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UNLOCKING POTENTIAL: THE POWER OF PSYCHOLOGICAL CAPITAL IN SHAPING WORK OUTCOMES THROUGH POLITICAL SKILLS IN PAKISTAN'S MANAGEMENT SCHOOLS

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Abstract

This study examined how political skills and psychological capital affect job satisfaction and organizational commitment in Pakistani public sector management schools, using a data of 313 faculty members. This study also examined whether psychological capital moderates the dynamic relationship between political skill and work outcomes. Political skills were associated to better results across the board, emphasizing their importance in the workplace. Psychological capital was more strongly associated with job satisfaction and organizational commitment highlighting its importance in workplace well-being and loyalty. The study indicated that high psychological capital moderates the positive association between political skills and work success. Political skills' positive effects on work-related outcomes decrease when psychological capital is low, highlighting the interdependence of these two variables in employee satisfaction and dedication to their organizations. This nuanced study illuminates how psychological capital and political skills affect key aspects of work life, providing valuable insights for academic and practical management strategies in Pakistan's public education sector.

Key Words: Political Skill, Psychological Capital

Introduction

Political skill, psychological capital, and job satisfaction and organizational commitment are interconnected, making research difficult, especially in Pakistan's organizational environments. Pakistan's socio-cultural and economic landscapes may amplify or alter global dynamics, highlighting this issue. Understanding these relationships is essential for developing Pakistani

organizational effectiveness and employee well-being strategies. Political skill is especially important in Pakistan, where hierarchical structures and relational dynamics dominate organizational cultures (Khan, Anjum, & Abbas, 2020). Political skill helps people navigate such structures' complex interpersonal and organizational politics. Political skill's impact on psychological capital—self-efficacy, optimism, hope, and resilience (Luthans, Youssef, & Avolio, 2007)—is unknown. Psychological capital may mediate the relationship between political skill and organizational outcomes like job satisfaction and commitment, which warrants further study.

Success depends on job satisfaction and organizational commitment, which affect turnover, productivity, and performance (Avey, Reichard, Luthans, & Mhatre, 2011). Psychological capital may help maintain employee satisfaction and commitment in Pakistan's uncertain economic and socio-political environment. Political skill and psychological capital influence these outcomes in Pakistan's unique context, but the mechanisms are unclear. The application and development of political skill in organizational contexts can positively impact individuals' psychological capital, which can affect key organizational outcomes like job satisfaction, commitment, and performance, according to these studies. This suggests that future research could experimentally study this link and its effects on organizational practice and development.

Political skill and psychological capital affect job satisfaction and organizational commitment, creating a complex web of interpersonal relationships and psychological states that affect organizational behavior and outcomes. Political skill is the capacity to understand and persuade others to achieve personal or organizational goals (Ferris et al., 2007). Psychological capital—self-efficacy, optimism, hope, and resilience—is essential for employee performance and well-being (Luthans, Youssef, & Avolio, 2007). High Political Skill helps people navigate organizational politics and social relationships, which boosts psychological capital by creating supportive, optimistic, and resilient environments. Job happiness and organizational commitment depend on psychological capital enhancement. In particular, self-efficacy, optimism, hope, and resilience are associated with higher job satisfaction and organizational commitment (Avey, Wernsing, & Luthans, 2008).

Psychological capital and political skills affect job satisfaction and organizational commitment. Organizational commitment is emotional or psychological attachment to the organization, while job satisfaction is how much people like their work. Research shows that psychological capital predicts job satisfaction and organizational commitment, suggesting that people with higher psychological capital are happier at work and more dedicated to their organizations. 2011 (Avey, Reichard, Luthans, Mhatre). Thus, 'Political Skill' is essential to positive organization behavior. Political Skill has gained popularity in organizational studies. Political Skill is required to join an

organization and is thought to improve employee performance and career success. Political skill research expands on "influence tactics" by emphasizing on tactics as "aggregated skills" that can be enhanced via experience and training (Drory and Vigoda-Gadot, 2010). Political Skill differs from "influence tactics."

Psychological resource theories support Psychological Capital and Political Skill (Hobfoll, 2002). These concepts suggest that psychological capital like efficacy, hope, optimism, and resilience are best viewed as capital and manifestations of a deeper reality. Fredrickson's (1998, 2001) "broaden-and-build theory" of positivity explains the mechanisms that cause positive emotions in our minds and bodies and answers questions about their effects and evolutionary purpose. Positive emotions can boost intellectual, physical, social, and psychological resources, according to Isen (1987). Positive emotions boost those resources. The core of Psychological Capital is formed by these "synergistic" elements. This is expected to improve performance since it encourages extra effort. This will lead to various options, positive results expectations, higher motivation, and positive responses to setbacks. In other words, Psychological Capital may motivate, which can boost goal achievement and success.

Political Skill, psychological capital, job satisfaction, and organizational commitment are linked. Political talent helps people manage organizational politics and build strong relationships, which boosts psychological capital. Psychological capital increases job satisfaction and organizational commitment, highlighting their value in organizational success. This complicated interaction emphasizes the importance of developing political skill and psychological capital in employees to foster organizational engagement. Several important factors justify studying political skill, psychological capital, job satisfaction, and organizational commitment in Pakistan. Given Pakistan's unique socio-cultural and economic landscape, exploring these dynamics can help organizations better support their employees and improve performance.

First, Pakistan's organizational culture values hierarchy and interpersonal dynamics (Khan, Anjum, & Abbas, 2020). This cultural context emphasizes the importance of political skill in workplace relationships and influence. Such an environment requires political skill to achieve personal and organizational goals, making it an important subject (Ferris et al., 2007). Second, Pakistan's economic volatility and socio-political issues make psychological capital—hope, optimism, resilience, and self-efficacy—particularly relevant (Hassan, Akram, & Naz, 2018). These factors can significantly affect employee performance and well-being. Therefore, studying how psychological capital can mitigate these effects and improve work outcomes in Pakistan is crucial.

The literature also links psychological capital to job satisfaction and organizational commitment (Avey et al., 2011). In Pakistan, job satisfaction and organizational commitment are crucial to

organizational success and sustainability, so this relationship needs further study. Job satisfaction and organizational commitment reduce turnover, boost productivity, and improve performance. The competitive and challenging economic environment in Pakistan makes these outcomes crucial for employee well-being and organization competitiveness. Grounded in Social Exchange Theory, Psychological Capital Theory, and the Resource-Based View, this research proposes a model where PsyCap moderates the relationship between political skill and work outcomes. It also suggests that higher levels of PsyCap amplify the positive impact of political skill on job satisfaction and organizational commitment. Theoretical and practical implications of studying political skill and psychological capital and their effects on job satisfaction and organizational commitment in Pakistan are significant. This study may advance organizational behavior and human resource management, improving workplace environments and employee well-being in Pakistan.

Literature Review

Political Skill is positively related to employees' job satisfaction, strong political skills lead to higher job satisfaction. Ferris et al. (2007) define political skill as the ability to understand and influence coworkers to achieve personal or organizational goals. Social intelligence, influence, networking, and sincerity are involved. An individual's affective and cognitive state about their job, including their feelings, beliefs, and perceptions of their work environment and its various aspects, is called job satisfaction (Spector, 1997). Socially adept employees can read social situations and understand others' needs and motives. They can better handle workplace dynamics, reducing conflicts and misunderstandings. An employee who can accurately assess a supervisor's priorities may adjust their work or communication style to receive positive feedback or recognition, which boosts job satisfaction.

High interpersonal influence helps employees persuade and gain support from coworkers and superiors. This can make work more enjoyable and improve project results. Project managers who use their interpersonal skills to motivate team members and secure resources from upper management achieve organizational goals and job satisfaction by feeling accomplished and recognized. Networking helps employees build supportive relationships inside and outside their company. These networks can provide emotional support, information, and resources to make work easier and more enjoyable. An employee may use their network to solve a problem that would have taken days to figure out, reducing stress and increasing job satisfaction. Being sincere in interactions makes employees more trusted and liked by peers and supervisors. Trust can create a more supportive, respectful workplace. An honest employee may be given the benefit of the doubt during misunderstandings, reducing workplace friction and increasing job satisfaction.

Research shows that political skill boosts job satisfaction. For instance, Brouer et al. (2011) found that politically skilled workers reported higher job satisfaction, possibly due to their greater ability to influence work outcomes and navigate organizational politics. Political skill may affect job satisfaction by helping people navigate the workplace's complex social landscape, resulting in better interpersonal relationships, successful work outcomes, and a supportive work environment. These factors boost job satisfaction.

Hypothesis 1: Political Skill is positively related to employees' job satisfaction.

The statement that "Political Skill is positively related to employees' organizational commitment" implies that people with high political skill are more committed to their company. Organizational commitment is an employee's emotional connection, identification, and involvement in the company (Meyer & Allen, 1991). Political skill—social astuteness, interpersonal influence, networking ability, and apparent sincerity—helps people navigate the workplace's social and political landscape (Ferris et al., 2005). This skillset boosts personal success, job satisfaction, and company loyalty. Socially adept employees understand workplace dynamics and can align their actions with company values and goals. For instance, an employee who can accurately interpret their organization's needs and goals can contribute meaningfully to its goals, strengthening their sense of belonging and commitment.

Strong interpersonal influencers can promote their ideas and initiatives and garner support and resources. This ability to influence organizational direction and decision-making can boost employee confidence and loyalty. A manager who successfully advocates for a new employee wellness programme can boost their company loyalty and integration. Organizational networking lets employees build relationships across levels and departments. These connections can provide job performance and career development support, information, and resources. An employee who uses their network to contribute to cross-departmental projects may appreciate the organization's complexity and feel more committed.

Sincerity builds credibility. Genuine and honest employees are more likely to form meaningful relationships with coworkers and supervisors. Such relationships can create a supportive workplace where employees feel valued and more committed. Research links political skill to organizational commitment. For instance, Blass and Ferris (2007) found that politically skilled employees are better at navigating organizational challenges and leveraging advancement opportunities, which strengthens organizational commitment.

Hypothesis 2: Political Skill is positively related to employees' organizational commitment.

The relationship "Psychological Capital (PsyCap) is positively related to employees' job satisfaction" suggests that people with higher PsyCap are happier at work. According to Luthans, Youssef, & Avolio (2007), PsyCap is a higher-order construct made up of self-efficacy, optimism, hope, and resilience. An individual's affective and cognitive evaluation of their job, including their feelings, beliefs, and perceptions, is called job satisfaction (Spector, 1997). Evidence suggests that PsyCap components help people overcome challenges, engage in their work, and view their job positively, which are essential to job satisfaction. Employees who feel competent and capable of meeting work demands are more satisfied with their jobs. A salesperson with high self-efficacy is likely to set challenging goals, work hard to meet them, and feel satisfied from their accomplishments and recognition, which boosts job satisfaction.

Encouraged by optimism that good things will happen, employees see challenges as opportunities rather than threats, increasing job satisfaction. An optimistic employee facing organizational changes may focus on personal growth and development, increasing job satisfaction. Hope requires setting goals, finding paths to achieve them, and being motivated. Hopeful employees are more likely to persevere and adapt, which boosts job satisfaction. Project managers who can find creative ways to keep projects on track despite setbacks will likely be satisfied with their problem-solving and resilience. Employees can overcome obstacles and regain job satisfaction with resilience. Resilient workers can overcome setbacks without losing job satisfaction. An employee who can quickly recover from a critical performance review and use it as a learning opportunity is likely to stay happy and positive about their job.

Research shows that PsyCap boosts job satisfaction. Avey, Reichard, Luthans, & Mhatre (2011) found in a meta-analysis that higher PsyCap levels are associated with job satisfaction. Positive outlook, resilience, and goal-oriented behavior encouraged by PsyCap components improve employees' work experiences and perceptions. The positive relationship between PsyCap and job satisfaction suggests that workplaces should promote PsyCap. Employee self-efficacy, optimism, hope, and resilience can boost job satisfaction, making workers more engaged, productive, and happy.

Hypothesis 3: Psychological Capital is positively related to employees' job satisfaction

"Psychological Capital (PsyCap) is positively related to employees' organizational commitment" implies a positive relationship between psychological resources and organizational loyalty. Employees' emotional attachment, identification, and involvement in the organization define organizational commitment (Meyer & Allen, 1991). Self-efficacy, optimism, hope, and resilience (Luthans, Youssef, & Avolio, 2007) give employees the psychological strength to overcome workplace challenges, adapt to change, and invest in their work, strengthening their relationship with their company. Self-efficacy encourages employees to take on challenges and commit to

their roles, which helps the company achieve its goals. A software engineer with high self-efficacy confidently solves complex coding problems, feeling accomplished and at home in their tech company, strengthening their commitment. Positive workers attribute success to personal and enduring qualities. This outlook can increase emotional attachment to the organization by encouraging persistence in organizational goals. A positive customer service representative may see complaints as opportunities to improve rather than criticism, strengthening their commitment to helping the company improve service quality. Hopeful employees set lofty goals, find ways to achieve them, and are driven. This proactive goal-setting can align individual and organizational goals, strengthening employee-company bonds. A marketing manager who creates and launches new market campaigns despite challenges shows dedication to the company's success. Resilient workers bounce back from setbacks without losing motivation or dedication. They are more loyal during tough times, ensuring organizational stability. For instance, an HR manager who manages a restructuring with minimal disruptions and a positive attitude shows resilience and commitment to the company's long-term success.

Research shows that PsyCap boosts organizational commitment. Avey, Luthans, and Jensen (2009) found that PsyCap-higher employees were more committed to the company. The positive affect and psychological well-being associated with high PsyCap increase employees' attachment and loyalty to their organization. The positive correlation between PsyCap and organizational commitment suggests that employees need psychological resources. Investment in self-efficacy, optimism, hope, and resilience can boost employee commitment, reduce turnover, improve performance, and boost organizational success.

Hypothesis 4: Psychological Capital is positively related to employees' organizational commitment.

Political Skills and Job Satisfaction: The Moderating Role of Psychological Capital" suggests a complex interaction where Psychological Capital (PsyCap) affects the strength or direction of the relationship. Political skills are the ability to understand and influence others in the workplace (Ferris et al., 2007), while job satisfaction is how much people enjoy their jobs. PsyCap—self-efficacy, optimism, hope, and resilience—buffers or enhances this relationship (Luthans, Youssef, & Avolio, 2007). PsyCap moderates the positive effect of political skills on job satisfaction, suggesting that PsyCap levels matter. For instance: PsyCap can improve political perception and use. An employee with high self-efficacy (a component of PsyCap) may be more confident in their ability to influence others and handle complex social situations at work. Confidence can improve political skills and job satisfaction through successful interpersonal interactions and achievements. High PsyCap employees perceive and use their political skills better, improving job satisfaction. An employee with strong political skills and high self-efficacy

(a component of PsyCap) can confidently navigate organizational politics to secure resources for their team, resulting in project success and job satisfaction.

Competition, ambiguity, and conflict can make high-politics workplaces stressful. However, resilient and optimistic people (PsyCap components) may be better able to handle such environments. Their positive outlook and quick recovery from setbacks help them stay satisfied at work even in difficult situations. In politically charged environments, resilience (another PsyCap component) can help people recover faster from setbacks or conflicts, maintaining or improving job satisfaction. An optimistic and resilient employee may see a politically motivated setback as a temporary obstacle and stay satisfied with their job because they believe in future success.

Hope, another PsyCap component, requires goal-directed energy and planning. Politically skilled and hopeful employees can better set and achieve professional goals in their organization's political landscape. Successfully achieving these goals can boost job satisfaction. Strong political skills allow hopeful employees to find multiple ways to achieve their goals within the organization, maintaining job satisfaction even when faced with challenges. Hopeful employees use their political skills to form strategic alliances, ensuring their projects are well-received and improving their job satisfaction. A mid-level manager who promotes a new project using politics. This manager with high PsyCap, especially optimism and self-efficacy, is more likely to overcome obstacles and persuade others of the project's value, resulting in a successful outcome. Successful project implementation achieves a major organizational goal and boosts the manager's job satisfaction by showing their efforts are paying off.

Although direct studies on PsyCap's moderating role between political skills and job satisfaction are scarce, its theoretical foundations suggest it could significantly enhance political skills' positive effects on job satisfaction. PsyCap positively affects job satisfaction (Avey, Reichard, Luthans, & Mhatre, 2011) and may influence how political skills affect it. PsyCap can boost job satisfaction by improving political skills use, protecting against organizational politics, and helping employees achieve goals. This shows the importance of using PsyCap as a strategic resource to maximize employee skills and attributes, improving job satisfaction and organizational outcomes. PsyCap moderates the relationship between political skills and job satisfaction, so people with high levels may have a stronger positive relationship. This interaction shows how PsyCap can improve political skills in the workplace, emphasizing the importance of developing psychological resources to improve work outcomes and employee well-being.

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Hypothesis 5: Psychological Capital moderates the relationship between employees' Political Skill and job satisfaction in a way that relationship will be stronger when employees' Psychological Capital is stronger

The moderating role of Psychological Capital (PsyCap) in the relationship between political skills and organizational commitment examines how individual psychological resources can enhance the effect of political skills on employee dedication and loyalty. This complex interaction suggests that PsyCap can amplify or modify how political skills affect organizational commitment. We examine the components and their dynamic interactions to better understand this relationship. Psychological Capital (PsyCap) moderates the relationship between political skills and organizational commitment. This complex relationship highlights PsyCap's potential to improve or alter political skills' impact on organizational commitment.

Political skills allow people to influence others and achieve personal and organizational goals in an organization's social landscape. These skills help create a positive workplace and can affect an employee's job satisfaction and loyalty (Ferris et al., 2007). Politically skilled employees can navigate organizational politics to improve their career progression, job satisfaction, and company loyalty. Political skills are the ability to understand and influence coworkers to achieve personal or organizational goals. Political skills involve understanding others. These include social intuition, interpersonal influence, networking skills, and sincerity (Ferris et al., 2007). Organizational Commitment is an employee's emotional connection, identification, and involvement in the company. According to Meyer and Allen (1991), it is a psychological state that defines the employee's relationship with the organization and affects their decision to stay. Self-efficacy, optimism, hope, and resilience make up Psychological Capital (PsyCap), which promotes personal growth and success (Luthans, Youssef, & Avolio, 2007). PsyCap is flexible and developable, unlike stable personality traits.

PsyCap's self-efficacy, optimism, hope, and resilience give people the psychological strength to overcome obstacles, adapt to change, and persevere (Luthans, Youssef, & Avolio, 2007). Consider PsyCap as a moderating variable to see how these psychological resources affect the relationship between political skills and organizational commitment. The moderating effect suggests that political skills affect organizational commitment differently depending on PsyCap.

PsyCap modulates political skills and organizational commitment in several ways: People with high self-efficacy believe they can influence outcomes with their political skills. Their confidence may help them take on challenging projects or leadership roles, boosting their sense of accomplishment and belonging in the organization. Their political skills and self-efficacy help them succeed and strengthen their commitment to the organization because they see themselves as vital to its success.

High self-efficacy (PsyCap) employees are more confident in their political skills. Confidence can improve organizational interactions and initiatives, strengthening commitment. A manager who is confident in their ability to influence and navigate organizational politics is likely to win important projects, boosting their sense of accomplishment and commitment to the company. Optimistic workers view organizational politics and results positively. They may see opportunities where others see obstacles when they frame their political skills in a positive way that supports organizational goals. Since they believe in positive future outcomes, their optimism may deepen their commitment to the organization. Optimistic workers see workplace politics as opportunities for advancement rather than threats. This positive outlook can boost employee engagement and commitment. An optimistic employee may see a restructuring as an opportunity to grow and gain new responsibilities, strengthening their company loyalty. Hope requires goal-oriented energy and planning. Politically skilled and hopeful employees can overcome organizational barriers and find new ways to succeed. This ability to see and pursue multiple paths to success can increase fulfilment and organizational alignment, boosting commitment.

Resilient employees overcome organizational setbacks and political failures. Their resilience allows them to use their political skills effectively even in difficult situations, strengthening their organizational commitment. This resilience ensures that their commitment to the organization's success lasts through tough times. Resilient workers bounce back quickly. Resilience and political skills can help the organization stay committed despite challenges. An employee who uses their political skills to quickly gain support for a new initiative after a failed project proposal shows resilience and commitment to organizational success. Understanding how PsyCap moderates the relationship between political skills and organizational commitment can help companies boost employee engagement and loyalty. It emphasizes the importance of developing employees' political skills and psychological capital. A dual-focused approach maximizes political skills' positive impact on organizational commitment, making workers more resilient, committed, and psychologically empowered.

The literature on PsyCap supports its potential to improve work-related outcomes, including organizational commitment (Avey, Reichard, Luthans, & Mhatre, 2011). However, direct empirical studies on its moderating role between political skills and organizational commitment

are scarce. The theoretical basis for PsyCap's moderating role suggests that people with higher PsyCap can use their political skills to strengthen organizational commitment. This detailed examination highlights PsyCap's transformative potential in shaping the dynamics between an employee's political skills and their commitment to the organization, providing a richer understanding of how psychological resources and interpersonal skills affect organizational outcomes. In conclusion, PsyCap may significantly affect how political skills affect employee commitment to their organization. By fostering PsyCap, organizations can boost political skills' positive effects on organizational commitment, creating a more engaged, resilient, and dedicated workforce.

Hypothesis 6: Psychological Capital moderates the relationship between employees' Political Skill and organizational commitment in a way that relationship will be stronger when employees' Psychological Capital is stronger.

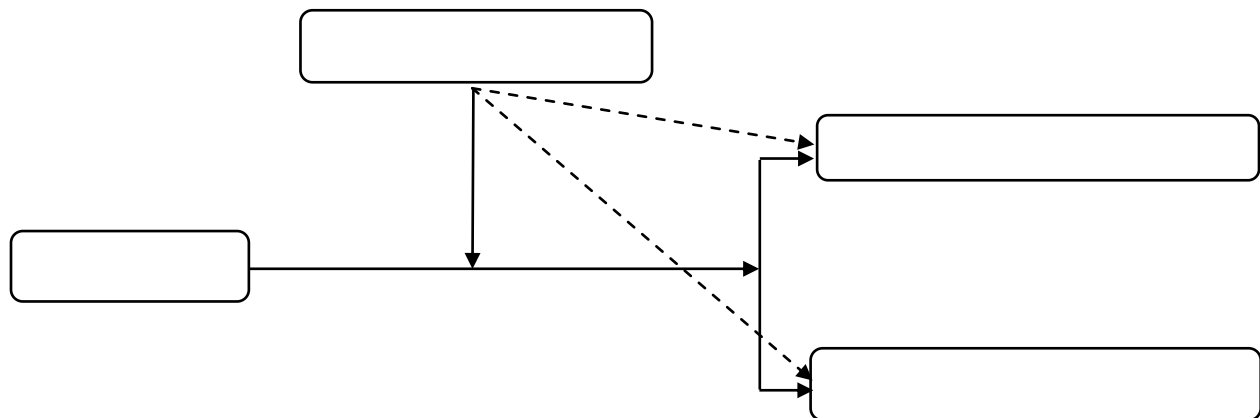


Figure 1. Conceptual Framework

Methodology

The study employs a quantitative research design, with data collected through surveys from faculty members across various public sector management schools in Pakistan. Statistical analyses, including correlation and regression, are utilized to test the hypotheses. This study used non-probability convenience sampling. Each questionnaire has a covering letter that explains the study's purpose, assures participants of confidentiality, and emphasizes their voluntary participation. Ethical research requires this communication to ensure participant consent and

informed consent in a secure and private setting. The 18-item Political Skill Inventory (PSI) by Ferris et al. (2005) simplifies political skill measurement in research studies. This inventory quantifies an individual's political skill in organizational settings, which is the ability to understand others and influence them to achieve personal or organizational goals. The Agho, Price, and Mueller (1992) 6-item scale can efficiently measure Overall Job Satisfaction in research studies. Allen and Meyer's (1990) eight-item scale helps researchers measure organizational commitment. Luthans, Youssef, et al. (2007) developed a 24-item scale to operationalize Psychological Capital (PsyCap) in research studies. Positive psychological development is called PsyCap. To ensure completeness and relevance, questionnaire and online response data are carefully reviewed before analysis. Incomplete or inappropriate questionnaires are removed from the dataset. This step is crucial to data quality and integrity because incomplete responses could skew results and invalidate the study's conclusions. Data was analyzed using SPSS 22 and AMOS. SEM, path analysis, and confirmatory factor analysis are the specialties of AMOS, an SPSS add-on module. Multivariate statistical analysis using SEM analyses structural relationships. This method uses factor analysis and multiple regression to examine the relationships between observed variables and latent constructs. This study on political skill, organizational commitment, job satisfaction, and psychological capital in Pakistani public sector management schools must include control variables like age, education, professional experience, and gender for several reasons. These control variables account for individual differences that may affect outcomes to isolate the main constructs under study.

Results

The ANOVA showed significant differences in job satisfaction and organizational commitment between groups, suggesting that age, professional experience, and education do affect these outcomes. After a post-hoc analysis to determine where these differences are, it was found that these significant differences were only noticeable among different university groupings. This suggests that while job satisfaction and organizational commitment vary by university type, these differences may be due to differences in university culture, policies, or environment. Findings indicate a significant positive relationship between political skill and job satisfaction and organizational commitment. Moreover, PsyCap was found to moderate these relationships positively, suggesting that individuals with high PsyCap experience greater benefits from their political skills in terms of job satisfaction and organizational commitment. Multiple linear regression analyses predict dependent variable outcomes using multiple independent variables. The researchers examined the main effect hypotheses by examining how age, professional experience, educational level (entered in the first phase), and other independent variables affect job satisfaction and organizational commitment. The analysis began with the entry of basic control variables like age, professional experience, and education. Before adding other variables

to the model, this step is crucial to assess these variables' unique contribution to outcome measures. After that, Political Skill and PsyCap were added to the model to examine their effects on job satisfaction and organizational commitment.

	<i>Mean</i>	<i>S.D</i>	1	2	3	4	5	6	7
1. Age	30.82	8.10	--						
2. Professional Experience	4.89	6.49	.76*	--					
3. Educational Level	0.17	0.37	.36*	.43*	--				
4. PsyCap	4.52	0.82	.01	.08	.12	(.89)			
5. Political Skill	3.06	0.54	-.03	-.01	-.05	.11	(.73)		
6. Organizational Commitment	2.92	0.93	-.30*	-.29*	-.35*	-.05	.30*	(.76)	
7. Job Satisfaction	3.62	0.52	.14*	.15*	.24*	.49*	-	-	(.67)
					*	*	.21*	.29*	
							*	*	

Note. N = 313; Alpha reliabilities presented in parenthesis. PolSkill = Political Skill; PsyCap = Psychological Capital.

* p < .05

** p < .01

Table 1. Means, Standard Deviations, Correlations, and Reliabilities

	Job Satisfaction		Organizational Commitment	
	β	ΔR^2	β	ΔR^2
Step 1				
Age	.04		.07	
Professional Experience	.03		.06	
Educational Level	.21**	.06**	.06	.00
Step2				
Age	.09		-.03	
Professional Experience	.01		.01	
Educational Level	.14**		.00	
PolSkill	.24***		-.11*	
PsyCap	.51***	.28***	.44***	.19***
Step 3				
Age	.09		-.01	
Professional Experience	.01		.00	
Educational Level	.14**		.00	
PolSkill	.26***		.21*	
PsyCap	.56***		.54***	
PolSkill x PsyCap	.17**	.02**	.33***	.09***

Note. N = 313; PolSkill = Political Skill; PsyCap = Psychological

* $p < .05$

** $p < .01$

*** $p < .001$

Table 2. Results for Main Effects and Moderated Regression Analyses

Table 2, specifically step 3, shows the regression analysis results from the final phase, where all variables have been entered into the model. This structured approach clarifies how each variable affects outcomes. Political Skill positively correlated with job satisfaction ($\beta = .26$, $p < .001$) and organizational commitment ($\beta = .21$, $p < .001$). This suggests that people who are good at organizational politics and relationship-building are happier at work and more loyal. Beta coefficients (β) indicate the strength and direction of relationships, with positive values indicating direct links. P-values ($< .001$) indicate strong statistical significance, supporting the first hypothesis. PsyCap revealed a significant positive correlation with job satisfaction ($\beta = .56$, $p < .001$) and organizational commitment ($\beta = .54$, $p < .001$). PsyCap—self-efficacy, optimism, hope, and resilience—may boost job satisfaction and organizational commitment. PsyCap may affect these outcomes more than Political Skill due to its higher beta coefficients. These findings support the second hypothesis, emphasizing workplace psychological resources. Moderated multiple regression analysis examines how independent variables (PolSkill and PsyCap) interact to affect dependent variables (job satisfaction and organizational commitment). An interaction term is created by multiplying two independent variables (PolSkill x PsyCap) to test if one variable affects the dependent variable at different levels of the other.

The study found that the interaction term (PolSkill x PsyCap) significantly improves job satisfaction ($\beta = .33$, $p < .001$). The beta coefficient (β) measures job satisfaction change for a one-unit change in the predictor (interaction term) while maintaining other variables constant. A β of .33 indicates a strong positive correlation between job satisfaction and interaction term. A change in R-squared ($\Delta R^2 = .09$, $p < .001$) suggests that the interaction term contributes 9% of job satisfaction variance beyond PolSkill and PsyCap alone. This significant increase in R-squared emphasizes the importance of PolSkill-PsyCap interaction in job satisfaction. Organizational commitment has a significant interaction term ($\beta = .17$, $p < .01$), but with a smaller effect size (β) and change in variance explained ($\Delta R^2 = .02$, $p < .01$) than job satisfaction. This suggests a weaker positive relationship between PolSkill and PsyCap and organizational commitment than job satisfaction. The interaction term adds 2% to organizational commitment. Though smaller than the effect on job satisfaction, it shows that PolSkill and PsyCap interact to affect organizational commitment.

The "high and low (mean \pm standard deviation) levels of the moderator" involves establishing specific reference points to analyses interaction effects. Researchers can divide the moderator variable into "high" and "low" groups using its mean plus and minus one standard deviation. This method helps explain how the strengths or directions of the independent variable-dependent variable relationship change under different conditions. MMR analysis shows that the independent variable's effect on the dependent variable varies with moderator level when significant interactions are found. This is essential to understanding complex data relationships,

showing that simple main effects do not tell the whole story and that one variable's impact depends on another's.

Simple slope tests examine the slope (relationship) between an independent variable and a dependent variable at specific moderator levels to explore and visualize interaction effects. Aiken and West (1991) analyses these slopes at high and low moderator levels, usually one standard deviation above and below the mean. The positive correlation between PolSkill and job satisfaction was stronger when PsyCap was high, with a beta coefficient (β) of 0.79 and a p-value of less than 0.001. This shows a strong and statistically significant positive slope, supporting the hypothesis that PolSkill improves job satisfaction more when PsyCap is high. At low levels of PsyCap, the slope was not significant ($\beta = -0.23$), indicating a weaker or non-significant positive correlation between PolSkill and job satisfaction. Given the context and clarification, the paragraph's somewhat confusing statement about slope significance for low and high PsyCap levels appears to be a typographical error. The slope for low PsyCap levels was significantly negative ($\beta = -0.74$, $p < 0.01$), indicating a strong negative correlation between PolSkill and organizational commitment.

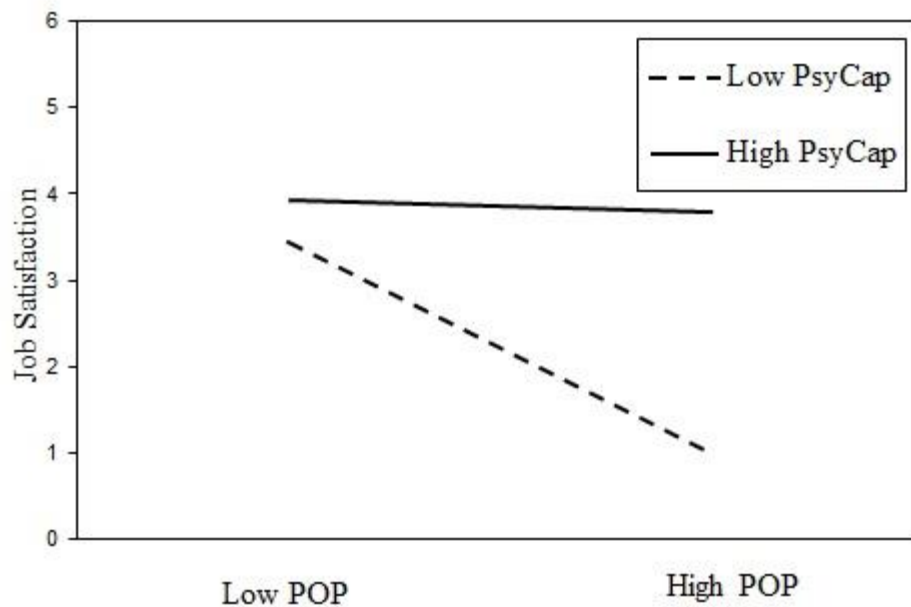


Figure 1 plots the significant interaction effect for job satisfaction across PsyCap levels.

The analysis showed a positive correlation between PolSkill and organizational commitment at high PsyCap levels ($\beta = 0.32$, $p < 0.01$), while a negative correlation was found at low levels.

Statistics show a negative correlation between PolSkill and organizational commitment at low PsyCap levels ($\beta = -1.26, p < 0.001$). This suggests that low PsyCap may negate the potential benefits of PolSkill on organizational commitment. Conversely, high PsyCap levels significantly improve the relationship ($\beta = 0.32, p < 0.01$), potentially reversing negative effects and enhancing the positive impact of PolSkill on organizational commitment. Figure 8 plots simple slopes for organizational commitment across PsyCap levels to illustrate this interaction.

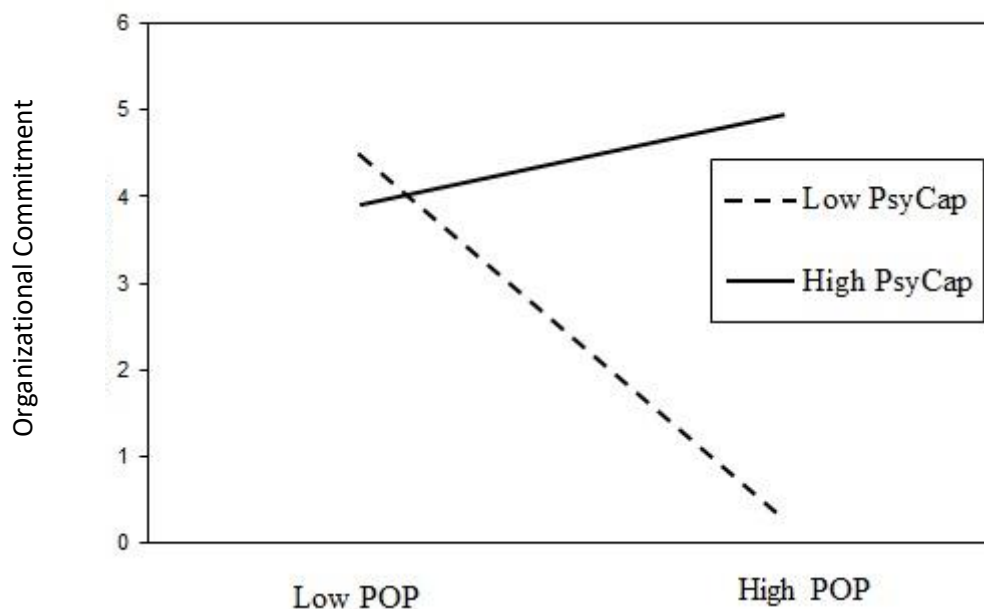


Figure 2. Interactive Effects of PsyCap and PolSkill on Job Performance

Discussion

The research shows that PsyCap—hope, efficacy (self-efficacy), resilience, and optimism—improves job satisfaction and organizational commitment. Despite workplace politics, PsyCap improves employees' ability to handle challenges, stay committed, and find job satisfaction. This emphasizes the importance of developing employees' psychological resources to improve workplace performance.

Importantly, the study suggests that PsyCap may moderate the political skills-workplace outcomes relationship. This suggests that high-PsyCap employees who can navigate workplace politics and stay positive may leave if they feel the political environment is too pervasive. High skill and self-confidence give them confidence in their ability to find better opportunities

elsewhere, especially if they believe their current organization's political climate hinders productivity.

Leadership and HR practices are affected by these findings. Political skills may benefit individual employees in the short term, but organizations must consider their long-term effects on employee turnover and organizational health. Fostering PsyCap among employees can improve job satisfaction and organizational commitment, but it can also empower employees to leave if they find the workplace too political.

Interestingly research shows that Political Skill, Psychological Capital (PsyCap), and their complex interactions affect job satisfaction and organizational commitment. The study shows how political behavior and psychological resources affect employee outcomes and decisions, highlighting workplace complexity. Companies must navigate these dynamics to create a positive work environment that retains top talent and minimizes workplace politics.

Conclusions and Recommendations

This study helps us understand how psychological resources affect employee-work environment interactions, especially in politically charged contexts. The study suggests that hope and efficacy can boost job performance, which can inform organizational management and development. It emphasizes the importance of creating an organizational culture that supports these psychological resources, which may help resilient and adaptable employees thrive in complex social work environments.

This study contributes to the understanding of how psychological resources and Political Skills interact to influence job satisfaction and organizational commitment in Pakistan's public sector management schools. It recommends the incorporation of training and development programs focused on building PsyCap and political skills to improve work outcomes.

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