**APPENDIX A**

Appendix A presents a detailed description of the hypotheses, which specify associations between PSEW and nomological outcomes including job satisfaction, motivational strivings, emotions, task and person OCBs, creative performance, job performance (Study 5 and Study 6). Essentially, Study 5 aims to establish the criterion-related, predictive validity and method effects, while Study 6 seeks to re-affirm the criterion-related and predictive validity of the new PSEW scale. Therefore, Appendix A provides further support of the assumed utility, criterion-related and predictive validity of the newly developed PSEW scale.

**Study 5 and Study 6: Theory and Hypothesis Development**

**PSEW and Attitudes**

Drawing from social cognitive theory (Bandura, 1989) which suggests that individuals with higher self-efficacy experience positive self-evaluations and more favorable outcomes, we argue that PSEW is positively associated with job satisfaction. Job satisfaction refers to “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976: 1300). Prior studies demonstrated that job satisfaction has dispositional and competency-based sources (Judge et al., 2005; Meisler, 2014). For example, higher levels of both trait- and state-like forms of self-efficacy are found to result in increased job satisfaction (Judge & Bono, 2001; Wang et al., 2010). Given that PSEW captures positive self-evaluations regarding one’s ability to navigate politics, employees high in PSEW have an ‘optimistic’ expectation of future events that allows them to focus on the positive aspects of the job while disregarding frustrations and adversity. Thus, we posit that PSEW leads employees to elicit positive affective judgments of the job (Judge & Kammeyer-Mueller, 2012), one type is job satisfaction.

*Hypothesis 7*: PSEW is positively associated with job satisfaction.

**PSEW and Emotions**

Social cognitive theory (Bandura, 1989) and research inform us that not only does self-efficacy shape attitudes and cognitions but also impacts one’s positive traits and states. Drawing on elements of this theory we posit that as PSEW entails positive self-efficacy beliefs it is likely to alleviate aversive affective states (Bandura, 1997) that are related to emotional exhaustion. Emotional exhaustion is conceptualized as a psychological strain indicating a state of impoverished energy and emotional resources (Westman et al., 2004) and it is more likely to occur among employees with negative, rather than positive, predispositions and characteristics (e.g., Widiger, 2009).This occurs because highly efficacious employees view their environment with ‘rose colored glasses’ meaning that they perceive threats and adversities as being less deleterious. Therefore, PSEW comparable to other favorable predispositions may produce reductions in aversive moods and emotions (Liu et al., 2016; Wright & Cropanzano, 1998) Therefore, employees with high levels of PSEW who may perceive threats as less benign are likely to report less distress (Bandura, 1997; Williams, 1992) and emotional exhaustion.

*Hypothesis 8*: PSEW is negatively associated with emotional exhaustion.

**PSEW and Motivations**

According to social cognitive theory (Bandura, 1989) self- efficacy beliefs play a central role in regulating motivation. Many elements of motivation are cognitively derived based on evaluative judgments about causality, outcome expectancies, and goals. As efficacy increases, causal assumptions become more favorable, as do goal and outcome expectancies (Bandura, 1997; Weiner, 1986). As such, employees who ascribe themselves as being more (vs. less) efficacious are more (vs. less) likely to be motivated to act, since future outcomes are assumed to be advantageous. These effects have been linked to motivational strivings previously (e.g., achievement strivings; Relich et al., 1986). The theory of purposeful work behavior (Barrick et al., 2013) is particular useful here to explain this assocation. Based on elements of this theory we argue that the innate feelings of self-confidence and self-assurance derived from PSEW shapes employees’ three central motivational (i.e., achievement, communion, and status) strivings. As efficacious beliefs increase, the valence of outcome judgments becomes more favorable, thereby, increasing the chances that employees are motivated to act to reach goals (achievement striving), form meaningful relationships (communion striving), and acquire power (status striving).

*Hypothesis 9s-c*: PSEW is positively associated with (a) achievement, (b) communion, and (c) status strivings at work.

**PSEW and Behavior**

We now focus on the role of PSEW for predicting task- and person-focused citizenship behaviors and general job performance, as well as less common behaviors like creative performance. Interpersonal citizenship behaviors are not part of a formal job description and instead are volitional acts aimed at providing cooperative assistance (Settoon & Mossholder, 2002). Whereas task-focused citizenship involves the resolution of work problems that aren’t very ‘personal’ in nature (e.g., supplying work-related advice, providing information), person-focused citizenship behaviors are aimed at personal self-esteem maintenance in others (e.g., providing social support or reassurance, demonstrating empathy) (Organ et al., 2006; Settoon & Mossholder, 2002). As social cognitive theory demonstrates beyond attitudes, emotions, and motivations, self-efficacy can also shape behaviors.. We draw upon social cognitive tenants to propose that those high in PSEW possess a positive self-concept, and self-confidence that redefines how they view the valence of future behavior. As alluded to previously, efficacious individuals make more favorable attributions regarding the success of their actions, which influences and shapes their behavior (Lent et al., 1994). Thus, both types of interpersonal citizenship behaviors likely are commonly utilized by employees high in PSEW. Also, research based on self-consistency theory (Korman, 1970) demonstrates that individuals select actions that are consistent with their self-concept and, thereby, they are motivated to verify and sustain existing self-concepts (e.g., self-verification theory; Swann, 1983). Thus, to maintain a consistently positive view of themselves as good organizational members in the eyes of others, employees are more likely to enact behaviors that reinforce their PSEW. As such, those are likely to demonstrate high task- and person-focused citizenship as a form of image maintenance. Furthermore, they are more likely to *voluntarily* help those who need assistance at work because helping behaviors are morally desirable and contribute to the reinforcement of more favorable self-evaluations, as well as evaluations from others.

*Hypothesis 10a-b*: PSEW is positively associated with (a) task- and (b) person-focused citizenship behaviors at work.

Beyond extra-role behaviors, self-efficacy is also linked to creative thought and action. Employee creativity is the generation of new and valuable ideas, products, services, manufacturing methods, and administrative processes (Woodman et al., 1993). As social cognitive theory alludes to creativeness is rarely a function of simply inventiveness. Instead, creativity exists as an outcome of pre-existing tendencies and characteristics. As such, various personal (e.g., creative self-efficacy beliefs and self-esteem) and organizational characteristics trigger creativity at work (Shalley et al., 2004; Tierney & Farmer, 2002). Drawing on tenants of social cognitive theory we posit that PSEW is related to creative performance for several reasons.

First, prior research demonstrates that both generalized and specialized forms of self-efficacy are associated with creativity and innovative idea generation (Bandura, 1997; Lee et al., 2019). Second, higher self-efficacy is linked with creativity-relevant skills, like increases in the cognitive capacity needed to collect and recall relevant information (Cervone, Jiwani, & Wood, 1991). In line with these arguments we further argue that PSEW allows employees to harvest beneficial resources (e.g., materials, funds, space) that facilitate creative idea production (Tierney & Farmer, 2002; Liu et al., 2016). This happens because the positive self-concept and confidence found in PSEW compel employees to pursue favorable and innovative outcomes (Judge et al., 2005), while worrying less about the possibility of failure or negative consequences. Given their optimistic nature and beliefs of self-reassurance, employees high in PSEW are more inclined to take risks that enhance the generation of creative ideas (Ferris et al., 2011) and solutions to routine problems (Gong, Huang, & Farh, 2009).

*Hypothesis 11*: PSEW is positively associated with creative performance.

Overall job performance refers to the completion of job activities that are outlined in employees’ formal job descriptions (Borman & Motowidlo, 1997). Political skill and self-efficacy, among other interpersonal competencies, are important factors for predicting employee job performance (Ferris, Perrewé et al., 2002; Lubbers et al., 2005; Semadar et al., 2006). Like those high in generalized self-efficacy and political skill, employees high in PSEW have self-confidence in their capabilities to navigate politics and perform work-related tasks. As such, they are more likely to demonstrate higher levels of overall job performance because they strive to maintain favorable evaluations and social approval from others (self-verification theory, Swann, 1983). This occurs given an innate desire to sustain their existing favorable self-concept. Specifically, employees high in PSEW are expected to visualize and expect success scenarios and, therefore, put more time and effort into achieving work goals that enhance their job performance. Alternatively, we posit that those low in PSEW doubt their capabilities, which hinders their job performance.

*Hypothesis 12*: PSEW is positively associated with job performance.

**APPENDIX B**

Appendix B aims to clarify whether PSEW is contaminated by method effects and to provide further evidences that reaffirm the PSEW’s convergent and discriminant validity (Study 5 and Study 6). Essentially, using an additional test and following procedures described by Podsakoff et al.’s (2003) and those utilized in prior scale validations in organizational politics (e.g., Ferris et al., 2008), Appendix B demonstrates more information on methods effects.

**Common Method Effects**

We examined the extent to which the PSEW scale is contaminated by method effects through various means. First, we used temporal separation regarding the predictor and criterion variables (Study 5, 6, and 7), and we obtained data from different sources (Study 5 and 6). Second, prior research implicates both negative affect and social desirability as potentially important artifacts that influence self-report measures, politics-related research, and efficacious beliefs (Hochwarter et al., 2004; Kirk et al., 2008; William & Anderson, 1994). Given these noted implications, as well as the fact that both variables are frequently utilized in tests of common method variance (e.g., Brady et al., 2017; Ferris et al., 2008; Hochwarter et al., 2022), we examined the extent to which the PSEW scale is contaminated by both these method effects as part of Study 5.

To do so, we utilized a measured latent-methods variable approach (Podsakoff et al., 2003; Williams & Anderson, 1994), as seen in recent scale validations (e.g., Brady et al., 2017; Ferris et al., 2008). Unlike other statistical methods (e.g., Harman’s single factor test, partial correlation procedures), which are unable to adequately account for measurement error or distinguish between the effects of a methods factor, Podsakoff et al.’s (2003) measured latent-variable approach allows measurement error in the methods factor to be estimated while modeling the effects of the biasing variable on the measures themselves (rather than directly on the theoretical constructs).

Using the 6-item *Short Scale Social Desirability-Gamma* (*KSE-G*; Kemper et al., 2012) (α = .73), measured on a (1) *Strongly Disagree* to (5) *Strongly Agree* rating scale, and the 5-item negative affect (NA) scale developed by MacKinnon et al. (1999; α = .95) and measured on a (1) *Not at all* to (5) *Very much* rating scale, we tested two nested models. The first model included a baseline model where all path loadings from each measured latent-methods factor to each PSEW indicator were constrained to zero. The comparison model was identical except all factor loadings were freely estimated. This process was repeated for both social desirability as well as negative affect. We examined the magnitude of each method bias by squaring the standardized paths from the latent method factor to the PSEW indicators.

There was a significant difference (∆*X*2(9) = 23.61, *p* < .001) between the unconfounded baseline model (*X*2(36)= 140.47, CFI = .86, TFI = .83, SRMR = .12, RMSEA = .14) and the social desirability-confounded measurement model (*X*2(27)= 116.86, CFI = .88, TFI = .80, SRMR = .07, RMSEA = .15). However, results indicated the effect was small, accounting for less than 7% of the systematic variance. Furthermore, there was no significant difference (∆*X*2(9) = 16.64, *p* > .05) between the unconfounded baseline model (*X*2(36)= 134.11, CFI = .87, TFI = .83, SRMR = .10, RMSEA = .14) and the NA-confounded measurement model (*X*2(27)= 117.47, CFI = .88, TFI = .80, SRMR = .07, RMSEA = .15). Furthermore, NA accounted for less than 3% of the systematic variance, indicating that NA did not influence the measurement of PSEW. Taken together, these results suggest the PSEW scale is not disproportionately confounded with method effects.

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**APPENDIX C**

Appendix C describes the content of Study 7, which tests a full theoretical model (Fig.1) in order to understand better the PSEW’s role within its larger nomological network. In Study 7, we empirically link PSEW to each of the convergent/discriminant constructs and we also provide formal hypotheses for the role of PSEW within its larger theoretical framework. Overall, this additional sample (Study 7) ensures reliable assessment of nomological network of the newly developed PSEW scale.

**Study 7: Further Evidence of Criterion-Related Validity**

In this additional sample we sought to establish the beginnings of a nomological network of the newly developed PSEW scale by examining its associations to each nomological neighbor within our full theoretical model (Fig. 1C). Because we used each nomological neighbor as a pivotal variable in Study 7, we were unable to also use them as an incremental validity test. Although it is impossible to cover comprehensively all the antecedents and consequences of PSEW within the page limitations of this paper, these selected constructs are not necessarily the only variables related to PSEW but these are representative of different areas of capabilities, self-efficacy, and status. For instance, having the skill to influence effectively and network in social interactions (i.e., political skill), having confidence in ability to mobilize motivation and resources needed to meet situational demands (generalized self-efficacy), and making sense of one’s standing (regarding the respect, prominence, and prestige) in an organization relative to other organizational members (workplace status). Together these provide a good representation of factors that contribute to PSEW. Despite prior investigations on each of these constructs, their independent and unique contribution on PSEW is unknown. This exploration may facilitate a better understanding of which constructs are fundamental to PSEW.

**Nomological Antecedents**

**Political Skill and PSEW**

From the perspective of researchers who construe organizations as fundamentally political arenas (e.g.; Kanter, 2017; Mintzberg, 1985; Pfeffer, 1981), it makes sense to assume that those with heightened levels of political skill would also possess PSEW. We argue that political capabilities (e.g., political skill), generalized self-beliefs, and personalities alone aren’t enough to explain political dynamics at work (Mintzberg, 1983; Wiltshire, 2016). Political players must also have high levels of political self-confidence. Furthermore, sufficient empirical evidence has been compiled to support the assertion (Meurs *et al.* 2010, p. 530) that self-ratings of political skill capture political self-efficacy, while other ratings of political skill capture political capabilities at work. This causal assumption regarding a difference between self- and other-ratings of political skill aligns with tenants of social-cognitive theory (Bandura, 2001), which suggests that competency-related self-beliefs (i.e., PSEW) are known to explain the link between ability and eventual success.

We drew from this body of social/political influence theory (Ferris et al., 2007) and Munyon et al.’s (2015) framework to support our argument that political skill may increase one’s PSEW resulting in higher self-awareness of, and self-trust while navigating organizational politics. Accordingly, self-reports of political skill may provide employees with an inherent sense of self-efficacy due to their ability to be good at engaging in interpersonal influences (networking) and understanding of both others and environment (Ferris et al*.,* 2005). To this point, PSEW reflects an intrapsychic element, which relates to specific aspects of political skill (networking, opportunity capitalization) and facilitate social interactions at work. Building off this line of reasoning, we believe that PSEW acts as a domain-specific outcome of political skill, rather than a synonymous construct, and originates from social skill at work, which is derived from global social skill (Hogan & Shelton, 1998), which is basically a formative construct (Hogan & Shelton, 1998, p. 136). We thus, hypothesize that PSEW is attributable to political skill.

*Hypothesis 13*: Political skill positively predicts PSEW.

**Generalized self-efficacy and PSEW**

We posit that employees higher in generalized self-efficacy will also be higher in PSEW.

In line with social cognitive theorizing that links trait-like self-efficacy, or generalized self-efficacy, to its more narrowly focused forms (Eden, 1988; Chen et al., 2001) we posit that employees higher in generalized self-efficacy will also be higher in PSEW. Prior research suggests that a general tendency to feel efficacious can spill over to impact state-like and domain-specific forms of self-efficacy (e.g., PSEW) (Shelton, 1990; Sherer et al., 1982).

*Hypothesis14*: Generalized self-efficacy positively predicts PSEW.

**Workplace status and PSEW**

Workplace status refers to how employees make sense of who they are (Djurdjevic et al., 2017) and it is influenced by their social status and hierarchical rank relative to others (see symbolic internationalist perspective; Blumer, 1969). One possible way to explain the association between PSEW and status is self-efficacy. Essentially, status is a socially-construed construct that describes self-images to be a reflection of their social self (Leary & Baumeister, 2000) and influences self-efficacy- and esteem-based beliefs (like one’s status in the organization). Considering prior research (Yang et al., 2021) that does link status to several domain-specific efficacy beliefs relevant to work self-efficacy we also propose its link to PSEW.

Another explanation of this association is based on reputation (Ferris et al., 2003). Given the strong conceptual link between political skill and reputation as for example, political skill’s effect on performance is mediated by reputation (Ferris et al., 2003; Liu et al., 2007) we also suggest that high-status employees may be reputed to perform at a high level (Zinko et al*.,* 2007) thus, enhancing their levels of PSEW. Research showed that people with favorable reputations tend to enjoy higher status (Hochwarter et al*.,* 2007) such as status satisfies individuals’ reputation of being successful political players. Therefore, it is not difficult to imagine that a high-status employee may be considered reputable as powerful political players at work, simply from being good at the exercise of influence/power in organizations. Similarly, we argue that workplace status is a primary driver of PSEW; the reputation people have such as a high workplace status is likely to increase their reputation in regard to navigation of workplace politics thus, leading to higher PSEW.

*Hypothesis15:* Workplace status positively predicts PSEW.

**Dark Triad and PSEW**

Based on premise that politics is a fact of life and reflects an exercise of influence and power in action (Ferris et al., 2019; Pfeffer, 1981) and considering prior findings that link dark traits and political actions (e.g., Schütte et al*.,* 2018; Hochwarter et al*.,* 2004), we propose that those who characterized as having Machiavellianism, narcissism and psychopathology (Dark Triad) should possess heightened levels of PSEW.

First, as PSEW represents an exercise of personal agency/capabilities will be linked to agency aspect of Machiavellianism (Collison et al*.,* 2018). Similarly to Blickle et al*.* (2020) who linked Machiavellianism and political skill, we propose that Machiavellians who are prone to engage in political activities (O’Connor & Morrison, 2001; Valle & Perrewe, 2000) may need an appropriate basis of self-confidence to become more effective in subsequent political activities. Particularly, Machiavellian’s egocentric motives influence the way individuals exert organizational politics that might have implications in individual’s political self-confidence beliefs (PSEW).

Further, Machiavellians’ ruthless to fulfill their self-interests and their skepticism about motives of others (Christie & Geis, 1970) when they engage in strategic goal-directed behavior demands self-confidence beliefs to be viewed their actions positively (or at least not as negatively). Therefore, Machiavellians are likely to exhibit increased levels of PSEW in order to satisfy their desire to build ties to powerful others and to convince the world out to get them as better political actors at work.

Second, considering the associations between narcissism and political skill (Ferris et al*.,* 2019) we propose that narcissism is likely to increase PSEW. Particularly, only certain facets of narcissism, such as admiration seeking might relevant to PSEW. Following one area of organizational politics research as that is focused on political, strategic goal-directed behavior, we propose that those having PSEW seem to be more powerful for mastering effectively goal-directed actions in their work. Thus, narcissist’s egoistic motivations (Campbell et al*.,* 2011) and tendency to abuse power and influence others may enhance PSEW as those are likely to satisfy even more narcissists’ personal needs for admiration seeking.

Third, we suggest in particularly facets of psychopathology, the ‘fearless dominance’ (Patrick et al., 2015) will have the greatest impact on PSEW. Again, employees with heightened levels of ‘fearless dominance’ are likely to believe that they are the prima-donna players within a political arena while feelings of superiority and dominance among employees will appear. Those may likely to exert organizational politics without fear and hesitation at the expense of others and organization. It is a sense of dominance that is likely to generate increased levels of PSEW. Further, we suggest that individual’s feelings of superiority over others may also shape their perceptions to invest their full selves into political navigation at work. We argue that some employees are likely to experience a broader sense of dominance and fearless when exerting political games and for their levels of PSEW will also be increased.

*Hypothesis16a-c: a)* Machiavellianism, b) narcissism, and c) psychopathy positively predict PSEW.

**Nomological Outcomes**

We propose that PSEW may impact employees’ general political behavior, impression management, and political will. We identified these constructs because they (a) are frequently utilized in the field and in the organizational politics framework introduced by Ferris and Hochwarter (2011), (b) have an interrelated nature and a common source underlying organizational political dynamics, (c) they influence the ways in which individuals behave politically, (d) are a central representative sample of some of the most commonly used constructs in the new categorization of organizational politics (Ferris et al., 2019), and (e) are important to employee work outcomes and organizational politics in a variety of settings and cultures**.**

**PSEW and Political Behavior and Impression Management**

Although general political behaviors include a broad spectrum of actions that informally supported or formally prohibited by the organization (e.g., bribes, withholding information, blackmail; Ferris *et al.,* 2019) impression management aims “to manage the identities that others assign to them” (Tedeschi & Melburg 1984, p. 31). Particularly, impression management, as some of the dimensions of political behavior, it requires skill to execute effectively (Ferris et al., 2012). Thus, treating political behavior an outcome of political capabilities (as defined in recent reviews and frameworks; e.g., Ferris et al*.,* 2019), we argue that PSEW entails a necessary set of political capabilities and psychological resources available to individuals to facilitate political behavior. Yet, Munyon et al.’s(2015) in their meta-theoretical framework describe that intrapsychic efficacy-related beliefs often shape situational responses to organizational politics. This means that as self-efficacy-related beliefs become more favorable (i.e., as PSEW increases), so too does one’s successful impression management. Essentially, impression management is likely a function of one’s perceived capability in engaging in such behavior. One primary impact PSEW as a domain-specific efficacy has is that increases both general and specific forms of political behavior

*Hypothesis 17a-b*: PSEW positively predicts general political behavior and impression management at work.

**PSEW and Political Will**

Grounded in social/political influence theory (Ferris et al., 2007; Munyon et al., 2015), and social cognitive theory and consistent with the amalgamation of evidence in organizational politics (e.g., Ferris et al., 2019; Maher et al., 2021; Malik et al., 2024; Harris, Maher, & Ferris, 2016; Treadway, 2012; Treadway, 2005; Treadway et al., 2012) we argue that PSEW should be related to higher levels of political will. We propose that PSEW as a representative construct to the broad category of political characteristics within the new categorization of politics (Ferris et al., 2019) encompasses self-efficacy-based foundations. Also, self-efficacy beliefs play a motivational role in human behavior, such as higher perceived self-efficacy in a specialized domain is linked with favorable valence judgments-expectations-rewards (Bandura, 1997). That is, PSEW captures self-awareness of and self-confidence in ability to master political navigation at work and results in more favourable self-assessments. This may mobilize motivation of action needed to meet demands from organizational politics. We position PSEW as a can-do motivation that increases favorable self-assessments and a tendency for ‘wanting’ to act (McAllister et al., 2016) is more highly. As such, PSEW is likely to have a favorable impact on one’s political will.

*Hypothesis 18*: PSEW positively predicts political will at work.

**Participants and Procedures**

We utilized a snowball design to recruit participants for this sample. To be eligible to participate, participants needed to be 18 years or older and working full-time in a traditional job setting (i.e., not self-employed). Eligible participants were entered into a raffle to win one of five Amazon gift cards at each stage of the data collection. Of the 400 participants originally recruited, 321 completed the Time 1 survey (response rate of 80.25%), which included a measure of each nomological antecedent variable (i.e., political skill, generalized self-efficacy, workplace status, the Dark Triad traits, general political behavior, and impression management) and all demographics. Two weeks later, 290 participants completed the Time 2 survey, which included the PSEW scale. Finally, after another two weeks, 240 participants completed the Time 3 survey, which included self-report measures of general political behavior, impression management, political will, job satisfaction, emotional exhaustion, each motivational striving, task- and person-focused OCB, creative performance, and general job performance. After screening data for participants who (a) failed several attention checks and accuracy questions noted in Study 3 and/or (b) completed the survey in less than 2 seconds per item, time-matched data were available for 211 participants. Participants were 52.11% male, 69.34% Caucasian, and the mean age was 35.96 (SD = 9.21) years.

**Measures**

We used the 9-item PSEW scale from Study 2 to measure employee’s PSEW (α = .93). Political skill (α = .94), generalized self-efficacy (α = .93), workplace status (α = .95), Machiavellianism (α = .82), narcissism (α = .79), psychopathy (α = .79), general political behavior (α = .89), impression management (α = .90), and political will (α = .93) were all measured using the same scales from Study 3 and Study 4. Job satisfaction (α = .93), emotional exhaustion (α = .96), achievement striving (α = .87), communion striving (α = .86), and status striving (α = .89) were assessed using the same self-report measures from Study 5. OCB-task (α = .89) and OCB-person (α = .92), creativity performance (α = .88), and general job performance (α = .89) were assessed using the same measures from Study 6; however, the scales were modified to reflect self-report (instead of coworker-report). For example, the OCB-person item “[NAME] listens to coworkers when they have something to get off their chest” (other-report) was modified to “I listen to coworkers when they have something to get off their chest” (self-report).

**Study 7: Results**

**Table 1C** provides the correlations the means, standard deviations, and correlations among the key variables and demographics for Study 7. We tested our full model using path analysis in Stata Version 15 (StataCorp, 2017). As expected, political skill (b = .20, p = .009) and generalized self-efficacy (b = .29, p < .001) were positively related to PSEW, finding support for Hypotheses 13 and 14. Neither workplace status (b = .09, p = .057) nor any Dark Triad trait (b = .06, .01, -.09, respectively) were significantly associated with PSEW, finding no support for Hypotheses 15 or 16. We only found partial support for Hypothesis 17a as PSEW was significantly related to general political behavior (b = .38, p < .001) but not significantly related to impression management (b = .05, p = .39). Lastly, finding support for Hypotheses 18, PSEW was positively associated with political will (b = .24, p = .006).

As in Study 5 and 6, again in Study 7 we found support for Hypotheses 7, 8, 9a-c, 3, 10a-b, 11, and 12, as PSEW was positively associated with job satisfaction (b = .27, p = .003), negatively associated with emotional exhaustion (b = -.36, p = .002), positively to communion striving (b = .30, p < .001), achievement striving (b = .15, p < .001), status (b = .36, p < .001), OCB-person (b = .32, p < .001), OCB-task (b = .34, p < .001), creative performance (b = .23, p = .011), and general job performance (b = .30, p < .001). We only found partial support for Hypothesis 5b as PSEW was significantly related to general political behavior (*b* = .38, *p* < .001) but not significantly related to impression management (*b* = .05, *p* = .39).[[1]](#footnote-1)

**Conclusions**

In this additional sample we sought to establish the beginnings of a nomological network of the newly developed PSEW scale by developing and testing a full theoretical model that links PSEW to each nomological neighbor. We have now provided further validity evidences regarding nomological antecedents and outcomes of PSEW. We hope this model will help to better understand the PSEW’s critical role within its broader model of organizational politics in explaining linkages between political capabilities and work outcomes at work, and its influence needs to be explained more fully.

Intuitively, a positive relationship between PSEW and OCBs suggests that the associations between PSEW- job performance and PSEW- job satisfaction deserve closer attention and exploration. However, further work is required to establish the directionality and causality of these relationships, and its effects of individuals and organization. It may be productive to think of the interacting effects of PSEW and contextual factors and its predictors on political actions/outcomes.

Furthermore, our validity results in this study emphasize the importance of the newly developed scale of PSEW as a useful psychometric tool with which researchers can extend and complete research in organizational politics and other relevant research on I/O psychology. Our hope is that this new scale underscores the meaningfulness of having an increased sense of political self-efficacy in order for employees to suffer less of adverse effects of organizational politics. PSEW is likely to influence not only the success of those engage in political maneuvering at work, but also of the full lives of employees and organizations surrounding them.

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**Table 1C**

*Descriptive Statistics and Zero Order Correlations for Additional Sample*

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1. GenderT1 | -- |  |  |  |  |  |  |  |  |  |  |  |
| 2. AgeT1 | -.04 | -- |  |  |  |  |  |  |  |  |  |  |
| 3. EthnicityT1 | -.02 | -.22\*\* | -- |  |  |  |  |  |  |  |  |  |
| 4. EducationT1 | -.06 | .03 | -.05 | -- |  |  |  |  |  |  |  |  |
| 5. Political skillT1 | .08 | .01 | .04 | -.14\* | -- |  |  |  |  |  |  |  |
| 6. Generalized SET1 | .02 | -.03 | .06 | -.13\* | .49\*\* | -- |  |  |  |  |  |  |
| 7. Workplace statusT1 | -.06 | .15\* | -.03 | .12 | .40\*\* | .38\*\* | -- |  |  |  |  |  |
| 8. MachiavellianismT1 | -.05 | -.03 | -.02 | .02 | .17\* | .04 | .12 | -- |  |  |  |  |
| 9. NarcissismT1 | -.08 | -.14\* | -.02 | .08 | .12 | .11 | .19\*\* | .60\*\* | -- |  |  |  |
| 10. PsychopathyT1 | -.07 | -.04 | .02 | .08 | -.11 | -.17\* | .09 | .62\*\* | .35\*\* | -- |  |  |
| 11. PSEWT2 | -.08 | -.02 | .05 | -.04 | .40\*\* | .42\*\* | .30\*\* | .09 | .10 | -.09 | -- |  |
| 12. Gen. pol. beh.T3 | -.07 | .00 | .04 | .12 | .37\*\* | .15\* | .33\*\* | .47\*\* | .51\*\* | .20\*\* | .29\*\* | -- |
| 13. Imp. man.T3 | -.03 | -.14\* | .09 | .03 | .20\*\* | .00 | .22\*\* | .49\*\* | .52\*\* | .42\*\* | .07 | .61\*\* |
| 14. Political willT3 | -.08 | -.15\* | -.04 | .22\*\* | .25\*\* | .10 | .20\*\* | .49\*\* | .55\*\* | .21\*\* | .17\* | .72\*\* |
| 15. Job satisfactionT3 | -.04 | .21\*\* | .02 | .03 | .10 | .12 | .18\*\* | -.10 | .00 | -.06 | .20\*\* | -.04 |
| 16. Emotional exhaustionT3 | .13 | -.21\*\* | -.01 | .10 | -.04 | -.17\* | -.10 | .14\* | .16\* | .15\* | -.20\*\* | .04 |
| 17. Achievement strivingT3 | .04 | .05 | .03 | .02 | .03 | .24\*\* | .06 | -.13 | -.09 | -.06 | .26\*\* | -.02 |
| 18. Communion strivingT3 | .11 | .08 | .05 | .01 | .24\*\* | .24\*\* | .12 | .00 | .05 | -.15\* | .33\*\* | .18\*\* |
| 19. Status strivingT3 | -.13 | -.03 | .10 | .11 | .24\*\* | .14\* | .41\*\* | .22\*\* | .36\*\* | .15\* | .28\*\* | .49\*\* |
| 20. OCB-taskT3 | .01 | .03 | .00 | -.17\* | .22\*\* | .30\*\* | .20\*\* | .04 | -.03 | -.09 | .34\*\* | .20\*\* |
| 21. OCB-personT3 | .13 | .04 | .00 | -.07 | .43\*\* | .35\*\* | .18\* | .05 | .09 | -.20\*\* | .35\*\* | .25\*\* |
| 22. Creative performanceT3 | -.05 | .14\* | -.02 | .13 | .28\*\* | .21\*\* | .39\*\* | .09 | .15\* | .04 | .17\* | .28\*\* |
| 23. Job performanceT3 | -.01 | .07 | .05 | -.16\* | .44\*\* | .48\*\* | .35\*\* | -.05 | .05 | -.06 | .36\*\* | .12 |
| Sample 7 *M* | 0.48 | 35.96 | 0.31 | 5.49 | 3.77 | 4.21 | 3.03 | 1.96 | 2.25 | 1.94 | 3.81 | 2.64 |
| Sample 7 *SD* | 0.53 | 9.21 | 0.46 | 1.42 | 0.75 | 0.67 | 1.12 | 0.93 | 0.98 | 0.89 | 0.77 | 1.01 |

**Table continues**

**Table 1C(continued)**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Variable | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 13. Imp. man.T3 | -- |  |  |  |  |  |  |  |  |  |  |
| 14. Political willT3 | .52\*\* | -- |  |  |  |  |  |  |  |  |  |
| 15. Job satisfactionT3 | .01 | -.12 | -- |  |  |  |  |  |  |  |  |
| 16. Emotional exhaustionT3 | .12 | .13 | -.53\*\* | -- |  |  |  |  |  |  |  |
| 17. Achievement strivingT3 | -.10 | .00 | .31\*\* | -.09 | -- |  |  |  |  |  |  |
| 18. Communion strivingT3 | .15\* | .16\* | .34\*\* | -.01 | .37\*\* | -- |  |  |  |  |  |
| 19. Status strivingT3 | .43\*\* | .39\*\* | .16\* | .01 | .19\*\* | .37\*\* | -- |  |  |  |  |
| 20. OCB-taskT3 | .10 | .15\* | .11 | .01 | .31\*\* | .38\*\* | .30\*\* | -- |  |  |  |
| 21. OCB-personT3 | .13 | .27\*\* | .22\*\* | -.02 | .28\*\* | .67\*\* | .29\*\* | .50\*\* | -- |  |  |
| 22. Creative performanceT3 | .20\*\* | .17\* | .17\* | -.11 | .15\* | .15\* | .30\*\* | .10 | .22\*\* | -- |  |
| 23. Job performanceT3 | .06 | .07 | .20\*\* | -.06 | .42\*\* | .25\*\* | .25\*\* | .36\*\* | .37\*\* | .30\*\* | -- |
| Sample 7 *M* | 2.38 | 2.99 | 3.94 | 2.68 | 4.68 | 4.14 | 3.38 | 3.88 | 4.08 | 3.49 | 4.11 |
| Sample 7 *SD* | 0.68 | 1.03 | 1.07 | 1.34 | 0.47 | 0.71 | 1.03 | 0.77 | 0.71 | 1.01 | 0.66 |

*Note.* Sample 7 (*N* = 211); *M* = mean. *SD* = standard deviation. PSEW = political efficacy at work. SE = self-efficacy. Gen. pol. beh. = general political behavior. Imp. man. = impression management. OCB-task = Task-focused citizenship behaviors. OCB-person = Person-focused citizenship behaviors. OCB-task = Task-focused citizenship behaviors. OCB-person = Person-focused citizenship behaviors. T1 = Time 1; T2 = Time 2; T3 = Time 3. For gender, 0 = male and 1 = female. For race/ethnicity, 0 = Caucasian/White and 1 = minorities (which includes Black/African American, Native American/Alaskan Native, Asian/Pacific Islander, and Hispanic/Latino[a] American). For education, 1 = Some high school, no diploma, 2 = High school graduate, diploma, or the equivalent, 3 = Some college, 4 = Associate degree, 5 = Bachelor’s degree, 6 = Master’s degree, 7 = Professional degree, and 8 = Doctorate degree.

\**p* < .05. \*\**p* < .01.

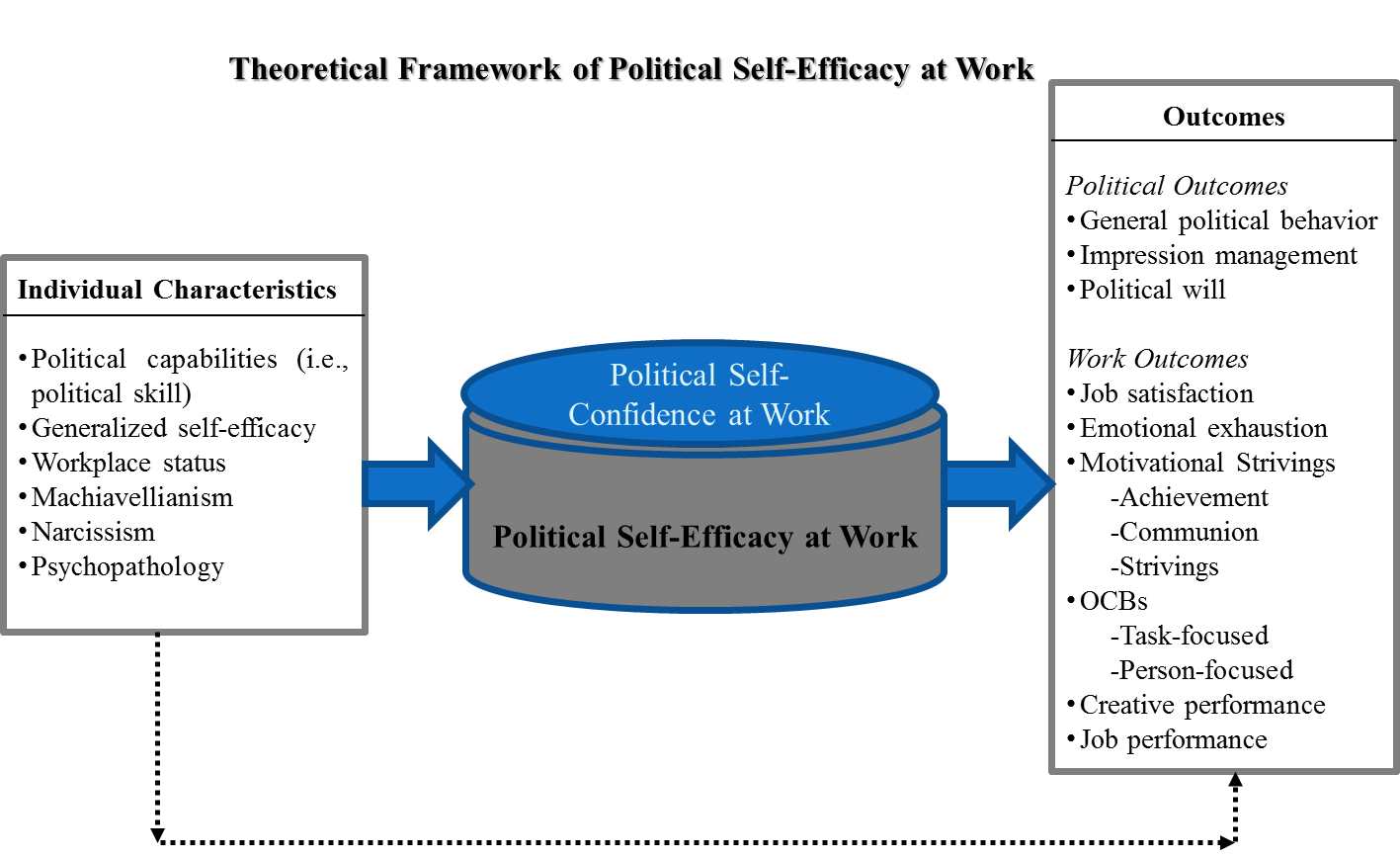


Figure 1C

1. As an additional check, we re-ran the model while controlling for each Big Five personality trait. To do so, we utilized the 20-item Mini-IPIP (Donnellan et al., 2006). Items were assessed on a five-point Likert scale ranging from (1) *Strongly Disagree* to (5) *Strongly Agree*. Sample items include, “I am the life of the party” (extraversion; α = .83), “I sympathize with others’ feelings” (agreeableness; α = .81), “I get chores done right away” (conscientiousness; α = .67), “I have frequent mood swings” (neuroticism; α = .74), and “I have a vivid imagination” (openness; α = .79). Adding the Big Five personality traits did not significantly impact any relationship. [↑](#footnote-ref-1)