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**RESEARCH PAPER**

**Predicting the Consequences of Perceived Organizational Politics on Work-Related Outcomes: A Mediating Role of Work Engagement and Organizational Commitment**

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**ABSTRACT**

This study turns to predict the consequences of perceived organizational politics (POPs) on work related outcomes using the mediating framework of work engagement (WE) and organizational commitment (OC). Data was collected from employees working in banking sector of Pakistan. The study employed the confirmatory factor analysis for model fitness where mediation is tested using Baron and Kenny typology. Results of structural equation model revealed that all the suggested hypotheses are supported except normative commitment (NC) is not significantly associated with intention to quit. Analysis of mediation results revealed that affective and normative commitment partially mediates the relation between POPs and WE. This study provides novel setting in the theoretical premise of study between POPs and affective and normative commitment which has not received significant intention before.

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**Introduction**

In today's contemporary environment, organizations are facing cut-throat competition; do not have enough time to oversee the changing business trends due to globalization, evolving trends and vibrant market situations (Wang, *et al.*, 2011). The social phenomena of organizational politics is gradually diverting the attention towards more empirical research and investigation (Cropanzano *et al.*, 1997). In workplace setting, individuals are involved in some practices, what has frequently been mentioned to as politics develop and significantly impact the intention, opinions and behaviour of people (Allen *et al.*, 1980). Politics is more frequently related to employees challenging for scarce resources. It is related to manipulative or

controlling power. At the present time, organizations as multifaceted bodies too are exposed to conflicts and competition between the interest and desires of the individuals. The result can be described as anything that follows as a consequence or outcome.

Organizational politics is a social phenomenon and 88 percent of employees and top managers of organizations admit the prevalence of it in their workplaces (Buchanan and Badham, 2008). It is a serious threat and circumvents efficiency and effectiveness of organizations (Kacmaret *al.*, 1999). Basically, it is a self-serving behaviour that is not permissible by organizations in their standard operating procedures and rules and considered to be an as inevitable activity which is unavoidable in organization culture. Organizational politics is an imperative reality confronted by employees' of the prevailing organization. Organizational practitioners and researchers were concerned about discovering the individual as well as shared impacts on employees in different work settings. The individual effect of organizational politics has been observed as negative but its interactive impact is considered to be as mixed for the employees.

Perceived Organizational Politics (POPs) are a type of emotion among the individuals; employees headed for their company environments and considered to be as subjective or dysfunctional phenomena. Mostly, it is observed by banking employees as a totally self-centred act of employees to complete successive objectives and goals or it may affect the work outcomes including absenteeism, job burnout, job stress and intention to quit (Chughtai *et al.*, 2013). It has been comprehensively analysed by Vigoda-Gadot and Talmud (2010) providing a competitive disadvantage and it can also dilute the organizational performance and outcomes (Kacmaret *al.*, 1999). The perception of employees related to the work environment is uncertain, risky, unfair, and ambiguous then employees have a low level of work engagement. In the past few decades, the researcher has greater attention towards POPs and outcome such as turnover, satisfaction, and commitment of employees.

At the present time, there is a need to extend the variety of work outcomes linked to POPs such as employee engagement, work engagement (WE) and innovative work behaviour (IWB) (Bakker *et al.*, 2011; Parzefall and Hakanen 2010; Bakker and Demerouti, 2017) to attain competitive advantage. At workplace, employees' involvement towards WE and IWB enable the organization to survive in the dynamic and competitive environment.

According to the Hobfoll, (2001), Conservation of Resource Theory (COR) demonstrates that the current study investigates the impact of POPs on IWB and WE and also including an intention to quit (IQ) and the vast range of work results such as job satisfaction (JS). Norms of Reciprocity of Gouldner (1960) states the attitude and behaviour of employees related to job and work. According to this theory, give rewards to those who are performing well and punish those individuals who are not performing well (Peruginiet *al.*, 2003). Another theory, perception theory of Lewin's

addressed that individuals may respond to what they observe to be existing rather than reality itself (Atinc, *et al.*, 2010). JD-R model of work engagement explains the job characteristics of employees that predict employees' performance. This model is useful for employees to examine the job resources and job demands (Bakker, 2014). Job resources enhances motivational process that is resulted in more engagement and job demands related to lower level of motivation and connected with work-outcomes by lower level of work engagement (Hobfoll, 2001). Individuals may respond according to the situation or condition at the workplace. Therefore, this turns to investigate the consequences of POPs on work related outcomes using the mediating role of affective-normative commitment and work engagement.

## **Theoretical underpinning and Hypotheses Development**

### **POPs and AC**

The phenomenon of organizational politics has grasped greater attention of practitioners because of its significant impact in organizational context. It leads expressively to an improved level of organizational performance (Suliman & Iles, 2000). This type of commitment is related to AC in which employees are emotionally involved in their company. According to Drory (1991), perception of organizational politics will increase the consequences related to workplace including AC and employees' job satisfaction. Similarly better understanding of POPs will associated to greater level of job dissatisfaction, job burnout and lower level of AC. Empirical evidences has originate that there is a noteworthy negative association with POPs and job outcomes for illustration AC (Godat-Vigoda, 2007). Preceding literature has exposed that, AC is the consequent of perceive organization nal politics. Hence, based on aforementioned results, subsequent hypothesis is suggested;

H<sub>1</sub>: Higher the POPs and lower the AC.

### **POPs and NC**

It is the fundamental segment of organizational commitment (OC). Another dimension important dimension of organizational commitment (OC) is NC that is associated to the obligation that workers feel to stay in the organization. Fundamentally, NC is the feelings of obligations to stay in the organization and it reflects continued employment. Prior researches, revealed the limited work on POPs and NC. According to Godat -Vigoda(2007), there exists a negative association with POPs and NC.

H<sub>2</sub>: Higher the POPs and lower the AC.

### **POPs and WE**

WE is a flexible or discretionary that is gained through investing mental, rational and emotional drive in working environment. WE is assessed by researchers

through COR theory. A conducive work environment or free from politically-charged environment arouses feelings of energy, enthusiasm in employees and also motivate employees to invest their full energy (physical, mental or psychological) in their work (Hobfoll, 2001). At workplace, reward structures and performance standards perceived to be political are vague and unclear. Unfair rewards or structures, favouritism acts and politically-charged environment creates stress among individuals creating them more vulnerable to resource loss than resource gain. Employees are motivated to preserve means and avoid resource loss. Many studies have discovered that there is a strong relation of POPs and WE (Crawford *et al.*, 2010; Karatepe, 2013). WE is the strong consequent of POPs. It is evidenced that there will be a strong negative association between POPs and WE.

H<sub>3</sub>: Higher the POPs lower the WE.

### **POPs and IWB**

Workplace innovation involves identifying difficulties, creating new ideas and provides practical explanations to the problems. IWB is a complex or time taking process that includes difficulties and problems. It is complex process because innovative work process needs huge mental/cognitive investment and socio-political efforts. It promotes when the environment is conducive or free from politically charged environment (Amabile, 1988). If the environment is not conducive or politically-charged then IWB slows down. According to theoretical lens of COR, to gain resources and avoid resource loss, employees are inclined to observe organization as politically-charged that might consider additional mental or social efforts to avoid IWB. Several studies have exposed that POPs has potential effect on IWB.

H<sub>4a</sub>: Higher the POPs lower the IWB.

### **POPs and JS**

It is associated to the positive emotional state in which individual's reviews their work. According to Ferris *et al.* (1989), an upsurge in POPs reduces JS. When employees' feel decisions to be unfair then they will be not happy or satisfied with their job. Moreover, when employees are employed in a politically-charged environment they will dissatisfy with their work. Prior research explored the relationship between POPs and JS (Ferris *et al.*, 1996; Corpanzano *et al.*, 1997). Literature pointed out that POPs is a stronger negative predictor of JS (Corpanzano *et al.*, 1997; Witt *et al.*, 2000; Sackett *et al.*, 2004; Law *et al.*, 2006).

H<sub>4b</sub>: Higher the POPs lower the JS.

## **POPs and IQ**

In this contemporary environment, turnover intention becomes a biggest challenge for every organization. It is linked to employee's opinions of leaving their current job because employees tend to POPs as discouraging (Cropanzano *et al.*, 1999). They do not willingly remain in the organization because they observe to be a politically-charged environment. Higher level of POPs is a predictor of employees' turnover intention (Ferris *et al.*, 1989). Prior studies have shown that politics has a significant association with employees' turnover (Zhang and Lee, 2010; Randall *et al.*, 1997; Cropanzano *et al.*, 1999). Research also found a significant connection between POPs and IQ (Javed *et al.*, 2014). When the employees realized the organization as unsatisfactory or a political place then employees are more enthusiastic to quit the organization, which becomes a bit difficult to retain the skilful and competent workforce.

H<sub>4c</sub>: Higher the POPs, higher the IQ.

## **OC and WE**

Organizational commitment (OC) has grabbed a substantial consideration of researchers in a contemporary work environment (Allen and Meyer, 1996; Clugston, 2000). OC has the following measurements including affective commitment (AC), normative commitment (NC) and continuance commitment (CC). Nevertheless, this study deliberates only two types of commitment such as AC and NC due to its practical significance and supporting results. AC is the kind of commitment in which employees are emotionally attached with their organization (Allen & Meyer, 1996).

Both AC and NC are important constructs of OC that have positive outcomes in terms of IWB, creativeness, self-improvement and reduce the turnover intention of employees (Clugston *et al.*, 2000; Mathieu & Zajac, 1990; Riketta, 2002; Chughtai, 2013; Barnes *et al.*, 2015). The relationship between WE and OC are documented in the academic research (Saks, 2006; Allen and Meyer, 1996; Clugston, 2000) which established the argument that commitment is an antecedent to WE. When workers are emotionally charged and feel a sense of obligation that involved them to their organizations, which turns to increase the WE behaviour and obliged to pay back organization for this attachment (Ibrahim and Falasi, 2014; Barnes and Collier, 2013). WE occurs after OC and therefore, considered to be as the outcome of OC (Choi *et al.*, 2015).

H<sub>5</sub>: Higher the AC, higher the WE.

H<sub>6</sub>: Higher the NC, higher the WE.

### **WE and Work-Related Outcomes**

WE has drawn a consideration attention of practitioners. Several studies propose that, concept of WE overlaps with other studies constructs for instance job involvement, JS, employee engagement as well as OC (Newman and Harrison 2008), whereas other studies suggest that exceptionality of WE is that it is related to employee attitudes. Prior research found that WE enables the organization to achieve desired results in terms of employees' productivity, IWB, OC, JB and reduces IQ (Vance, 2006). Furthermore, these outcomes have prominently annoyed the attention of organizations. However, few studies found contradictory results where WE is negatively associated with IWB, turnover intention and JB (Chughtai, 2013). However, plenty of empirical research found that WE has a significant effect on job related outcomes including ITQ, JS and IWB.

H<sub>7a</sub>: Higher the WE higher the IWB.

H<sub>7b</sub>: There exists a positive relation between WE and JS.

H<sub>7c</sub>: There exists a negative relation between WE and IQ.

### **OC and Work-Related Outcomes**

Prior research suggest multifaceted relationship between OC and work outcomes including JS, IWB and IQ (Hassan et al., 2008). Dearth research explored the relationship between aspects of commitment (AC and NC) and work related outcomes i.e. IWB, JS and IQ (Miller *et al.*, 2008a; Chang et al., 2009a). Therefore, this study bridges up this relation by identifying the following hypotheses.

H<sub>8a</sub>: Higher the AC higher the IWB.

H<sub>8b</sub>: Higher the AC higher the JB.

H<sub>8c</sub>: Higher the AC lower the IQ.

Prior studies asserted a complicated relationship between OC and job outcomes for instance IWB and ITQ (Miler *et al.*, 2008a), but the accessible work is related to NC and work related outcome is partial (Chang et al., 2009a).

H<sub>9a</sub>: Higher the NC higher the IWB.

H<sub>9b</sub>: Higher the AC higher the JB.

H<sub>9c</sub>: Higher the AC lower the IQ.

### **Mediation of AC and NC**

Organizational commitment (OC) has grabbed a considerable attention due its positive impact on work related outcomes (Clugston, 2000; Mathieu, 2002). AC is the kind of OC in which employees are emotionally attached with their organization. The study of AC and NC to the organization is considerable because organizational commitment can influence on a number of positive variables including innovation, creativeness, turnover intention and other work-related outcomes toward the organization (Clugston, 2000; Mathieu, 2002). The relationship or connection between engagement and affective or NC is already recognized in the literature (e.g. Saks, 2006).

In this research, there is a gap exist between the association with POPs and WE through the intermediating role of organizational commitment. This study bridges gap in existing literature by exploring the intervening role of AC and NC between POPs and WE.

H<sub>10</sub>: AC mediates the relationship between POPs and WE.

H<sub>11</sub>: NC mediates the relationship between POPs and WE.

### **Mediation of WE**

The term WE has grabbed significant attention of scholars. JD-R model argued that WE is a considered to be as mediator between work environment and employee work related outcomes (Agarwal *et al.*, 2012; Saks, 2006). Job demand and resource model is distributed into two categories: job demands and job resources. Job demands is related to psychological, physical, social and organizational component of a job which requires sustainable physical and psychological component such as cognition or emotional efforts of job and it is associated with psychological and physiological costs.

According to Bakker and Demerouti, (2007), higher level of job demands connected to emotional exhaustion. On the other hand, resources related to job are connected with physiological and social parts of a job that achieve organizational objectives, aims and goals. It helps to reduce job demands and associate with psychological, physical and social costs or enhance personal growth as well as development.

This research identifies the relationship between of OC and work related outcomes through exploring the mediating role of WE. Limited literature is available related to mediation of WE between affective-normative commitment and work-related outcome.

H<sub>12a</sub>: WE is a mediator between AC and IWB.

H<sub>12b</sub>: WE is a mediator between AC and IQ.

H<sub>12c</sub>: WE is a mediator between AC and JS.

H<sub>13a</sub>: WE is a mediator between NC and IWB.

H<sub>13b</sub>: WE is a mediator between NC and IQ.

H<sub>13c</sub>: WE is a mediator between NC and JS.

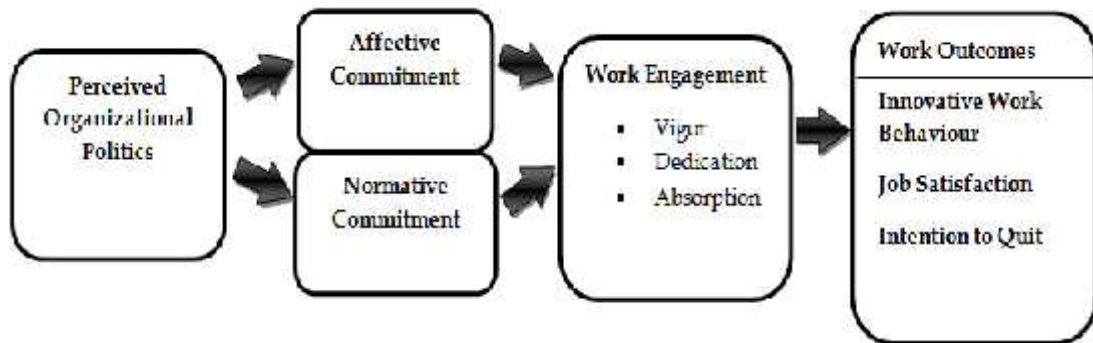


Figure 1: Theoretical Framework

## Material and Methods

### Data Collection

This study was conducted on Pakistani banking sector. The major reason of choosing the banking sector of Pakistan is that banks are confronting high turnover rate which is 18.6%. This study helps the managers to make effective policies so that turnover rate will be decreases. A self-administered questionnaire comprising information about demographics of respondents and independent variable (POPs), mediating variable (affective-normative commitment and work engagement) and dependent variables (work outcomes) using convenience sampling technique. Keeping in view, the ethical consideration of respondents 470 questionnaires were distributed and 440 were considered in analysis, remaining were discarded due to incomplete and invalid responses.

### Instrumentation

All the measurement items were adopted from published literature. A nine item scale of POPs, IWB and WE were used from the work of (Bodla and Qaiser, 2009; Janssen, 2000; Schalufeliet *al.*, 2006). Four items scale to measure the JS and IQ were reused from the work of (Susskind *et al.*, 2000; Dress and Shaw, 2001; Jeffrey, 2007). A scale of items for AC and NC were considered from the study of (Allen and Meyer, 1990). All these items from were reused in order to ensure the reliability and validity of latent constructs. Table 1 indicates that all the measurement items



satisfactorily meet the internal consistent of the instrument as (C- $\alpha$ >0.70) for all the latent constructs.

## Results and Discussion

### Measurement Model Fitness

Confirmatory factor analysis was used to assess the fitness of the model fitness among constructs (Larcker and Fornell, 1987). At first, we have examined the convergent and discriminant validity of the constructs. Convergent validity is examined by evaluating the values of loading ( $\lambda$ ) which is greater than 0.35 for all the measurement constructs, thus indicates that all measurement items have practical significance to evaluate the model fitness (Hair *et al.*,1998) refer to (table 1). Discriminant validity is examined by examining the values of average variance extraction (AVE). Table 2 reports diagonal values as square root of AVE and non-diagonal values indicates the correlation among the constructs (Bagozzi and Yi 1988). The square of AVE is greater than respective off-diagonal values, which indicates that discriminant is established. Both convergent and discriminant validity leads to better model fitness.

After establishing convergent and discriminant validity we proceed further for model fitness. CFA model was used to assess the goodness of model which has classified into three main categories that includes absolute, incremental and parsimonious fit indices. Results demonstrate that absolute fit indices ( $\chi^2/df=2.061$ , GFI=0.903, RMSEA=0.069), incremental fit indices (NFI=0.899, AGFI=0.891, CFI=0.907) and parsimonious (PGFI=0.652, PNFI=0.691). All the fit indices fall within the recommended cut-off, thus we proceed further for hypotheses testing.

**Table 1**  
**Reliability and Factor Loadings Analysis**

Constructs	Measurement items	Mean	S.D	Loadings	(C- $\alpha$ )	AVE
POPs	POPS1	2.80	1.238	0.764	0.76	0.697
	POPS2	3.19	1.205	0.513		
	POPS3	2.98	1.121	0.677		
	POPS4	2.92	1.069	0.761		
	POPS5	3.16	1.117	0.477		
	POPS6	3.15	1.160	0.625		
	POPS7	3.26	1.105	0.579		
	POPS8	3.04	1.139	0.722		
	POPS9	3.50	1.041	0.631		
IWB	IWB1	3.75	0.975	0.653	0.86	0.517
	IWB2	3.60	0.964	0.747		
	IWB3	3.63	0.995	0.791		
	IWB4	3.63	0.946	0.689		

	IWB5	3.69	0.940	0.67		
	IWB6	3.74	0.864	0.668		
	IWB7	3.61	0.924	0.660		
	IWB8	3.69	0.854	0.703		
	IWB9	3.57	0.985	0.683		
JS	JS1	3.53	0.966	0.830	0.80	0.683
	JS2	3.41	1.004	0.815		
	JS3	3.37	1.082	0.808		
	JS4	2.99	1.178	0.728		
IQ	IQ1	3.25	1.148	0.779	0.89	0.787
	IQ2	3.20	1.133	0.884		
	IQ3	3.20	1.134	0.932		
	IQ4	3.23	1.023	0.890		
WE	WE1	3.41	0.950	0.559	0.88	0.518
	WE2	3.54	0.987	0.763		
	WE3	3.57	1.041	0.769		
	WE4	3.50	1.084	0.830		
	WE5	3.54	1.069	0.689		
	WE6	3.71	1.023	0.755		
	WE7	3.50	0.990	0.827		
	WE8	3.40	0.921	0.678		
	WE9	3.52	1.127	0.553		
AC	AC1	3.57	1.090	0.796	0.89	0.656
	AC2	3.60	1.135	0.887		
	AC3	3.53	1.109	0.841		
	AC4	3.23	1.192	0.873		
	AC5	3.36	1.165	0.700		
	AC6	3.25	1.117	0.747		
NC	NC1	3.24	1.080	0.462	0.82	0.572
	NC2	3.14	1.221	0.754		
	NC3	3.50	1.097	0.721		
	NC4	3.34	1.161	0.820		
	NC5	3.43	1.107	0.793		
	NC6	3.43	1.107	0.829		

Legends: POPs (perceived organizational politics), IWB (innovative work behaviour), JS (job satisfaction), WE (work engagement), AC (affective commitment), NC (normative commitment).

**Table 2**  
**Inter-correlation, Means, and Standardizations between the Constructs**

Variables	1	2	3	4	5	6	7
POPS	<b>.544</b>	-	-	-	-	-	-
IWB	.331**	<b>.719</b>	-	-	-	-	-
JS	.194**	.567**	<b>.826</b>	-	-	-	-
ITQ	.276**	.025	-.121*	<b>.887</b>	-	-	-
WE	.268**	.643**	.678**	-.138**	<b>.721</b>	-	-
AC	.255**	.542**	.459**	-.126**	.621**	<b>.810</b>	-
NC	.201**	.260**	.312**	-.046	.340**	.369**	<b>.759</b>

*Note:* Diagonal Value: Square root of the AVE, Non-Diagonal value: Correlation \*\* presents the correlation significance at 0.01

*Mediation Analysis*

For analysing the mediation analysis, we used the four step approach of Baron and Kenny (1986). Hence, results presented in table 3 highlights that paths: i.e. step-I (IV→MV), step-II (MV→DV), and step-III (IV→DV) are significant (except mediation model 8), thus satisfactorily meeting the basic assumptions of mediating to proceed further for mediation testing. For inspecting mediation analysis, table 3 reveals the direct and indirect effects of mediating models.

Table 3, mediation model 1 revealed that AC partially mediates the relationship between POPs and WE. These novel findings provide a constructive lens in the theoretical premise of the study. It also indicates that POPs is negatively ( $\beta=-0.35$ ;  $\beta=-0.29$ ) and significantly ( $p>0.001$ ) associated with AC and WE. These results support the hypotheses (H1, H3, H5 and H10) and consistent with the findings of (Hobfoll, 2001; Crawford *et al.*, 2010; Karatepe, 2013). This indicates that least political influence environment motivates the employees, promotes the enthusiasm and stimulates feelings to devote their full energy amid employees and thus enhance the work WE. Nevertheless, more emotional attachment of employees with organization reduces the POPs (Vigoda-Godat, 2007).

Mediating model 2 demonstrates that POPs inversely ( $\beta=-0.24$ ) associated with NC at ( $p>0.001$ ). It is also evident that NC positively and significantly predicts the WE ( $\beta=0.29$ ;  $p >0.001$ ). Results also documented that NC partially mediates the relation between POPs and WE, thus these results support the hypotheses (H2, H6 and H11). These findings are in line with (Vigoda-Godat 2007), thus indicating the least political victimise environment improves the feeling of obligation amid employees, which increase their retention level and reduces the employees turnover.

Mediating model 3 demonstrates that POPs positively ( $\beta=0.39$ ;  $\beta=0.49$ ) and significantly predicts the IWB and WE at ( $p>0.001$ ). Moreover, it has been noted that WE ( $\beta=0.057$ ) positively and significantly ( $p>0.001$ ) influence the IWE. However, with respect to mediating model results, it revealed that WE partially mediates the

relation between AC and IWB and thus support the hypotheses (H7a, H8a and H12a). This corroborates (Amabile, 1988) that least political charged atmosphere improves the cognitive abilities and creativity of employees. Hence, employees come with innovative ideas to solve the work related problems. This findings also in line with theoretical lens of conservation of resource theory (COR), which implies that POPs circumvent the IWB of employees.

Mediation analysis of model 4 suggests that WE fully mediates the relation between AC and JS, thus support the hypothesis H12b. Moreover, results also set the evidence that AC and WE positively ( $\beta=0.40$ ;  $\beta=0.75$ ) and significantly ( $p>0.001$ ) influence the JS (Zhang et al., 2015; Ibrahim andFalasi, 2014; Barnes & Collier, 2013), thus supporting H7b and H8b. These findings implies that AC is antecedent toWE.

With respect to mediating model 5, it supports the hypotheses H7c, H8c and H12c and thus indicates that AC and WE inversely ( $\beta=-0.13$ ;  $\beta=-0.19$ ) but significantly ( $p>0.001$ ) predicts the IQ (Chughtai, 2013; Zhang et al., 2015).Further, this mediating mechanism also suggests thatWE completely mediates the relation between AC and IQ.In a nutshell, this suggests that both NCand WE reduces the turnover intention of employees.

Mediation analysis of model 6 affirmed that WE partially mediates the relation between NC and IWB, thus support the hypothesis H13a. Thus,results set the evidence that NC and WE positively ( $\beta=0.20$ ;  $\beta=0.57$ ) and significantly ( $p>0.001$ ) influence the IWB (Miller et al., 2008a), thus supporting H8b and H9b. Moreover, results also found that NC positively ( $\beta=0.20$ ) and significantly influence the WE at ( $p>0.001$ ), which supports the hypothesis H6.

With respect to mediating model 7, it supports the hypotheses H8b andH9b and thus indicates that NC and WE positively ( $\beta=0.30$ ;  $\beta=0.75$ ) but significantly ( $p>0.001$ ) predicts the JB (Hassan, Hassan and Mabekoje 2008; Chang *et al.*, 2009a). Further, this mediating mechanism also submits that WE partially mediates the relation between NC and IQ, which support the hypothesis 13b. So far the model 8 is concern, the mediation is not tested due to insignificant ( $p<0.10$ ) relation of NC with IQ. Whereas, WE not positively ( $\beta=-0.19$ ) influence IQ, thus supporting H7c.

**Tab 3**  
**Direct and indirect effects using path analysis**

Mediation model 1: direct and indirect effect of POPs on WE through AC				
Paths	B	P	Hypotheses	Remarks/Mediation
POPs $\longrightarrow$ WE	-0.29	0.000	H3	Supported
POPs $\longrightarrow$ AC	-0.35	0.000	H1	Supported
AC $\longrightarrow$ WE	0.49	0.000	H5	Supported
POPs $\longrightarrow$ AC $\longrightarrow$ WE	-0.12	0.002	H10	Supported/Partial mediation
Mediation model 2: direct and indirect effect of POPs on WE through NC				
POPs $\longrightarrow$ WE	-0.29	0.000	H3	Supported

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POPs → NC	-0.24	0.000	H2	Supported
NC → WE	0.29	0.000	H6	Supported
POPs → NC → WE	-0.22	0.000	H11	Supported/Partial mediation
Mediation model 3: direct and indirect effect of AC on IWB through WE				
AC → IWB	0.39	0.000	H8a	Supported
AC → WE	0.49	0.000	H5	Supported
WE → IWB	0.57	0.000	H7a	Supported
AC → WE → IWB	0.16	0.000	H12a	Supported/Partial mediation
Mediation model 4: direct and indirect effect of AC on JS through WE				
AC → JS	0.40	0.000	H8b	Supported
AC → WE	0.49	0.000	H5	Supported
WE → JS	0.75	0.000	H7b	Supported
AC → WE → JS	0.05	0.202	H12b	Supported/Complete mediation
Mediation model 5: direct and indirect effect of AC on IQ through WE				
AC → IQ	-0.13	0.008	H8c	Supported
AC → WE	0.49	0.000	H5	Supported
WE → IQ	-0.19	0.004	H7c	Supported
AC → WE → IQ	-0.10	0.276	H12c	Supported/complete mediation
Mediation model 6: direct and indirect effect of NC on IWB through WE				
NC → IWB	0.20	0.000	H9a	Supported
NC → WE	0.29	0.000	H6	Supported
WE → IWB	0.57	0.000	H7a	Supported
NC → WE → IWB	0.16	0.000	H13a	Supported/Partial mediation
Mediation model 7: direct and indirect effect of NC on JS through WE				
NC → JS	0.30	0.000	H8b	Supported
NC → WE	0.29	0.000	H6	Supported
WE → JS	0.75	0.000	H9b	Supported
NC → WE → JS	0.08	0.014	H13b	Supported/partial mediation
Mediation model 8: direct and indirect effect of NC on IQ through WE				
NC → IQ	-0.05	0.338	H9c	Not supported
NC → WE	0.29	0.000	H6	Supported
WE → IQ	-0.19	0.004	H7c	Supported
NC → WE → IQ	0.00	0.976	H13c	Mediation assumptions not satisfactorily meet

**Implications, Limitations and Future Directions**

In today's banking environment generation of commitment, reduction of political behaviors among employees is not an easy task because of the changes in employment settings, switching cost, media's awareness, and competitors providing heavy salaries to employees. The existing study is founded for the first time in Pakistan that has extensively explored the role of POPS on working outcomes (IWB, JS and IQ) through the intervening role of AC, NC and WE. Importance of POPs has been a well-grounded fact and present findings and results suggest that these values, behaviors should be endorsed in manager and top management so that they can treat lower staff in a polite manner and ultimately they people satisfied with their jobs. Further, this, study helps out the HR managers and policy makers to make such policies that helps to retain employees in their jobs and produce innovative products and processes in order to get benefits in monetary terms.

The major input of the present to enhance the applicability and importance of the construct of POPs, employees' commitment and engagement and work related outcomes in the banking industry of Pakistan. This study was based on multi-theoretical premise of JD-R model, social exchange theory perception and norm reciprocity and COR. However, future research can examine the mediating role of organization citizenship behavior OCB to explore the relationships between POPs and work related outcomes.

In spite of all, the present study also have some limitations which can limit the generalizability of research. Future research must consider large sample size that may provide more the valuable insights. It only considers banking, hence future research can be expended on other manufacturing and retail industry.

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