

Impact of Political Skill on Helping Behavior and Knowledge Sharing Behavior: An Evidence from Banking Sector of Islamabad and Rawalpindi

Afsheen Khalid¹, Ghulam Dastgeer²

Abstract

Political skill is the essential requirement for the individuals to survive in the political arenas of organization and is gaining much recognition in terms of managing the interactions at workplace. The main aim of the study is to investigate the role of political skill in generating helping behavior and knowledge sharing behavior in the presence of mediating mechanism of organizational based self-esteem. A quantitative approach was employed involving responses from 219 managers serving in banks of Islamabad and Rawalpindi using a questionnaire. The data was analyzed using structural equation modelling. Political skill is found to have a significant direct effect on helping behavior and knowledge sharing behavior. Political skill also revealed a significant positive relationship with organizational based self-esteem. Moreover, the results showed a partially mediated impact of organizational based self-esteem among the relationship between political skill, helping and knowledge sharing behavior. The study is the first to address the unexplored areas of research in the domain of examining the political skill impact on helping behavior and knowledge sharing. Political skill helps the managers to handle the negativities at workplace by engaging in such behaviors. Political skill training will help the individuals to groom their personality and work in an optimistic way for the betterment of organization and society at large.

Keywords: Political skill, helping behavior, knowledge sharing behavior, organizational based self-esteem

1. Introduction

Organizations are “political arenas” facing the politics at work as a harsh reality that ambitions at the long and short-term self-interest maximization (Cropanzano, Howes, Grandey, & Toth, 1997). It is considered as a threat to the effectiveness and

¹ PhD Scholar, Air University School of Management Sciences, AIR University Islamabad, Pakistan
Email: afsheenmalik87@yahoo.com

² Assistant Professor, Air University School of Management Sciences, AIR University Islamabad, Pakistan. Email: hellodastgeer@gmail.com

ARTICLE HISTORY

18 Apr 2018 Submission Received

5 Jul, 2018 First Review

2 Dec, 2018 Second Review

4 Mar, 2019 Third Review

16 Mar, 2019 Accepted

efficiency (Kacmar & Ferris, 1991) because of its negative impression in the eyes of individuals serving in the organizations (Vigoda, 2000). It has been observed that for the survival in the political environment managers should develop the aptitude to cope up with the changing situations and become capable enough to influence others around them (Gallagher & Laird, 2008). Nowadays “Political Skill”- comparatively a new “workplace social effectiveness construct” (Banister & Meriac, 2015; Ferris et al., 2007) -has grabbed amplified importance in the literature of organizational sciences and is on the table of discussion of the researchers focusing on the capability of the person to influence the others and the situations (Solga, Betz, Düsenberg, & Ostermann, 2015).

Earlier works on managerial skills have revealed many traditional skills relevant to the managers (Mumford, Campion, & Morgeson, 2007); but “political skill” is considered different as compared to the rest of the traditional managerial skills and declared as an outstanding and noticeable aspect of manager’s behavior (Snell, Tonidandel, Braddy, & Fleenor, 2014), leading towards success and positive behaviors. Political skill of a manager is being considered as an important personal characteristic (Ferris, Treadway, Brouer, & Munyon, 2012; Munyoun, Summers, Thompson, & Ferris, 2015) for signifying an extensive impact on variety of organizational variables. Although there are some evidences of positive association among political skill and organizational citizenship behavior but positive behaviors like helping behavior (organizational spontaneity dimension) and knowledge sharing are still unexplored and demands further investigations (Munyoun et al., 2015). Managers must make the other employees feel comfortable at the workplace for the achievement of objectives. It is only possible when the managers use their political skill (apparent sincerity, social awareness, networking, interpersonal influence) and give a helping hand to their coworkers.

Political skill enables managers to have a better understanding of the viewpoint of others (Ferris et al., 2012) and influencing others in a convincing manner; but evidences about impact of political skill on knowledge is also scarce (Munyoun et al., 2015). It is a kind of relationship that enables them to embrace others’ perspectives, views, understand their need and values (Rupp, McCance, Spencer, & Sonntag, 2008) and sharing own views with others (knowledge sharing behavior). The managers having a rich understanding of others are in a better position to find the coworkers towards whom they can exercise the behaviour of knowledge sharing. They can use their ability to form alliances with the coworkers possessing strong knowledge and expertise and engage in such behavior. Political skill is also believed to enhance self-esteem of managers at work by bestowing a feeling in them that they have a worth at workplace (Ferris et al., 2007); and to maintain their self-esteem they engage in positive behav-

iors. Hence there is a need to investigate mediating mechanism of organizational based self-esteem (Munyoun et al., 2015) on the relationship among political skill and positive behaviors of helping and knowledge sharing.

It has been seen that in a developing country like Pakistan political skill construct is in infancy stages and very few evidences are available that examined its mediating mechanism (Chaudhry, Rehman, Ashraf, & Jaffri, 2012; Jam, Khan, Zaidi, & Muz-zafar, 2011). Based on the identified gaps and the recommendations of Munyoun et al. (2015) on investigating impact of political skill on helping and knowledge sharing behavior in presence of organizational based self-esteem- the present study is carried out in the banking sector of Islamabad and Rawalpindi. Banking sector is considered as a “vital organ” for any dwindling economy. Similarly, it is the only ray of hope for the survival of Pakistan economy. If we probe into the banking sector work environment; apart from challenges like technological advancements, tough competitions and demanding jobs- banking sector employees are more prone to work politics (Batool & Ullah, 2013). In such conditions the executive responsibilities rests on the shoulders of a manager to create a healthy environment at work and keep a positive relationship with coworkers by engaging in positive behaviors of giving help and knowledge sharing. To deal with the complex interpersonal situations, influencing others and for the successful achievement of objectives- managers needs to be politically skillful (Bass, 1990). In such scenario political skill is highly required capability for a bank manager to cope up with the challenges.

The present research contributes towards the positive use of managers’ political skill in generating behaviors of helping and knowledge sharing. Moreover, it tries to fill the literature gap in assessing mediating role of organizational based self-esteem among the relationship between political skill and dependent variables. Similarly, the manuscript adds to the literature of knowledge sharing and helping behavior towards coworkers. The use of political skill by managers in daily interaction helps to influence the people around them and bring in positive change in the society by their positive behavior towards others, organization, and community. Political skill will help to raise their self-esteem at work and motivates them to better understand the issues that coworkers might be facing in their lives and at workplace by showing helping and knowledge sharing behaviors.

2. Literature Review

2.1. Political skill

According to Ferris et al. (2005) political skill is “the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways

that enhances one's personal and/or organizational objectives". It has been observed as a notable characteristic of an individual assisting in manipulating the social setting at workplace (Ferris et al., 2005, 2007; Mintzberg, 1983). It is not only just sensing, recognizing, or behaving in a sincere and right way (Ahearn, Ferris, Hochwarter, Douglas, & Ammeter, 2004; Ferris et al., 2007) but leading the energies in different circumstances to achieve the desired goals.

It was Pfeffer (1981), who for the first time highlighted the need to understand and explore political skill (Ferris, Davidson, & Perrewe, 2005) as it was desired to excel at workplace. In literature-construct of political skill (Huang, Frideger, & Pearce, 2013) is viewed either as a global state or multidimensional. Ferris et al. (2005, 2007) identified its four dimensions: *Social astuteness/awareness* is the capability of an individual to keenly observe others, comprehend the social connections, interpret one's own behavior along with that of others and deeply adjust to various social conditions (Ferris et al., 2005). *Interpersonal influence* incorporates a flexible adaptive nature of an individual (Ferris et al., 2007). It is the capability of an individual to exercise a powerful influence on the others in a convincing, refined, and subtle way, plus adjusting one's own behavior in accordance to the situation to stimulate the required behavior in others. *Networking ability* is to organize and use the varied network of people to protect the valued essential assets for organizational/personal success, developing friendship with others conveniently, build strong beneficial coalitions and alliances (Pashiardis, 2015). *Apparent sincerity* is the capability of an individual to appear as a person owning elevated level of authenticity, integrity, honesty that changes how others perceive behavior intents (Ferris et al., 2005).

Banister and Meriac (2015) reported that in recent years the political skill construct has progressively gained attention and researchers have shown keen interest in investigating its effect (Kimura, 2015). Political skill has been studied in various work settings that assessed its impact on the job performance (Blickle et al., 2009), stress management (Kimura, 2015), leadership effectiveness (Doughlas, & Ammeter, 2004), job satisfaction, organizational commitment, self-efficacy, career success, personal reputation, perceptions of organizational politics, work productivity, physiological and psychological strain (Munyoun et al., 2015). The literature evidences in the domain of political skill emphasizes on the need to address its relationship with helping behavior and knowledge sharing towards coworkers (Munyoun et al., 2015).

2.2. Political skill, helping behavior and knowledge sharing behavior

2.2.1. Helping behavior

George and Brief (1992) considered helping behavior as a form of organizational

spontaneity. Organizational spontaneity is defined as a voluntary executed extra-role behavior leading to organizational effectiveness (George & Brief, 1992; Katz, 1964). Helping behavior is defined as a voluntary behavior (i.e. spontaneous) as it is not the part of job description and is carried out to help the colleagues at workplace e.g. to help colleagues with heavy workloads, providing guidance to others willingly, sharing the supplies, to guide the colleague if he is making some mistake or there are chances to make an error (George & Brief, 1992). Helping behaviors are not already planned or given as the prime requirement of the job, and if these behaviors occur in job on regular basis; they are unnoticeable. However, their absence may result in issues for the organization to achieve its objectives. Helping behavior is somewhat like the organizational citizenship behavior dimension “altruism” (Organ, 1988). However, what makes these helping behavior (organizational spontaneity) distinct from organizational citizenship behaviors is that they are acknowledged by the formal reward system (George & Brief, 1992). To engage in helping behavior entails some cost to the individual who is offering help because it needs the commitment of the time and efforts that one could have dedicated to his own assignments (Poon, 2006). Therefore, there is a need to thoroughly investigate the reasons of motivation that motivates individual to engage in helping behavior.

Individuals owning political skill have ability to develop a better understanding of themselves, of the others and social interactions (Ferris et al., 2007) and help to foster relationship with colleagues to achieve the objectives. It is expected that individuals having political skill are in a better position to realize the “universal norm of reciprocity” (Gouldner, 1960) in human interactions which is the essential element of social exchange relationship (Blau, 1964; Dana, James, Zaboja, & Ferris, 2012). This principle proposes that individuals have a need to “give back” when they “receive something from others.” Past researches have witnessed that the expectation is associated with the individuals that they will respond/reciprocate the cooperation and help the individuals involved in social exchange interaction (Dana et al., 2012). Cropanzano and Mitchell (2005) reported that by performing the discretionary and extra-role behaviors that are beneficial for their colleague-individuals owning political skill develops exchange relationship with others who are then obliged to reciprocate. Managers having political skill are better analyzers of what is essential for the coworkers and the organization (Jawahar, Meurs, Ferris, & Hochwarter, 2008) so, they use that information and engage in positive behavior of helping. Managers having political skill are assumed to show positive behaviors towards others to make them obliged to respond positively in future to support the social exchange relationship for the favors they have received from politically skilled individuals. The past researches show evidences of viewing the helping behavior in the lens of “social exchange theory” (Liu et al., 2007) revealing that managers show helping behavior towards colleagues

expecting that they will also receive the help in future

2.2.2. *Knowledge sharing behavior*

It is the individual's behavior to make the knowledge, expertise, skills, opinions, views etc. accessible to other individuals serving in the organization (Hoof, Schouten, & Simonovski, 2012). Knowledge sharing is a process through which people transfer the tacit and explicit knowledge and jointly creating new knowledge. Knowledge sharing is viewed as "social exchange" in the field of social psychology and sociology (Wasko & Faraj, 2005). It is a voluntary behavior (Davenport & Prusak, 1998) which is only motivated and cannot be enforced (Huber, 2001). Some of the aspects of knowledge sharing resembles the prosocial behavior (Brief & Motowidlo, 1986)- as prosocial behaviors are those positive acts that are performed to keep integrity and others well-being.

Politically skilled managers are astute observers of the situation, self, others, can develop strong networks, beneficial alliances (Ferris et al., 2005), can use these networks to protect the valued essential assets for organizational and personal success. This ability of forming networks help them developing and using those networking relationships with people (Ferris et al., 2007). It has been seen that knowledge sharing is deeply rooted in the broader networks in organization, and those social ties and networking relationships at workplace eases the individuals to engage in knowledge sharing and augment the information quality (Cross & Cummings, 2004). As the individuals have a strong bonding among each other, they are at more ease and motivated to engage in knowledge sharing behavior (Reagens & Mc Evily, 2003). The expected reciprocal relationship in social exchange theory is investigated by Bock, Zmud, Kim, and Lee (2005) stating that the individuals develop exchange relationships with others by knowledge sharing interactions. Huang Davison, Liu, and Gu (2008) confirmed that the individuals want to develop favorable relationships with colleagues and to obtain the knowledge from others in future; so, they engage in knowledge sharing.

The above discussion highlights that politically skilled managers are keen towards showing positive behaviors like helping the colleagues and sharing the knowledge with them. The political skill helps the managers to achieve the desired organizational and personal objectives. They have awareness (Ferris et al., 2007) of the issues, better understand and address the needs of their colleagues. So, they engage in those behaviors that colleagues will wish to reciprocate (Brouer, Douglas, Treadway, & Ferris, 2012). They know the art to set up an "exchange relationship" with the coworkers realizing that what they will give today; will return to them tomorrow (following the principle of social exchange theory). Hence it is hypothesized that

H1: "Political skill is positively related to (a) helping behavior and (b) knowledge sharing behavior".

2.3. Political skill and organizational based self-esteem

2.3.1 Organizational based self esteem

Judge, Erez, and Bono (1998) defines self-esteem as the global self-appraisal i.e. it is the level around which individual ratifies the different evaluative about self. It also includes a motivational force (Rosenberg, 1979), so the one having higher levels of self-esteem try to keep it and the one with low level toils to improve. Organizational based self-esteem is a form of self-esteem (Pierce, Gardner, Cummings, & Dunham, 1989) that was found and confirmed in response to Tharenou's (1979) suggestion that specific forms of self-esteem are much right as compared to traditional and global conceptualization. It is basically the self-perceived worth that people hold about themselves within the organizational context and highlights individual's sense of personal worth within a specific environment. It does not hold emotions of excellence, dominance or power in fact it includes emotions of self-competence, self-knowledge, self-respect, self-worth, self-acceptance, and self-liking (Ariani, 2012).

Van Dyne, Vandewalle, Kostova, Latham, and Cummings (2000) reported that the individuals having higher levels of organizational based self-esteem consider themselves as competent and substantial to the organization. They view themselves as an entity that is significant to organization and their presence really makes a difference. They give value to organization and its people and considers these as a significant element to their identity and self-worth. So, they view themselves as significant to organization and able to work for its wellbeing.

According to Ferris et al. (2007) political skill augment and boost the organizational based self-esteem by giving individuals a feeling of meaningful work. It helps them to understand and comprehend how they add value to their work organization and strengthen self-esteem (Munyoun et al., 2015). Managers possessing political skill can comprehend themselves and others, can make friendly alliances and networks with others, can influence others convincingly, have a flexible nature, can appear as honest and sincere hence modifying others' behaviors, and are in a better position to assess their abilities and value (Ferris et al, 2007). These all abilities make them realize their worth and value in the organizational setting; so, we can propose that it enhances one's organizational based self-esteem. Hence hypothesized that

H2: "Political skill is positively related to organizational based self-esteem".

2.4. Organizational based self-esteem, helping and knowledge sharing behavior

Individuals want to boost their levels of self-esteem at work, and engage in positive

behaviors (Ariani, 2012) that will highlight their self-worth. The individual's reaction to the experiences of life is based on degree to which he sees as being capable enough to satisfy his needs (Korman, 1970). In the light of self enhancement theory; individual's basic motive is to enhance or develop his level of organizational based self-esteem, so individual having the need to raise his self-esteem will stimulate "self-protecting motivation" to be a valued person and perform positive behaviors (Ariani, 2012). Self enhancement motive highlights the individual's aspiration to improve the positivity of the self-concept and reducing the negativity associated with it (Sedikides & Strube, 1995). The individuals having lower levels of organizational based self-esteem try to escape from situations where they think that their negative attributes will be visible (Kunda, 1999).

Similarly, the people with high organizational based self-esteem will exercise the behaviors where their positivity will be enhanced and more visible to their associates.

Butler, Sproull, Kiesler, and Kraut (2002) deduced that the individuals want the others to view them as a well-informed, expert, respected or esteemed person. Hence to enhance their self-worth individuals engage in knowledge sharing. The individuals having confidence of their self-worth and self-esteem at work are inclined to have more involvement within community so by realizing the importance of positive behaviors they engage in knowledge sharing (Chen & Hung, 2010). Organizational based self-esteem helps the individuals to realize their value within organization, so to enhance self-esteem and realizing the fact that it will add up in the existing pool of their knowledge, they engage in knowledge sharing. Hence it is hypothesized that

H3: "Organizational Based Self-esteem is positively related to (a) helping behavior and (b) knowledge sharing".

2.5. Mediating Role of organizational based self-esteem

Organizational based self-esteem is the proposed mediator in case of present research and its mediating mechanism is viewed in the light self-consistency theory (SCT) (Heider, 1958) and self enhancement theory (SNT) (Allport, 1937). SCT theorizes that the individuals strive to support the beliefs and perform the behaviors consistent to their self-concept. Individuals having high degree of organizational based self-esteem will be more inclined to perform positive behaviors towards colleagues (Korman, 1970). They do so because the positive approach and behaviors towards the other members builds and strengthens a positive sense of self and maintains cognitive consistency. Incorporating this idea to our study recommends that the construct of political skill enhances the individuals' organizational based self-esteem by instilling in them the feeling of meaningful work, self-worth, and self-confidence. Political skill gives different abilities to individuals to deal with others in an influential way, so it

increases self-worth and to remain consistent to their self-concept- they will engage in positive behaviors. They do so as they try to manage the consistency among their beliefs and behaviors. The abilities that an individual have because of political skill like: able to understand, self, others, and situations, developing networks, adaptive nature, appearing genuine and honest etc. aids in enhancing the self-esteem at work, and engaging in positive behaviors helps to maintain and reinforce a positive evaluation. In this way; the individual's belief of self-esteem at work will be raised as they are expected to feel as a valued person and that will lead to positive behaviors of helping the colleagues and knowledge sharing. We can also view this relation in the light of self-enhancement theory (SNT) as individuals have a desire of raising level of self-esteem (Sedikides, Gaertner, & Toguchi, 2003). Political skill blesses with abilities that raises the self-esteem of individual at work (Munyon et al., 2015) as he owns something of value and holds eminent position at work. So, to further enhance the level of self-esteem; individuals engage in positive behaviors like helping colleagues, sharing knowledge. Hence hypothesized that

H4: "Organizational based self-esteem mediates the relationship between Political skill and (a) helping behavior (b) knowledge sharing"

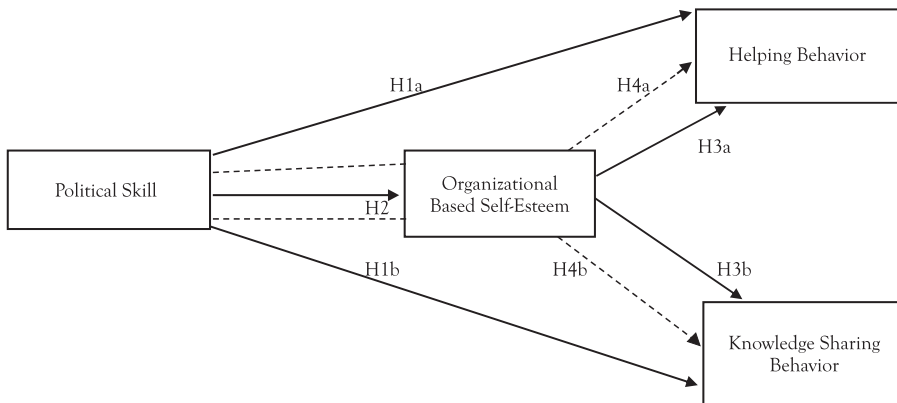


Figure 1: Framework of the Study

3. Methodology

3.1. Sample and procedure

The study is cross-sectional in nature involving convenience sampling technique following the approach of earlier studies in domain of banking sector (Sarker, 2017). Considering the heavy workloads and "sensitive nature" of work of the bank managers (Abdullah & Ramay, 2012), the need was felt to engage those managers for the study

who were willing and easily available to be the part of research.

According to the official records of State Bank of Pakistan (2016), 35 banks are working in Islamabad and Rawalpindi. Currently 851 bank branches are operational; out of which 143 branches are public and 708 belongs to private sector (including Islamic, Foreign and Specialized Banks). The details are shown in the Table 1 below.

Table 1: Number of Banks in Islamabad and Rawalpindi

Sr. No.	Name of Bank	No. of Branches in Islamabad	No. of Branches in Rawalpindi
1	Public Sector Banks	58	85
2	Private Sector Banks	369	339
	Total	427	424

Source: SBP (2016)

Keeping in view the distribution of banks; a well-structured questionnaire was distributed among three hundred managers serving in both private and public banks of Islamabad and Rawalpindi. The permission from the branch managers were given to collect data in time of 3 weeks. In between that phone calls were made to ensure that questionnaires are being filled. In almost two to three visits questionnaires were collected back. The response rate was 73% as 219 managers responded well to the questionnaires.

Out of the two hundred nineteen respondents; 68% were male and 32 % were female. In reference to age-group: 38.3% were in the range of 20-29, 41.6% were 30-39, 17.8% were among 40-49, and 2.3% were among less than 60 years age group. About category of qualification: 17.9% holds Bachelors' degree, 71.6% were Masters' degree holders and 10.5% holds MS/MPhil degree. As far as experience is concerned 20.5% have work experience of 0-1 year, 36.5% have experience in the range of 2-5 years, 37% have experience of 6-10 years, 4.6 have experience of 11-15 years and 1.5 have experience of more than 15 years. Most of the subjects of the present study were middle managers (45.2%), whereas 39.3% were frontline, and 15.5 were senior managers. Most of the subjects were from private sector having 90.4% while 9.6% belongs to public sector.

3.2. Measure

3.2.1. Political skill

It is measured by adopting a shortened 8 items version of self-reported "political skill inventory" (original cronbach alpha=0.74) suggested by Vigoda-Gadot, and

Meisler (2010) capturing the dimensions of political skill identified by Ferris et al. (2005). Example item includes: Example includes: “I spend a lot of time and effort at work networking with others” etc.

3.2.2. Helping behavior

Helping behavior is measured by the using 5 items suggested by Podsakoff, MacKenzie, Moorman, and Fetter (1990). Examples are: “It happens a lot that I help coworkers with heavy workloads; It happens a lot that I help coworkers who have work-related problems” etc.

3.2.3. Knowledge sharing behavior

It is measured using 7-item scale (original cronbach alpha=0.83) proposed by Hoof and Weenen (2004). Example includes: “When I learn something new, I tell my colleagues about it” etc.

3.2.4. Organization based self-esteem

It is measured using 5 items scale (original Cronbach alpha=0.89) suggested by Pierce et al. (1989). Examples are: “I count around here, I am taken seriously around here” etc.

4. Results

4.1. Descriptive statistics and correlation matrix

Table 2 presents the descriptive statistics and inter-correlations matrix of the study variables. As shown in the table 2, all the variables are positively correlated. The results also displayed a positive correlation among political skill and helping behavior ($r=0.455$), knowledge sharing ($r=0.469$), and organizational based self-esteem (0.627), organizational based self-esteem has a positive correlation with helping behavior ($r=0.548$), and knowledge sharing ($r=0.597$).

Table 2: Descriptives & Correlation Matrix

	Variables	Mean	SD	1	2	3
1	Political Skill	4.2289	0.59723			
2	Helping Behavior	4.1142	0.82639	0.455**		
3	Knowledge Sharing Behavior	4.1859	0.75594	0.469**	0.440**	
4	Organizational Based Self-esteem	4.0767	0.75635	0.627**	0.548**	0.597**

**Correlation is significant at the 0.01 level (2-tailed)

Hair, Black, Babin, Anderson, and Tatham (2006) stated that the problems of multicollinearity may arise among the correlation values exceeding 0.8. In the case of present study all the correlations are below 0.8 and none of the correlation is exceeding 0.627 hence there is no chance of multicollinearity.

4.2. Group statistics of helping and knowledge sharing behavior

To assess the mean difference between HB and KSB of public and private sector banks, “independent sample T test” was run. The results are displayed in Table 3a and 3b.

Table 3a: Group Statistics of Helping Behavior & Knowledge Sharing Behavior

Sector	N	Mean	St. Deviation	St. Error
Private (HB)	198	4.107	0.841	0.059
Public	21	4.181	0.680	0.148
Private (KSB)	198	4.2	0.719	0.05
Public	21	4	1.04	0.22

Table 3b: Independent Sample T Test

	Levene's test for Equality of Variance		T-test for Equality of Means					95% C.I of Diff.	
	F	Sig	T	Df	Sig(2-tailed)	Mean Diff.	St. Error Diff.	Lower	Upper
Equal variance assumed (HB)	1.54	0.216	-0.39	217	0.7	-0.73	0.19	-0.44	0.30
Equal variance not assumed			-0.46	27	0.65	-0.73	0.16	-0.40	0.25
Equal variance assumed (KSB)	2.266	0.134	1.186	217	0.23	0.205	0.173	-0.135	0.547
Equal variance not assumed			0.879	22	0.38	0.205	0.233	-0.279	0.690

HB=Helping Behavior, KSB=Knowledge Sharing Behavior

The results of independent sample t test depicted in Table 3b revealed that T test is non-significant with $p=0.2$ (HB), 0.13 (KSB) so homogeneity of variance can be assumed. 2-tailed significance also revealed a non-significant difference $p=0.7$ (HB), 0.23 (KSB) between private and public sector. Hence it is inferred that there is no significant mean difference between behaviors among public and private sector banks.

4.3. Measurement model validity

To assess the measurement model validity, confirmatory factor analysis was conducted using Amos 20. The results revealed that all the indicators loadings were higher than 0.5 as suggested by Hair et al. (2006) except PS1,8 which were deleted from the model. The results showed acceptable model fit values ($\chi^2/df=2.15$, CFI=0.922, GFI=0.836, RMSEA, 0.07) (Hair et al., 2006). Apart from CFA several other reliability and validity tests were carried out to assess the adequacy of all measures.

Table 4: Validity and Reliability Tests Results

Construct	Cronbach Alpha	CR	AVE	MSV
Political Skill	0.829	0.84	0.47	0.08
Organizational Based Self-esteem	0.896	0.90	0.64	0.13
Helping Behavior	0.922	0.92	0.71	0.10
Knowledge Sharing Behavior	0.896	0.92	0.69	0.13

Notes: CR=Composite Reliability, AVE=Average Variance Extracted, MSV= Maximum Shared Variance

For the reliability; Cronbach alpha value of 0.70 is the acceptable threshold value (Nunnally & Bernstein, 1994) and closer to 1 is considered better (Sekaran, 2006). In our case all the reliability values are above the threshold value. Moreover, all the factors are statistically significant having factor loading higher than 0.5 hence achieving convergent validity. The average variance extracted (AVE) value of >0.5 or equal to it is the recommended value by Hair et al. (2006). However, Huang, Wang, Wu and Wang (2013) stated that according to Fornell and Larcker the AVE value of 0.4 for any construct is also acceptable if its composite reliability (CR) exceeds 0.6. All the variables of the present study achieved the composite reliability (>0.7) and discriminant validity ($MSV < AVE$) as suggested by Hair, Black, Babin, and Anderson (2010).

4.4. Common method bias assessment

In order to assess the common method bias “common latent factor technique” proposed by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) was followed using AMOS 20. A latent factor was introduced in the measurement model that directly affected the variables of the study.

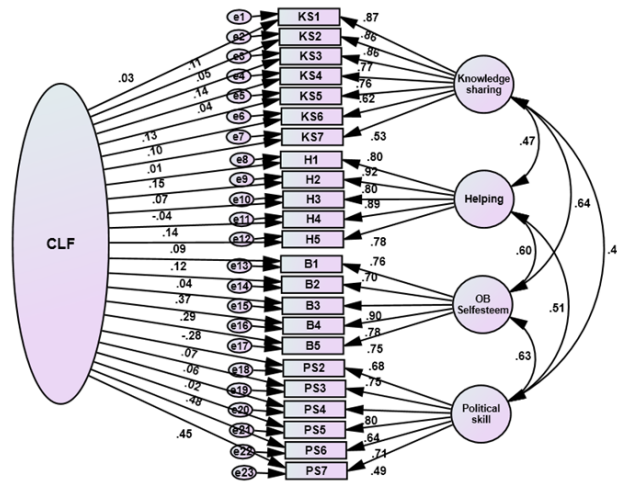


Figure 2: Common Method Bias Using Common Latent Factor

After that, the standardized estimates of the model having common latent factor and the actual measurement model having no latent factor were observed. The difference was calculated for the estimates of the two models and it was observed that no difference was larger than the suggested threshold value of 0.2 (Podsakoff et al., 2003). A difference >0.2 shows issue in the variables but in the present case no issue of common method bias was seen as all the difference values were less than 0.2.

4.5. Hypotheses testing results

After performing confirmatory factor analysis, the next step was to assess the overall structural model fit. The results revealed that the data fits the hypothesized model well ($\chi^2/df=2.164$, CFI=0.920, GFI=0.833, RMSEA, 0.07) (Hair et al., 2006).

Structural Equation Modelling has its basic roots in path analysis approach proposed by Wright (1934). Many studies conducted in the area of political skill have used path analysis approach (Bentley, Treadway, Gazdag, & Yang, 2017; Taboli & Baghdadam, 2016) for hypotheses testing. In case of present research path analysis approach was used for testing the hypothesized relationships according to the recent practices for mediation testing (Shrout & Bolger, 2002; Hayes, 2009) and using 95% confidence intervals using the recommended 2000 bootstrapping samples (Preacher & Hayes, 2004; Shrout & Bolger, 2002; Williams & MacKinnon, 2008).

The results presented in Table 5 shows that the total effect of political skill on helping behavior is $c = .477$, $p < 0.001$; each 1 unit increase in political skill predicted approximately a 0.477 increase in helping behavior. Political skill is a significant

predictive of the hypothesized mediating variable “organizational based self-esteem” $a=0.583$, $p<0.001$. When controlling for political skill, organizational based self-esteem was significant predictor of “helping behavior” $b=.410$, $p<0.001$. The estimated direct effect of political skill on helping behavior, controlling for organizational based self-esteem was, $c'=.238$. Similarly, the total effect of political skill on knowledge sharing behavior is $c=.436$, $p<0.001$; each 1 unit increase in political skill predicted approximately a 0.436 increase in helping behavior. Political skill is significant predictive of the hypothesized mediating variable “organizational based self-esteem” $a=0.583$, $p<0.001$. When controlling for political skill, organizational based self-esteem was significant predictor of knowledge sharing behavior $b=.519$, $p<0.001$. The estimated direct effect of political skill on knowledge sharing behavior, controlling for organizational based self-esteem was, $c'=.133$, $p=.045$. The mediation effect is also estimated through bootstrapping by estimating ‘My indirect effect’ introduced by Gaskin (2016). The parameter AXB shows that the organizational based self-esteem mediates the relationship between political skill and knowledge sharing (.378, $p=.000$), political skill and helping behavior (0.326, $p=.000$) showing significant indirect effect. The results further revealed that all the direct and indirect paths are significant showing partial mediation of organizational based self-esteem. Hence its supporting all the hypotheses of present study.

Table 5: Hypotheses Testing Results

Effect From	To	Un-Standardized Coefficients	CR	P-value	Standardized Coefficients
Total Effect (Path c)					
PS	HB	.650	8.007	***	.477
PS	KSB	.544	.076	***	.436
IV ----- M (path a)					
PS	OBSE	.728	10.605	***	0.583
M ----- DV (path b)					
OBSE	HB	.448	6.039	***	.410
OBSE	KSB	.519	7.832	***	.519
Direct Effect (Path c')					
PS	HB	.324	3.504	***	.238
PS	KSB	.166	2.007	.045	.133
Indirect Effects					
HB	.239	.000			

KSB	.303	.000			
Indirect effect Parameter (AXB)					
	Estimate	Lower	Upper	P	
HB	.326	.131	.578	.000	
KSB	.378	.159	.649	.000	

Note:*** p<0.001, PS= Political Skill, OBSE=Organizational Based Self-esteem, HB=Helping Behavior, KSB=Knowledge Sharing Behavior

5. Discussion and Implications

The managers battling in the political arenas of organization needs to develop the skills to cope up with the upcoming challenges and should be capable enough to influence the people around them (Gallagher & Laird, 2008) for achievement of objectives (personal and organizational). The researchers have been putting efforts to identify the important skills for managers to deal with challenges (Snell et al., 2014) and to achieve success in the organizations. Political skill is identified as a “noticeable feature or skill” having an extensive impact on various organizational outcomes (Ahearn et al., 2004; Douglas & Ammeter, 2004; Kimura, 2015; Munyoun et al., 2015 etc.). Despite many researches are being carried out in domain of political skill but the positive prosocial behaviors like helping behavior and knowledge sharing are still unexplored and demands further investigations (Munyoun et al., 2015).

The study found a positive relationship among political skill and positive behaviors supporting the stance of Ferris et al. (2007). The study supported the idea that the individuals possessing political skill engage in helping behavior with the expectation or belief that they will also receive the help from the colleagues in future (Liu et al., 2007; Stamper & Van Dyne, 2001). The individuals want to develop favorable relationships with colleagues (Huang et al., 2008) and want others to reciprocate to that favor; so, they engage in knowledge sharing. The findings of the present study are also consistent to this idea as the abilities developed in an individual possessing political skill helps him to develop and maintain the alliances through knowledge sharing. The positive relationship among political skill and organizational based self-esteem also supported the idea floated by Munyoun et al (2015). The results of the present research also showed a positive relationship between organizational based self-esteem and positive behaviors consistent with the findings of Ariani (2012). The individuals were found to help the co-workers and engage in knowledge sharing behavior as it heightens their self-esteem.

Incorporating the suggestions of Munyoun et al. (2015); research investigated organizational based self-esteem as a mediating variable among the relationship

between political skill and its outcomes. The results of the present research revealed partial mediation of organizational based self-esteem. All the “direct” and “indirect effects” are positive and significant, and the direct effect of political skill on positive behaviors gets smaller after the introduction of mediating variables supporting partial mediation. The individuals having political skill possess abilities of being astute observer, able to develop friendly alliances, networking, flexible, convincing power etc. (Ferris et al, 2005). This possession of different abilities nurtures the self-esteem of individuals to enhance and maintain that self-esteem at work they engage in positive behaviors towards others.

Cropanzano et al. (1997) considered organizational politics as the bitter reality of the workplace because of its negative impact on both employees and organizations (Kacmar & Ferris, 1991). Gallagher and Laird (2008) recognized the need to analyze the political environment of the organization. They further emphasized on developing the capabilities to influence the others around them. The past researches seem to have dearth in literature evidences of investigation in political skill impact on helping and knowledge sharing (Munyoun et al., 2015). The study seems to be a sound addition in the literature of helping behavior (organizational spontaneity) towards others at workplace. Political skill develops the individuals’ capability to comprehend the views, perspectives, knowledge, opinions of others (Munyoun et al., 2015) and engaging in the knowledge sharing behavior. Munyoun et al. (2015) recommended to examine and found a positive relationship among these; contributing in the literature of political skill and positive discretionary behaviors. The current study also strived to address the gap of investigating the mediating mechanism of organizational based self-esteem among political skill and positive behaviors. The study is also a contribution in terms of studying political skill in Pakistani context as there are not much notable findings regarding political skill role as an independent variable in Pakistani culture, so the present study added value to it by highlighting the role of political skill of banking sector managers of Pakistan.

The results of the study recommend that political skill enhancement has many practical implications. It is not a stern characteristic but an individual difference characteristic (Ferris et al., 2007) that is flexible in nature. The individuals possessing political skill can gain various advantages by exercising these skills and the ones who lacks the political skills can chalk out ways to develop the political skill. It is conceptualized as a competency which can be significantly developed with the help of socialization, training and mentoring (Ferris et al., 2008; Pfeffer, 2010). Hence, management can organize trainings and workshops for the employees to develop and groom the political skills. The presence of political skills in an individual endows him different skill sets that helps them to be more empathetic, motivates them to

engage in the positive behaviors towards others. The management can identify their human capital possessing political skill and can place them in the organizations involving more social interaction and it will also add to the positive image and healthy environment of organization. The politically skilled managers can use their skills to find the co-workers having some valuable knowledge based upon their experiences or learnings and can motivate them to engage in the behavior of knowledge sharing to create a pool of information that helps the organization to achieve its objectives. The management should try to develop the political skill of their managers so that the managers should be more conscious of the co-worker's issues and by showing positive behaviors towards employees they can keep the employees away from creating hindrances in the achievement of organizational objectives and work for betterment of organization.

6. Limitations and Recommendations for Future Research

The study is cross sectional in nature and all the variables are self-reported measures. The researchers can go for longitudinal research in future to achieve more meaningful results involving responses from coworkers as well. The study involved only the twin cities of Pakistan, so the generalizability cannot be enhanced. The study could be conducted in major cities of all the provinces of Pakistan to get a cross cultural impact for the present research. There could be issues of generalization in terms of industrial setting as the study is only conducted in banking sector while other sectors including telecom sector, educational sector etc. could be a choice too. The recent study focused on positive discretionary behaviors like helping, knowledge sharing but the future researches can investigate the political skill impact on negative discretionary behaviors like counterproductive work behaviors. The study investigated the single mediator organizational based self-esteem to assess the relationship. In future- studies can employ other mediators like personal reputation, trust.

7. Conclusion

Pakistan is facing many issues and challenges like terrorism, corruption, inflation etc. that either directly or indirectly affect the individuals. In this scenario Pakistan needs to have a thriving banking sector as real economy and progressive banking sector can play a beneficial role in progress of a nation. Pakistan's banking sector has the desired capability and structure that can play a constructive role in faster economic growth; but unfortunately, it has been experiencing massive changes because of different factors like globalization, national, international events (Khattak, Khan, Haq, Arif, & Minhas, 2011) and technological advancements. These substantial changes have influenced the banking sector employees socially, economically, psychologically and they face organization politics as well (Batoool & Ullah, 2013). At this point of time

other than the traditional skills needed for managers to deal with resulting impacts- the “political skill” has gained much value. Political skill- an important managerial aspect (Snell et al., 2014) helps the managers to use their political skill in generating positive behaviors towards others. It strives to cultivate a healthy, positive climate in the work premises and helps to understand the employee’s behaviors, needs, and changing situations in a vigilant manner. The study targeted the banking sector managers realizing the importance of political skill especially in generating positive behaviors at workplace based on the recommendation of Munyoun et al. (2015). The study is believed to further encourage the researchers to explore the impact of political skill in other sectors and cultures.

References

- Abdullah, A., & Ramay, M. I. (2012). Antecedents of organizational commitment: A study of banking sector of Pakistan. *Serbian Journal of Management*, 7 (1), 89-102.
- Ahearn, K. K., Ferris, G. R., Hochwarter, W. A., Douglas, C., & Ammeter, A. P. (2004). Leader political skill and team performance. *Journal of Management*, 30, 309-327.
- Allport, G. W. (1937). *Personality: A psychological interpretation*. New York: Holt.
- Ariani, D.W. (2012). Linking the self-esteem to organizational citizenship behavior. *Business and Management Research*, 1(2), 26-38.
- Banister, C.M., & Meriac, J.P. (2015). Political skill and work attitudes: A comparison of multiple social effectiveness constructs. *The Journal of Psychology*, 149(8), 775-795.
- Bass, B. M. (1990). *Bass and Stogdill's handbook of leadership*. New York: Free Press.
- Batool, M., & Ullah, R. (2013). Impact of job satisfaction on organizational commitment in banking sector: Study of commercial banks in district Peshawar. *International Review of Basic and Applied Sciences*, 1 (2), 12-24.
- Bentley, J.R., Treadway, D.C., Williams, L.V., Gazdag, B.A., & Yang, J. (2017). The moderating effect of employee political skill on the link between perceptions of a victimizing work environment and job performance. *Frontiers Psychology*, 8.
- Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.
- Blickle, G., Kramer, J., Zettler, I., Momm, T., Summers, J.K., Munyon, T.P., & Ferris, G.R. (2009). Job demands as a moderator of the political skill-job performance relationship. *Career Development International*, 14 (4), 333-50.
- Bock, G., Zmud, R.W., Kim, Y., & Lee, J. (2005). Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS Quarterly*, 29 (1), 87-111.

- Brief, A.P., & Motowidlo, S.J. (1986). Prosocial organizational behaviors. *Academy of Management Review*, 11, 710-725.
- Brouer, R.L., Douglas, C., Treadway, D.C., & Ferris, G.R. (2012). Leader political skill, relationship quality, and leadership effectiveness: A two-study model test and constructive replication. *Journal of Leadership and Organizational Studies*, 20(2), 185-198.
- Butler, B., Sproull, L., Kiesler, S., & Kraut, R. (2002). Community effort in online groups: Who does the work and why. In S. Weisband, & L. Atwater (Eds.), *Leadership at a distance* (pp. 1-32). Mahwah, NJ: Lawrence Erlbaum Publishers.
- Chaudhry, N.I., Rehman, K., Ashraf, Z., & Jaffri, A.M. (2012). Mediation effects of political skills dimensions on employee performance. *International Journal of Business and Management*. 7 (9), 120-125.
- Chen, C., & Hung, S. (2010). To give or to receive? Factors influencing members' knowledge sharing and community promotion in professional virtual communities. *Information & Management*, 47(4), 226-236.
- Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 18, 159-180.
- Cropanzano, R., & Mitchell, M.S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Cross, R., & Cummings, J. N. (2004). Tie and network correlates of individual performance in knowledge-intensive work. *Academy of Management Journal*, 47(6), 928-937.
- Dana, M., James, L., Zaboja, J., & Ferris, G.R. (2012). Partial mediation of the political skill-reputation relationship. *Career Development International*, 17 (6), 557 - 582.
- Davenport, T.H., & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Cambridge, MA: Harvard Business School Press.
- Douglas, C., & Ammeter, A.P. (2004). An examination of leader political skill and its effect on ratings of leader effectiveness. *The Leadership Quarterly*, 15, 537-50.
- Ferris, G.R., Davidson, S.L., & Perrewé, P.L. (2005). *Political skill at work: Impact on work effectiveness*. Mountain View, CA: Davies-Black.
- Ferris, G.R., Treadway, D.C., Kolodinsky, R.W., Hochwarter, W.A, Kacmar, C.J., Douglas C, & Frink, D.D. (2005). Development and validation of the political skill inventory. *Journal of Management*, 31, 126-152.
- Ferris, G.R., Treadway, D.C., Perrewé, P.L., Brouer, R.L., Douglas, C., & Lux, S. (2007). Political Skill in Organizations. *Journal of Management*, 33, 290-320.
- Ferris, G. R., Blickle, G., Schneider, P. B., Kramer, J., Zettler, I., & Solga, J. (2008). Political skill con-

- struct and criterion-related validation: A two-study investigation. *Journal of Managerial Psychology*, 23, 744-771.
- Ferris, G.R., Treadway, D.C., Brouer, R.L., & Munyon, T.P. (2012). Political skill in the organizational sciences. In G.R. Ferris, & D.C. Treadway (Eds.), *Politics in organizations: Theory and research implications* (pp.487-528). New York, NY: Routledge/Taylor and Francis.
- Gallagher, V.C., & Laird, M.D. (2008). The combined effect of political skill and political decision making on job satisfaction. *Journal of Applied Social Psychology*, 38, 2336-2360.
- Gaskin, J., (2016). "My indirect effect", Gaskination's Statistics. Retrieved from <http://statwiki.kolobkreations.com>
- George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112, 310-329.
- Gouldner, A.W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161-178.
- Hair, J. F., Black, W.C., Babin, B.J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (6th ed.). Upper Saddle River, N.J.: Pearson Prentice Hall.
- Hair, J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Upper saddle river, N.J.: Prentice Hall.
- Hayes, A. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication. Monograph.*, 76(4), 408-420.
- Heider, F. (1958). *The psychology of interpersonal relations*. New York: Willey.
- Hooff, B. V., & Weenen, F.L. (2004). Committed to share: Commitment and cmc use as antecedents of knowledge sharing. *Knowledge and Process Management*, 11 (1), 13-24.
- Hooff, B. V., Schouten, A.P., & Simonovski, S. (2012). What one feels and what one knows: The influence of emotions on attitudes and intentions towards knowledge sharing. *Journal of Knowledge Management*, 16(1), 148-158.
- Huang, Q., Davison, R.M., Liu, H., & Gu, J. (2008). The impact of leadership style on knowledge-sharing intentions in China. *Journal of Global Information Management*, 16, 67-91.
- Huang, L., Frideger, M., & Pearce, J. L. (2013). Political skill: Explain the effects of nonnative accent on managerial hiring and entrepreneurial investment decisions. *Journal of Applied Psychology*, 98 (6), 1005-17.
- Huang, C., Wang, Y., Wu, T., & Wang, P. (2013). An empirical analysis of the antecedents and performance consequences of using the moodle platform. *International Journal of Information and Education Technology*, 3 (2), 217-221.

- Huber, G.P. (2001). Transfer of knowledge in knowledge management systems: Unexplored issues and suggested studies. *European Journal of Information Systems*, 10, 72-79.
- Jam, F.A., Khan, T.I., Zaidi, B.H., & Muzzafar, S.M. (2011). Political skill moderates the relationship between perception of organizational politics and job outcomes. *Journal of Educational and Social Research*, 1 (4), 57-70.
- Jawahar, I.M., Meurs, J.A., Ferris, G.R., & Hochwarter, W.A. (2008). Self-efficacy and political skill as comparative predictors of task and contextual performance: A two-study constructive replication. *Human Performance*, 21, 1-20.
- Judge, T.A., Erez, A., & Bono, J.E. (1998). The power of being positive: The relationship between positive self-concept and job performance. *Human Performance*, 11, 167-187.
- Kacmar, K. M., & Ferris, G. R. (1991). Perceptions of organizational politics scale (POPS): Development and construct validation. *Educational and Psychological Measurement*, 51, 193-205.
- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9(2), 131-146.
- Khattak, J.K., Khan, M.A., Haq, A., Arif, M., Minhas, A.A. (2011). Occupational stress and burnout in Pakistan's banking sector. *African Journal of Business Management*, 5(3), 810- 817.
- Korman, A. K. (1970). Toward a hypothesis of work behavior. *Journal of Applied Psychology*, 54, 31-41.
- Kimura T., (2015). A review of political skill: Current research trend and directions for future research. *International Journal of Management Reviews*, 17, 312-332.
- Kunda, Z. (1999). *Social cognition: Making sense of people*. Cambridge, MA: MIT Press.
- Liu, Y., Ferris, G.R., Zinko, R., Perrew 'e, P.L., Weitz, B., & Xu, J. (2007). Dispositional antecedents and outcomes of political skill in organizations: A four-study investigation with convergence. *Journal of Vocational Behavior*, 71, 146-165.
- Mintzberg, H. (1983). *Power in and around organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2007). The leadership skills strataplex: Leadership skill requirements across organizational levels. *Leadership Quarterly*, 18, 154-166.
- Munyoun, T.P., Summers, J.P., Thompson, M.K., & Ferris, G.R. (2015). Political skill and work outcomes: A theoretical extension, meta-analytic investigation, and agenda for the future. *Personnel Psychology*, 68, 143-184.
- Nunnally, J., & Bernstein, I. (1994). *Psychometric theory*. New York: McGraw-Hill.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA, England: Lexington Books/D.C. Health and Com.
- Pashardis, N.T.P. (2015). Examining the role of emotional intelligence and political skill to educational leadership and their effects to teachers' job satisfaction. *Journal of Educational Administration*, 53(5),

642 – 666.

- Pfeffer, J. (1981). *Power in organizations*. Boston, MA: Pitman.
- Pfeffer, J. (2010). Power Play. *Harvard Business Review*, 88(7/8), 84–92.
- Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). Organization-based self-esteem: Construct definition measurement and validation. *Academy of Management Journal*, 32, 622-648.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Poon, J.M.L. (2006). Trust-in-supervisor and helping coworkers: Moderating effect of perceived Politics. *Journal of Managerial Psychology*, 21 (6), 518 – 532.
- Preacher, K., & Hayes, A. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments & Computers*, 36, 717–731.
- Reagans, R., & McEvily, B. (2003). Network structure and knowledge transfer: The effects of cohesion and range. *Administrative Science Quarterly*, 48(2), 240-267.
- Rosenberg, M. (1979). *Conceiving the self*. New York: Basic Books.
- Rupp, D.E., McCance, A.S., Spencer, S., & Sonntag K. (2008). Customer (in) justice and emotional labor: The role of perspective taking, anger, and emotional regulation. *Journal of Management*, 34, 903–924.
- Sarker, A.S. (2017). Human resource management practices and employee performance in banking sector of Bangladesh, *Journal of Human Resource Management*, 20(1),68-80
- Sedikides, C., & Strube, M. J. (1995). The multiply motivated self. *Personality and Social Psychology Bulletin*, 21 (12), 1330–1335.
- Sedikides, C., Gaertner, L., & Toguchi, Y. (2003). Pancultural self-enhancement. *Journal of Personality and Social Psychology*, 84(1), 60-79.
- Sekaran, U. (2006). *Research methods for business*. India: Wiley.
- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and non-experimental studies: New procedures and recommendations. *Psychological Methods*, 7, 422-445.
- Snell, S.J., Tonidandel, S., Braddy, P.W., & Fleenor, J.W. (2014) The relative importance of political skill dimensions for predicting managerial effectiveness. *European Journal of Work and Organizational Psychology*, 23(6), 915-929.

- Solga, M., Betz, J., Düsenberg, M., & Ostermann, H. (2015). Political skill in job negotiations: A two-study constructive replication. *International Journal of Conflict Management*, 26(1), 2-24.
- Stamper, C., & Van Dyne, I. (2001). Work status and organizational citizenship behavior: A field study of restaurant employees. *Journal of Organizational Behavior*, 22(5), 517 - 536.
- State Bank of Pakistan. (2010). Retrieved from <http://www.sbp.org.pk>
- Taboli, H., & Baghdadam, G. (2016). Evaluation of the role of political and communication skills in social responsibility of managers by the mediating role of strategic thinking. *Mediterranean Journal of Social Sciences*, 7(4), 323-331.
- Tharenou, P. (1979). Employee self-esteem: A review of the literature. *Journal of Vocational Behavior*, 15(3), 316-346.
- Van Dyne, L., Vandewalle, D., Kostova, T., Latham, M., E., & Cummings, L.L. (2000). Collectivism, propensity to trust and self-esteem as predictors of organizational citizenship in a non-work setting. *Journal of Organizational Behavior*, 21, 3-23.
- Vigoda, E. (2000). Organizational politics, job attitudes, and work outcomes: Exploration and implications for the public sector. *Journal of Vocational Behavior*, 57, 326-347.
- Vigoda-Gadot, E., & Meisler, G. (2010). Emotions in management and the management of emotions: The impact of emotional intelligence and organizational politics on public sector employees. *Public Administration Review* 70(1), 72 - 86.
- Wasko, M., & Faraj, S. (2005). Why should I share? examining social capital and knowledge contribution in electronic networks of practice. *MIS Quarterly*, 29(1), 35-57.
- Williams, J., & MacKinnon, D. (2008). Resampling and distribution of the product methods for testing indirect effects in complex models. *Structural Equation Modeling: A Multidisciplinary Journal*, 15, 23-51.
- Wright, S. (1934). The method of path coefficients. *The Annals of Mathematical Statistics*, 5(3), 161-215.