

# The Relationship between Political Skills, Employee Popularity and Mistreatment at Work Place: A Case from Pakistan

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## Abstract

Mistreatment is very common and often demoralizing existence in the workplace. The aim of this study is to examine the relationship between political skills, employee popularity and mistreatment. The research studies have not considered employees' interpersonal style as preliminary of the mistreatment. The current study addressed these needs by examining employee popularity, political skill and mistreatment: interpersonal conflict, incivility and ostracism. Results interpret the negative relationship among the political skills, employee popularity and three dimensions of mistreatment in light of theory of social influence. Furthermore, this study ends with some directions for future researchers.

**Keywords:** Employee Popularity, Political Skill and Mistreatment: interpersonal conflict, incivility and ostracism

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## Introduction

Social interactions are important components of almost every work environments. The shift to a knowledge-based and service economy, as well as the common use of work teams, has increased the importance of effective and trustable relationships at work places. On the other hand, interpersonal mistreatment goes down just because of increase in social interactions but it creates harmful consequences for employees and organizations (Liu, Nauta, Spector, & Li, 2008). Research attempting to explain why interpersonal mistreatment occurs has generally focused on characteristics of the executor (Reio & Ghosh, 2009) but has also begun to investigate characteristics of the victim. Many researchers have identified different ways of mistreatment which individuals get experience from others like negative affectivity, agency, cognitive ability, submissiveness, conflict avoidance, and quietness (Kim & Glomb, 2010; Milam, Spitzmueller, & Penney, 2009). Some studies have focused on personality traits that provide shelter to individuals from being mistreated, including emotional stability, agreeableness, self-esteem, and positive affectivity (Bowling, Beehr, Bennett, & Watson, 2010; Milam et al., 2009). Researchers have been explained that there is a negative affect which leads employees to engage in annoying behaviors (Milam et al., 2009), whereas submissiveness, conflict avoidance, and

quietness lead employees to behave in ways that identify themselves as easy targets for interpersonal mistreatment (Harvey, Blouin, & Stout, 2006). Kim and Glomb (2010) recently explained that self-striving tendencies strengthen the positive relationship between cognitive ability and victimization, while communion-striving personality characteristics weaken the same relationship.

Therefore, emerging empirical evidence indicates that target characteristics are important antecedents of others' uncivil actions; however, the existing literature has been described as "far from complete" (Bowling & Beehr, 2006: 1000) and warranting future research (Aquino & Lamertz, 2004; Lamertz & Aquino, 2004; Milam et al., 2009). For instance, the examination of broad, stable personality traits that predispose individuals to workplace mistreatment has prompted criticism that this research may lead to blaming the victim (Leymann, 1996).

Finally, researchers have generally failed to examine how and why target characteristics predict mistreatment. As the one exception, Milam et al. (2009) reported that coworker-rated provocative behaviors mediated the positive relationship between neuroticism and incivility and the negative relationship between agreeableness and incivility. The current study addresses the limitations of previous research and advances the investigation of target

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characteristics by proposing political skill (a narrower, more malleable, work-specific target characteristic; Ferris et al., 2005) as an antecedent of workplace interpersonal mistreatment. Previous theory and research has demonstrated that politically skilled employees are effective at implementing social influence, which we propose is likely to enhance the acceptance of these employees by their coworkers.

Workplace popularity, in turn, is associated with many desirable outcomes, which we argue include protection from interpersonal mistreatment. In sum, we propose a model in which the relationship between political skill and the employee popularity and three forms of interpersonal mistreatment: conflict, incivility and ostracism

Due to the scarcity of organizational research linking political skill, popularity, and interpersonal mistreatment, our study addresses gaps in several different literatures. First, we expand the limited nomological network of popularity by identifying political skill as an antecedent. We also contribute to the underdeveloped literature linking popularity and interpersonal mistreatment and heed the recommendation of mistreatment researchers to examine narrow as opposed to broad forms of mistreatment (Ferris, Brown, Berry, & Lian, 2008).

## Literature Review

### Political skill

In literature research recognized that organizations are political arenas (Mintzberg, 1983) and organizations success depends upon political skill (Pfeffer, 1981). According to the Mintzberg (1983), political skill is crucial for adequate use of influencing of behavior in organizations over negotiation, manipulation and persuasion. Political skill also involved to manipulate people, make use of factions intended for personal improvement, to ferment, contempt for others to taking down the selfish aims etc. (Gerald R Ferris, Treadway, et al., 2005) define political skill such as "the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objective". As further expanded by Ferris and colleagues ((Gerald R Ferris et al., 2007; Gerald R Ferris, Treadway, et al., 2005) the political skills encompasses into four extents: interpersonal influence, apparent sincerity, social astuteness and networking ability.

Research indicated that some individuals have extra influence on their subordinates, superiors, and co-workers for achieving positive outcomes (Kolodinsky, Treadway, & Ferris, 2007; Treadway, Ferris, Duke, Adams, & Thatcher, 2007). These people have some special expertise or skill, especially political skills to effectively influence others around them. Employee's, with the help of political skill in the workplace are more successful because they are negotiating in a position to effectively ambiguous and contradictory environments (Gerald R Ferris, Davidson, & Perrew, 2005; Gerald R Ferris, Treadway, et al., 2005).

During interpersonal interaction, politically skilled employees have better position to understanding or accurately estimate them motivations and alliances inherent. In addition, these individuals are dynamically having strong and wide networks within and outside their organization. During social interaction, the politically

skilled employees are able to cover their own intents (Treadway, Witt, Stoner, Perry, & Shaughnessy, 2013). Thus, these individuals are considered genuine and also sincere by objective or target and perceive their behaviors (Gerald R Ferris, Davidson, et al., 2005; Treadway et al., 2007; Treadway, Hochwarter, Kacmar, & Ferris, 2005). For the most part, these qualities or features demonstrate a powerful personal resource that can be used to achieve the company's and as well as personal goals (Treadway, Witt, et al., 2013).

Today, research examines that the political skill use for enhancing the individuals efficiency. For instance, subordinates of the leader have the high level of political skill to present the more trust on their leader and abridged the organizational cynicism (Treadway et al., 2004). According to the (Brouer, Duke, Treadway, & Ferris, 2009), the subordinates who have political skills not only exposed superior interpersonal quality within or inside racially-diverse leader-member dyads, but also reduce the negative stress related consequences (Harvey, Harris, Harris, & Wheeler, 2007; Perrewé et al., 2005; Treadway, Witt, et al., 2013). In addition, current empirical research revealed that political skill's supervisor-rated performance (Harris, Kacmar, Zivnuska, & Shaw, 2007; Kolodinsky et al., 2007; Semadar, Robins, & Ferris, 2006; Treadway et al., 2007) and relationship to team (Ahearn, Ferris, Hochwarter, Douglas, & Ammeter, 2004). According to the (Treadway, Witt, et al., 2013) political skills as a key element to explicate the performance and also politically skilled individuals are more capable of efficiently involvement in interpersonally facilitative behaviors during interpersonal treatment.

Political skill is also associated with job work performance, career success and job effectiveness (Gerald R Ferris, Perrewé, & Douglas, 2002). Empirical evidence on political skill indicated that it is positively related with hierarchical position, income levels and reputations and performance (Blickle et al., 2011; Gerald R Ferris et al., 2008; Jawahar, Meurs, Ferris, & Hochwarter, 2008; Liu et al., 2007; Todd, Harris, Harris, & Wheeler, 2009). Politically skilled individuals are well-known as a socially astute, able to influence others, great for social networking and also genuine in their exchanges. These individuals are very conscious about own social environment in which they are work, and also proficient of make precise judgments or decision around the societal motives of others. This consciousness can make corresponding influence behaviors for a given situation and / or dyadic interaction (Treadway, Shaughnessy, Breland, Yang, & Reeves, 2013).

### Employee Popularity

The primary goal of mostly individuals is that they want to influence within a social group (Baumeister, Nathan, Ciarocco, & Twenge, 2005). At on workplace popularity means or define as commonly presence accepted via one's peers (Scott & Judge, 2009). In other words, popularity means consensus or accord between the individuals' peers and the individuals level of acceptance inside the company, office or work squad (Cullen, Fan, & Liu, 2014). According to the Levy, Collins, & Nail, (1998), influencing behavior crucial for achieving objectives at workplace and therefore political skill scholars have suggested that those individuals who properly use the influence tactics within

their workplace liaison, are more successful. Harris et al., (2007) advocate that only just using the influence tactic is not sufficient: the individual must do so in a manner that is socially appropriate. It might be a difficult and problematic to execute the interpersonal influence, during maintaining the favorable relations with other is perilous because social interaction are one way to person obtain desired outcomes (Cialdini & Goldstein, 2004; Treadway et al., 2007). Political skills not only the employees or individuals gain a common acceptance and recognition within their colleagues (i.e. popularity) but also allowing them to (1) to build a wide range of networks and contacts to inside workplace and (b) to develop gratifying social interactions with or for others (Cullen et al., 2014).

Political skilled individuals have the aptitude to easily develop or build networks, associations, friendships and coalitions (Gerald R Ferris, Treadway, et al., 2005; Treadway et al., 2007). Scott & Judge, (2009) suggested that, to create a central network location within the organization for communication and recurrent interactions with others and because of these recurrent interactions with others, the central staff member become accepted by so many persons or employees within their workplace. These networks help the employees in building popularity. Politically skilled employees use these social interactions as opportunity as networks deliver admittance to valuable resources. As a consequences employees use interpersonal influence to enlarge their network and also improve their within network position, resulting in frequent interactions with others increased (G. R. Ferris et al., 2007).

The social competence of employees affects the way they interact and work together with others. People prefer nice social interactions; as well as staff with skills to facilitate social interaction more accepted by their employees or coworkers (Scott & Judge, 2009). (Baumeister et al., 2005) suggest that, in order to attain the social acceptance of people have to be able to regulate their actions to comply with other social norms. Politically skilled staff have good understand of social interaction, in view of the needs of the others; they are fortified adapt their behavior accordingly; and have some sort of other safe, controlled and calm of use (G. R. Ferris et al., 2007; Gerald R Ferris, Treadway, et al., 2005).

### **Interpersonal Conflict**

The term interpersonal conflict is generally demarcated as discrepancy among two mutually dependent persons who remark that they have discordant goals. The interdependent reason not only create a lack of compatibility of these two persons but also create obstruct between person's ability to achieve the personal goals (Oetzel & Ting-Toomey, 2003). According to the (Wilmot & Hocker, 2010) the incompatibility leads to struggle while resources are limited, that's why conflicts are arises above the fair distribution of rewards and work .

As per the social learning theory of aggression, frustration produces an emotional stimulation and creates hostile or aggressive drive (Bandura, 1973). Emotional stimulation or arousal is relevant on efficacy expectation which influences on intensity of conflict. This intensity of interpersonal conflict is associated with individual characteristics plus hostile attribution partiality or bias, this behavior of individuals will continuously leads to hostile intention to

others. At work place, interpersonal conflict comprises on observation about exposure to the negative forms of interaction that cover commencing slight disagreements to severe altercations, containing perceptions of injustice, unfairness; violations or insults to the self, incompetence; thwarted aims or goal impediments; and commencing the physical or verbal aggression to another person's (L M Cortina, Magley, Williams, & Langhout, 2001; Frone, 2000; Neuman & Baron, 1997; Schieman & Reid, 2008).

In social-structural the sociological analysis determinants, at workplace the interpersonal conflict are important for numerous reasons. Predominately even though there is slight doubt that the workplace is frequently a source of support and unity (Hodson, 2001; McGuire, 2007). At workplace the most of the interpersonally frustration role contexts .are; frequency of resistance, bullying, rudeness, and need for negotiation (Fitness, 2000; Glomb, 2002; Hodson, Roscigno, & Lopez, 2006). At the workplace the interpersonal conflict is one of the utmost predominant or ubiquitous and important stressors or aggravation (Hahn, 2000; Narayanan, Menon, & Spector, 1999; Schieman & Reid, 2008; Smith, 1995).

Furthermore, research indicates that the interpersonal conflicts are interlink with assortment of personal and as well as organizational outcomes, including anger (Sloan, 2004), violence (Folger & Baron, 1996) , theft (Chen & Spector, 1992), sabotage (Skarlicki & Folger, 1997), elevated feelings of mistrust (Kramer, 1999), incivility (Lilia M Cortina, Magley, Williams, & Langhout, 2001), absenteeism (Geurts, Schaufeli, & Rutte, 1999), physical symptoms (Pousette & Hanse, 2002), morale, and productivity (Weakliem & Frenkel, 2006), intentions toward quit and job stability (Broschak, Davis-Blake, & Block, 2008) , and reduced citizenship behaviors, levels of organizational commitment, (Blader & Tyler, 2003; Blader & Tyler, 2003).

Negative affectivity fallouts bent to assessment things negatively (Baron, 1988); and absence of self-monitoring (Andersson & Pearson, 1999). According to the (Friedman, Tidd, Currall, & Tsai, 2000) interpersonal conflict has a reciprocal nature. Leung, (2008) argues that aggressive behavior will naturally incite retaliation, and once aggressive period commencing it is difficult to breakdown. Hence that to avoid the conflict from increasing at work place, the individuals must attempt to avoid a negative spiral from commencement in the first place.

### **Incivility**

Incivility demarcated as "low-intensity, disrespectful or rude deviant workplace behavior with ambiguous intent to harm the target and is in violation of workplace norms for mutual respect" (Andersson & Pearson, 1999). In the same way the incivility at workplace states that "exchange of seemingly inconsequential words and deeds that violate conventional norms of workplace conduct" (Pearson & Porath, 2009). In literature, the incivility has been defined as a term of "target" or lack of regard intended for persons by the manners or behavior is directed, and directed behavior is important (Andersson & Pearson, 1999).

According to the Kane and Montgomery (1998) incivility is a treatment that is ungracious, impatient, rude or exhibit abridgement of respect or else deliberation to another self-esteem or dignity (Kane & Montgomery, 1998). As a result,

over the passage of time employee's commitment toward his or her job deteriorates (Montgomery, Kane, & Vance, 2004). Some examples of these types of rude behaviors are not humbling says thank you or please, rolling his or colleagues eyes text messages or e-mail during meetings, ignoring colleagues or insulting colleagues and making derogatory comments (Johnson & Indvik, 2001a; Pearson, Andersson, & Wegner, 2001; Pearson & Porath, 2009).

There is still ambiguity exist in incivility definition. In the same way the utmost challenge for the incivility is that there is no objective case rather it is based on subjective interpretation of individual's actions of interpretation and how some of these "ambiguous intentions" make people. Participants felt and social contexts, they may be perceived rudeness as intentionally or unintentionally offensive (Andersson & Pearson, 1999). In addition the ambiguity of incivility in the workplace, it is difficult to specific or treated effectively. Therefore, incivility at the workplace damages psychologically harassment or other forms of abuse in the workplace (Loi, Loh, & Hine, 2015). It does not take be aware of the discomfort or anxiety in which for those affected. In fact, the behavior might practically be certain of that the result of ignorance of offenders (not knowing what consequence behavior would obligate) or a misunderstanding or extreme sensitivity of the object or target (Andersson & Pearson, 1999).

Research designate that the incivility is commonly manifestation at workplace. In other words, incivility is not encouraged by any organization, industry or firm. For instance, a study is conducted more than 1000 U.S on civil service workers. The result indicates that 70 percent of the respondents had faced incivility at workplace from last five years (Lilia M Cortina et al., 2001).

Not surprisingly, the lack of meaningful interaction and collaboration between workers or people can collision organizational chaos. Co-workers and colleagues slowly lose their sense of cohesion. Its start by one person, however distrust, job dissatisfaction and contempt are remaining contagious. The culture of the organization turns around into unforgiving and as well as unfriendly. Good people or workers leave and reaming are unhappy. These circumstances are not worthy for organization, they are destructive (Johnson & Indvik, 2001b).

## Ostracism

At workplace employee's mostly faced or experienced from ostracism (Ferris, Brown, Berry, & Lian, 2008; Fox & Stallworth, 2005; Hitlan, Kelly, Schepman, Schneider, & Zárate, 2006) and often happened in the forms of harassment or bullying (O'reilly & Robinson, 2009). A study of more than 5,000 workers shown 13% of respondents had omitted at work in the last six months (Hitlan et al., 2006), and another originate that 66% of employees had been given the silence on the preceding 5 years (Fox & Stallworth, 2005).

According to the (Robinson, O'Reilly, & Wang, 2013) workplace ostracism transpires if individual or group is not take an action that involve another organizational member when it is socially acceptable to do so. Ostracism contains those acts that diminish the social engagement rather than those acts that raise the social engagement, i.e. violence or aggression. In addition, since it implies the absence of behavior, it is inherently ambiguous, whether it occurs and, equally important, why it occurs (Xu, Huang, & Robinson, 2015).

According to the Williams, (1997) ostracism has so many motives, encompassing accident or oversight besides more intentional motives, being that the needs to control or hurt the target benefit from the actor avoid the target.

Moreover, Williams, (2007) demonstrated that, ostracism is distinctive form of interpersonal conflict because it touches the four crucial needs:

- Control (The need for Self-control feeling and environment),
- Meaningful existence (The need for determination and recognition of others),
- Belonging (the need for social acceptance and the linking with other), and
- Self-Esteem (the need for a positive sense of self-esteem or self-worth).

Today literature on ostracism presented that ostracism is a phenomenological approach which more emphasizes the importance of one's experience as a target (Robinson et al., 2013). As proposed by (Robinson et al., 2013) "Ostracism is more likely to lead to positive, pro-social behaviors when the target has a strong motivation for inclusion, such as when he or she has a strong sense of identification or attachment to the actors or when the target is of low organizational status'.

## Conceptual Framework

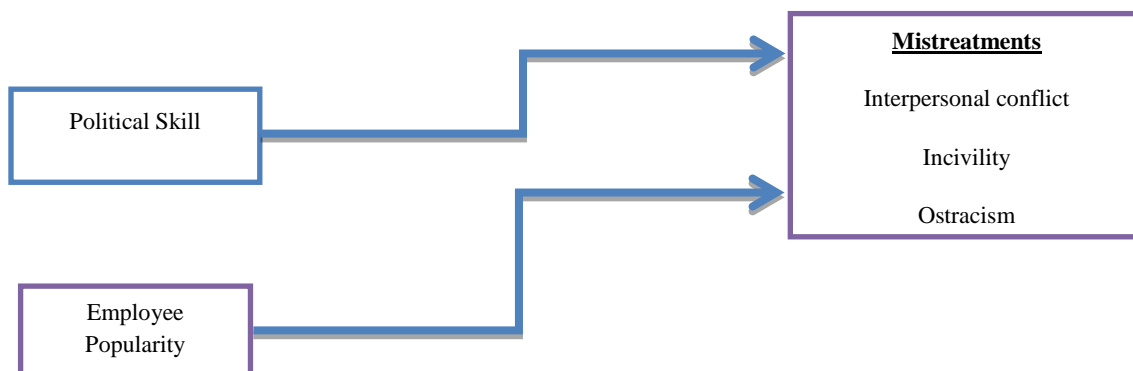


Fig. 1: Conceptual Framework

**Hypotheses**

1. A political skill is negatively related with Interpersonal conflict.
2. A political skill is negatively related with incivility.
3. A political skill is negatively related with ostracism.
4. Employee popularity is negatively related with Interpersonal conflict.
5. Employee popularity is negatively related with incivility.
6. Employee popularity is negatively related with ostracism.

**Methodology**

This study grounded on both analytical method comprising the descriptive approach and also quantitative approach. The primary data has been collected from applicants through questionnaire specially design for this study.

**Participants and Procedure**

The target population contain inspector of the Police Department Multan Pakistan. In Multan, number of police station are 30, so that our sample size based on 120 and useable questionnaire for data analyses was only 111.

**Data collection Instrument**

To extent these hypotheses we worn the self-designed questionnaire for data assortment, and these questionnaire built on seven point likert scale (from strongly disagree to strongly agree).

**Measures**

**Political Skill**

Intended for measuring the political skill we use 18 item scale formed by Ferris et al (2005). The political skill inventory scale or responses form the participant used on 7 point Likert scale that ranges between from (1=*strongly disagree* to 7= *strongly agree*). This scale contain four dimension: namely, interpersonal influence (sample item: "I am able to make most people feel comfortable and at ease around me"), apparent sincerity (sample item "It is important that people believe I am sincere in what I say and do"), networking ability (sample item: "At work, I know a lot of important people and am well connected"), social astuteness (sample item: "have good intuition or savvy about how to present myself to others")

**Employee popularity**

For measuring the employee popularity we use 8-item scale developed by Scott & Judge, (2009). Employee popularity measured via a coworker's and responses recorded on 9-itm popularity scale (Scott & Judge, 2009). An example item is "The person for whom I am completing this survey is generally admired." Coworkers retorts were made on 7 point Likert scale (1 = *strongly disagree* to 7 = *strongly agree*).

**Interpersonal conflict in the workplace**

For measuring the interpersonal conflict we adopt the 8 item scale developed by (Schieman & Reid, 2008). A sample it is "someone blamed or criticized you for something that wasn't your fault." Responses from the applicant were recorded as follows: 0=*never*, 1=*rarely*, 2 = *sometimes*, and 3 = *frequently*.

**Workplace incivility**

For assessed the workplace incivility we use 43-item scale developed by(L M Cortina et al., 2001).Answers from the applicant to show how often they had been subjected or experienced toward of the behavior in their present job. Items are produce on 5 point liker scale reaching from "never" to "every day".Asample item is that "Treated you in a rude and/or disrespectful manner."

**Ostracism**

For measuring the ostracism we adopt 7 point, 10 item scale developed by Ferris et al., (2008). We asked the respondent to rate the frequency with which they were appear, subjected to ostracism by their affiliates or colleagues. Responses were coded on a scale ranging from: 1 = never, 2 = once in a while, 3 = sometimes, 4 = fairly often, 5 = often, 6 = constantly, 7 = always.

**Result and Discussion**

**Reliability of Scales**

Reliability of all scales was measured by Chronbach's alpha to assess the reliability of the overall data set. The values of Cronbach's alpha for the constructs are given in Table 4.6,most of the methods of research guides that the alpha value should be greater than 0.7, that is recommended and acceptable value. Alpha values of political skills, employee popularity, interpersonal conflict, ostracism and incivility are 0.791, 0.758, 0.820, 0.853 and 0.804 respectively. As all values are above 0.7, so it shows that data is suitable for further analysis and it is also generally acceptable in scientific research.

**Table 4.1. Reliability Coefficients for items in each variable**

Variable	Reliability
Political skills	.791
Employee popularity	.758
Interpersonal Conflict	.820
Ostracism	.853
Incivility	.804

**Descriptive Statistics**

Estimated mean and standard deviation of all variables describe the descriptive statistics. The results show that means of all variables are above 3 that is the midpoint of the study. As political skills (M=6.1277) and employee popularity (M=5.7455) have the highest means which shows the positive impact, and other constructs like interpersonal conflict (m=1.6453), ostracism (M=1.8225) and incivility (M=1.9035) have the mean value below 3 showing the negative impact of these variables. Similarly, standard deviation also shows highest values confirming the acceptance of the hypothesis.

**Table 4.2 Means and standard deviation of all constructs**

Variables	Mean	Std. Deviation
Gender	1.14	.353
Work experience	1.12	.350

Age	1.61	.677
Education	1.58	.640
Political skills	6.1277	.31953
Employee popularity	5.7455	.85445
Interpersonal Conflict	1.6453	.51333
Ostracism	1.8225	.54900
Incivility	1.9035	.55065

**Bivariate Correlation**

**Table 4.3. Correlation among all constructs**

Items	1	2	3	4	5	6	7	8	9
1. Gender	1								
2. Work Experience	.009	1							
3. Age	-.145	.500**	1						
4. Education	-.009	.061	.289**	1					
5. Political Skill	-.127	-.192*	-.081	.175	1				
6. Employee Popularity	-.194*	-.067	-.125	-.136	.349**	1			
7. Interpersonal Conflict	-.054	.056	.118	-.022	-.082	-.128*	1		
8. Ostracism	-.083	.057	.024	-.071	-.058	-.294**	.100	1	
9. Incivility	-.035	.039	-.032	.049	-.043	-.138*	.098	.451**	1

The present study shows the negative relationship between employee popularity, interpersonal conflict, Ostracism, and Incivility. Findings of this study show that elements of mistreatment can shape political skills and employee popularity and that the manner in which employees understand and regulate mistreatment effects of the political skills and popularity on work place. The most salient finding in this study was the direct relationship between Political skills and three dimensions of employee mistreatment, which match with previous studies (Cullen et al., 2014; van Jaarsveld, Walker, & Skarlicki, 2010). Here the negative correlation between political skills and interpersonal conflicts (-0.082) demonstrates that employees having political skills can avoid interpersonal conflicts that is one of the dimensions of mistreatments. As political skill itself is the positive construct so it leads towards the positive outcome. Mistreatments are not the outcome of political skills. The more are the political skills, the less will be the interpersonal conflicts. It is supporting our hypothesis 1. The political skills are also negatively related to the ostracism (-0.58) that is the second dimension of mistreatment. The more is the political skill the less will be the ostracism. This is supporting our hypothesis 2. Supervisors viewed the politically skilled employees as they are sincere and politically unskilled employees as they are manipulative (Treadway, Ferris, Duke, Adams, & Thatcher, 2007). It is clear from these studies that political skill basically allows employees to influence the perceptions of others' actions and achieve desirable outcomes without appearing devious or calculating. Similarly, the political skills are negatively related with the incivility (-0.043) that is the third dimension of mistreatment. The employees having more political skills will have the less incivility. This is supporting our

The study investigated the relationship of political skills, employee popularity and employee mistreatment in police station of Multan, Pakistan. In line with this, the direct relationship between political skills, employee popularity and mistreatment: interpersonal, ostracism and incivility was examined. It should be noted that results are in contrast to previous research between political skills and employee mistreatment (Cullen, Fan, & Liu, 2014). It's important to observe the correlation matrix for co-linearity, prior to the measurement of validities, reliability analysis and factor analysis of the proposed constructs (Tabachnick & Fidell, 2007). Correlation is the statistical technique to find the relationship between the two variables that to what extent they are correlated given in table 4.3.

hypothesis 3. One of the contributions of this study is the reconfirmation of the idea that healthy political skills and

the employee popularity of the employees adds to job satisfaction and thus may be used as a performance indicator for the quality of police stations in Pakistan. In addition, other work outcomes were also affected by employee popularity, directly or indirectly (Harvey, Stoner, Hochwarter, & Kacmar, 2007; Meares, Oetzel, Torres, Derkacs, & Ginossar, 2004). The employee popularity is negatively and significantly related with three dimensions of mistreatment i.e. interpersonal conflict (-0.128\*), ostracism (-.294\*\*), and incivility (-0.138\*). These correlation values demonstrate that the more is the employee popularity, the less will be the mistreatment. This is supporting hypothesis 4, 5 and 6 respectively.

Our results suggest that social influence theory is a promising framework for understanding the outcomes of workplace relationships, including the extent to which individuals achieve workplace popularity and are the targets of interpersonal mistreatment. The current study expands the network of workplace popularity (Scott & Judge, 2009) by identifying political skill as an antecedent. It appears that politically skilled individuals are able to achieve popularity among their peers. Researchers may examine a wider range of narrow constructs to provide more clarity regarding the relationship between popularity and different types of interpersonal mistreatment.

**Multivariate Regression Analysis**

In Linear Regression Analysis  $R^2$  is the coefficient of the determination is the squared value of the multiple relation coefficients (the linear correlation between the observed and model predicted values of the dependent variable) it shows the percentage of variation in the dependent variable explained by the model when multiplied by 100. The

coefficient column shows the unstandardized coefficients of the regression line and associated test statistics. Each unstandardized regression coefficients represents the amount of change in the dependent variable for each one unit change in the variable preceding it. The t statistic is the measure of the real value for which the parameter is not zero. The value of the parameter is less likely to be zero if

the absolute value of t is larger. The p value with less than 0.05 significance value indicate that the regression line that are posited to be significant are significant and those that were not expected to be significant are indeed not significant. Beta proposes the relational strength between the variables.

**Table 4.4: Regression analysis**

Hypothesis	P	Adjusted R <sup>2</sup>	Standardized Coefficient B	T
H1: PS → IC	0.398	-0.12	-0.82	-0.848
H2: PS → OS	0.614	-0.38	0.046	0.505
H3: PS → IN	0.692	-0.27	0.38	0.397
H4: EP → IC	0.796	-0.51	0.25	-3.259
H5: EP → OS	0.002	-0.21	-0.292	-3.176
H6: EP → IN	0.154	-0.41	-0.137	-1.435

The above table contains the result of multiple regression analysis. From the above table 4.8, it is clear that:

A negative relationship is found between political skills (PS) and interpersonal conflict (IC). In this case, the coefficient of determination for impact of political skills (PS) on interpersonal conflict (IC) (Adjusted R<sup>2</sup> = -0.12) implies that 12 % variance in the interpersonal conflict (IC) can be explained by the variation in the political skills (PS). This is supporting our hypothesis 1.

A positive relationship is found between political skills (PS) and ostracism (OS). In this case, the coefficient of determination for impact of political skills (PS) on ostracism (OS) (Adjusted R<sup>2</sup> = -0.38) implies that 38 % variance in the ostracism (OS) can be explained by the variation in the political skills (PS). This relationship is supporting our hypothesis 2.

A negative relationship is found between political skills (PS) and incivility (IN). In this case, the coefficient of determination for impact of political skills (PS) on incivility (IN) (Adjusted R<sup>2</sup> = -0.27) implies that 27 % variance in the incivility (IN) can be explained by the variation in the political skills (PS). This is supporting our hypothesis 3.

A negative relationship is found between employee popularity (EP) and interpersonal conflict (IC). In this case, the coefficient of determination for impact of employee popularity (EP) on interpersonal conflict (IC) (Adjusted R<sup>2</sup> = -0.51) implies that 51 % variance in the interpersonal conflict (IC) of the consumers can be explained by the variation in the employee popularity (EP). This is supporting our hypothesis 4.

A negative relationship is found between employee popularity (EP) and ostracism (OS). In this case, the coefficient of determination for impact of employee popularity (EP) on ostracism (OS) (Adjusted R<sup>2</sup> = -0.21) implies that 21 % variance in the ostracism (OS) can be

explained by the variation in the employee popularity (EP). This is supporting our hypothesis 5.

A negative relationship is found between employee popularity (EP) and incivility (IN). In this case, the coefficient of determination for impact of employee popularity (EP) on incivility (IN) (Adjusted R<sup>2</sup> = -0.41) implies that 41 % variance in the incivility (IN) can be explained by the variation in the employee popularity (EP). This is supporting our hypothesis 6.

**Conclusion**

The current study found a negative relationship between political skills, popularity and three distinct and narrow forms of mistreatment (i.e., interpersonal conflict, ostracism and incivility). This consistent and negative relationship is in contrast to the Scott and Judge (2009) mixed findings. As opposed to broad measures of mistreatment, the use of narrow measures is a promising approach to establish the mistreatment constructs' distinctiveness, as it allows to determine whether the consequences and antecedents of interpersonal mistreatment constructs differ by the researchers (Aquino & Thau, 2009; Ferris, Brown, et al., 2008; Martin & Hine, 2005). By using these three distinct, narrow mistreatment forms, we were able to measure the experience of the participants of interpersonal conflict, ostracism and incivility separately, and with this predicted consistent negative relationships, we conclude that popular individuals are less likely to experience both interpersonal conflict, ostracism and incivility (aversive social exclusion).

**Directions for Further Research**

One limitation of the current study is our inability to examine different sources of mistreatment like lower staff, lower management, upper level management, middle level management. Researchers in other areas have demonstrated

the importance of specifying the source of an action. For example, employees hold distinct fairness perceptions related to both the organization and their supervisor.

Organizational factors (e.g., organizational culture, training practices, and reward systems), environmental stressors (e.g., role conflict, ambiguity, and overload; Bowling & Beehr, 2006; Hauge et al., 2009), and perpetrator and victim characteristics contribute to the complex problem of workplace mistreatment (cf. Aquino & Thau, 2009). Further, these factors likely interact to predict outcomes.

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