MODERATING EFFECT OF PERCEIVED CONTROL ON PERCEPTIONS OF ORGANIZATIONAL POLITICS OUTCOMES

June M. L. Poon

Department of Management, Universiti Kebangsaan Malaysia

Abstract：This study examined the moderating effect of perceived control on the relationship between perceptions of organizational politics and two outcome variables: job stress and intent to quit. Survey data from 103 employees of a company in Malaysia were analyzed using moderated multiple regression. The results showed that perceived politics had adverse effects only on employees with low perceived control. Specifically, in a work environment that is perceived to be political, employees with low levels of perceived control reported experiencing more job stress and expressed greater intention to quit their job than did employees with high levels of perceived control. Implications of the findings and suggestions for future research are discussed.

Introduction

Organizational politics is deeply rooted in human nature and an inherent element of organizations (Drory, 1993). Although organizational politics can sometimes work to the advantage of an organization, it is often considered dysfunctional because it can potentially disrupt organizational efficiency and effectiveness (Kacmar, Bozeman, Carlson, & Anthony, 1999) as well as has detrimental effects on employees. A workplace that is rife with politics is stressful to work in and likely to have high employee turnover. Given that organizational politics is a common workplace occurrence, what can be done to reduce its negative impact? To help answer this question, it is important to identify and examine the factors that can moderate the relationship between organizational politics and its undesired outcomes. This study sought to investigate the moderating role of one such factor: perceived control.

According to the perceptions of organizational politics model of Ferris, Russ and Fandt (1989), control can serve as an antidote to the adverse effects of political work environments. Although there is some evidence for the moderating influence of perceived control on the relationship between perceptions of organizational politics and outcomes such as job satisfaction and job anxiety (e.g., Ferris, et al., 1996; Witt, Andrews, & Kacmar, 2000), a more recent study found personal control to have no moderating effect on the relationship between perceptions of organizational politics and the outcomes of organizational commitment, job satisfaction, job stress, and employee turnover intention (Bozeman, Perrewé, Hochwarter, & Brymer, 2001). Therefore, additional research on the role of perceived control as a moderator of the perceptions of organizational politics—organizational outcomes relationship is needed.

The purpose of the present study was to replicate previous research on the moderating role of perceived control in the relationship between perceptions of organizational politics and the psychological outcomes of job stress and intent to quit using an Asian sample. The use of an Asian sample, instead of the typical Western sample in studies of this nature, will add to knowledge on whether or not cross-national differences might exist in how perceived control operates in organizational processes and contribute to creating a more robust theory of the field.

CONCEPTUAL BACKGROUND

Perceptions of Organizational Politics, Job Stress, and Intent to Quit

Organizational politics has been defined as social influence behaviors that are strategically designed to maximize self-interest (Ferris, et al., 1989, p. 145). According to the model of perceptions of organizational politics of Ferris et al. (1989), perceptions of organizational politics predict a broad range of organizational outcomes including psychological outcomes such as stress and intent to quit. Stress is an emotional response (e.g., fear or anxiety) that results when one appraises a situation as threatening to one's physical or psychological well-being, yet is uncertain with regard to one's ability to deal successfully with the threat (Locke & Taylor, 1990, pp. 143-144). Intent to quit refers to one's thoughts of quitting one's job and is a form of psychological withdrawal.

When a workplace is political, an employee's rewards and career in the organization may be put at risk by other influential political players seeking to safeguard their own interests. If employees appraise their work situation to be uncertain, risky, and perhaps a threat to their well-being, they will experience stress. Also, because people tend to view organizational politics as undesirable, they are unlikely to want to remain permanently in a workplace they perceive to be political and will start to entertain thoughts of quitting. There is indeed some evidence that perceptions of organizational politics have effects on job stress and quit intentions (e.g., Cropanzano, Howes, Grandey, & Toth, 1997; Randall, Cropanzano, Bormann, & Birjulin, 1999). However, not all people experience stress or harbor thoughts of quitting in a workplace seen to be political. The relationship between perceptions of organizational politics and its outcomes seem far more complex (Vigoda, 2000). As Ferris et al. (1989) suggested, various factors could attenuate the adverse effects of perceptions of organizational politics. One such factor is perceived control.

Perceived Control and its Role as a Moderator

People have an intrinsic need for self-determination, that is, the experience of choice in determining one's behavior and freedom from control (Deci & Ryan, 1991). To be self-determining, people must perceive that they have control. Perceived control is the belief that one can determine one's own behavior and influence one's own environment (Wallston,

Wallston, Smith, & Dobbins, 1987, p. 5) and has been found to predict a broad range of cognitive and motivational outcomes (e.g., Greenberger, Strasser, Cummings, & Dunham, 1989; Parker, 1993; Spector, 1986; Stevens, Bavetta, & Gist, 1993). It is primarily a function of one's appraisal of the demands of a situation and one's coping resources with respect to the demands of that situation (Lazarus & Folkman, 1984, p. 69). In the work context, perceived control refers to employees' belief about the extent to which they have autonomy over their job (e.g., freedom to schedule work and determine how work is done) and are allowed to participate in making decisions on issues that affect their task domain (Ashforth & Saks, 2000, p. 313).

When employees have job autonomy, they will feel personally responsible for work outcomes that, in turn, will lead them to feel satisfied and motivated (Hackman & Oldham, 1980). In addition, the freedom to use their own judgment and act in their job domain allows employees to influence desired outcomes, thus reducing their uncertainties and worries. These, in turn, should reduce the adverse effects of perceptions of organizational politics on employees.

When employees are given the opportunity to participate in the decision-making process, they will have more accurate information about and, hence, a better understanding of organizational events and processes (Porter, Lawler, & Hackman, 1996). According to Ferris and his associates (e.g., Ferris et al., 1996; Ferris et al., 1989), political work environments can pose as an opportunity or a threat for employees, and whether workplace politics is perceived as an opportunity or a threat depends on employees' levels of understanding. Understanding can reduce the uncertainty and threat of organizational politics. Indeed, researchers have shown that an understanding of work events can buffer the negative impact of perceptions of organizational politics (e.g., Ferris, Frink, Gilmore, & Kacmar, 1994; Gilmore, Ferris, Dulebohn, & Harrell-Cook, 1996).

Perceived control arising from job autonomy and participative decision making may also shape employees' appraisals of their capacity to cope with the threat inherent in organizational politics such that employees with high perceived control are more likely to believe that they have the resources to cope than those with low perceived control. As a result, the former is less likely to be adversely affected by perceptions of organizational politics than the latter.

There is some empirical support for the moderating effect of perceived control on the relationship between perceptions of organizational politics and various outcomes. For example, in one study of public-sector employees, participation in decision making was found to significantly moderate the effects of perceptions of organizational politics on job satisfaction (e.g., Witt et al., 2000). In another study involving nonacademic university

employees, politics perceptions were found to have less adverse effects on job anxiety and job satisfaction when employees perceived a high degree of control over their work environment (e.g., Ferris et al., 1996).

In sum, even when employees perceive a high level of politics in their workplace, if they have job autonomy and can participate in making decisions, which allow them to feel in control, they will experience less stress and intent to quit compared to those who do not have such perceptions of control. Therefore, on the basis of the arguments presented in this section and past evidence on the moderating effects of perceived control, I propose:

Hypothesis 1: Perceived control will moderate the relationship between perceptions of organizational politics and job stress such that the adverse impact of politics perceptions on job stress will be stronger for employees with low perceptions of control than for those with high perceptions of control.

Hypothesis 2: Perceived control will moderate the relationship between perceptions of organizational politics and intent to quit such that the adverse impact of politics perceptions on intent to quit will be stronger for employees with low perceptions of control than for those with high perceptions of control.

The Malaysian Setting

This study was conducted in Malaysia, a country that has been characterized to be high on power distance when compared to the United States and other countries in the West (Hofstede, 1993). Because power distance refers to the extent to which members of a culture accept that power is distributed unequally, people in high power distance cultures generally do not expect to engage in participative decision making but expect their leaders to lead autocratically (Hofstede, 1983). Therefore, the moderating effects of perceived control may not be as salient in this study setting. A recent cross-cultural study conducted in 24 geopolitical entities spread across the five continents and involving more than 5,000 managers, however, provided evidence for the universal effects of perceived control on job satisfaction and psychological well-being (Spector et al., 2002). Hence, I still expect perceived control to have a buffering effect as hypothesized earlier.

Methodology

Participants and Procedure

The study was part of an organizational survey on employee attitudes conducted in a company in Malaysia that had businesses in both the manufacturing and service sectors. Questionnaires were distributed to employees in all functional areas of the company by the heads of the respective business units. Participation was voluntary, and employees were asked to participate by completing the survey anonymously and returning it to the human

resource department of the company via the internal mail system. Employees were assured that their individual responses would be kept confidential, and only summaries of the data would be given to the company.

Usable data were obtained from 104 employees. One respondent, however, found to be an outlier case, was dropped from the sample. Therefore, data from 103 employees (31% of the population) were retained for analyses. All the employees had completed at least some high school, 47% were men, 51% were married, and 68% classified themselves as non-management employees. The racial composition was 66% Malays, 28% Chinese, 5% Indians, and 1% identified themselves as belonging to some other racial group. The mean age of this sample was 31.64 years (SD = 9.71), the mean organizational tenure was 3.15 years (SD = 3.73), and the mean work experience was 9.91 years (SD = 8.84).

Measures

The primary measures for the study were perceptions of organizational politics, perceived control, job stress, and intent to quit. Participants responded to all questionnaire items for these measures using a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Ratings on items for each measure were averaged to form an overall score for the measure. Items were scored (and recoded when appropriate) such that higher scores indicated higher levels of the variable.

Perceptions of Organizational Politics. Kacmar and Ferris's (1991) 12-item Perceptions of Organizational Politics Scale (POPS) was used to measure the extent to which employees view their work environment as political. Past research has shown this scale to have good psychometric properties (e.g., Kacmar & Carlson, 1997). Sample items include "Favoritism rather than merit determines who gets ahead in my organization" and "In my organization, pay and promotion policies are not politically applied (reverse coded)." The alpha reliability for the scale in this study was .74.

Perceived Control. Perceived control was assessed using two scales: Hackman and Oldham's (1980) 3-item job autonomy subscale from the Job Diagnostic Survey (e.g., "My job gives me considerable opportunity for independence and freedom in how I do the work") and Melamed and Kushnir's (1991) 6-item perceived control scale that focuses on input into and influence over decisions (e.g., "My opinions and suggestions influence what happens at work" and "My job enables me to participate in making decisions about work procedures and regulations"). The alpha reliability for this 9-item scale was .83.

Outcomes of Perceptions of Organizational Politics. Job stress and intent to quit were assessed with three items each. A sample item for job stress is "I often feel stressed at work" and a sample item for intent to quit is "I am thinking of quitting my job." The alpha reliability was .72 for the job stress scale and .80 for the intent to quit scale.

Data Analysis

Preliminary Analysis. I examined the data to check for violations of assumptions of multivariate analysis and deleted one univariate outlier case. After deletion of the outlier, no other significant problems were evident; residual plots indicated no violations of the assumptions of normality, heteroscedasticity, or linearity, and there was no indication of multicollinearity.

To determine whether or not the conclusions of this study could have been influenced by the presence of common method variance (which may arise from collecting the self-report measures of both dependent and independent variables from the same respondent in the same survey) and to adjust for such contamination, I conducted method variance-marker-variable analysis using the procedures outlined by Lindell and Whitney (2001). A two-item measure of satisfaction with one's ability to interact with people from other ethnic groups (alpha reliability = .73) that, as expected, was uncorrelated with any of the other variables in this study was used as the marker variable. The marker-variable analysis indicated that all the predictor-criterion correlations remained statistically significant even after controlling for common method variance. Therefore, the findings in this study cannot reasonably be accounted for by common method variance.

Hypothesis-testing Analysis. Moderated multiple regression (cf. Cohen & Cohen, 1983) was used to test the hypotheses. The main effect variables were entered in the first step and the multiplicative interaction term in the second step. Before forming the interaction term, the predictor and moderator variables were centered (i.e., the raw scores of the variables were transformed into deviation scores with means equal to zero) to reduce the potential problem of multicollinearity due to scaling (cf. Aiken & West, 1991; Jaccard, Turrisi, & Wan, 1990). The variance inflation factor scores associated with each regression coefficient ranging from 1.02 to 1.05 indicated that multicollinearity was not a problem after conducting the centering procedure.

The significance of the interaction was determined by examining the significance of the increment in criterion variance (beyond the variance accounted for by the main effects) that is explained by the interaction term. A negative regression coefficient for the interaction term would indicate that the relationship between the predictor variable and outcome variable is stronger at lower levels of the moderator than at higher levels of the moderator. To have a clearer picture of the form of the interaction, the interaction was plotted graphically using values one standard deviation below and above the mean for the predictor variable and values one standard deviation below, at, and above the mean for the moderator variable. Finally, at each of these three values of the moderator, the coefficient for the slope of the dependent variable on the predictor variable was computed following the procedures of Jaccard et al.

71

(1990).

Results

Table 1 reports the descriptive statistics, reliabilities, and correlations of the variables. All the measures had alpha reliabilities that exceeded .70 (Nunnally, 1978). Perceptions of organizational politics and perceived control were not correlated, but each was correlated with intent to quit. Only perceived control, however, was correlated with job stress.

TABLE 1. Descriptive Statistics, Reliabilities, and Correlations

Variable	M	SD	1	2	3	4
1. Perceptions of organizational politics	2.74	0.47	(.74)			
2. Perceived control	3.38	0.58	−.19	(.83)		
3. Job stress	3.08	0.80	.10	−.24*	(.72)	
4. Intent to quit	2.41	0.82	.21*	−.26**	.25*	(.80)

Notes. N = 103. Alpha reliabilities are shown in parentheses on the diagonal.

$*p < .05.$ $**p < .01.$

Table 2 reports the results of the hierarchical regression analysis—conducted separately for job stress and intent to quit—in which the mean-centered variables of perceptions of organizational politics and perceived control were entered first as a block, followed by the perceptions of organizational politics × perceived control cross-product term. Hypothesis 1 predicted that perceived control would negatively moderate the relationship between perceptions of organizational politics and job stress. As shown in Table 2, the interaction term accounted for a significant amount of incremental variance in job stress over and above the main effects of perceptions of organizational politics and perceived control (change in $R^2 = .07$, $p < .01$), thus providing support for Hypothesis 1. The negative regression coefficient for the interaction term ($b = -0.76$, $p < .01$) indicates that the relationship between perceptions of organizational politics and job stress is stronger at lower levels of perceived control than at higher levels of perceived control.

TABLE 2. Hierarchical Regression Results for the Effects of Perceptions of Organizational Politics and Perceived Control on Job Stress and Intent to Quit

	Model 1			Model 2	
Variable	b	SE		b	SE
Dependent Variable: Job Stress					
Step 1: Main Effects					

Perceptions of organizational politics	0.10	0.17		0.05	0.17
Perceived control	−0.32*	0.14		−0.36**	0.13
Step 2: Interaction Effect					
Perceptions of organizational politics × Perceived control				−0.76**	0.26
R^2	.06			.13	
Adjusted R^2	.04			.11	
F	3.35*			5.17**	
R^2 Change				.07**	

A clearer picture of the form of the interaction can be obtained by examining the plotted interaction effect in Figure 1. The outcome scores were plotted at the mean of perceived control (the value of which is 0 because the data were centered); one standard deviation below the mean of perceived control, which represents low perceived control; and one standard deviation above the mean of perceived control, which represents high perceived control. In general, the slope was steeper for employees with low perceived control than for those with average or high perceived control. Post-hoc analyses of the simple slopes confirmed this observation. At low perceived control, the slope estimate was .49 ($t = 2.29$, $p < .05$); at mean perceived control, the slope estimate was .05 ($t = 0.28$, ns); and at high perceived control, the slope estimate was −.40 ($t = −1.67$, ns). These results indicate that there is a relationship between perceptions of organizational politics and job stress only at low levels of perceived control but not at average or high levels of perceived control.

A similar pattern of results was found in support of Hypothesis 2, which predicted that perceived control would negatively moderate the relationship between perceptions of organizational politics and intent to quit. As shown in Table 2, the interaction term explained a significant incremental portion of variance in intent to quit over and above the main effects (change in $R^2 = .05$, $p < .05$), and the negative regression coefficient for the interaction term ($b = −0.67$, $p < .05$) indicates that the relationship between perceptions of organizational politics and intent to quit is stronger at lower levels of perceived control than at higher levels of perceived control. The form of the interaction is portrayed in Figure 2. The slope estimate was .63 ($t = 2.94$, $p < .01$) at low perceived control, .25 ($t = 1.48$, ns) at mean perceived control, and −.14 ($t = −0.57$, ns) at high perceived control. These results suggest that perceived politics is positively related to intent to quit at low levels of perceived control; it is not related to intent to quit at average or high levels of perceived control.

Discussion

This study sought to examine the moderating role of perceived control in reducing the adverse effects of perceptions of organizational politics on both job stress and intent to quit.

The results supported the hypothesized interaction effects by showing that perceived politics is associated with job stress and intent to quit only under conditions of low perceived control. Among employees with average to high levels of perceived control, no such association was detected.

Scholars have argued that Western management concepts and theories, which are commonly used in mainstream research, may not generalize to all cultures (cf. Hofstede, 1993; Trompenaars & Hampden-Turner, 1998). The findings of this study, however, did not contradict the theoretical propositions of organizational politics models developed by Western scholars (e.g., Ferris et al., 1989), replicated the findings of a few studies conducted in the West (e.g., Ferris et al., 1996), and were consistent with recent research that found perceived control to have universal effects on psychological well-being at work (e.g., Spector et al., 2002). Therefore, it appears that perceived control does play an important role in attenuating the adverse effects of perceptions of organizational politics even in a high power distance culture in which people expect to have less control.

Given the pervasive nature of organizational politics, ways to reduce its negative impact would be of practical relevance for employers. The findings of this study indicate that employees can deal better with stressors like workplace politics when they have a sense of control over the job environment, possibly because perceived control facilitates less threatening appraisals of organizational politics and/or enhances employees' beliefs that they have the resources to cope with the potential threat stemming from organizational politics. Therefore, one way to reduce the negative impact of real or perceived politics is to foster perceptions of control among employees by giving them more opportunities for control or simply making them believe they have control to help them cope better with workplace politics. The benefits of the latter strategy, however, will be short-lived because employees not given real control will soon realize that all they have is an illusion of control. Worse still, to be given a sense of control over stressors that, in actuality, are beyond one's control may have negative psychological effects (Sapolsky, 1998). For example, as Sapolsky (1998) noted, a false sense of control over a stress-inducing event not only will not alleviate stress but also may result in even more stress because one may end up blaming oneself for failing to prevent the event. Therefore, a better strategy would be to increase employees' perceptions of control by truly providing them with greater job autonomy and voice in the decision-making process. Not all employees, however, desire high levels of control; therefore, employers need to take into account such individual differences when implementing employee empowerment programs.

The findings of this study also have some implications for the management of people in organizations where little internal politicking takes place. In such environments, because

perceived control matters less, a more autocratic management style may be adopted. Finally, because not all jobs can be readily redesigned to provide employees with more control, another practical implication of the findings for employers is that more attention needs to be paid to employees who hold such jobs given that they appear to be the ones most susceptible to the adverse effects of workplace politics. Other support systems or outlets for frustration may be needed for these employees to release their stress.

Study Limitations and Future Research

The findings of this study need to be interpreted with the following limitations in mind. First, as in all field surveys, it was not possible to control for extraneous factors or make causal inferences. Therefore, experimental and longitudinal research is needed to resolve this issue.

Second, the study was conducted in a single organization in Malaysia; thus, the generalizability of the findings is limited. Whether or not the present findings will generalize to other organizational settings and national cultures remains an empirical question. Therefore, further efforts directed toward replicating as well as extending this study in other settings are needed to expand the knowledge base in this area of study.

Third, only two outcome variables were examined. Future researchers may want to expand the outcomes examined by including variables such as organizational trust, organizational cynicism, retaliatory behaviors, and task as well as contextual performance so that a more comprehensive understanding of the joint effects of perceptions of organizational politics and perceived control can be achieved.

Fourth, I focused only on perceived control as a moderator. It is important to identify other moderators that have the potential to lessen the adverse impact of organizational politics. The priority should be given to unique moderating variables, that is, those that have not been examined in previous research. In this regard, Luthans's (2002) recent call on organizational scholars to take a more positive approach by including in their work concepts such as confidence, hope, optimism, subjective well-being, and emotional intelligence is relevant. These concepts hold promise as potential moderators in models of organizational politics.

Finally, although I have forwarded some theoretical explanations for the moderating effects of perceived control (e.g., with perceived control comes increased information, understanding, and predictability), I did not actually test for them. Therefore, the question as to why employees with low perceived control react more negatively—that is feel more stressed at work and harbor thoughts of leaving the organization—to perceptions of organizational politics than do those with high perceived control remains to be answered in future research. Empirical insights on this issue will be useful for refining future models of organizational politics.

REFERENCES

Aiken, L.S., & West, S.G. (1991). *Multiple Regression: Testing and Interpreting Interactions*. Newbury Park, CA: Sage.

Ashforth, B.E., & Saks, A.M. (2000). "Personal Control in Organizations: A Longitudinal Investigation with Newcomers," *Human Relations, 53*, 311-339.

Bozeman, D.P., Perrewé, P.L., Hochwarter, W.A., & Brymer, R.A. (2001). "Organizational Politics, Perceived Control, and Work Outcomes: Boundary Conditions on the Effects of Politics," *Journal of Applied Social Psychology, 31*, 486-503.

Cohen, J., & Cohen, P. (1983). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences* (2nd ed.). Hillsdale, NJ: Erlbaum.

Cropanzano, R., Howes, J.C., Grandey, A.A., & Toth, P. (1997). "The Relationship of Organizational Politics and Support to Work Behaviors, Attitudes, and Stress," *Journal of Organizational Behavior, 18*, 159-180.

Deci, E.L., & Ryan, R.M. (1991). "Intrinsic Motivation and Self-Determination in Human Behavior." In Steers, R. M. & Porter, L. W. (Eds.), *Motivation and Work Behavior* (5th ed., pp. 44-58). New York: McGraw-Hill.

Drory, A. (1993). "Perceived Political Climate and Job Attitudes," *Organization Studies, 14*, 59-71.

Ferris, G.R., Frink, D.D., Galang, M.C., Zhou, J., Kacmar, K.M., & Howard, J.L. (1996). "Perceptions of Organizational Politics: Prediction, Stress-Related Implications, and Outcomes," *Human Relations, 49*, 233-266.

Ferris, G.R., Frink, D.D., Gilmore, D.C., & Kacmar, K.M. (1994). "Understanding as an Antidote for the Dysfunctional Consequences of Organizational Politics as a Stressor," *Journal of Applied Social Psychology, 24*, 1204-1220.

Ferris, G.R., Russ, G.S., & Fandt, P.M. (1989). "Politics in Organizations." In Giacalone, R. A. & Rosenfeld, P. (Eds.), *Impression Management in the Organization* (pp. 143-170). Hillsdale, NJ: Erlbaum.

Gilmore, D.C., Ferris, G.R., Dulebohn, J.H., & Harrell-Cook, G. (1996). "Organizational Politics and Employee Attendance," *Group & Organization Management, 21*, 481-494.

Greenberger, D.B., Strasser, S., Cummings, L.L., & Dunham, R.B. (1989). "The Impact of Personal Control on Performance and Satisfaction," *Organizational Behavior and Human Decision Processes, 43,* 29-51.

Hackman, J.R., & Oldham, G.R. (1980). *Work redesign*. Reading, MA: Addison–Wesley.

Hofstede, G. (1983). "The Cultural Relativity of Organizational Practices and Theories," *Journal of International Business Studies, 14* (2), 75-89.

Hofstede, G. (1993). "Cultural Constraints in Management Theories," *Academy of Management Executive, 7* (1), 81-94.

Jaccard, J., Turrisi, R., & Wan, C.K. (1990). *Interaction Effects in Multiple Regression*. Newbury Park, CA: Sage.

Kacmar, K.M., Bozeman, D.P., Carlson, D.S., & Anthony, W.P. (1999). "An Examination of the Perceptions of Organizational Politics Model: Replication and Extension," *Human Relations, 52*, 383-416.

Kacmar, K.M., & Carlson, D.S. (1997). "Further Validation of the Perceptions of Politics Scale (POPS): A Multi-Sample Approach," *Journal of Management, 23*, 627-658.

Kacmar, K.M., & Ferris, G.R. (1991). "Perceptions of Organizational Politics Scale (POPS): Development and Construct Validation," *Educational and Psychological Measurement, 51*, 193-205.

Lazarus, R.S., & Folkman, S. (1984). *Stress, Appraisal, and Coping.* New York: Springer.

Lindell, M.K., & Whitney, D.J. (2001). "Accounting for Common Method Variance in Cross-Sectional Research Designs," *Journal of Applied Psychology, 86,* 114-121.

Locke, E.A., & Taylor, M.S. (1990). "Stress, Coping, and the Meaning of Work." In Nord, W. & Brief, A. (Eds.), *The Meaning of Work* (pp. 135-170). New York: Heath.

Luthans, F. (2002). "Positive Organizational Behavior: Developing and Managing Psychological Strengths," *Academy of Management Executive, 16* (1), 57-72.

Melamed, S., & Kushnir, T. (1991). "Attenuating the Impact of Job Demands: Additive and Interactive Effects of Perceived Control and Social Support," *Journal of Vocational Behavior, 39*, 40-53.

Nunnally, J.C. (1978). *Psychometric Theory* (2nd ed.). New York: McGraw-Hill.

Parker, L.E. (1993). "When to Fix It and When to Leave: Relationships Among Perceived Control, Self-Efficacy, Dissent, and Exit," *Journal of Applied Psychology, 78,* 949-959.

Porter, L.W., Lawler, E.E., III, & Hackman, J.R. (1996). "Ways Groups Influence Individual Work Effectiveness." In Steers, R.M., Porter, L.W. & Bigley, G.A. (Eds.), *Motivation and Leadership at Work* (6th ed., pp. 346-354). New York: McGraw-Hill.

Randall, M.L., Cropanzano, R., Bormann, C.A., & Birjulin, A. (1999). "Organizational Politics and Organizational Support as Predictors of Work Attitudes, Job Performance, and Organizational Citizenship Behavior," *Journal of Organizational Behavior, 20*, 159-174.

Sapolsky, R.M. (1998). *Why Zebras Don't Get Ulcers*. New York: Freeman.

Spector, P.E. (1986). "Perceived Control by Employees: A Meta-Analysis of Studies Concerning Autonomy and Participation at Work," *Human Relations, 39*, 1005-1016.

Spector, P.E., Cooper, C.L., Sanchez, J.I., O'Driscoll, M., Sparks, K., Bernin, P., Büssing, A., Dewe, P., Hart, P., Lu, L., Miller, K., De Moraes, L.R., Ostrognay, G.M., Pagon, M., Pitariu, H.D., Poelmans, S.A.Y., Radhakrishnan, P., Russinova, V., Salamatov, V., Salgado, J. F., Shima, S., Siu, O., Stora, J.B., Teichmann, M., Theorell, T., Vlerick, P., Westman, M., Widerszal-Bazyl, M., Wong, P.T.P., & Yu, S. (2002). "Locus of Control and Well Being at Work: How Generalizable are Western Findings?" *Academy of Management Journal, 45*, 453-466.

Stevens, C.K., Bavetta, A.G., & Gist, M.E. (1993). "Gender Differences in the Acquisition of Salary Negotiation Skills: The Role of Goals, Self-Efficacy, and Perceived Control," *Journal of Applied Psychology, 78,* 723-735.

Trompenaars, F., & Hampden-Turner, C. (1998). *Riding the Waves of Culture: Understanding Cultural Diversity in Global Business* (2nd ed.). New York: McGraw-Hill.

Vigoda, E. (2000). "Internal Politics in Public Administration Systems," *Public Personnel Management, 29*, 185-210.

Wallston, K.A., Wallston, B.S., Smith, S., & Dobbins, C.J. (1987). "Perceived Control and Health," *Current Psychological Research & Reviews, 6,* 5-25.

Witt, L.A., Andrews, M.C., & Kacmar, K.M. (2000). "The Role of Participation in Decision-Making in the Organizational Politics-Job Satisfaction Relationship," *Human Relations, 53*, 341-358.