Effects of Perception of Organizational Politics on Employee's Well-Being: The Mediating Role of Trust and Interpersonal Conflicts

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Abstract

Perception of organizational politics (POP) is a critical issue for all organizations. Most of the researchers indicate that it has a negative effect on employee's performance. This study finds the relationship between POP and employee's well-being (EWB) by using interpersonal conflicts at work (ICW) and interpersonal trust at work (ITW) as mediators. The well-being of employees is an important factor to be studied because it covers overall happiness of employees which includes job satisfaction, performance, job loyalty etc. Therefore, without concerning the employee's well-being, no organization can compete or lead in the competitive environment. So there is a research gap which needs to conduct a research study on employee's well-being with the reference to perception of organizational politics. The main focus of this study is to find out the relationship between employee's well-being and perception of organizational politics with the mediating effect of interpersonal conflicts at work and interpersonal trust at work. The sample size of this study is in a number of 223 with cross-sectional study and conducted in the famous city Lahore, Pakistan.

Keywords: Perception of organizational politics (POP); Employee's well-being (EWB); Interpersonal conflicts at work (ICW); interpersonal trust at work (ITW).

Introduction

One of the most important and descriptive terms that is used within the organization which is related to the behaviors of the employees is "politics". It can be described as interpersonal behavior enacted in order to increase one's interest at the expense of others. Organizational politics is a reality of life at the workplace (Guglielmo, 2016). Furthermore, it involves voluntary actions shaped to meet personal rather than organizational goals (Johnson, Rogers, Stewart, David, & Witt, 2017). Additionally, it may be in favor or against the interest of an organization depending on the situation but mostly it is considered detrimental as it has the potential to reduce the organization's efficiency and effectiveness. Moreover, it also restricts information sharing thus creating communication barriers. An organization, which is dominated by politics, is very stressful for employees to work in, ultimately resulting in high turnover (C.-H. Chang, Rosen, & Levy, 2009; Meisler & Vigoda-Gadot, 2014; Sultan, Kanwal, & Gul, 2015). Therefore, organization politics creates negative perception in the mind of employees where employees think political activities surroundings by them which may cause harmfulness. On the basis of above information, POP is defined as the extent to which employees think about political activities in the organization (Chu-Hsiang Chang, Rosen, Siemieniec, & Johnson, 2012). Since, organizational politics involves self-acting political activities that are not endorsed by the organization (Guglielmo, 2016). From two decades, it is perceived as having negative effects on organizational performance.

On the contrary, employee's well-being is defined as the overall quality of an employee's experience and tasks during work. This broad definition of well-being consists of employee's health care, philosophy, psychology, and sociology. Basically, it covers three key dimensions: psychologi-

cal, physical and social. The psychological dimension includes mental satisfaction level, abilities, and self-respect, whereas the physical dimensions include food, housing, health facilities, fashion etc. and the third dimension which is social includes participation in society, acknowledged in public, getting up in the societal activities where enhance their name, status and also providing such facilities to the problems of the public problems (Grant, Christianson, & Price, 2007; Holmes-Truscott, Browne, Pouwer, Speight, & Cummins, 2016).

Moreover, interpersonal conflict at work which is defined as the natural phenomena present in the employee's relationships within organization. Interpersonal conflict is a stressor which affects the organizational outcomes and also has negative effects on employees' attitudes and behaviors (Ul Haq, 2011). Interpersonal conflict creates conflicts within organization, it may be desirable or not, but exist at all levels in the hierarchy of the organization. Such conflicts are caused by the differences in employees' norms, values, and working conditions. Hence, these conflict arises when two or more people working in a situation which is incompatible according to their working style.

Furthermore, interpersonal trust at work can be explain as an expectation or person belief on future actions that will be helpful or favorable to its interests (X.-P. Chen, Eberly, Chiang, Farh, & Cheng, 2014; Schoorman, Mayer, & Davis, 2007). So to gain the ITW of the employees, it is necessary to do interactional justice with employees. According to the previous research it has confirmed that the political nature of the organization can cause some degree of role ambiguity, and miss the judgment of what is reward or punishment for employees in the organization. In this situation the ambiguity in decision making will be declining the ITW because employees feel confused and uncertain about organization policy and their decisions for them. So researcher found that POP have a negative impact on ITW (C. H. V. Chen & Indartono, 2011; Vigoda-Gadot, 2007). Ladebo (2006) found that ITW associated with the highest level of employee's loyalty and employee's loyalty lead to employee's commitment and employee's commitment show the level of EWB. Thus main focus of this study is also find the relationship between POP and EWB and also check, whether ICW and ITW mediate the relationship or not.

Rational of the Study

Well-being of the employees is important factor for all organization in all over the world because it influence the employees positive emotions and also a basic right of employees at work place (Harter, Schmidt, & Keyes, 2002). Pakistan, as a developing state, is currently facing with a set of employees related problem in organization which is due to the lack of resources, poor training facilities, useless equipment and the most important is political manipulation. As result, these type of problem causes employees dissatisfaction and also decrease their motivational level toward jobs. Furthermore, Vigoda (2000) has studied the relationship between POP and work outcomes (job satisfaction, intention to leave and neglect etc.) which further provide support to this research for investigation.

This study will investigate the following questions:
a)   Is there any significant relation between POP and employee's well-being?
b)   Do interpersonal conflicts mediate the relationship between perception of organizational politics and employee's well-being?
c)   Does interpersonal trust at work mediate the relationship between POP and employee's well-being?

Literature Review

POP creates stress at work. Organizations in which employees perceive higher organizational politics have high turnover rates as compared to those that have a friendly working climate. Em-

ployees who are working in an environment where political activities exists, those employees may be physically good but mentally they are affected by the political activities of the surrounding which damages their well-being and performance in the organization (Ferris & & Fandt, 1989; Miller, Rutherford, & Kolodinsky, 2008b; Ul Haq, 2011). Miller, Rutherford, and Kolodinsky, (2008) proposed that the POP leads to negative concerns and intention towards employees that may decide to leave the organization. So politics in an organization may cause the reduction in organization performance and also human capital. Employee's well-being is a popular discussion in a recent decade in the organization where POP exists. There are many books which are giving the outline for the protection and promotion of employee's satisfaction, employee's well-being and employee's health (Fuchs & Klann, 2013). Directors, top managers, line manager, and supervisor have also believed that keeping employees happier or increasing their well-being and satisfaction will increase their efforts and productivity of the organization (Fisher, 2003). That is the reason leaders and managers spend a lot of resources to improve the employee's well-being in many ways like professional training development, employee's practices regarding health care advantages and employee's assistance programs etc. HR managers regularly check employee's well-being by different surveys and technique (Rynes, Colbert, & Brown, 2002). Even many governments became involved to increase the well-being of employees. The Himalayan kingdom of Bhutan maintained the national happiness index since 1972 to gain the attention of others governments and the media (Revkin, 2005), So this trend shows the importance of employee's well-being. Accordingly, the management practices start working to design the team building, the safety initiatives of employee's with the explicit objective to increase the employee's performance by increasing their well-being. It is hard to find the impact of these management practices on various dimensions of employee's subjective well-being. According to Steptoe, Deaton, and Stone (2015), there are three different dimensions of subjective well-being and these dimensions are psychological which is related to the job training, job satisfaction, and life happiness, physical which is related to their health checking phenomena such as cardiovascular disease, blood pressure, and accidents etc. and social which is related to providing opportunities for interpersonal relationships within the organization and outside of the organization and, providing varying degrees of fairness or justice. So literature shows the importance of EWB. Therefore, there is need to study EWB and find that how POP affect EWB because without concerning EWB no organization can succeed according to previous literature. So on the basis of above references this study focus is to find the relationship of POP and EWB.

H1: There is a significant negative relation between perceptions of organizational politics and employee's well-being

Literature shows that employee's well-being is related to employee's job satisfaction, life happiness, stress, psychological, physical and mental health etc. There is a negative relationship between POP and desirable work outcomes such a job satisfaction, performance, life happiness, organizational commitment. On the other hand, there is a positive relationship between POP and undesirable work outcome such as stress, turnover intentions and negligent behavior (MITWsler & Vigoda-Gadot, 2014). Desirable work outcome included the different dimension of employee's well-being and there is a negative relation between desirable work outcome and perception of organizational politics.

On the other hand, conflict occurs due to a range of factors such as individual differences in objectives, hopes, values, proposed action plans and suggestions on how to best handle a condition which is predictable. The conflict is intensified today by changing technology, shifting of world power, political fighting, and financial uncertainties nature (E. Kane-Frieder, A. Hochwarter, L. Hampton, & R. Ferris, 2014). These are the main factors which increase ICW. ICW creates stress

that affects the organizational outcomes. It also has negative effects on the attitudes and behaviors of employees (Ul Haq, 2011). According to the conceptual model of Ferris et al., (1989) conflict is a stressor that is always linked to the POP. Politics is such kind of self-service behavior in which a person who are playing politics in the organization, having potential to threaten others interest for the sake of his/her interest or goal. This type of politics can creates the conflicts and chaos in the organization. So conflicts have negative effects and having harmful outcomes for employees as well as for the organization. The same result is for POP which has negative effects and harmful results for employees as well as for the organization. Conflict is functional as well dysfunctional in nature. The same result is for perceive organization politics it is also positive and negative in nature (E. Kane-Frieder et al., 2014; Guglielmo, 2016; Meisler & Vigoda-Gadot, 2014). These similarities between the two variable show their strong relationship with each other. ICW reported positive correlation with the POP. It shows that when POP increases ICW also increases. ICW also having a negative impact on job desirable outcomes like performance, job satisfaction, life happiness, and psychological, physical and social etc. These dimensions are related to employee's well-being. The rationality of this argument is based on the notion that POP creates ICW and ICW has strong negative relation with employee's well-being. So from the above justification, we can say that:

H2: Interpersonal conflicts at work mediate the relation between perception of organizational politics and employee's well-being.

Furthermore, there are three views of trust in the organizational literature (Searle, Weibel, & Den Hartog, 2011). First, the trust uses contextualized in the rational choice theory paradigm as a decision. Secondly, it was considered as an action or observable behavior. These two views are problematic because they complicate trust with his results or outcome. The third perspective led most research on trust in the organization parameters and defines trust as a set of beliefs confident in another party. According to the third view as a belief, state implies positive expectations of another party and intend to accept helplessness (Colquitt, Scott, & LePine, 2007). So it can be say that trust is conceptualized as a belief that another party will be fair, reliable and competent, and accordingly, the trustier becomes vulnerable to the trustee. There are numbers of studies which shows the importance of trust in promoting positive outcomes for individuals or employees and organization (Dirks, K.T.; Ferrin, Dirks, & Ferrin, 2001). The study by Innocenti, Pilati, and Peluso, (2011) focuses on trust in supervisors, leader and middle level-managers. Some employees have developed trust at a micro level, such as supervisors or co-workers, and some employees have developed trust at the macro level, or generalized representatives, toward the employer (Aryee, Budhwar, & Chen, 2002). These perceptions are not related to a particular individual or employees but it is lasting impression that is characterized by predictability, reliability and continuity include that the employer is true, correct, has good intentions and is predictable. Trust on employer refers to an employee's beliefs about the likelihood that the employer future actions will be beneficial, favorable or at least do not harm an employee's own interest, so that is the reason it is the crucial factor influencing employee behavior (Dirks & Ferrin, 2001; Sendjaya & Pekerti, 2010). The social information processing theory shows the social context of an employee informs the intent and meaning of the actions of others and thus influences attitudes and behaviors of employees. Trust on the employer can strengthen the relationship between HRM practices and employees performance because those employees who feel they can trust their employer shows high performance at work. HRM practices can increase performance and well-being of employees through their functional role in facilitating mental outcomes, the established relationship of trust with the employer may extend this positive relationship also activating the positive affective responses among employees (Kinnie, Hutchinson, Purcell, Rayton, & Swart, 2005; Wright & Haggerty, 2005). To get positive results employer continuously perform HRM practices for employee's well-being. The employee's level of trust and well-being

decreased when the employer play politics instead of practicing HRM. So it can be say that trust having a negative relation with POP and positive relation with EWB. *H3: Interpersonal trust at work mediates the relationship between POP and employee's well-being.*

As such if the HRM practices from the employer are in a positive way then it will automatically increase the trust and wellbeing in a positive sense. So according to this statement, it can be say that HRM practices are basically the employer activities for the betterment of their employees like what kind of things, policies, rules, management, workplace environment etc. they can provide for the betterment of employees. In contrast, if there are ambiguity and employer play politics and did not care about employees then automatically the level of trust of employees will decrease. So from the above argument it can be analyzed that POP will decrease ITW and ITW will further decrease EWB.

Conceptual Model
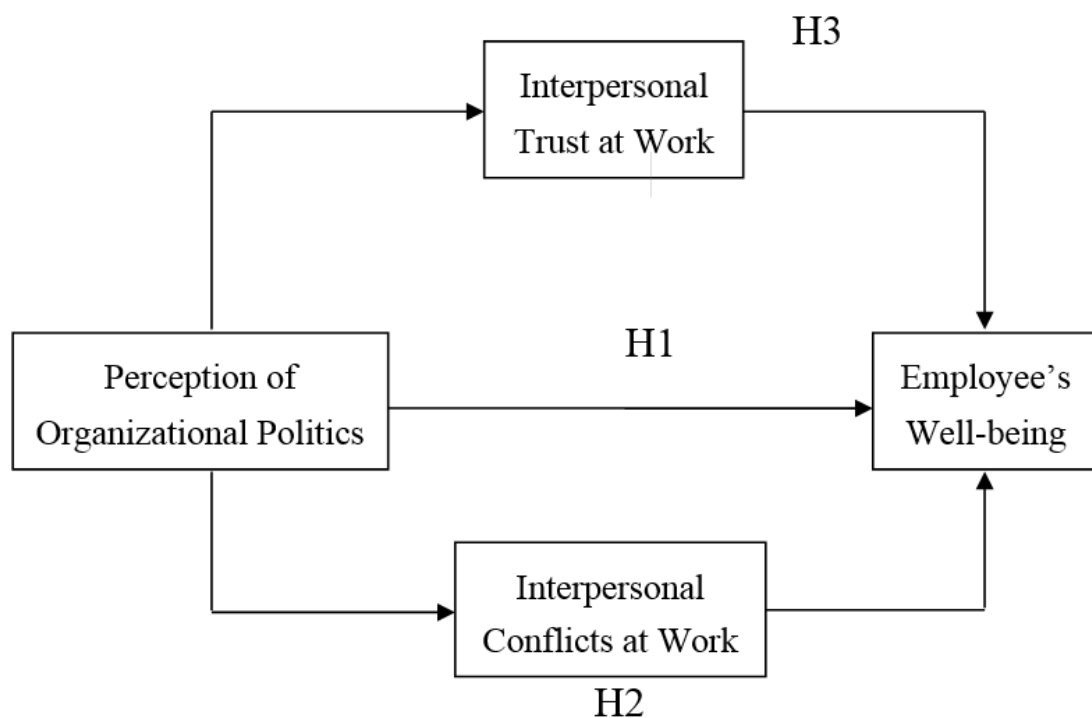
Methodology

Research approach basically trust on close understanding of the condition, to explain the relationships among the study variables (Bryman & Bell, 2007). Accordingly, the basic objective of this study is to test the relationship between perception of organizational politics, employee's well-being, interpersonal conflicts at work, and interpersonal trust at work through quantitative approach because this approach is more depicted to find the accepted results in scientific and business society. As using this approach will help to find and control the biasness or errors found in the statistical data during analysis run. This is cross sectional study and conducted in actual environment. In laboratory research all other unrelated independent variable are kept at minimum level and only test the required variable. Survey questionnaire used for data collection which includes questions regarding

POP, EWB, ICW, and ITW. The close-ended questions have been asked on five-point Liker scale as 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. The target population of this study is located in Pakistan but due to time limitation it is restricted to Lahore. Sampling technique is simple random sampling and questionnaire only given to experience employees. Total questionnaire were 250 which were distributed among the employees working in a different organization located in Lahore. The response rate was 89.2% of the sample taken, 59.2% respondents were male and 40.4% were female, the education of 4.9% respondents were intermediate, bachelor (2 years) were 20.9%, master were 30.5%, MS/MBA were 40.8% and Ph.D were 3.1%. The industry they belonged to, 79.4% were from services and were 20.6% from manufacturing. The sector they belonged to, 19.3% public were and 79.8% were private. Experience calculate the total job experience, and out of total 1 to 3 years were 39%, 3 to 5 years were 33%, 5 to 8 years were 15%, 8 to 10 years were 8%, 10 to onward were 5%. Reliabilities of all variables are above 0.70 which prove that the questionnaires used reliable enough to proceed for further analysis.

Results

Table 1 explains the mean, standard deviation, and correlations. First 5 rows consist of the control variable, 6th row shows an independent variable, and 7th row present dependents variable and 8th, 9th consist on mediating variable. The relationship of the independent and dependent variable shows that there is weak negative significant correlation exist (-.346**). Similarly the relation of POP with mediator show there is a positive correlation with ICW (.431**) and negative correlation with ITW (-.233**). Similarly, the relation of EWB with mediator shows that there is a negative correlation with ICW (-.385**) and positive correlation with ITW (.595**). Additionally, the results show that both mediators have a negative correlation (-.435**).

Table 1. Means, Standard Deviations, and Correlations

	Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1.	Gender											
2.	Qualification	3.16	.95	-.031								
3.	Experience	4.52	3.77	-.150*	.036							
4.	Industry	1.20	.40	-.260**	-.124	-.186**						
5.	Sector	1.82	.45	.100	-.140*	-.089	.074					
6.	POP	2.79	.75	-.106	.101	.010	.041	-.120	(0.77)			
7.	EWB	3.55	.98	.005	.037	-.110	.145*	-.070	-.346**	(0.80)		
8.	ICW	3.46	1.17	.008	.040	.136	-.031	-.160*	.431**	-.385**	(0.84)	
9.	ITW	3.78	1.01	.031	.029	-.134	.101	-.018	-.233**	.595**	-.435**	(0.89)

Correlation is significant at the 0.05 level (2-tailed).*. Correlation is significant at the 0.01 level (2-tailed).**

Andrew F. Hayes Mediation

To check the mediation, the process of Andrew F. Hayes was applied. Keeping first mediator ICW as dependent variable and POP as independent for checking the relationship between independent and first mediator. Table 2 shows the result of POP and ICW, and according to the result shown in table 2, the p value is less than 0.05 which shows that there is a significant relationship between POP and ICW. Furthermore, the value of the coefficient is .9822 which shows that there is a positive

correlation between POP and ICW. Additionally, one unit change in POP causes .9822 unit changes in ICW it means that if POP increase ICW will also increase.

Table 2. ICW as outcome variable

	Coefficient	**p**	**LLCI**	**ULCI**
Constant	.7205	.0024	.2573	1.1838
POP	.9822	.0000	.8223	1.1421
R-sq	0.3987			
p-value	.0000			

The second step is to check the overall effect of POP and ICW on EWB and also check the direct relation of POP and EWB. So in table 3 EWB is outcome variable. EWB as a dependent variable and checked the combine effect of POP and ICW on EWB. Results show that, ICW and POP both significantly related with EWB because both p values were below from 0.05. Moreover, the coefficient value of ICW (-.2315) shows that there is negative correlations between ICW and EWB and change in one unit of ICW causes change -.2315 unit change in EWB. Similarly, the coefficient value of POP shows that there is also a negative correlation between POP and EWB and one unit change in POP causes -.2224 unit change in EWB. Moreover, the row of direct relation shows that the direct relationship also exists between independent and dependent variable and indirect effect shows that there is significant indirect relationship also exist. It means ICW partially mediate the relationship between POP and EWB. So these results provide support for hypotheses H1 and H2 of this study. It means that there is a significant relationship between POP and EWB, and ICW partially mediates the relation between them.

Table 3. EWB as outcome variable

	Coefficient	**p**	**LLCI**	**ULCI**
Constant	4.9797	.0000	4.5138	5.4457
ICW	-.2315	.0006	-.3620	-.1009
POP	-.2224	.00320	-.4255	-.0193
Direct effect of X on Y	**Effect**	**p**	**LLCI**	**ULCI**
	-.2224	.00320	-.4255	-.0193
Indirect effect of X on Y	**Effect**	**Boot LLCI**	**Boot ULCI**	
ICW	-.2273	-.3856	-.1017	
R-sq	.1663			
p-value	.000			

Similarly the same process is applying to check the mediating role of ITW. So according to the process of Andrew F. Hayes, first step is keeping ITW as dependent variable and check the effect of POP on ITW in table 4. Result shows that there is significant relationship between POP and ITW because p value is less than 0.05. Also the value of coefficient (-.3109) shows that there is negative relationship between POP and ITW.

Table 4. ITW as outcome variable

	Coefficient	p	LLCI	ULCI
Constant	4.6525	.0000	4.1546	5.1505
POP	-.3109	.0004	-.4828	-.1390
R-sq	0.0544			
p-value	.0004			

In the second step the mediating effect of ITW between POP and EWB explains in table 5. According to the process of Andrew F. Hayes, in second step keeping dependent variable as the outcome variable and check the combined effect of POP and ITW on EWB. Results in table 5 show that the p-value for both variables is below 0.05 which means EWB is significantly related with POP and ITW.

Table 5. EWB as outcome variable

	Coefficient	p	LLCI	ULCI
Constant	1.5808	.0000	1.0785	2.0831
ITW	.6947	.0000	.6107	.7787
POP	-.2337	.0001	-.3457	-.1217
Direct effect of X on Y	**Effect**	**p**	**LLCI**	**ULCI**
	-.2337	.0001	-.3457	-.1217
Indirect effect of X on Y	**Effect**	**Boot LLCI**	**Boot ULCI**	
ITW	-.2160	-.3781	-.0791	
R-sq	.6014			
p-value	.0000			

Furthermore, the value of coefficients of ITW (.6947) shows that there is a significant positive relation between ITW and EWB and one unit of change in ITW causes .6947 unit change in EWB. Similarly, the value of POP coefficient (-.2337) shows that there is a negative relation between POP and EWB and one unit change in POP causes -.2337 unit change in EWB. The direct relationship between independent and dependent variable is also supported in Table 4.5. Furthermore, the overall results show that ITW mediate the relation between POP and EWB. So the result of table 4.5 support to hypothesis 3 of this research it means that ITW partially mediates the relationship between POP and EWB.

Discussion
Our result supports the H1 which shows that there is a significant relationship between POP and EWB. Result also shows that ICW mediate the relationship between POP and EWB which support to H2 of this study. Similarly, the result supports the H3 due to the mediating variable.

Furthermore, first hypothesis of the study is that there is a significant negative relationship between POP and EWB and from the result of this study it is proved. It means that if there is POP in organization it will negatively affect employee's well-being. EWB further consist of different performance related outcome, so without EWB of employees no organization can perform well or lead in market. So for employers it is important to overview this results because it will give significant benefits to their organization. So this research will help all those employer, organization and top

level managers to focus on POP and try to reduce it at maximum level. So in this way they can increase their performance.

Moreover, result of this study show that ICW mediate the relationship between POP and EWB. According to the process of Andrew F. Hayes, the first step result shows that ICW has a positive correlation with POP, it means that if POP increase ICW will also increase. Similarly, the second step result shows that ICW also having a negative correlation with EWB. So the overall result shows that, ICW has significant relationship with POP and EWB. So it is prove that ICW mediate the relationship between POP and EWB. As a result, the conceptual model path for ICW mediation is prove from the study results and it can be explain like when POP increases it causes effect on ICW, and ICW also having a negative effect on EWB so the combine effect or the mediating effect is more than the direct relation between POP and EWB. So for managers and employers, it is necessary to reduce ICW 'which is created by POP' to increase the EWB of employees.

Likewise, the third hypothesis that is, ITW mediate the relation between POP and EWB. According to the process of Andrew F. Hayes, the first step proves that ITW having negative relation with POP it means that if POP increases, ITW will decreases. Also ITW having positive correlation with EWB it mean that when ITW is decreases in employees their EWB will also decreases. So result shows that ITW has significant relation with POP and EWB. It means that ITW mediate the relationship between POP and EWB. The conceptual model path for ITW mediation prove from the result and it can be explain as, those employees who face high POP, their ITW will decreases which further decreases their EWB. Therefore, it is also an important finding for employers and top level management because from this study result they can analyze the important of ITW in employees and by training or some other instrument they can increase the ITW of employees for keeping EWB high.

In addition, the first hypothesis of the research find that there is significant relationship between POP and EWB and EWB further explain by different dimension like employees performance, loyalty, satisfaction etc. Most of the studies like the study of MITWsler & Vigoda-Gadot, (2014) and Hochwarter, Kacmar, Perrewé, & Johnson, (2003) focused only on employees job outcome variable, but not to find direct relationship between POP and EWB. However, this study found the significant relationship between POP and EWB.

Besides, this study also finds that ICW mediate the relationship between POP and EWB and the mediation is checked by the process of Andrew F. Hayes, according to that, first keeping ICW as the outcome variable and check the relationship between POP and ICW. The result shows that there is significant and positive correlation exist between POP and ICW and the same result also founded by different researcher like Ferris et al., (1989), and Ul Haq, (2011). In the same manner, the second step of the process of Andrew F. Hayes that is, keeping EWB as the outcome variable to check the combined effect of POP and ICW on EWB and checked the mediating effect of ICW. Results show that there is a significant negative correlation existed between ICW and EWB. The same result also supported by another researcher like De Dreu, van Dierendonck, & Dijkstra, (2004) and Giebels & Janssen, (2005) while the significant point of this study is the mediating relationship of ICW between POP and EWB which may not be founded by other authors. Also, the same process run for ITW mediating path, which is the second path of the conceptual model and result show that ITW has significant negative relation with POP, to concern other researcher they founded ITW as moderator and also founded that ITW has significant relationship with political skill (Ammeter, Douglas, Ferris, & Goka, 2004; Poon, 2004; MITWsler & Vigoda-Gadot, 2014) but not showing the significant relation with POP. In contrast, the significance of this study is to found the significant negative

correlation between POP and ITW and significant positive correlation between ITW and EWB which shows that ITW the relationship between POP and EWB.

Implications

Practical messages for the respondents drawn from this study are that POP is negatively affecting the employee's well-being. So those employers who want to keep their employee's well-being better must reduce politics in their organization. Second, this study investigated that ICW decrease employee's well-being. So if managers reduce conflicts and keep friendly environment within the organization the EWB of employee's can be maintained. Third, POP can be decreased if manager builds trust in employees because when employees have trust on their employer they think positively about the organization and do not bother POP.

Limitations and Future Directions

There are some limitations of this research study which can become the opportunities for the academic researchers and practitioners for further explorations. First, this study conducted in Pakistani culture specifically in Lahore. So the application of these results in other culture should be careful because these finding cannot be generalized for other cities. Second, male respondents dominated as compare to the female respondents which is another limitations of this study because few research studies have reported that female employees respond more positively toward the developmental and working relationship than males. Therefore, future studies can investigate the role of gender. Third, the data gathered from different organization. Hence, in future studies it can employ on specific industries. Forth, this study focus on only two mediators. Thus, researcher can also explore other potential mediators, moderators in future which further explain the relationship between POP and EWB.

Conclusion

In brief, the first objective of this study is to find the relationship of POP with employ's well-being and second, to find the mediating effect of ICW and ITW between POP and EWB. These objectives supported by the previous literature and also from the current study results. The data of this study run by process of Andrew F. Hayes, technique and all results support to this research objective which means that all hypotheses of this study have proven. As a result, this research contributes in the field of research and useful for the practitioner. For example, the first finding of this research paper is, POP has a negative relation with employee's well-being. It means that if there is POP in the organization and top management do not care about their employee's future, social life or family life, satisfaction and happiness and they just focused on their self-interest or for the organization interest, indeed, it lowers the EWB which is bad for the organization. The second finding of this research is that ICW has also negative effects on employee's well-being and having a positive relationship with POP and play mediating role between POP and well-being. Therefore, those organization in which ICW is high, EWB will be low. So practitioner should care about ICW within employees and try to decrease it at maximum level. In this way, they can keep EWB at maximum level. Third, ITW mediates the relationship between POP and employee's well-being. In other word, ITW has a negative correlation with POP and positive correlation with EWB. Thus, the employer should create ITW among employees. In this way, they can increase the EWB. In short, this study very useful for practitioners because from this study they can understand the importance of employee's well-being and also understand how to keep overall happiness and satisfaction level of employees high, and to increase the organization performance.

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