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Moderating Role of Political Skills in the Relation between Negative Work–Family Spillover and Psychosomatic Complaints

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Negative work–family spillover is one of the most important and disturbingfactors for the staff in health organizations. With focus to the moderating role of political skills, the main purpose of this research was to study the role of work–family spillover in psychosomatic complaints due to the moderating role of political skills. This research used correlational methodology with a sample of two hundred forty five staff from an industrial company in Esfahan, Iran. The research instruments included work–family spillover questionnaire, political skillsscale, and psychosomatic complaint questionnaire. Data was analyzed using the Pearson correlation coefficient and hierarchical regression analysis. The results showed a negative and significant relationship between work–family spillover and political skills. In addition, a positive and significant relationship between work–family spillover and psychosomatic complaints was also found. The results of hierarchical regression analysis showed that in those with low political skills, a significant relationship exists between spillover into the children and housework areas and psychosomatic complaints, while no such relationship is found in those with high political skills.

KeyWords: work-family spillover, psychosomatic complaints, political skills, Iran.

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In the past few decades, the interaction of different roles that individuals play in their day-to-day lives has attracted increasing attention in academic communities (Ray, Gornick, & Schmitt, 2008; Demerouti, Bakker & Tetrick, 2014). Under the current living conditions, both men and women face requirements from numerous and diverse roles that they must comply with for their survival. In practice, the compliance of these requirements will cause individuals some difficulties in terms of inter-role spillover (Kossek, Kalliath & Kalliath, 2012). A type of inter-role spillover (work and family) is a spillover of work stresses and experiences into the family environment, and vice versa (Bakker, & Demerouti, 2013; Demerouti et al, 2014). The spillover of work and family into each other has a bidirectional nature. This means that work states and experiences are sometimes transferred into the family environment (work–family spillover) and family events and activities are sometimes transferred into the work environments (family-to-work spillover) (Cook & Minnotte, 2008).

The spillover of work into family life is the transference of states, experiences, and skills from the field of work into the field of the family which can be both positive (reinforcing and constructive) and negative (weakening and destructive) effects (Bakker, & Demerouti, 2013). The spillover of work into family follows the simple principle wherein an individual's effort and participation inperforming the requirements of the work role causes an interference (either positive or negative) with the requirements and an individual's capabilities for performing family affairs and duties (Ilies, Wilson & Wagner, 2009; Amstad, Meier, Fasel, Elfering & Semmer, 2011). The current study focused on the negative aspects of spillover from work into family. The movement of negative states and experiences

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from the work environment into the family environment has been found to be very important in several research studies. Previous research, grounded in theories that focused on stress and its role in physical and psychological well-being, showed that negative spillover of work into family can be a significant source of stress and tension (Schmidt, 2011). In addition, previous research has also demonstrated that one of the most significant consequences of negative spillover of work into family is the prevalence of psychological and psychosomatic complaints (Cartwright & Cooper, 2009).

Psychosomatic complaints manifest as apparent physical problems in one of the systems (immune system, the gastro-intestinal tract, cardiovascular system, or reproductive system) or in specific organs (such as the skin, joints, thyroid, muscles, and other infections) (Nakao, 2010). However, clinical and para-clinical studies have shown no organic orphysical cause of the discomfort. There is substantial evidence which indicates that chronic stress may contribute to many psychosomatic complaints and if it is eliminated or weakened, signs of recovery will appear (Eller, Netterstrøm, Gyntelberg, Kristensen, Nielsen et al, 2009; Xu, Zhao, Guo, Guo & Gao, 2009). Previous research has shown that negative work–family spillover is associated with increased psychological and psychosomatic complaints (Rupert, Stevanovic & Hunley, 2009; Amstad et al, 2011; Nkpah, Nduonofit & Bieh, 2012; Kalliath & Kalliath, 2012). In the meta-analysis of Amstad et al. (2011), which widely focused on the consequences of work–family interference (based on eighteen studies and a sample of more than eight thousand people), the average interference effect of work-family on psychological and psychosomatic complaints was reported to be.29 (95% confidence interval, and a range of −.268 to −.306).The results of this meta-analysis have also

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shown that even when time spent during work and family activities and the parental role is taken into account, the relationship between work-family interference and psychosomatic complaints remains significant (Amstad et al, 2011).

By focusing on the interaction of psychological and physical systems, researchers can theoretically examine the relationship between work-family interference and psychosomatic complaints by using the cognitive activation theory of stress. In this theory, a cognitive evaluation of condition is an integral part in the process of dealing with stress, coping with it, and providing a response (Reme, Eriksen & Ursin, 2008). Based on the current theoretical framework, people who encounter interference between work and family activities conduct a cognitive evaluation of their position, resources, and conditions and also assess how one (work or family) affects the other (Schmidt, 2011). In these evaluations, individuals first determine whether the phenomenon they are encountering is positive or negative, harmful or useful, and if it hurts them or not. In the cognitive evaluation of stressors, individuals also evaluate their capacities and resources for coping with pressure they experience (Cartwright & Cooper, 2009). If they come to the conclusion that the stress of the negative spillover from work or family into each other is beyond their capacity and coping resources, it is likely to hurt them (negative cognitive evaluation) by interfering with the nervous and physical compensation systems (for example, hormone levels) and they will gradually experience some physical consequences (Monroe, 2008; Seeds & Dozois, 2010). In most cases, if the source of the negative spillover is not eliminated, these physical consequences will appear in the form of psychosomatic complaints.

However, the question remains whether individuals

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experience psychosomatic complaints as a result of negative spillover from work or family in all conditions and positions. There are several possible answers to this question. During the cognitive evaluation process, not only do individuals evaluate stressors, but they also evaluate their capacities, skills, and resources to cope with stress (Amstad et al, 2011). When an individual concludes that the negative spillover is harmfulandyet evaluates his/her capacities, skills, and resources to be at a high level, a faulty link between stress and psychosomatic complaints will be separated (Monroe, 2008; Seeds & Dozois, 2010). Political skills are one aspect of personal capacities and skills which can moderate the relation between the negative work–family spillover and psychosomatic complaints.

Political skills are a construct based on an individual's merit and social skills in interpersonal relationships, which had been considered in some research studies one to two decades ago (Treadway, Ferris, Duke, Adams & Thatcher, 2007). Political skills are the ability to effectively understand others in the workplace and to use this knowledge and awareness of how to influence others is such a way as to increase the possibility of achieving individual and group goals (Andrews, Kacmar & Harris, 2009; Blickle, Wendel & Ferris, 2010). Political skills, more simply put, are the kinds of skills and abilities needed to influence others based on persuasion and agreement (Ferris, Treadway, Perrewé, Brouer, Douglas et al, 2007). Therefore, it can be said that political skills are based on tactics through which individuals, for their survival, try to use them in an organizational environment (Ferris et al, 2007).

Good political skills have a high potential capacity to create efficient business contexts. Because of this, these abilities are valuable phenomena within organizations at the staff, managerial, and supervisor levels (Blickle, Von Below&

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Johannen, 2011; Ferris & Hochwarter, 2011). Moreover, political skills in the research have shown evidence ofuseful and effective potential capacity in stress management and more favorable management of the interference of the work–family spillover (Ferris et al, 2007; Meurs, 2008; Meurs, Gallagher & Perrewé, 2010; Blickle et al, 2011). For instance, Perrewe and colleagues (2004) demonstrated in a study that a negative and significant relation between political skills and role conflict, and psychosomatic complaints existed in workers. The results of that study also showed that political skills can moderate the relationship between role conflict and psychosomatic complaints. In another study, Meurs et al. (2010) also examined the moderating role of political skills (in both self-report and supervisor report) in a relationship between conflict and burnout and showed that political skills partially moderated the relationship between conflict and burnout.

A Conceptual Model of Research

Based on previous research and the cognitive activation theory of stressin the current research, it is predicted that if an employee has a negative cognitive evaluation of work–family spillover and if an individual's evaluation of his/her political skills is high and favorable, despite the pressure of the spillover of work and family into each other, one's personal belief in his/her political skills to manage and control the conditions will negate the significant effects that lead to psychosomatic complaints. But if an individual has a negative evaluation about the spillover and evaluates his/her political skills to be at a low and weak level, the negative spillover of work and family will lead to psychosomatic complaints. The predictions for the current study are grounded in cognitive evaluation and the activation theory of stress. In addition, an approach has also

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been considered which derives from the cognitive evaluation and activation theory of stress, called a buffering approach of positive cognitive evaluations. This approach completes the explanatory power of the evaluation and cognitive activation theory of stress. This research conceptual model can be seen in the Figure 1.

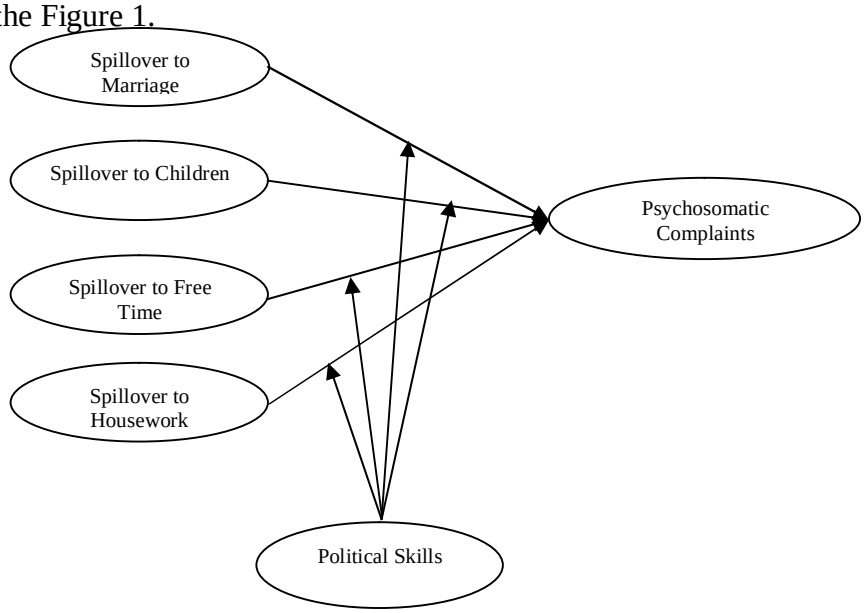


Figure 1. Research Theoretical and Conceptual Model

Research Hypotheses

H1. There is a positive relationship between negative work to family spillover in the four dimensions (marriage, children, free time and housework) and psychosomatic complaints.

H1-1: There is a positive relationship between negative work-family spillovers to marriageand psychosomatic complaints.

H1-2: There is a positive relationship between negative work-family spillover to children and psychosomatic complaints.

H1-3: There is a positive relationship between negative

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work-family spillover to free time and psychosomatic complaints.

H1-4: There is a positive relationship between negative work-family spillover to housework and psychosomatic complaints.

H2. There is a negative relationship between negative work to family spillover in the four dimensions (marriage, children, free time and housework) and political skills.

H2-1: There is a positive relationship between negative work-family spillovers to marriageand political skills.

H2-2: There is a positive relationship between negative work-family spillover to children and political skills.

H2-3: There is a positive relationship between negative work-family spillover to free time and political skills.

H2-4: There is a positive relationship between negative work-family spillover to housework and political skills.

H3. Political skills moderate the relationship betweennegative work to family spillover in the four dimensions (marriage, children, free time and housework) and psychosomatic complaints. That is, when political skills are high, there is not a significant relationship between negative work to family spillover in the four dimensions (marriage, children, free time and housework) and psychosomatic complaints, but in low political skills these relations are significant.

Method

The research methodology used in this study was descriptive-correlation and its sample was drawn from a population of industrial and mining staff from a company in the Kerman province, Iran (winter, 2012). From this population and based on Krejcie& Morgan's (1970) sample size table, two hundred fifty

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employees were selected for the sample to participate in this research. The staff name list was used to select participants by simple random sampling. After collecting questionnaires, five questionnaires (about 2%) were excluded due to failure to respond. Therefore, the sample group was reduced to two hundred forty-five. From the two hundred thirteen employees who declared their education, 75.6% had associate degree or a higher diploma, 60.4 were about 40 years old, and 65.3% had at least 20 years of work experience. The average age of the participants was 37.51 years (with a standard deviation of 7.12 years) and the average work experience of the sample members was 11.96 years (with a standard deviation of 7.08 years).

Measures

*Work–family spillover***.** Work–family spillover was measured with the twenty-item scale adapted from Small and Riley (1990). The scale measures work–family spillover in four dimensions: marriage/companionship (five items, an example item is: Having a job helps me get along better with my spouse/partner), children (five items, an example item is: When I get home from work, I often do not have the energy to be a good parent), free time (five items, an example item is: My work hours take away from the time I have to enjoy myself), and housework (five items, an example item is: My job makes it difficult for me to get household chores done). The items are answered using a 6-point rating scale from 1 =strongly disagree to 6 = strongly agree. Along with the consideration of theface and content validity of this scale in Iran, exploratory factor analysis demonstrated the construct validity of this scale in the Iranian work setting. Cronbach's alpha for the work–family spillover in marriage/companionship, children, free time, and housework were found to be .93, .92, .89, and .93, respectively

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(Golparvar, Zeraati& Atashpour, 2014). In the current research study, Cronbach's alpha for the four dimensions of this scale were .88, .91, .91, and .9, respectively.

1.1 **Psychosomatic Complaints:** Psychosomatic complaints were measured with the Golparvar, Estabraghi & Javadian (2012) scale. The scale measures eighteen indicators of conventional psychosomatic complaints (such as headache, stomach aches, gastro-intestinal tract problems and so forth) from about six months previous to the present. In this scale, responses are collected using a 7-point scale from 1 =never to 7 = always. Higher scores indicate more severe psychosomatic complaints. The construct validity of the scale has been verified and Cronbach's alpha was .98 in the Iranian context (Golparvar et al, 2012). In the current research study, the exploratory factor analysis (KMO = .9, Bartlett's test of Sphericity = 2998.06, p<-.001, factor loadings ranging from .51 to .8, and scale variance explained approximately60%), verified the construct validity of the scale and Cronbach's alpha was found to be .93.

Political Skills. Political skills were measured using six items adapted from Perrewe et al. (2004). The total score of this scale was considered for the assessment of political skills and increased scores indicate greater political skills. A sample item of this scale is: I am able to make most people feel comfortable and at ease around me. In this scale, a 7-point rating scale was used with 1 = strongly disagree to 7 = strongly agree. The reliability and validity of this scale have been demonstrated in previous studies (Perrewe et al, 2004). For instance, Perrewe and colleagues (2004) found that the convergent validity revealed a significant relation between political skills and self-monitoring, empathic concern, events understanding, extroversion, positive affectivity, and conscientiousness. In addition, these authors also reported Cronbach's alpha of the

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scale at .71. In thecurrentstudy, also the exploratory factor analysis (Varimax rotation and factor loading the minimum of .4) was carried out to test the construct validity of the scale (KMO = .95, Bartlett's test of Sphericity = 5818.11, $p<.001$, factor loadings ranging from .54 to .78). The reliability of this questionnaire was evaluated and Cronbach's alpha in the current research was found to be .8.

Results

Data wasanalyzed with SPSS-18 to compute correlations, descriptive statistics, and hierarchical regression analysis. Out of the total responses, missing values were less than 0.2 percent, and item imputation was used in the database. As suggested in the literature (Aiken & West, 1991), a three-stage hierarchical moderated regression analysis was used to test the third research hypothesis (H3, about the moderating effects of political skills in the relationship between the four dimensions of work–family spilloverand psychosomatic complaints). According to recommendations for moderated regression analysis with interaction terms, all the variables were centered on their means and then entered in the regression equation. The third hypothesis (H3) was tested by examining the significance of the interaction terms and the F-ratio associated with the variations in $\Delta R^2$of the equations in the Model 3. Means, standard deviations, and correlations for all research variables are presented in Table 1.

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Table 1

Means, Standard Deviation and Inter-Correlations between Research Variables

	M	SD	1	2	3	4	5	6
Psychosomatic complaints	31.14	13.86	(.93)					
Spillover to marriage	11.95	5.65	.3**	(.88)				
Spillover to children	13.2	6.8	.28**	.68**	(.91)			
Spillover to free time	14.3	6.8	.36**	.69**	.7**	(.91)		
Spillover to housework	13.9	6.4	.33**	.67**	.68**	.75**	(.9)	
Political skills	30.06	5.82	-.16*	-.09	-.12	-.14*	-.09	(.8)

Note: *p<٠.٠5, **p<٠.٠1, Alpha coefficients presented on diagonal

As shown in Table 1, spillover to marriage (r = .3, p < .01), children (r =.28, p<.01), free time (r =.36, p<.01), and housework (r =.33, p<.01) positively and significantly relates to psychosomatic complaints while political skills negatively relates to psychosomatic complaints (r =-.16, p<.01).These results support H1-1 to H1-4(there is a positive relationship between negative work and family spillover in the four dimensions (marriage, children, free time and houseworkand psychosomatic complaints). As shown in Table 1, among the four dimensions of negative work to family spillover, only spillover to housework (r =.36, p<.01), is related negatively to political skills. These results partially support H2-1 to H2-4, (there is a negative relation between negative work and family spillover in the four dimensions (marriage, children, free time and housework-only H1-3 has been supported) and political skills.The results of the hierarchical regression analysis are shown in Table 2.

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Table 2
Hierarchical Moderated Regression Analysis of Work-Family Spillover, Political Skills and Psychosomatic Complaints

	DV: Psychosomatic Complaints					
	Model1		Model2		Model3	
	b (β)	*p*	b (β)	*p*	b (β)	*P*
Work-family spillover to marriage	.08(.12)	.19	08(.11)	.2	.08(.12)	.16
Work-family spillover to children	-.02(-.04)	.7	-.02(-.04)	.85	-.04(-.07)	.44
Work-family spillover to free time	.14*(.26**)	.007	.14*(.25*)	.01	.12(.22*)	.03
Work-family spillover to housework	.05(.08)	.44	.05(.08)	.41	.08(.14)	.18
political skills	-	-	-.09(-.11)	.06	-.09(-.12)	.051
spillover to marriage × political skills	-	-	-	-	.04(.05)	.53
spillover to children × political skills	-	-	-	-	.12(.19*)	.05
spillover to free time × political skills	-	-	-	-	-.02(-.04)	.72
spillover to housework × political skills	-	-	-	-	-.17(-.29*)	.014
R^2 or DR^2	.146**		.012		.041*	
F or DF	10.23**		3.51**		3.04*	

Note: *p<.05; **p<.01, Model1 = main effects of work-family spillover dimensions, Model2 = main effect of political skills, and Model3 = interactive effects of work-family spillover dimensions and political skills.

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As could be seen in Table 2, in Model 1, work–family spillover dimensions were entered as the predictors of psychosomatic complaints. In Model 2, the political skills score was used as the predictor of psychosomatic complaints. In Model 3, the interaction between work–family spillover dimensions and political skills was entered. As shown in Table 2, spillover to free time (β=.26, .25 and .22 for Model 1 (p<.01) and 3 (p<.05)) is significantly related to psychosomatic complaints. In Model 2 (Table 2), political skills were not found to be significantly related. In Model 3, our results (Table 2) revealed that political skills moderate the relationship between spillover to children (β=.19, p<.05), and spillover to housework (β= -.29, p<.05) and psychosomatic complaints (ΔR^2= .041, ΔF = 3.04, and p<.05). These results partially support H3 **(**political skills moderate the relationship betweennegative work to family spillover in the four dimensions (marriage, children, free time and housework) and psychosomatic complaints. That is, when political skills are high, there is not a significant relationship between negative work to family spillover in the four dimensions (marriage, children, free time and housework) and psychosomatic complaints, but in low political skills these relations are significant).To detect the form of the interactions, high and low levels of political skills (one standard deviation above and below the mean; ± 1SD) were computed. Table 3, and Figures 2 and 3 present the results of the simple slope analyses.

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Table 3

Relationship between Independent Variables (Spillover to Children and Housework) with Dependent Variable (Psychosomatic Complaints) in Low and High Political Skills

	Level of Moderator Variable					
	Low political skills			High political skills		
	B	r	r^2	b	r	r^2
The relationship between spillover to children and psychosomatic complaints	.21*	.32*	.106	.14	.24	.055
The relationship between spillover to housework and psychosomatic complaints	.34**	.54**	.291	.01	.03	.001

Note: *p< .05, **p< .01

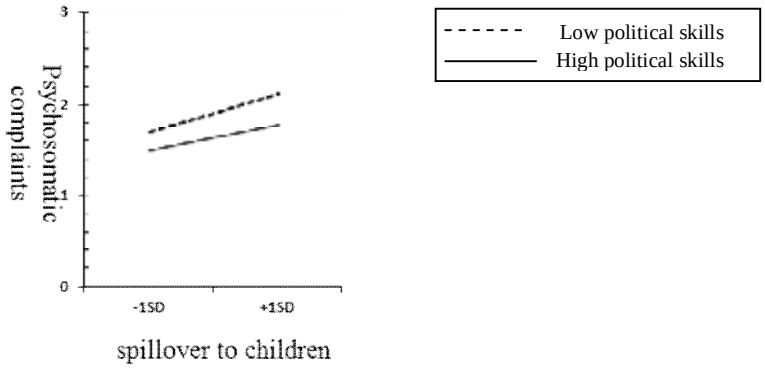


Figure 2. The relationship between spillover to children and psychosomatic complaints for low and high levels of political skills

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As can be seen in Figure 2, the low political skills group (r=.32, r^2= .106, p<.05), rather than the high political skills group(r=.24, r^2= .055, n.s), is more strongly affected by the negative spillover to children and psychosomatic complaints.

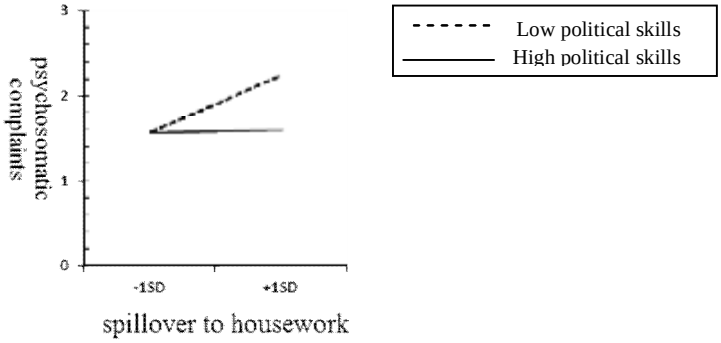


Figure 3. The relationship between spillover to housework on psychosomatic complaints for low and high levels of political skills

As can be seen in Figure 3, in the low political skills group (r=.54, r^2= .291, p<.01) rather than the high political skills group (r=.03, R^2= .001, n.s), there is a stronger relationship between negative spillover to housework and psychosomatic complaints.

Discussion

The purpose of this research was to examine the moderating role of political skills in the relationship between negative work–family spillover (the spillover into marriage, children, free time, and housework) and psychosomatic complaints. The results indicated a relative moderating role of political skills on the relationship between the negative spillover of work and family (specifically, the negative spillover into children and housework) and psychosomatic complaints. At the simple

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correlation level, there was a positive and meaningful relationship between all dimensions of work–family spillover and psychosomatic complaints. This part of the results wasaligned to the results of the previous research studies (Rupert et al, 2009; Amstad et al, 2011; Nkpah et al, 2012; Kalliath & Kalliath, 2012). Based on the theoretical background of the cognitive activation approach tostress (Reme et al, 2008), when individuals faceconflict and the negative spillover of states, emotions, and work experience into family duties and responsibilities, they will slowly and gradually experience cognitive and psychological anxiety and conflict (Amstad et al, 2011).

According to the available evidence, this kind of experience is a source of significant pressure which stimulates an individual to adopt ways for managing and controlling these damaging effects (Schmidt, 2011). The process of coping with such pressure uses a significant amount of physical and psychological energy. If such a process continues, it can cause symptoms of fatigue and exhaustion in individuals. As these symptoms persist over time, the context for psychosomatic complaints will be provided. In other words, when an individual is in doubt in the cognitive evaluation of his/her ability to cope with the damaging effects of the negative spillover of states and work experiences into family duties and responsibilities, the psychological weakness of the inability to cope effectively with the spillover of work into family will be supported through psychological systems and by reflecting psychological weakness in one of the physical components or systems. Meaning, if an individual cognitively evaluates his/her ability to cope effectively with the negative spillover of work into family in high levels, psychosomatic complaints will not be manifested as a result of the presence of such pressures.

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The predictions made in this research study were examined and partially supported through the moderating role of political skills in relation to the four dimensions of the negative spillover of work into family with psychosomatic complaints. It should be noted that political skills, in the simple correlation level, showed a weak relationship between psychosomatic complaints and the spillover of work into free time. Previous research studies (Ferris et al, 2007; Meurs, 2008; Meurs et al, 2010) have not explicitly provided empirical evidence for the relationship between political skills and psychosomatic complaints and the negative spillover of work and family. In these studies, only the relationship between political skills and emotional exhaustion (Meurs et al, 2010), job demands, and job performance (Blickle et al, 2010, 2011) have been examined. Because this is the first study to use political skills in this way, we cannot definitively conclude the extent of the relationship between political skills and psychosomatic complaints and the negative spillover of work and family. Perhaps in future research, it will bedetermined that political skills have no direct orpowerful relationship with psychosomatic complaints and the negative spillover of work and family.The results in this research showed that political skills have a strong moderating role and are protective factors which prevent psychosomatic complaints from taking effect even when negative spillover of work into family is present.

The results of hierarchical regression analysis determined that high political skills negate the relationship between the spillover of work into the family dimensions of children and housework and psychosomatic complaints. However, if low political skills are present, the spillover of work into children and housework will have positive and significant relations with psychosomatic complaints. These results are consistent with the

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hypotheses of the research study (H3). These findings indicate that high political skills can be considered a buffering and protective factor for individuals' physical and psychological health against the spillover of work into children and housework. Based on the buffering approach of positive cognitive evaluation, this buffering power occurs because the high political skills, because of the positive load of political and interpersonal skills (social influence), impedes the process of reflected pressure on the cognitive evaluation and activation of stress into physical and psychological levels. In other words, when an individual believes that, when needed, he/she can effectively and usefully interact with others through his/her high social influence skills, his/her anxiety about the damaging effects of the spillover of work into children and housework will be reduced. Therefore, the relationship between the spillover of work into children and housework and psychosomatic complaints will be interrupted. Contrarily, when an individual evaluates his/her political skills to be low, he/she will experience a sense of inability. This belief of inability will more easily provide a context for the pressure of negative spillover of work into children and housework to appear in the form of psychosomatic complaints.

The next point which should be noted in this research is the non-significant moderating effects of political skills on the negative spillover of work into family in the dimensions of marriage and free time. Several possibilities can be discussed in this case. As the provided averages show in Table 1, the average spillover scores into children, free time, and housework are higher than the average of the spillover into marriage. There is a possibility that the spillover into children, free time, and housework was more important for this particular sample group. This could be the reason why the relationship between the

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spillover into children and housework and psychosomatic complaints was moderated in two dimensions through political skills. Perhaps, the reason that political skills couldn't moderate the relationship between the spillover into free time and psychosomatic complaints was that they are naturally the skills in interpersonal relationships and convincing others (Treadway et al, 2007). Moreover, it seems that the two dimensions of spillover (spillover to the children and housework) compared with spillover into free time, are phenomena that are most affected by work-family spillover. Accordingly, because high political skills provide the possibility of effective interaction with children and housework, the possibility of useful interactions with one's spouse and children buffers the negative spillover of work into children and housework and psychosomatic complaints. In the case of the spillover into marriage, since the interaction with the spouse is based on the skills of interpersonal relationship, it is expected that political skills could moderate the relationship between this dimension of spillover and psychosomatic complaints. However, such a result was not obtained in this research. It is likely that with more serious spillover of work into marriage, political skills could moderate the relationship between this dimension of spillover and psychosomatic complaints.In this regard, for this phenomenon to be more precisely determined, it is necessary to conduct future research.

Conclusion

The results of this research contribute to the expansion of the existing knowledge about the relationship between negative work–family spillover and psychosomatic complaints. Primarily, this research showed that political skills are a potentially moderating variable for the relationship between the spillover of

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work into children and housework and psychosomatic complaints. These relations have been examined in a few studies but have serious implications for workers' health and well-being. It seems that variables such as political skills are positive conditional variables which have a buffering effect over the human physical and psychological health and are dependent on the nature of the antecedent variable. This suggests that perhaps when the antecedent variable is a variable that relies to a great deal on the social interactions and interpersonal relationships, political skills will play a buffering role against physical and psychological stress caused by the negative spillover of work and family. But most likely, when the antecedent variable is less related to social interactions and interpersonal relationships, the buffering role of political skills will be weakened. In these cases, more relevant buffering variables should be examined. Using variables such as political skills in the framework of the buffering of positive cognitive evaluations, researchers can obtain a deeper insight into the interactional dynamics between cognitive evaluations of position, abilities, and personal skills. Meanwhile, the approach of the buffering of positive cognitive evaluation provides an interactive and contingency approach to the abilities and skills needed to cope with stressful factors. This suggests that, at a cognitive level and in the interaction of skills and abilities with stressful factors, it is necessary to pay attention to the content consistency of the antecedent and outcome variables in order to determine an effective and deterrent interaction for the buffering of stressful factors.

Limitations

When generalizing the results of the current study, it is necessary to pay attention to its limitations. This research is a descriptive and correlational one. Thus, causality cannot be

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interpreted from these results. The data wascollected with self-reports. Although this kind of methodology has been used in the relevant literature, it should be noted that it increases the possibility of variance inflation. In addition, this research was conducted in Iran and in an industrial organization; therefore, caution is required in generalizing the results to other countries and non-industrial organizations.

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