	2	3	4	5	6
31	Belittled you or your ideas?	1	2	3	4	5	6
32	Spread rumors about you?	1	2	3	4	5	6
33	Made you feel incompetent?	1	2	3	4	5	6
34	Delayed work to make you look bad or slow you down	1	2	3	4	5	6
35	Talked down to you?	1	2	3	4	5	6
36	Gave you the silent treatment?	1	2	3	4	5	6
37	Did not defend you when people spoke poorly of you	1	2	3	4	5	6
38	How often has the coworker closest to you intentionally Insulted you?	1	2	3	4	5	6
39	Gave you the silent treatment?	1	2	3	4	5	6
40	Spread rumors about you?	1	2	3	4	5	6
41	Delayed work to make you look bad or slow you down?	1	2	3	4	5	6
42	Belittled you or your ideas?	1	2	3	4	5	6

43	Hurt your feelings?	1	2	3	4	5	6
44	Talked bad about you behind your back?	1	2	3	4	5	6
45	Criticized the way you handled things on the job in a way that was not helpful?	1	2	3	4	5	6
46	Did not give as much help as they promised?	1	2	3	4	5	6
47	Gave you incorrect or misleading information about the job?	1	2	3	4	5	6
48	Competed with you for status and recognition?	1	2	3	4	5	6
49	Let you know they did not like you or something about you?	1	2	3	4	5	6
50	Did not defend you when people spoke poorly of you?	1	2	3	4	5	6

Thank you for your time and cooperation

Research-Questionnaire (Time 3)

(To be filled by HOD/Dean of the department only about specific attitude and behavior of his/her subordinate)

Dear respondent,

I am PhD Scholar at Capital University of Science and Technology, wishing to conduct research on "Perception of politics and its positive and negative outcomes in higher educational institutions of Pakistan" for the completion of my research thesis. In this regard, I have prepared following questionnaire, please note down that your identity as respondent is concealed so that you can freely express whatever the ground realities you see and face. It will take 10 minutes only; any information obtained for this research will only be used for academic purpose. For more queries please email shaziafaizkhawaja@gmail.com or contact Dr. Sajid Bashir (supervisor) drsajidbashir@hotmail.com, Faculty of management sciences, CUST Islamabad. I really appreciate your time for filling up this questionnaire.

Regards

Shazia Faiz

Section: 1	Demographics
Your gender:	1- Male 2- Female
Your age:	1 (25-30), 2 (31-35), 3 (36-40), 4 (41-50) 5(more than 50years)
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Your job title:	1(professor), 2 (associate professor), 3(assistant professor) 4(lecturer)
Tenure:	1(less than 1year), 2(1-3years), 3(4-7years), 4(7-10years) 5(more than 10years)

The following questions are related to Mr/Ms———————-. Please answer as per given instructions about this employee.

Section-2: Career Success

Very Poor: 1, Below average: 2, Average: 3, Above Average: 4, Excellent: 5,

1	How successful has his career been?	1	2	3	4	5
2	Compared to his coworkers, how successful is his career?	1	2	3	4	5
3	How successful do his significant others feel his career has been	1	2	3	4	5
4	Given his age, do you think that his career is on' schedule, 'or ahead or behind schedule?"	1	2	3	4	5

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

5	He is satisfied with the success he has achieved in his career	1	2	3	4	5
6	He is satisfied with the progress, made towards meeting overall career goals	1	2	3	4	5
7	He is satisfied with the progress he has made towards meeting his goals for income	1	2	3	4	5
8	He is satisfied with the progress he has made towards meeting goals for advancement	1	2	3	4	5
9	He is satisfied with the progress he has made towards meeting goals for advancement of new skills	1	2	3	4	5
10	He could easily obtain a comparable job with another employer	1	2	3	4	5
11	There are many jobs available for him given his skills	1	2	3	4	5

	and experience					
12	Given skills and experience, other organizations view him as a value-added resource	1	2	3	4	5

Section-3: Employee Creativity

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

13	He suggests new ways to achieve goals or objectives	1	2	3	4	5
14	Comes up with new and practical ideas to improve performance	1	2	3	4	5
15	Search out new technologies, processes, techniques, and/or product ideas	1	2	3	4	5
16	Suggests new ways to increase quality	1	2	3	4	5
17	Is a good source of creative ideas	1	2	3	4	5
18	Not afraid to take risk	1	2	3	4	5
19	Promote and champion ideas to others	1	2	3	4	5
20	Exhibit creativity on the job when given the opportunity to	1	2	3	4	5
21	Develop adequate plan and schedules for the implementation of new ideas	1	2	3	4	5
22	Often have new and innovative ideas	1	2	3	4	5
23	Comes up with creative solutions to problems	1	2	3	4	5
24	Often have fresh approaches to problems	1	2	3	4	5
25	Suggest new ways of performing work tasks	1	2	3	4	5

Section-4: Contextual Performance

Never: 1, Not very often: 2, Sometimes: 3, Very often: 4, Constantly: 5

26	While performing his job, how likely is it that he would praise coworkers when they are successful?	1	2	3	4	5

27	Support or encourage a coworker with a personal problem.	1	2	3	4	5
28	Talk to others before taking actions that might affect them.	1	2	3	4	5
29	Say things to make people feel good about themselves or the work group.	1	2	3	4	5
30	Encourage others to overcome their differences and get along.	1	2	3	4	5
31	Treat others fairly.	1	2	3	4	5
32	Help someone without being asked.	1	2	3	4	5
33	While performing his job, how likely is it that he would. . . Put in extra hours to get work done on time.	1	2	3	4	5
34	Pay close attention to important details.	1	2	3	4	5
35	Works harder than necessary.	1	2	3	4	5
36	Ask for a challenging work assignment.	1	2	3	4	5
37	Exercise personal discipline and self-control.	1	2	3	4	5
38	Take the initiative to solve a work-related problem.	1	2	3	4	5
39	Persist in overcoming obstacles to complete a task.	1	2	3	4	5
40	Tackle a difficult work assignment enthusiastically.	1	2	3	4	5

Section-5: Workplace Incivility

Never: 1, Not very often: 2, Sometimes: 3, Very often: 4, Constantly: 5

41	Puts others down.	1	2	3	4	5

42	Pays little attention to others' statements or shows little interest in their opinion.	1	2	3	4	5
43	Makes demeaning or critical comments about others	1	2	3	4	5
44	Addresses in unprofessional terms	1	2	3	4	5
45	Ignores others from professional camaraderie?	1	2	3	4	5
46	Doubts others judgment on a matter over which they have responsibility.	1	2	3	4	5
47	Attempts to draw others into a discussion of professional matters.	1	2	3	4	5

Section-6: Moral Disengagement

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

48	Feels okay to give ambiguous statements to defend those he cares about	1	2	3	4	5
49	Using resources (organizational and others') without permission just okay for him	1	2	3	4	5
50	Considers ways for misrepresentation and inflates own credentials a bit	1	2	3	4	5
51	Considers that people shouldn't be held accountable for doing questionable things when they were just doing what an authority figure told them to do.	1	2	3	4	5
52	Believes that people can't be blamed for doing things that are technically wrong but followed by other	1	2	3	4	5
53	Believes that taking personal credit for ideas that	1	2	3	4	5

|						
	were not his own is not a big deal.					
54	Believes that people can be treated roughly, keeping feelings aside.	1	2	3	4	5
55	Believes that people who get mistreated have usually done something to bring it on themselves.	1	2	3	4	5

Section-7: Workplace Aggression

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

56	He thinks others deserve what happened to them during some of the incidents	1	2	3	4	5
57	Glad some of the incidents occurred.	1	2	3	4	5
58	Wants some of the incidents to occur	1	2	3	4	5
59	That act improved social position	1	2	3	4	5
60	Acted in reaction to an incident.	1	2	3	4	5
61	His/her actions are justifiable for desirable outcomes	1	2	3	4	5
62	Feels his anger is justified.	1	2	3	4	5
63	Plans when and where to express his anger	1	2	3	4	5
64	Remains under influence of drugs.	1	2	3	4	5
65	Sometimes he purposely delays the acts until a later time.	1	2	3	4	5
66	Anything can set him/her off prior to the incident.	1	2	3	4	5
67	Feels pressure from others to commit acts	1	2	3	4	5
68	His/her acts are impulsive	1	2	3	4	5
69	Prone to lose control during the act.	1	2	3	4	5

70	He/she acted out aggressively at least once during the last 6 months	1	2	3	4	5
71	Seems in control during the annoying acts*	1	2	3	4	5
72	When aggressive, reacts without thinking.	1	2	3	4	5
73	His/her behavior was too extreme for the level of provocation	1	2	3	4	5
74	Understands the consequences of the acts*	1	2	3	4	5
75	Can't recall the details of the incidents well	1	2	3	4	5
76	Knew others were involved in incidents	1	2	3	4	5
77	Typically feels guilty after aggressive expression	1	2	3	4	5
78	Admits some of the minor incidents were exaggerated	1	2	3	4	5
79	Prior to the incident, knew a dispute could occur	1	2	3	4	5
80	His/her aggressiveness were usually directed towards specific persons	1	2	3	4	5
81	Becomes upset prior to the acts	1	2	3	4	5

Thank you for your time and cooperation

Confirmatory Factor Analysis
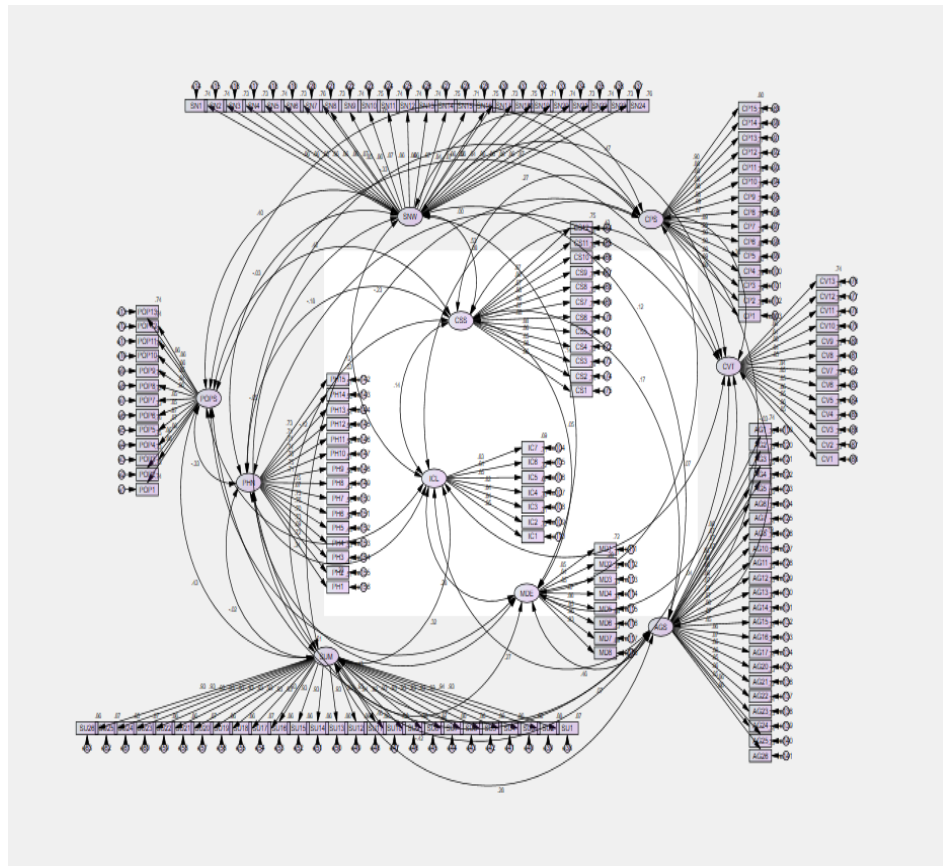
POPS = Perception of Politics. SNW = Social Network, CSS = Career Success, CVT = Employee Creativity, CPM = contextual Performance. SUM = Social undermining, ICL = Employee Incivility, MDE = Moral Disengagement, AGR = Workplace Aggression. PHN = Psychological Hardiness.

Full Structural Model
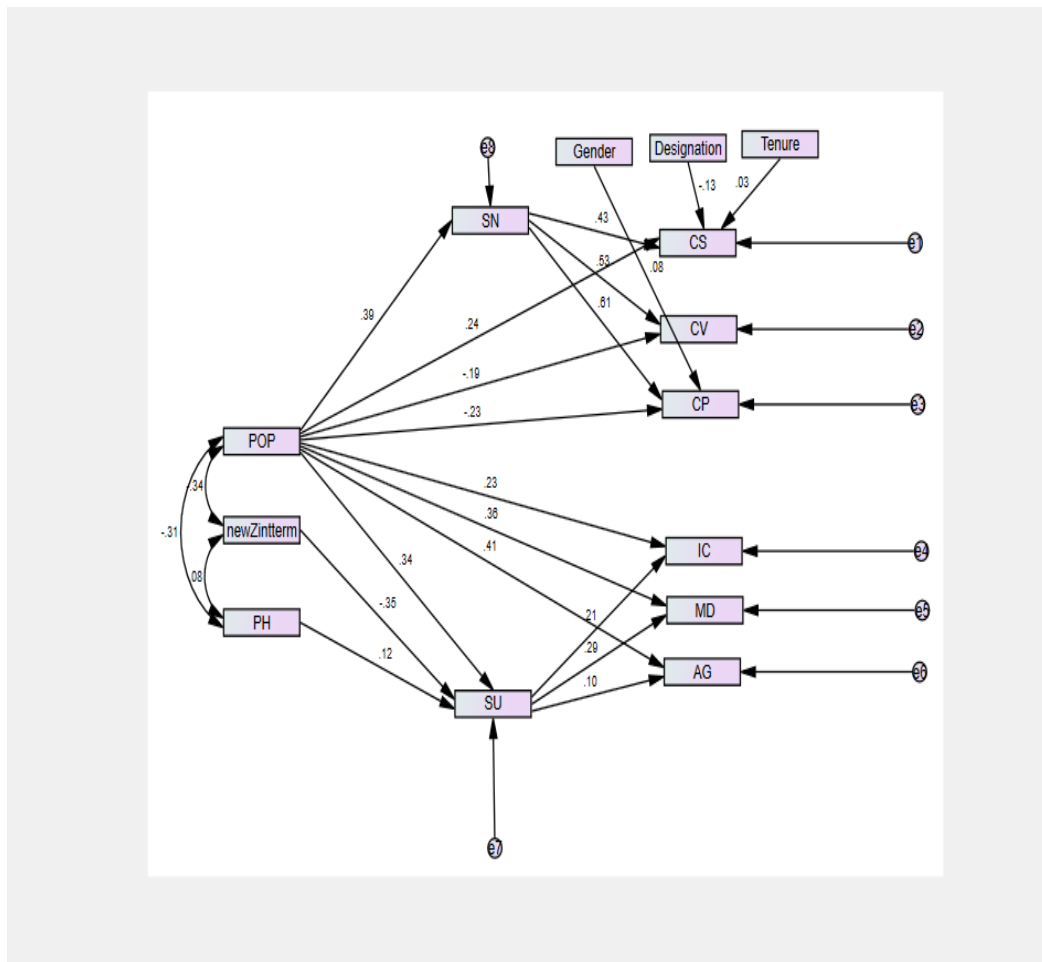
POP = perception of politics. SN = Social Network, CS = Career Success, CV = Creativity, CP = contextual Performance. SU = Social undermining, IC = Employee Incivility, MD = Moral Disengagement, AG = Workplace Aggression. PH = Psychological Hardiness, newZintterm = interaction term of moderator.

Structural Model of Direct Relation of POP with Positive Outcomes
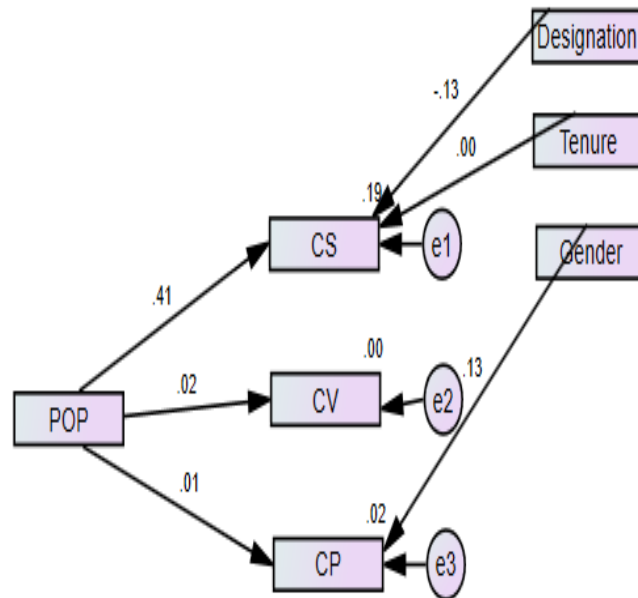
Structural Model for Mediatory Relationship of POP and Positive Stream
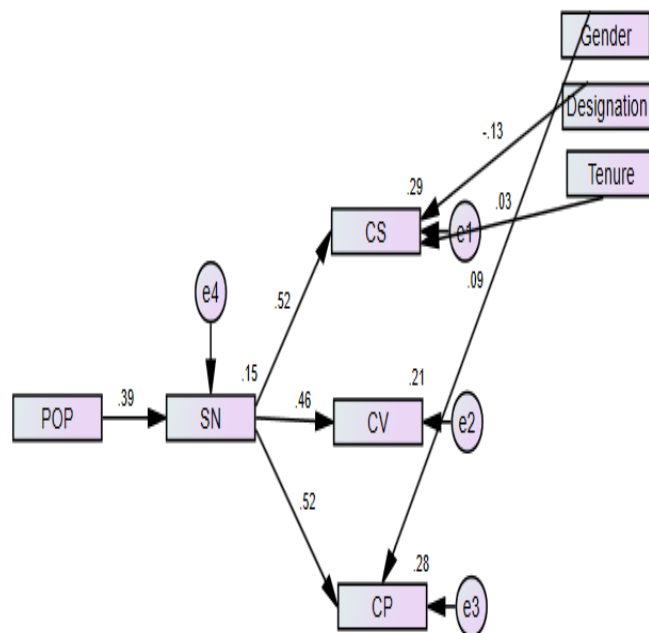
Structural Model for Direct Relation of POP with Negative Outcomes
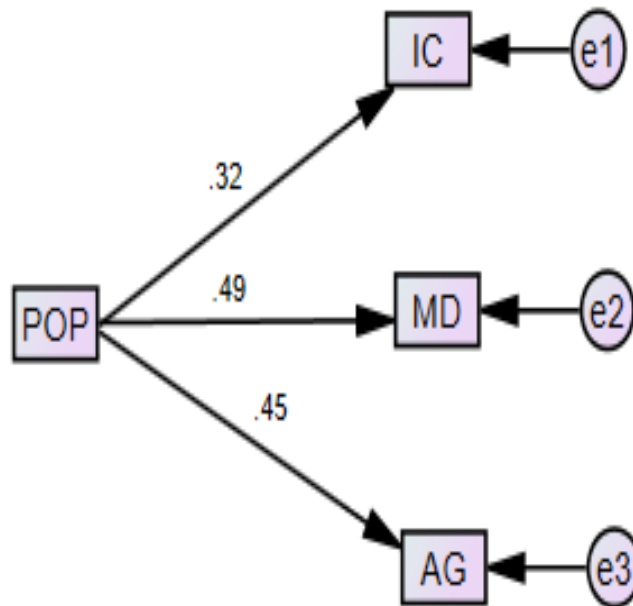
Structural Model for Meditator of POP and Negative Outcomes
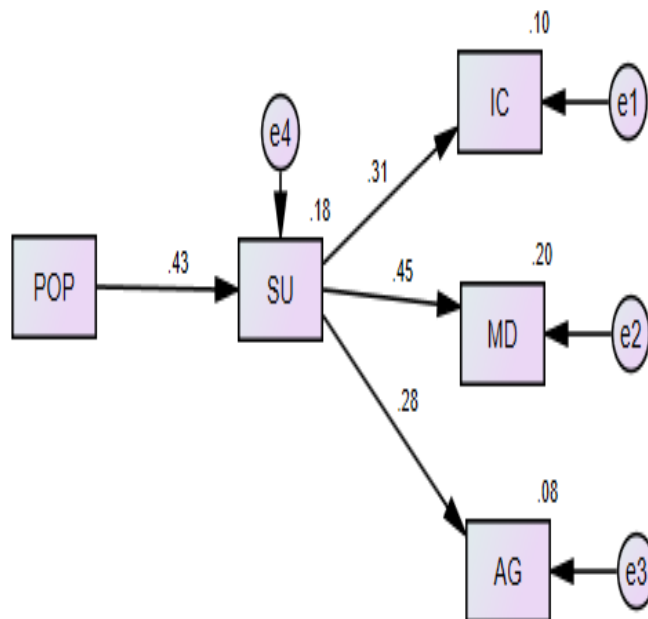
Structural Model for Moderation Analysis
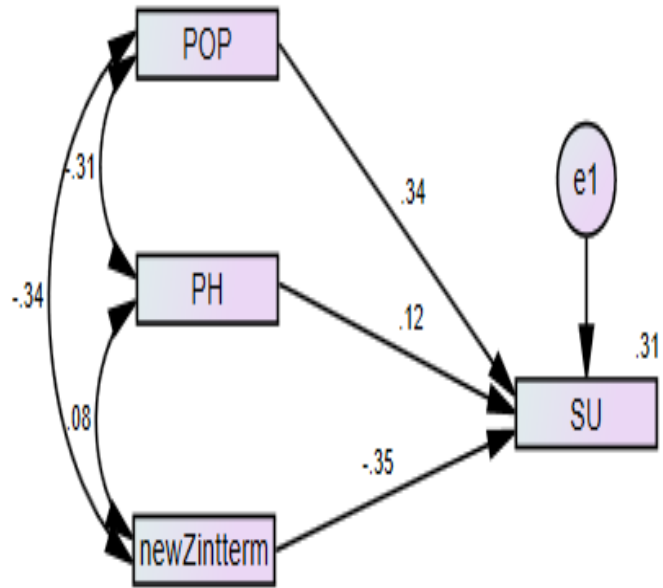
Online Links of Google Forms

link of ques 1

https://goo.gl/forms/PPn7zScK00hdROqm1

link for ques 2

https://goo.gl/forms/1zRKX0ifPa3yKaKw2

link of ques 3

https://goo.gl/forms/DeMkdZgFqHx7oYyH3

EFA: Aggression Scale Dropped Items

AG1			.836			
AG2			.876			
AG3			.879			
AG4			.843			
AG5			.839			
AG6			.881			
AG7			.830			
AG8			.860			
AG9						-.722
AG10			.893			
AG11			.909			
AG12			.877			
AG13			.823			
AG14			.881			
AG15			.898			
AG16			.902			
AG17			.856			
AG18						-.851
AG19					.402	-.839
AG20			.868			
AG21			.867			
AG22			.831			
AG23			.884			
AG24			.835			
AG25			.845			
AG26			.818			

Average Variance Extracted

Variables	AVE	CR	Items
Perception of politics	.61	.95	13
Social networks	.66	.97	24
Social Undermining	.82	.93	26
Career Success	.61	.95	12
Employee Creativity	.69	.96	13
Contextual Performance	.64	.96	15
Employee Incivility	.64	.92	7
Moral Disengagement	.54	.90	8
Workplace Aggression	.69	91	23
Psychological hardiness	.51	.94	15

AVEs indicate average variance extracted as well as composite reliabilities of all the variables in data set with indication of items. Thus, it is clear that all variables met the cut off value of .50 while CR values were also above .90, which showed data fit for analysis.

Screenshots for individual CFAs

1-Perception of politics
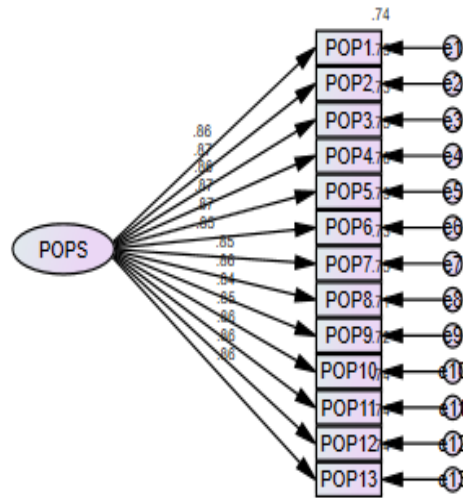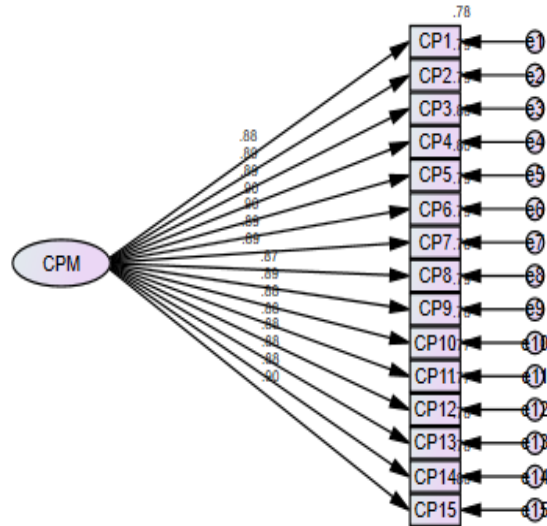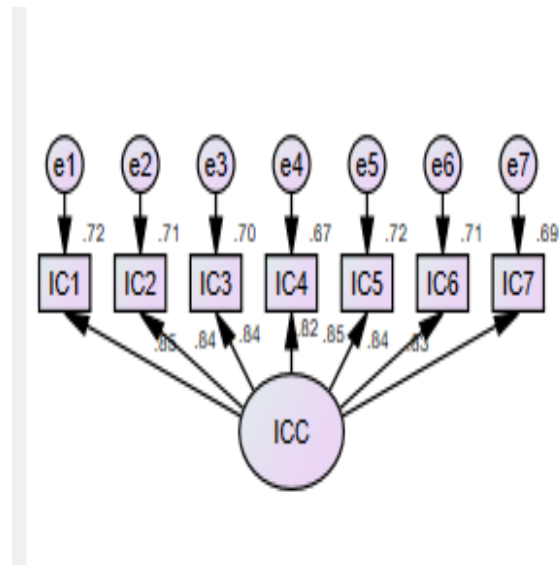

2-Social networks
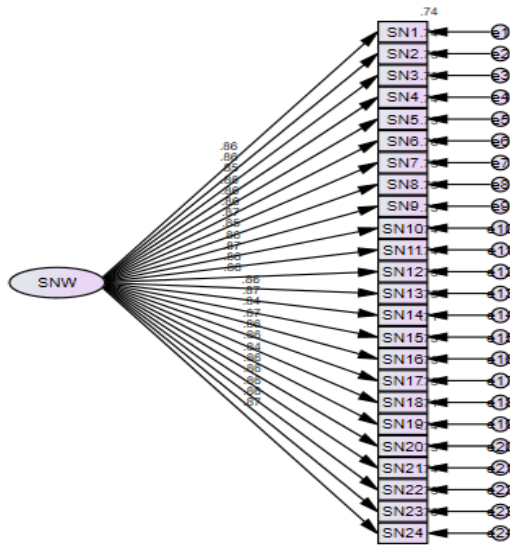
3-Social undermining
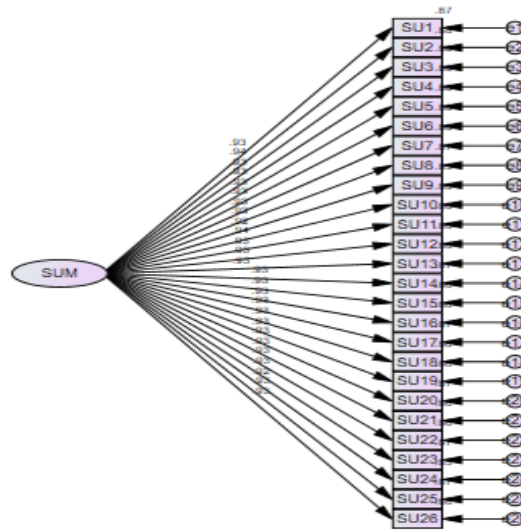
4-Career success
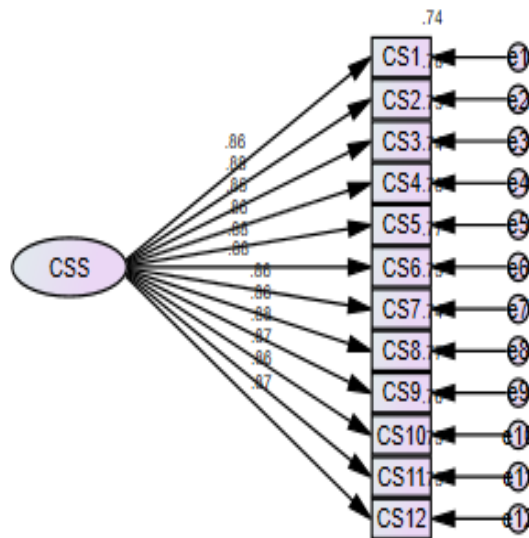
5-Employee creativity
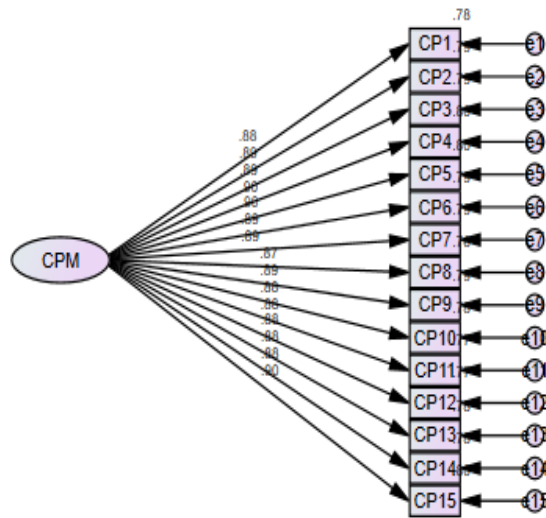
6-Contextual performance

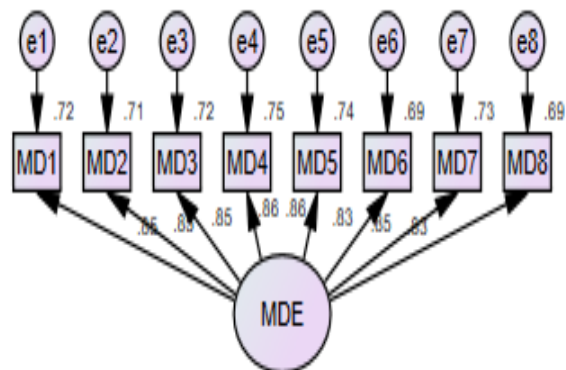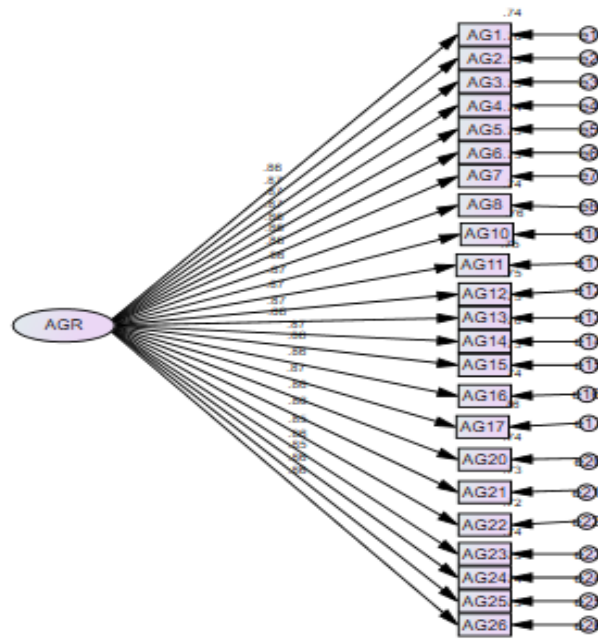## 7-Employee incivility

8-Moral disengagement

9-Workplace aggression

10-Psychological hardiness