Model of Perceptions of Organizational Politics (Reprinted with permission from Ferris, Russ, & Fandt, 1989)
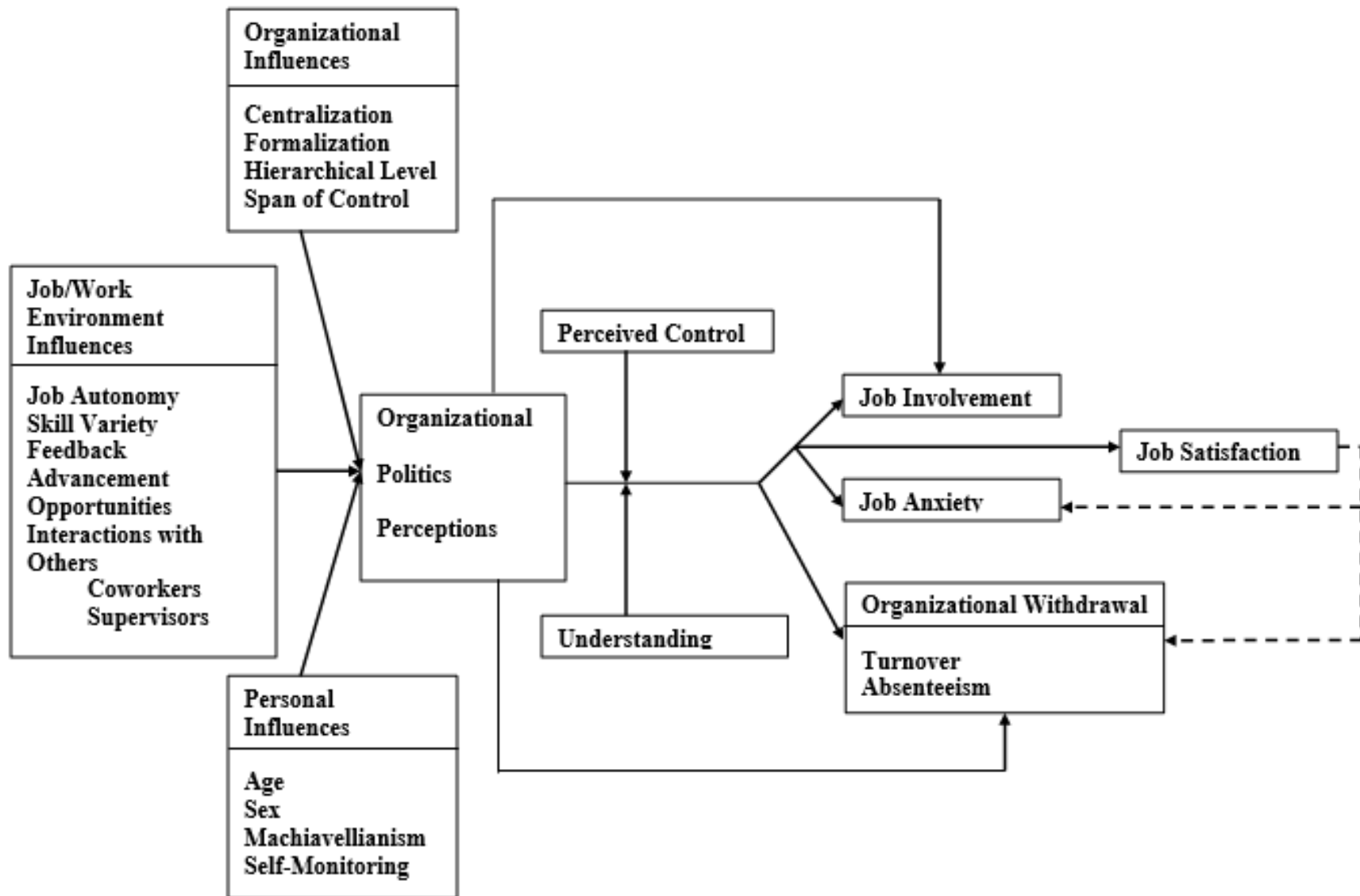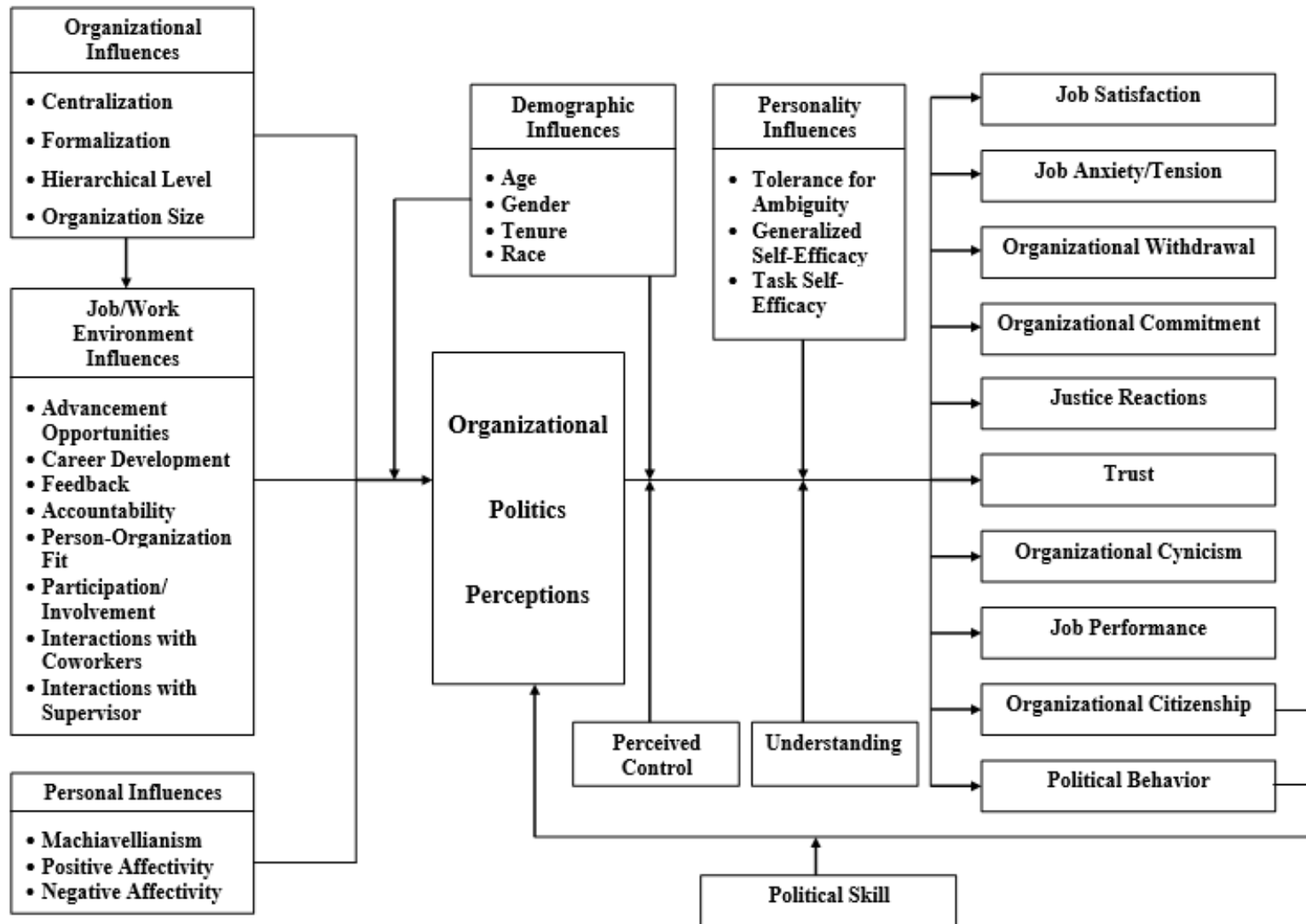
Online Supplemental Appendix B

Revised Model of Perceptions of Organizational Politics (Reprinted with permission from Ferris, Adams, Kolodinsky, Hochwarter, & Ammeter, 2002)

Organizational Influences
- Centralization
- Formalization
- Hierarchical Level
- Organization Size

Job/Work Environment Influences
- Advancement Opportunities
- Career Development
- Feedback
- Accountability
- Person-Organization Fit
- Participation/ Involvement
- Interactions with Coworkers
- Interactions with Supervisor

Personal Influences
- Machiavellianism
- Positive Affectivity
- Negative Affectivity

Demographic Influences
- Age
- Gender
- Tenure
- Race

Personality Influences
- Tolerance for Ambiguity
- Generalized Self-Efficacy
- Task Self-Efficacy

Organizational Politics Perceptions

Perceived Control

Understanding

Political Skill

Job Satisfaction

Job Anxiety/Tension

Organizational Withdrawal

Organizational Commitment

Justice Reactions

Trust

Organizational Cynicism

Job Performance

Organizational Citizenship

Political Behavior

Online Supplemental Appendix C

Previous Meta-Analytic Results for Bivariate Relationships Between Perceptions of

Organizational Politics and Associated Antecedents and Consequences

Antecedents	k	N	ρ	95% CI	
				Lower	Upper
Demographic					
Age	47[c]	18,229	-.03	-.00	.00
Gender	35[c]	15,832	.00	-.03	.03
Tenure	42[c]	15,309	.05	.02	.08
Race	8[c]	5,058	.01	-.04	.05
Education	13[c]	5,979	-.02	-.08	.04
Personality and individual differences					
Machiavellianism	8[c]	10,706	.42	.36	.49
Self-monitoring	5[c]	632	-.04	-.10	.03
Positive Affect	14[c]	7,225	-.31	-.34	-.28
Negative Affect	13[c]	6,802	.41	.35	.48
Political skill	6[e]	1, 244	.01	-.23	.24
Locus of control-external	8[c]	8,919	.31	.21	.41
Job and work environment					
Autonomy	12[c]	3,874	-.27	-.35	-.20
Skill variety	4[c]	1,755	-.18	-.22	-.13
Feedback	9[c]	4,997	-.32	-.48	-.16
Advancement opportunity	8[c]	6,685	-.50	-.65	-.35
Leader-member exchange	11[c]	4,640	-.58	-.63	-.52
Team-member exchange	--	--	--	--	--
Development opportunity	5[c]	4,783	-.65	-.74	-.56
Accountability	--	--	--	--	--
Person-organization fit	--	--	--	--	--
Participation	10[c]	5,373	-.57	-.63	-.45
Organizational citizenship behavior (OCB)	--	--	--	--	--
Political behavior	--	--	--	--	--
Met expectations	5[c]	1,090	-.61	-.65	-.57
Trust	7[c]	1,987	-.64	-.80	-.47
Cooperation	6[c]	6,039	-.32	-.53	-.11
Organizational					
Centralization	7[c]	5,062	.53	.45	.73
Formalization	12[c]	6,258	-.18	-.27	-.09
Hierarchical level	11[c]	6,216	.07	-.01	.14
Span of control	3[c]	619	.07	-.01	.15
Organization size	--	--	--	--	--
Procedural justice	13[c]	3,238	-.59	-.65	-.54

Consequences	k	N	ρ	95% CI	
				Lower	Upper
Psychological and health					
Stress/anxiety	24[w]	8,998	.45	.16	.73
	28[d]	9,617	.41	.41	.46
Strain/tension	21[b]	7,140	.48	.34	.45
	39[f]	13,781	.48	.44	.53
Burnout	7[d]	1,973	.35	.31	.42
Perceptual					
Overall justice	21[f]	5,219	-.55	-.63	-.47
Procedural justice	11[d]	2,866	-.63	-.79	-.70
Distributive justice	8[d]	3,282	-.39	-.45	-.37
Interactional justice	4[d]	1,268	-.68	-.88	-.76
Trust	7[d]	4,512	-.69	-.90	-.81
	7[f]	10,390	-.78	-.91	-.64
Work control	7[d]	4,874	-.37	-.42	-.35
Job empowerment	11[f]	6,044	-.44	-.55	-.33
Support	14[b]	4,022	-.62	-.77	-.70
Leader-member exchange	14[f]	5,966	-.50	-.56	-.45
Relationship quality	12[f]	4,985	-.44	-.55	-.33
Perceived uncertainty	10[f]	3,963	.29	.18	.40
Attitudinal and intentional					
Job satisfaction	35[w]	12,733	-.45	-.73	-.17
	45[b]	16,640	-.57	-.51	-.44
	61[d]	23,804	-.49	-.55	-.52
	56[f]	26,497	-.56	-.59	-.52
Involvement	6[d]	3,601	-.26	-.31	-.23
Overall commitment	25[w]	7,237	-.41	-.68	-.14
	34[d]	9,218	-.42	-.47	-.42
	35[f]	9,250	-.47	-.54	-.40
Affective commitment	33[b]	11,633	-.54	-.47	-.38
Continuance commitment	10[d]	4,328	-.28	-.32	-.24
Cynicism	--	--	--	--	--
Turnover intentions	24[w]	7,083	.44	.17	.71
	27[b]	8,439	.43	.32	.40
	34[d]	12,462	.50	.52	.57
	26[f]	2,580	.43	.34	.51
Behavioral					
Absenteeism	6[d]	1,763	.11	.08	.19
Turnover	--	--	--	--	--
Withdrawal	--	--	--	--	--
Overall OCB	21[d]	9,005	-.23	-.26	-.21
	28[f]	4,802	-.15	-.21	-.10
OCB, individual	9[b]	1,913	-.16	-.18	-.09
	16[d]	4,841	-.29	-.33	-.26
OCB, organization	9[b]	1,913	-.20	-.20	-.12

	k	N	ρ	CI	CI
	12[d]	2,700	-.16	-.21	-.12
Task performance (in-role)	20[a]	6,949	-.11	-.20	.01
	14[b]	3,397	-.20	-.16	-.09
	33[f]	5,100	-.27	-.37	-.17
Job performance (self-report)	8[d]	3,039	-.11	-.15	-.06
Job performance (supervisor-report)	21[d]	7,128	-.16	-.19	-.14
Political behavior	--	--	--	--	--
Counterproductive work behavior	9[d]	2,990	.42	.40	.49

Note. k = number of effect sizes in each meta-analytic analysis; N = total number of observations in each k sample; ρ = mean weighted correlation coefficient corrected for sampling error and measurement unreliability; CI = confidence interval.

[a]Miller, Rutherford, & Kolodinsky (2008)
[b]Chang, Rosen, & Levy (2009)
[c]Atinc, Darrat, Fuller, & Parker (2010)
[d]Bedi & Schat (2013)
[e]Munyon, Summers, Thompson, & Ferris (2013)
[f]Watkins, Smith, Long, & Christian (2014)

Online Supplemental Appendix D

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