
Effect of Perceived Organizational Politics and Core Self Evaluation on Turnover Intention: A South Asian Perspective

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Doi:10.5296/ijhrs.v4i2.5791

URL: <http://dx.doi.org/10.5296/ijhrs.v4i2.5791>

Abstract

Previously a great stream of research is available on perceptions of organizational politics and its harmful aftermaths at workplace. Now a day's scholarly attention diverts from aftermaths to search out for moderators or mediators that could reduce the harmful effects of POP at workplace outcomes. The purpose current study carries in itself is to explore the combined effects of perception of organizational politics and core self-evaluation on the work outcome of turnover intention. The present research also focuses on the use of a moderator named as core self-evaluation in the relationship of perception of organizational politics and turnover intention. In our study a sample size of 100 respondents were taken from the health sector of 3rd largest city of Pakistan, named Faisalabad, through this study we want to explore the main effects that POP and CSE could have on turnover intention for this purpose self-administered surveys were conducted by using a questionnaire having a number of 27 items in it. In this research we analyzed the data by using SPSS software. As hypothesized, that Perceived organizational politics had a significant positive relationship with turnover intentions but the results for CSE were not significantly support the hypothesis. As hypothesized, negative relationship exists between perception of organizational politics and turnover intention was weaker when core self-evaluation was high.

Keywords: Perception of Organizational Politics, Core Self-Evaluation, Turnover Intentions.

Introduction:

Over the past 30 years, in academic interest, significant research has been done on the investigation of the moderators, predictors and outcomes of perceptions of organizational politics and other work outcome relationships. Generally, the reviews conducted by previous research have largely determined that perceptions of politics resulted in negative consequences and produces negative attitudes such as increase in turnover intention and decrease in performance level (Hochwarter, Ferris, Laird, Treadway & Gallagher, 2010).

Perception of organizational politics, that may be delivered and defined as “a mental phenomena or state of an individual in which employees perceives themselves as well as other individuals attempting to get their own interests on the cost of others interests” (Gandz & Murray, 1980; 248), have gone through such a real aspect of the work environment that gets a great scholarly attention (Hochwarter et al., 2010; Akanbi, Ayobami & Ofoegbu, 2013) Previous research regarding to POP identifies the influence maneuver and the usage of these tactical maneuver in getting effectiveness or to get a particular goal relating to various job related outcomes and career related outcomes that includes, promotions and salary received , supervisor performance evaluation (Yukl & Tracey, 1992), career development and perceived competency (Judge & Bretz, 1994).

Current study is carried out with a purpose of digging out the effect of perception of organizational politics on turnover intentions in a cultural setting of an Asian country named as Pakistan and the second goal is to check the effect of CSE in this relationship of POP and turnover intentions which acts as a moderator in this relationship, as the scholarly work on this topic is very rare in the cultural settings of developing countries. Since most of the studies were done on the samples taken from United States so it will be a worthy addition to

the stream of research regarding to its context.

As an ascendant to job related outcomes, generally perceptions of politics have been taken as a workplace stressor and among stressors POP have been loaded on a component known as hindrance stressor (Abbas, Raja, Darr & Bouckenoghe, 2012).

Previously some researchers have tried to look after the moderating function of individual or person to person differences among the relationship of perceived politics and work outcomes, still deficiency remains there in understanding the influence of composite self evaluations of an individual between the relationship of perceptions of organizational politics and work outcomes like turnover intentions (Chang et al., 2009).

Responding to the suggestion of Abbas et al., 2012 and Chang et al., 2009, current research emphasizes on the use of core self evaluation as a moderator to explore the relationship of POP with turnover intention more effectively.

Perception of Organizational Politics

In the last few decades there is an incredible increase in the studies on perceptions of politics. Vigoda (2006) proposed that this topic emerged as an issue of prime significance and crucial for any type of establishment or organization, in any sector, market, field and culture. In the past years, perceived organizational politics (POPs) has been extensively studied and it came forth as an effective forecaster regarding work outcomes that an organization could probably be confronted (Chang et al., 2009; Vigoda & Drory, 2010; Bodla, Danish & Nawaz, 2012; Vigoda, 2001).

According to Ferris, Harrell-Cook, and Dulebohn (2000: 90), POP can be defined as “Perceived organizational politics involves an individual’s attribution of behaviors of self-serving intent and is defined as an individual’s subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate such self-serving behavior.

Considering the last few decades, studies has been widely done on perceptions of organizational politics (POP) that demonstrates that POP have vital detrimental consequences on job outcomes such as job satisfaction (Ferris, Frink, Galang, Zhou, Kacmar, Howard, 1996; Vigoda & Kapun, 2005; Vigoda, 2006). It includes the actions of an individual that are frequently directed at gaining personal interests, or in another way to avoid the negative consequences within the organizational sphere (Ferris, Adams, Kolodinsky, Hochwarter & Ammeter 2002).

Literature proposed damaging effects of perceptions of politics at the workplace (Chang et al., 2009; Ferris, Russ & Fandt, 1989; Vigoda, 2002; Bodla & Danish 2013). More specifically, POP induces a psychological pressure on its beholder that starts an energy depletion action or procedure because of which an individual’s increase in effort to meet up the demands of the job, tries to cope them with a gain in counter-productive activities and psychological procedures in return that drains out the individual’s personal resources (Abbas et al., 2012).

Across different cultures the effects of POP come out differently as shown by Vigoda (2001). In his study, British and Israeli cultures have shown the same level of perceptions of politics at the workplace but their responses come out differently as British employees show higher turnover intentions in response to perceptions of politics as compared to Israeli employees.

The difference in above findings is attributed to the power distance level between both the cultures (Vigoda, 2001).

Considering previous research, Ferris et al. (1989) suggested that workers may react towards the perception of organizational politics differently in a way if they increased their involvement and time at their workplace and jobs (Chang et al., 2009). Ferris et al. (1989) proposed that perception of organizational politics if taken as an opportunity stress then it has a potential that it may results in positive and effective outcomes, it happens in a situation when the existing stressor provides an opportunity to the employees to get some benefit from the scenario in hand (Chang et al., 2009).

Different workers take the opportunity stress differently and act accordingly but mostly by putting effort and more time to the work they tries to respond to the situation. This perspective has been supported by the evidence, that perception of organizational politics can be resulted in desirable outcomes include: increase in job involvement and decrease in strain & stress and increase in performance (Chang et al., 2009). So there exist some inconsistencies in the results of POP with outcomes either POP relates negatively or positively to the outcome (Chang et al., 2009).

Core Self Evaluations:

Core self evaluation can be defined as the basic judgments that individual's make regarding their capabilities, worth and about their competencies (Judge et al., 1997). Core self evaluation is the name of assembling or collection of traits including generalized self efficacy, self esteem, emotional stability (low neuroticism), and locus of control (Judge et al., 1997).

This higher order construct shows the self assessment of an individual that how the individual perceives him or her and who the individual in reality is (Judge et al., 1998). First trait *self esteem* is a fundamental element inherent a positive self concept. By its definition, self esteem is a person's overall prediction regarding the worth he places on himself as an individual. Self esteem concerns with one's self liking, self acceptance and one's own respect (Judge, Locke, et al., 1998). Second trait *self efficacy* is a feeling an individual holds about his capabilities to circulate his motivation, and resources to perform well in a given situation and to be successful and meet the demands of the given situation (Judge et al., 1998). Third trait *locus of control* pertains to a term that shows an individual's faith to what extent in their life they have control over situations (Brunborg, 2008). Fourth trait *emotional stability* (low neuroticism), pertains to an individual's ability or tendency of being calm, steady and the tendency to be confident, because it is a broad trait and that is why it is an indicative of core self evaluation.

Research in the organizational sector is filled with studies that explain the personality attributes and its effects that these attributes could probably have on various outcomes (Kammeyer-Mueller, Judge & Scott, 2009). Even though the personality types or traits comprise of a large area of traits and attributes and how these traits differ from one another but it fails to describe the difference that how an individual evaluates himself. Regarding to this situation, Judge with his colleagues proposed a higher order construct named as core self evaluations (CSE) (Judge, Locke, Durham & Kluger, 1998; Judge & Bono, 2001).

The construct of core self evaluations was first suggested as a possible variable which has a

tendency to be a origin of job satisfaction. Considering previous studies, self efficacy did not show any moderating relationship of perceived politics and turnover intentions and the relationship with job stress too. All these studies use the construct of core self evaluation in isolation (Bozeman, Perrewe, Hochwarter and Brymer, 2001).

Later on, Judge and his colleagues argued that core self evaluations has a potency to be concerned with motivation and, finally, to the job performance (Judge, Erez & Bono, 1998). However, there is found lack of studies on core self evaluations and its effects with job satisfaction and especially to turnover intention, but still the three single traits of CSE (self esteem, locus of control and emotional stability) appears to be largely studied individual traits in applied psychology, personality and human resource management.

POP and turnover intention:

Studies in the organizational field come across some relationships of POP that have negative effect to job attitudes or have stress related aftermaths (Vigoda, 2002; Ferris et al., 1996). Previous work on perception of politics suggested that such perceptions at workplace enhance turnover intentions and withdrawal behaviors, but some others didn't found a relationship among politics perceptions and turnover intentions (Chang et al., 2009).

Option of exit or intention regarding to leave the organization serves as a devastating response of fall down in the organization according to Hirschman's (1970) theory. Substantially this behavior of employees differs from other, positive traits, such as loyalty (try to adjust and survive in the prevailed situation) and voice (stays within the organization with having an intention to fight against one's own beliefs and goals). Research proposed different responses to POP appears to be alike in nature to Hirschman's (1970) voice, exit, and loyalty (Hochwarter et al., 2010)

As meta analysis recently done has shown variations among the affects perceptions of politics on work outcomes (Miller, Rutherford & Kolodinsky, 2008), summarization of effects that POP have on various outcomes has shown that it generally have a positive relationship with turnover intentions (Chang et al., 2009) and demonstrates having a negative relationship with the outcome of job satisfaction (Chang et al., 2009; Ferris & Kacmar, 1992).

Employees that are considering their working place as an unequal or unfair place to work, aspirations of powerful people are only to be promoted and views their organization as political in nature they are encouraged to leave the organization physically and psychologically as well (Abbas et al., 2012).

POP at workplace can result in detachment or withdrawal of employees psychologically. Employees are physically present there at the working place but mentally they are not present there. Research findings suggested that POP may result in negative impacts, such as, intention to exit or high levels of neglect (Ferris, Harrell-Cook, & Dulebohn; 2000).

Collectively, previous research in this domain has suggested that these kinds of stressors induce strain, reduce motivation and morale, and increase employee's intention to quit (Buchanan, 2008; Chang et al; 2009; Abbas et al, 2012). Model of Ferris et al. (2002) assigns that job satisfaction, job anxiety, job performance, affective commitment, and turnover intentions are considered to be the direct outcomes of POP.

So, by collecting the facets shown in most of the previous research on POP and the

employee's intention to quit, current study suggests that:

Hypothesis 1: There is a positive relationship between perception of organizational politics and employee's turnover intention.

Core self evaluation and Turnover Intentions

Scholars have suggested that when individuals find themselves in a difficult or negative situation then the traits of CSE provide a buffering effect to deal with that situation, high evaluators suppress their weaknesses and highlight positive thoughts and strengths that enhance their job related outcomes (Bono & Judge, 2003).

Employees who are placed higher in evaluating themselves positively will be more persevering and motivated at the workplace and are found highly confident in their actions, powers and capabilities and have belief in their abilities and considered themselves as likely to be more successful, and this faith in themselves enhances the performance levels of such individuals and decrease their intent to leave that place (Judge, Locke et al, 1998).

Research in this regard has indicated that the individuals with a high internal locus of control when given with the negative feedback tends to improve or increase their performance to remove the discrepancies between actual and standard performance (Kacmar, Collins, Harris & Judge, 2009). While, individuals having low self-esteem use their negative feedback by either decreasing their standards of performance or by completely getting withdrawal from the task or in the face of increase in turnover intentions (Kacmar et al., 2009).

So, by collecting the facets from previously discussed literature, current study suggested that:

Hypothesis 2: Core self evaluation is negatively related to turnover intentions of an employee.

Moderating effect of CSE on POP and Turnover Intentions

Generally, ignorance of personality features have been largely noticed as their ascendant relation with politics perceptions (Kacmar et al., 2009). However, subsequent research with personality characteristics has shown that it has a significant effect on POP and these personal characteristics have basically more contribution in POP than one's demographic variables (Kacmar et al., 2009). So generally one's personality traits are considered to be more important in POP because it determines their behavior and perception towards organizational politics (Kacmar et al., 2009).

A person having an external locus of control thinks that his destiny is out of his control and dependent on environmental factors, while the persons with high internal locus of control have a belief that they have a strong command on their lives. A significant impact is considered to have between locus of control and POP because an individual with a belief about having control over his workplace can perform better in the conditions of POP and is not likely to feel helpless in such situation but, on the other hand individuals having less control perceives politics at its peak (Ferris et al., 2002). Subsequent research has shown a statistically strong relationship between perceptions of politics and locus of control (Adams, Treadway & Stepina, 2008).

As per the suggestions of Judge et al., (1998) that CSE predetermines how workers evaluates the working arena, there are also some suggestions by researchers that many aspects as well as the relationships of many job features with work outcomes are depending on CSE, such as work related positive facets are considered to be more prominent to high-CSE individuals (Judge, Erez, et al., 1998).

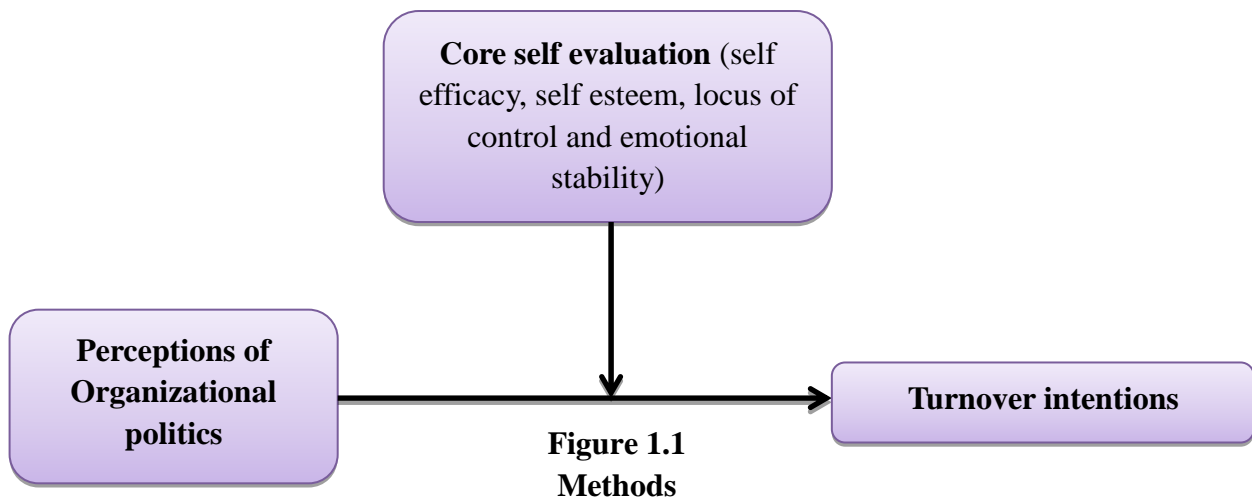
Considering the previous literature present study emphasizes on the idea that:

Hypothesis 3: Core self evaluation moderates the relationship of POP and turnover intentions such that the relationship becomes weaker when core self evaluation is high.

Theoretical Framework

Underlying figure 1.1 depicts the conceptual theoretical framework which was studied in the current research.

Conceptual Model:



Sample and Data Collection Procedures:

Perceptions of organizational politics can deviate substantially across different organizations. Employees perceive it differently and have different effects across different nature of organizations. Previous research in this regard carried out largely on production or manufacturing organizations so for the purpose of capturing full variance among this perception of politics we choose services sector for the collection of data. By using some personal contacts and self administered surveys we gain access to the doctors and nurses working in private and public hospitals of third largest city of Pakistan, named Faisalabad.

The questionnaire in the first step contains a cover letter the purpose of which, is to tell the respondents about the aim or purpose of the research and assured the respondents about the confidentiality of the answers given by them. In the 2nd step, each respondent is asked to mention his or her demographical variables such as gender, age, tenure/work experience and organization type in which he/she is currently being working. In the 3rd step, each respondent then give answers for the questions addressing the variables of the study such as POP, CSE and turnover intentions. All the respondents return back the questionnaire after

filling them without seeing/knowing the responses others have given.

A total of 150 questionnaires were distributed among the doctors and nurses of hospitals located in Faisalabad out of which 100 self report surveys were received after completion. Therefore, final response rate for the 100 used questionnaires remains 67%. In my study, majority of respondents were male with a percentage of 57 and the number of female respondents were 43%, having average age of 32 years (S.D = 10.44). The average work experience or the tenure on the present position is 6.70 (S.D = 7.93).

Measures: A self reported questionnaire was used for the purpose of collection of data. All the responses were measured by using a 5- point Likert-type scale with the anchors 1 = *strongly disagree*, 2 = *disagree*, 3 = *neither disagree/nor agree*, 4 = *agree*, and 5 = *strongly agree*.

Perceptions of organizational politics (POP): Perceptions of organizational politics were measured by using the 12-item Perceptions of Organizational Politics Scale (POPS) by Kacmar and Ferris (1991). The construct of this scale uses three sub dimensions of perceptions of politics includes, 6-items on general political behavior, 4-items capturing go along to get ahead, and 2-items expressing pay and promotion policies. Examples of items include, for the first dimension “People build themselves up by tearing others down”, for the second dimension “In my organization employees are encouraged to speak out” (reverse coded) , and for the third dimension “Pay and promotion policies are not politically applied” (reverse coded). All the responses were measured by using a 5- point Likert-type scale with the anchors 1 = *strongly disagree*, 2 = *disagree*, 3 = *neither disagree/nor agree*, 4 = *agree*, and 5 = *strongly agree*. Cronbach’s alpha reliability for the measure of perception of politics was .72.

Core self evaluation: Core- self evaluation was measured by using 12-item scale developed by Judge et al. (2003) called Core Self-Evaluation Scale (CSES). These 12-items scale address the four components of generalized self-efficacy, self-esteem, emotional stability, and internal locus of control in an integrated and wholistic manner. Example of the items are “When I try, I generally succeed.” and “Sometimes I feel depressed” (r). All the responses will be measured on a 5-point Likert-type scale with the anchors “1= *strongly disagree*” to “5= *strongly agree*”. Cronbach’s alpha reliability measure for core self evaluation was .70.

Turnover intentions: A 3-item scale of Vigoda (2000) was used to measure turnover intentions. This measure included items such as “next year I will probably look for a new job outside this organization” and “lately, I have taken interest in job offers in the newspaper”. All the responses were measured on a 5-point Likert-type scale with the anchors “1= *strongly disagree*” to “5= *strongly agree*”. Reliability of this measure of turnover intentions was .73.

Control Variables:

This study used gender, age, and experience and organization type as control variables because of their possible effects on the job outcomes of the current research.

POP, CSE and Outcomes:

Table 1 represents the results of descriptive statistics, correlations and estimated reliabilities exist between all the variables. While discussing correlations among the variables it is to be noted that the mean for POP was 3.33, and that for CSE was 3.37. The correlation between the two variables of CSE and POP was -.039. Therefore, a negative relationship has shown among the two variables. The mean for turnover intention was 2.87 (S.D= 1.29). The correlation results between POP and turnover intention was .34, it shows that POP and turnover intentions have positive relationship with each other. The correlation results among the variables of CSE and turnover intention was -.15 it represents a negative relation between CSE and turnover intentions. All the results of correlations are coherent with the previously organized studies that have been done in this field of research.

Table 1
Means, Standard Deviations, Correlations, and Reliabilities

	M	SD	1	2	3	4	5	6	7
1 Age	32.31	10.44	1						
2 Gender	1.43	0.498	-.384**	1					
3 Organization type	1.08	0.273	.316**	-1.68	1				
4 Experience	6.7077	7.93969	.905**	-.341**	0.153	1			
5 POP	3.33	0.62366	-0.039	-1.63	0.058	-0.045	(.72)		
6 CSE	3.3775	0.51554	.289**	-0.154	.301**	.261**	-0.039	(.70)	
7 Turnover Intention	2.87	1.29806	-.322**	.205*	0.065	-.408**	.343**	-0.157	(.73)

Note. $N = 100$; alpha reliabilities are presented in parentheses. POP = perceived organizational politics; CSE = Core self evaluation.

a. Organizational type: 1 = public; 2 = private

* $p < .05$.

** $p < .01$.

*** $p < .001$.

Multiple linear regression tests were run to analyze the main consequence hypotheses (Hypothesis 1, 2 and 3). In first step, we entered all the control variables such as age, gender, organization type and experience, and then all the independent variables were entered. Table 2 represents all the effects that POP and CSE has on the outcomes of turnover intention. According to the results, perceptions of organizational politics was positively correlated to turnover intentions ($\beta = .34, p < .001$) and this result supports hypothesis 1.

In the same way, Table 2 represents that CSE was negatively related to turnover intentions ($\beta = -0.07, ns$) but this relationship was not significant. So, the result did not provide support to the

hypothesis 2 and so it rejects the hypothesis 2.

Table 2

Table 2: Results for Main Effects and Moderated Regression Analyses

	Turnover Intention		
	B	R²	ΔR²
Step 1			
Control Variable		0.19	
Step 2			
POP	.34***	0.31	0.12
CSE	-0.074		

Note. $N = 100$; POP = perceived organizational politics; CSE = Core self evaluation.

a. Organizational type: 1 = public; 2 = private

* $p < .05$.

** $p < .01$.

*** $p < .001$.

Moderating Influence of CSE

The effect of CSE on POP was examined by using the moderated multiple regression analysis to test the hypothesis 3.

In the first step, we entered all the control variables in the model, and then the independent variable was entered followed by the moderator variable in the second step. Then in the third step, a product item of the independent and the moderator variable was entered, in case the product term shows significant results, confirms the moderation hypothesis.

Table 3
Table 3: Results for Main Effects and Moderated Regression Analyses

	Turnover Intention		
	B	R ²	ΔR ²
Step 1			
Control Variable		0.19	
Step 2			
POP	.34***	0.31	0.12
CSE	-0.074		
Step 3			
POP × CSE	0.14	0.33	0.01

Note. $N = 100$; POP = perceived organizational politics; CSE = Core self evaluation.

a. Organizational type: 1 = public; 2 = private

* $p < .05$.

** $p < .01$.

*** $p < .001$.

Considering step 3 of table 3 it represents the effect of product term of POP and CSE on the job outcomes, this product term of POP × CSE has shown significant results for turnover intentions was not significant ($\beta = 0.14$, ns). So the result does not support the hypothesis 3.

Discussion

The purpose of the current research was to explore some research questions and get consequences either the perception of politics act in a certain way on turnover intentions or not. First aimed goal of the current study was the exploration of the relationship of perceptions of organizational politics with turnover intentions. Second goal is to check out the relationship of core self evaluations on turnover intentions and finally in the end to check the moderating effect of CSE on the relationship of POP and turnover intentions.

Previously carried out studies generally agreed on the damaging effects of POP on the outcomes but empirical evidence shows fluctuations in the outcomes across different type of organizations. By considering the results of the present research, our findings clearly support the idea that perceptions of organizational politics clearly increase the intent of an individual to leave the organization. These findings render support to the thought that

perceptions of organizational politics are detrimental to the workplace outcomes and increase the intention to quit.

In our research, we were not only focusing on the POP alone but our main focus was on the relationship of POP and turnover intentions when CSE comes across this relationship and acts as a moderator. We were focused on either in which direction this moderator takes this relationship further. For this, we firstly checked how CSE alone acts on an individual's turnover intention. And the result shows that when CSE of an individual is high then his intentions of leaving the organization decreases. This result provide support to the idea that individuals having high CSE have a positive approach towards every situation and are more results driven and are more focused that whatever the situation is it doesn't affect their intentions to leave the organization.

In the final part of the current research, our focus was on the moderated effect of CSE and how the four traits of CSE self efficacy, locus of control, self esteem and emotional stability of an individual acts in dealing with a hindrance stressor like POP. Considering the results, when CSE and POP acts on a same time then turnover intentions of an individual increases. This result was counter to the expectations, but it shows when an individual has a high self concept then him or her more likely to leave away the organization when perceptions of organizational politics prevails there in the eyes of the beholder. In retrospect, it could be the fact that individual with high CSE, being more confident and high self worth thinks of leaving the organization in case of POP. They might be in search of a better and good working environment and start searching out a new place to work in such conditions of POP.

In the light of these findings we believe in the idea that all the four traits of CSE in combine form holds a higher order construct of CSE, produces a positive environment and mental resource for people that helps them to take the environmental changes positively and takes the politically charged environment as a challenge and acts positively rather than facing the political phase with a negative attitude. For example, when a person who is emotionally unstable but has a high efficacy level is less convincing to cope with a stressful condition while a person who is confident and besides that has a steady, calm and secure nature, he is more likely to perform effectively in a stressful situation. We believe that our findings support the idea that CSE traits in a combine form acts in any stressful situation to reduce the detrimental effects of POP on desired outcomes.

Considering the national cultural dimensions British culture ranks higher on power distance dimension as compared to the Israeli culture (Hofstede, 1983). A hierarchical order is usually accepted by the nations having high power distance cultures and they consider that everybody has its own place. In such cultures, having interpersonal conflict among individuals is considered a disturbance in day to day work life (Hofstede, 1983). Similarly Pakistan's ranking on national cultural dimension is high on power distance like British culture (Hofstede, 1983).

On another dimension of uncertainty avoidance Pakistan shows the high ranking which means it reacts badly towards uncertainty or have a deficiency of control. Hofstede (1983) proposes by combining these two national cultural dimensions results in a position in which the leaders have ultimate authority and power, and where formal laws, rules and regulations have formed that reinforces the leadership. In such situations, the existence of formal laws,

rules and regulations are in the interest of managerial authority without taking into consideration the interests of subordinates and others, motivating turnover intentions in regards to the reactions to the perceptions of organizational politics at the workplace.

Hence, considering such cultural dimensions and differences this study tries to replicate the findings that perceptions of politics have, across western cultures applies that in Pakistan and finds out the harmful effects that POP could have on work outcomes in Pakistan.

Theoretical Contributions

The current study enhances the stream of research on the topic of perception of organizational politics. In addition to this current study addresses the call of Abbas et al., (2012) that future researchers should use contextual and personality factors as moderators and in response to this it integrates the two opposite good and bad aspects within a research.

First, current research findings, on the whole support the concept that POP has a detrimental and harmful effects on the turnover intentions an individual who perceives that organization is political in nature his intention to leave the organization increases. Second, CSE a positive self concept an individual holds about himself then his attitude towards work is positive so his intention to leave the organization decreases. In addition to this, finally we found a good support in the case of moderating influence of CSE on the POP and turnover intention relationship. We found CSE a good moderator in a situation where POP exist it controls the bad and detrimental impacts of POP and converts it to a good side which enhances an individual's desire to leave such place and search for other good working conditions.

Practical Implications

Current study has some practical implications in it for the managers to consider for avoiding the impact of POP on workplace outcomes as well as to protect themselves from the employee's intent of leaving the organization it includes, managers should reexamine there hiring and selection procedures, selection criteria should include characteristics like self efficacy, locus of control, self esteem and emotional stability as these characteristics of an individual gives buffering effect to deal with a hindrance stressor like POP.

The training material and design of training should be introduced that is helpful for the individual to enhance their self concepts in a positive direction and in return helps employees to deal and cope with the stressful and demanding environments in a better way. Also, managers should aware of the main factors that effect and cause POP in the organization and should take steps to remove those factors on time and keep in view that equality and justice is an important factor in avoiding POP at workplace.

Strengths and Limitations

Present research carries some strengths in it which includes; first research on the moderating role of CSE with POP and turnover intentions. Another strength is responding to the call of Abbas et al., 2012 integration of two positive and negative concepts of research has done. And through this research we enhance our understanding of perceptions of politics and CSE theories and concepts in a new cultural context which is different from Europe and North America in a significant manner. This research explores the main and moderating effects of

CSE and POP and enhances the understanding about the mentioned concepts and testifies external validity against the research predominated by western cultures.

The collection of data has done from one source and all the data is self reported, so everyone reports the real prevailing scenarios of POP and this in return reduces the method bias. Finally, findings support the main effects of CSE traits in combine form, and CSE acts as a threat neutralizer.

There are several limitations in this study includes; time constraints and cross sectional study method for data collection this research can be done in a more refined way by applying a longitudinal study on this as it enhance the understanding that in health sector how with the time CSE of an individual works and how it effects the POP and turnover intentions relationship.

Finally, another limitation is the sampling technique, used for the data collection purpose is convenience sampling, in which we used to collect data only from those doctors and nurses that are easily available and ready to provide the required information.

Future Research Directions

This study has some future research ideas and directions for the upcoming researchers. This research significantly highlighted the importance of core self evaluations in prediction of desired outcomes and explains its buffering effects in reducing the negativity in the situation of POP by viewing the environment positively. First of all, we proposed to the researchers to carry on a longitudinal study and check the levels of CSE at two different times and check its relationship with POP and outcomes at time 1 and time 2 and then compare the two results either CSE of a person evaluates himself differently over time or not.

Current study provides some evidences regarding the generalizability and external validity of the analyzed relationships it is also needed in this field of research that some more direct examinations regarding to the context must be carried out by integrating features of different cultures like cultural values in the future research on the topic of POP.

Future researchers should take other personality and contextual factors as a moderator and mediator in the relationship of POP and other outcomes. Direct culture to culture comparisons should be carried out by researchers on the topic of POP, CSE and other outcomes.

CSE being a higher order construct that holds four positive traits in it has a proactive coping capacity in it that buffers the effects of hindrance and challenge related stressors like heavy work load, role stressors, time pressure etc. Future researchers can testify different models that examine different roles of CSE that enhance understanding regarding the buffering strengths and capacities that CSE holds in it. Investigation can be carried out in future on the role of CSE in forecasting of different OB and HR outcomes.

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