

# Innovations

## Does Organizational Politics Influence Employee Commitment? The Moderating Role of Political Skill

Meseret Ebabu Ejigu (PhD) & Alemu Ademe Bekele

Debre Markos University, College of Business & Economics, Department of  
Management, Debre Makos, Ethiopia

---

---

### Abstract

*This article examines does organizational politics influence employee commitment? In addition to this, the study investigates the moderating role of political skill in the relationship between organizational politics and employee commitment. The study used cross-sectional research that relied on a survey. This study employs a structural equation model (SEM), and the data consist of 250 employees from 22 different civil service institutions. This study expands the knowledge edge in the area of organizational politics through the discovery that organizational politics affect employee commitment directly and through the moderation effect of political skill on the relationship between organizational politics and employee commitment that has a positive and significant effect. Pay and promotion policies and impression management show a positive effect, but going along to get ahead shows a statistically significant negative effect on employee commitment. The findings of this study provide guidance for political leaders on how to configure organizational politics to enhance employee commitment and increase organizational performance. The implications of the findings are explained with theoretical contributions, recommendations, and future research.*

**Keywords:** *Employee commitment, organizational politics, going along to get ahead, pay and promotion policy, political skill*

---

---

### 1. Introduction

The practice of gaining power through unethical channel-based competition is called organizational politics (G.K. 2015). It is the interpersonal interaction of employees in the workplace (Ferris and Kacmar, 2016). Recent management literature has given some attention to organizational politics (OP), particularly considering the possible relationship between workplace politics and employee commitment (Damianus et al., 2022). Khalid and Ishaq (2016) investigated the

relationship between OP and job-related outcomes, such as job satisfaction, employee commitment (EC), and turnover intention. According to the research results, OP can predict the willingness of employees to leave the company, but it will have a negative impact on employee commitment and job satisfaction. Based on this study, Jabid et al. (2021) revealed resource scarcity, conflicts in critical decision-making processes, and the existence of different interests among groups or individuals, which in turn led to the pursuit of power both inside and outside organizational boundaries. The OP in the organization aims to fight against these issues. Liat (2016) pointed out that the OP strengthens the relationship between employee engagement and behavior. Dedicated employees are more proactive, creative, and adaptable. When they feel that their workplace is political, they are also more inclined to share knowledge with colleagues.

## **2. Theoretical model and hypothesis development**

Scarcity of resources and unlimited desires are two factors that led to the emergence of organizational politics. Usually, an organization's resources are limited and need to be allocated in some way. This situation occurs when individuals and groups within an organization have disagreements on how to allocate these resources. Therefore, they may naturally wish to obtain these resources for themselves or interest groups (Leic&Trng, 2015). Compared to private organizations, the goals of public organizations are more vague and ambiguous. The greater ambiguity of goals, lack of profit indicators, and lack of clear goals are related to organizational politics (Jung, 2014). Based on this result, Antonio (2019) emphasized the relationship between goal ambiguity and employee performance. The research results indicate that in an organization without clear, measurable, and specific goals, the performance of employees is weak, and the organization itself cannot meet expectations. Based on the above literature the following hypothesis was developed.

H1: Organizational politics has a significant negative influence on employee commitment

Go along to get ahead is a mechanism in which an employee tends to remain silent and suddenly takes action to achieve their benefit. It explained that employees attain personal behavior through their silent actions. Some employees may not like to get into any quarrels with the active employees of organizational politics and just want to fulfill their self-interest (Kaya et al., 2016). The findings suggest that "going along to get ahead" has a positive relationship with organizational commitment, according to Bello et al. (2021). There is a belief that your chances of success increase with how much you align with a political organization. Can and Ozan (2019) concluded that going along to get ahead has an insignificant effect on friendship opportunities and

friendship prevalence, which is consistent with this result (Muhammad and Nasreen, 2022). The perception of organizational politics has a poor correlation with work engagement, as shown by Rong and Cao (2015), who also suggested that all political dimensions, such as cooperating to advance and pay and promotion policies, have demonstrated this relationship. Organizational commitment mediates this relationship, while perceived organization support regulates it. Based on the above literature the following hypothesis was developed.

H2: Going Along to Get Ahead, has a significant negative influence on employee commitment.

Pay and promotion policies are important practices in human resource management that can have a significant impact on employee commitment (Abraham, 2020). It is said that when employees move up the organizational hierarchy and transfer to places with greater responsibility, job promotion occurs (Dessler, 2009). Promotion can significantly increase an employee's salary as well as their power and control. This will help competitors identify the most productive employees in the business world while recognizing their employees in their organization. Employees feel that they are an effective contributor, so they will be more satisfied with their work. Salary and promotion are positively correlated with the performance of employees in higher education institutions (Okke and Mabah, 2019).Based on the above literature the following hypothesis was developed.

H3: pay and promotion policy has a significantly negative influence on employee commitment.

Impression management (IM) refers to the ability of an individual to shape the favorable image of others in order to receive rewards and benefits. The strategies used by individuals to influence others' reactions and image towards them and their thoughts (Rasool, Naseer, Syed, & Ahmed, 2018). Using the theory of self-motivation, we believe that when employees face a dominant and morally corrupt leader, such as an authoritarian leader, they may participate in impression management strategies to minimize negative consequences or pursue personal interests (Naser et al., 2016). They attempt to showcase themselves in order to create and maintain a positive image in the eyes of others, and they attribute positive events to their personal qualities. When subordinates predict that their behavior will have positive organizational consequences, they are more inclined.

A person who is good at impression management may be seen as sociable, diligent, and amiable, which increases their opportunities to improve performance, creativity, and career development (Naseer et al., 2016). Marwa and Toka (2017)

conducted a study to evaluate employee impression management and perceived level of organizational politics (POP), as well as their relationship with Egyptian tourism companies. To complete this study, a total of 253 surveys from travel agencies were collected. To determine the relationship between variables and the study, regression and correlation analyses were conducted. The research results indicate that IM behavior is positively correlated with POP, with 42% of IM relying on POP. Based on the above literature the following hypothesis was developed.

H4 impression management has a significant negative influence on employees' commitment

Political competence is one of several talents and skills tailored to the tasks necessary for effective employee commitment (Al-Abrow et al., 2019). According to Liu et al. (2007), political skills refer to the ability to understand and adjust one's behavior to adapt to the surrounding work environment. It involves understanding others to enhance personal and organizational goals (Ferris et al., 2010). Research has found that political skills can affect performance and have a positive impact on employee voices (Hung et al., 2012). Political skills reflect a person's sense of security and high self-confidence, attracting others and giving them a sense of comfort (Koveshnikov and Wechtler, 2017). Political skills have a beneficial impact on the relationship between OP and job commitment. Employees will demonstrate more honesty and integrity, support the company's voice, and become more confident. It helps to minimize employee dissatisfaction and increase job dedication (Alnoor, 2020). PS can be used in a positive way most of the time because those who possess these abilities are regarded as trustworthy, self-assured, likeable, and able to overcome negative effects even in highly political organizational environments (Elbanna, Kapoutsis, & Mellahi, 2017; Landells & Albrecht, 2017). In many cases, managers have the power to influence workers' work attitudes, including job satisfaction, by using their political skills (Yusof et al., 2018; Robinson et al., 2019). It can also be said that in organizations with high political levels, political skills play a crucial role in solving problems. Then, it will have an impact on low employee satisfaction (Yusof et al., 2018; Faye and Long, 2014). Because of this, regulators have to use politics as a tool to influence the political landscape and accomplish tasks. But those active in politics use it to advance their agenda Saleem (2015). Based on the above literature the following hypothesis was developed.

H5: political skill negatively moderates the relationship between EC and OP.

### 3. Methodology

#### 3.1 Sample and Data Collection

The hypothesis is tested using a sampling at random technique. The scope of the study is limited to governmental organizations. The study population includes all civil service institutions that are operating in the Bure town administration. The number of institutions is 22. The target population consists of 1110 employees and the sample size of the study is 250 respondents who hold a position politically affiliated, or nonpolitically affiliated.

#### 3.2 variable measurements

For the OP and EC variables, each response was scored using a 5-point Likert scale (strongly agree = 5 to strongly disagree = 1). To obtain an overall mean for each of these four structures, scale components have been averaged. A three-dimensional, two-item scale designed for OP by Nye and Witt (1993) was employed. Six components make up "Pay and Promotion Policies," four things make up "impressing Management," seven factors make up "Go Along to Get Ahead," and Ferris et al. (2005) have devised a six-item test of political abilities.

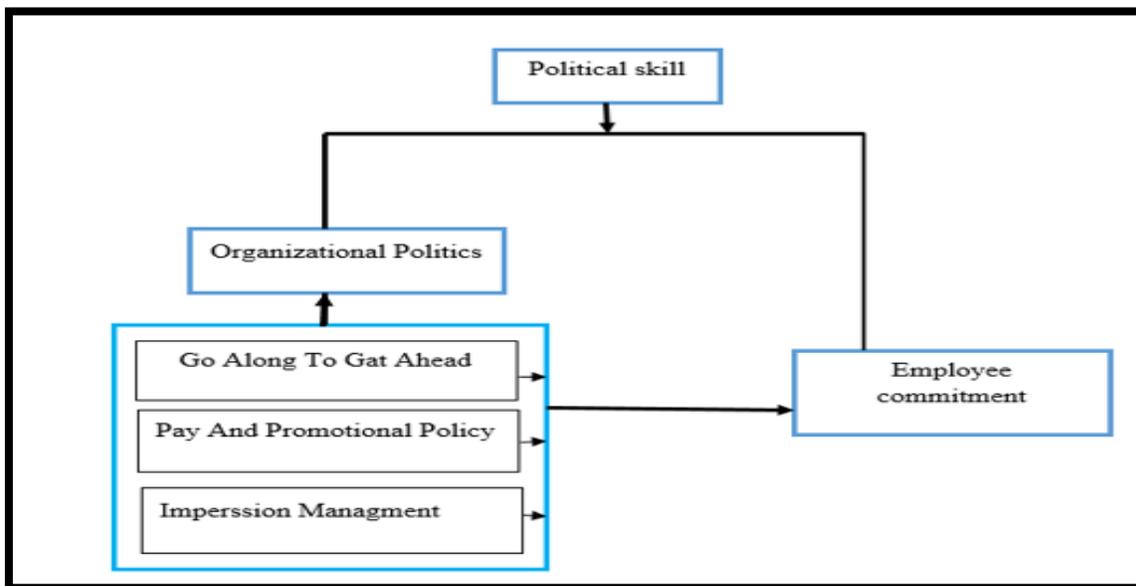


Figure 1 conceptual framework

### 4. Data analysis

#### 4.1 Validity and correlation analysis

We adopted the assessments of discriminant and convergence validity that were provided by Fornell and Larcker (1981). Table 1 below illustrates that convergence validity is shown by each construct's average variance extracted (AVE) being larger than the recommended cut-off of 0.5. Moreover, discriminant validity is explained by the square root of the AVE for each concept being larger than the overall inter-

construct correlation (Gefen, Strumb, and Boudreun, 2000). The loading factor is described in Appendix A.

Table 1: Descriptive statistics, correlations, and discriminant validity

	Mean	SD	CR	AVE	MSV	MaxR(H)	IM	OP	PPP	GATA
IM	3.45	1.13	0.783	0.691	0.264	0.715	<b>0.539</b>			
OP	3.44	1.05	0.827	0.745	0.284	0.807	0.514	<b>0.667</b>		
PPP	3.78	1.11	0.772	0.651	0.100	0.823	0.237	0.174	<b>0.593</b>	
GATA	3.48	1.811	0.717	0.678	0.184	0.774	0.470	0.533	0.316	<b>0.628</b>

#### 4.2 Confirmatory Factor Analysis (CFA)

Model compatibility, the factor model's capacity to represent the main data set, factor model comparisons, and composition validity tests were all conducted using AMOS IBM26 software. A moderating structural model is created once the fitness of the measuring model has been tested.

Table 2: Indexes of model fit

Measure	Estimate	Acceptable range	result
CMIN	644.721	-	
DF	220	-	
$\chi^2/DF$	2.93	from 1 - 3	good model fitness
CFI	0.976	>0.95	good model fitness
SRMR	0.07	<0.08	good model fitness
RMSEA	0.038	<0.06	appropriate
IFI	0.971	>0.95	good model fitness

The AMOS IBM26 software's conclusion indicates that the range is appropriate ( $\chi^2 = 644.721$ ,  $df = 220$ ,  $RMSEA = 0.038$ ,  $GFI = 0.938$ ,  $CFI = 0.976$ ,  $TLI = 0.971$ , and  $SRMR = 0.07$ ), with all path coefficients being significant at  $p < .05$ . OP and GATA show a negative and significant effect on employee commitment ( $\beta = -0.11$  and  $-0.13$ ,

respectively). IM and PPP show a positive and significant effect on EC ( $\beta = 0.23$  and  $0.74$ , respectively).

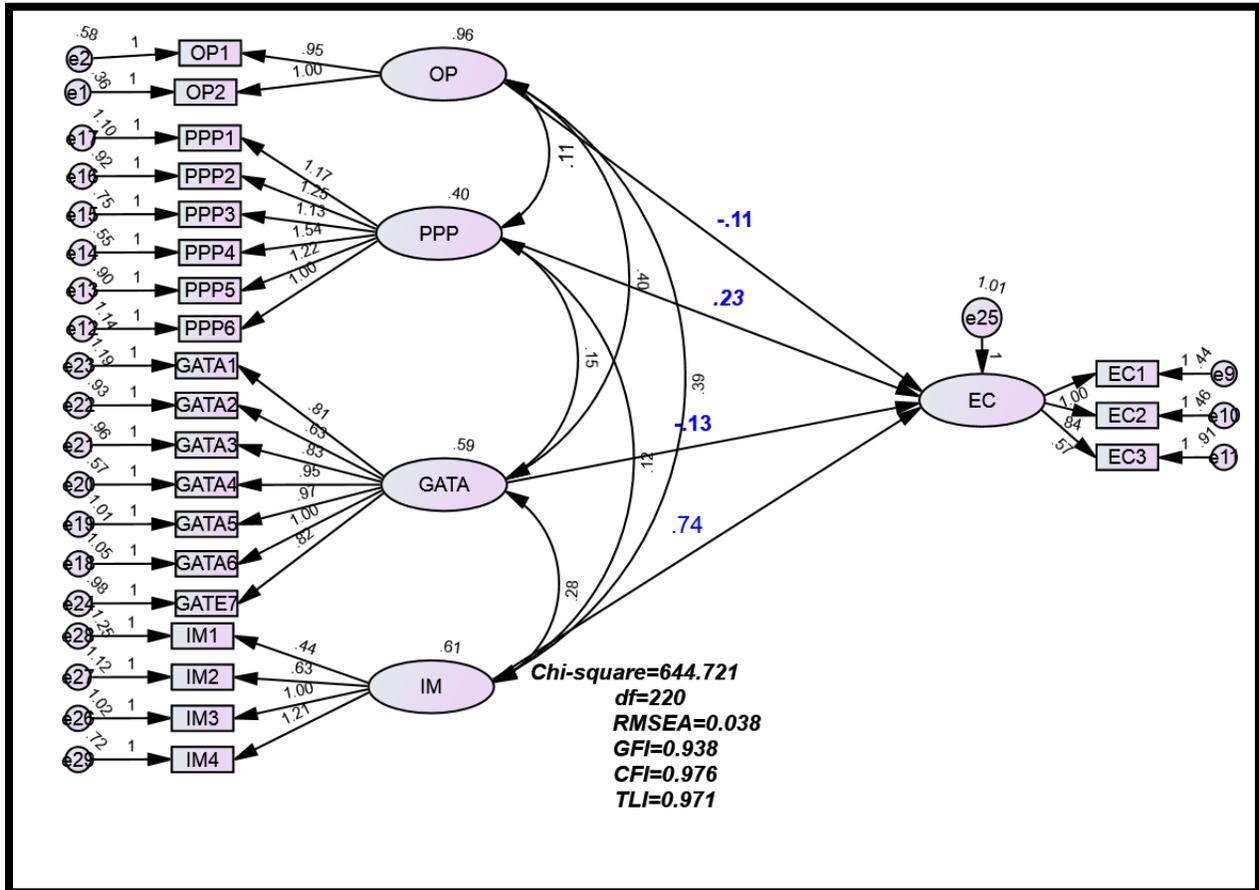


Figure 2. AMOS model result

### 4.3 Analysis of moderating effect of PS

A moderating variable's effects are evaluated using AMOS IBM26. We will specifically be examining the interaction effect between OP and PS and whether or not it is significant in predicting EC to evaluate moderation. We need to demonstrate that as the moderating variable's values change, the essence of the relationship changes. The change in PS underpins the intracting variable, which modifies the connection between the two variables, OP and EC. This is then accomplished by incorporating an interaction effect into the model and determining whether or not it is substantial enough to explain the variance in the response variable more fully than before. Figure 3 displays the AMOS IBM26 result about PS's moderating effect on the relationship between OP and EC. The parameters of each indicator that is used as a latent variable for interaction are then fixed using the findings that were obtained.

The entire moderation model also showed a strong fit, as Figure 3 showed ( $\chi^2 = 177.207$ ,  $df = 69$ ,  $RMSEA = 0.049$ ;  $NFI = 0.912$ ;  $CFI = 0.934$ ;  $TLI = 0.934$ ). The relationship between EC and the interaction (OP\*EC) is favorably significant ( $\beta = 0.05$  at  $p < 0.05$ ). Table 2 illustrated the structural model's findings.

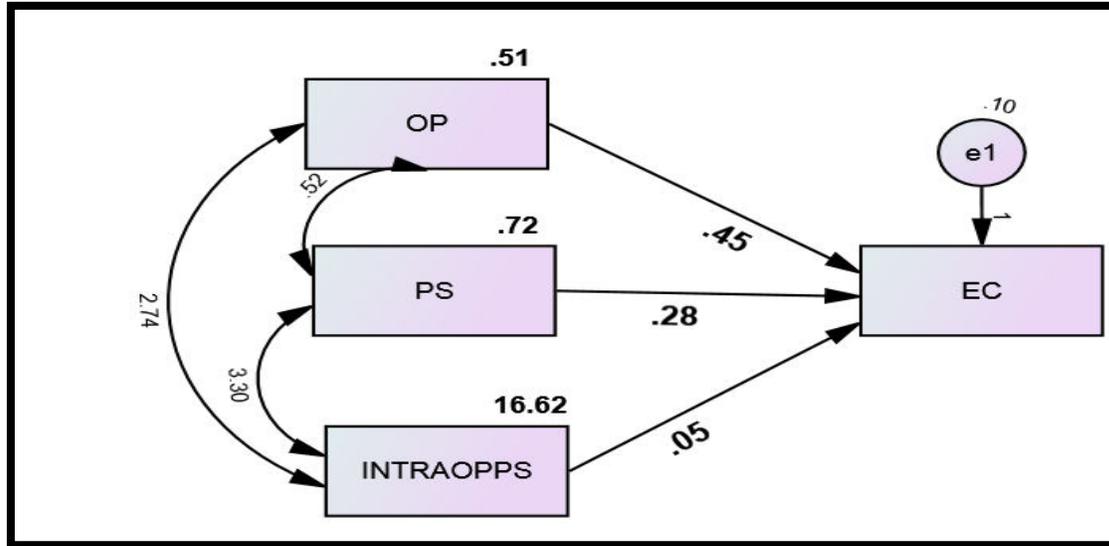
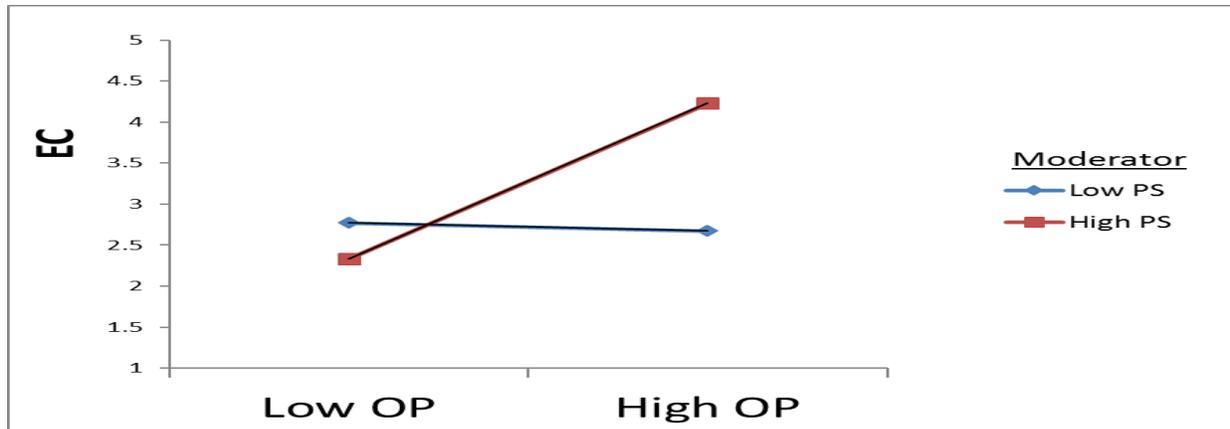


Figure 3. Moderation structural model AMOS graphical output

#### 4.4 Slope Analysis of Moderation

Though we don't know much more about it or how the moderator influences the link between the independent and dependent variables, our moderation shows that the interaction is substantial and beneficial. We will look into how the connection between the independent and dependent variables varies at various moderator levels to demonstrate the interaction. We will first look into how moderators are examined at a low level before assessing the moderators. This will be accomplished by creating a new low-level moderator (mean-1SD) whose mean is one standard deviation lower than the mean of the original moderator). In contrast, a high-level moderator test will assess the moderator at one average standard deviation above the mean (mean + 1 SD). The structural model is displayed in Figure 3, and the high and low PS levels are depicted using Andrew F.'s "stat tool package." The red line denotes high political skill, whereas the blue line denotes low political talent. The findings suggest that political acumen positively modifies the association between OP and EC. Workers with strong PS have a greater influence on employee commitment from organizational politics than do workers with lesser PS, according to the comparison of regression slopes. The comparison of the regression slopes shows that the effect of PS on OP is higher for employees with high political skills than for employees with lower political skills, indicating the moderating effect of political skill on the relationship between organizational politics and EC.



#### 4.5 Testing hypotheses

The influence and moderating between the variables was investigated using the AMOSIBM26 software in line with the hypothesis.

**(H1):** OP has a significantly negative effect on EC. Table 3 findings further show that, at a significance threshold of 0.035,  $p < .05$ , the coefficient of beta values for organizational politics was negative ( $\beta = -0.105$ ). Considering that the p-value is less than 0.05, the hypothesis is accepted. **(H2):** PPP adversely affects EC significantly. With a beta value of  $\beta = 0.229$  and a significance level of  $p = 0.045$ ,  $p < 0.05$ , Table 2's results demonstrated a positive link between PPP and EC, suggesting that PPP has a noteworthy and favorable impact on EC. Consequently, the theory that PPP would significantly benefit EC is disproved.

**Hypotheses (H3):** EC is significantly impacted negatively by GATA. The obtained result shows there is a statistically significant link between GAGA. The obtained result demonstrates that GAGA and EC have a substantial association. The hypothesis of GAGA has a negative and negligible influence on EC, with a beta value of  $-0.126$  and a significance level of  $p = 0.038$ . The hypothesis is accepted since the p-value is less than 0.05.

**Hypotheses (H4):** IM significantly reduces the effect of EC. The result obtained reveals that there is a substantial and positive correlation between IM and EC, with a beta value of  $\beta = 0.736$  and at  $p = 0.001$  ( $p < 0.05$ ). The hypothesis is rejected because the p-value is less than 0.05.

**Hypotheses (H5):** PS negatively moderates the relationship between OP and EC. Table 2 showed that the interaction of EC and OP would have a significant positive link ( $b = 0.286$  at the  $p = 0.001$  significant level).

Table3 Testing hypotheses

Path	Estimate	S.E	C.R	P	Label
GATA ----> EC	-0.126	0.145	-0.870	0.038	Accepted
OP-----> EC	-0.105	0.112	-0.937	0.035	Accepted
PPP -----> EC	0.229	0.113	1.712	0.045	Rejected
IM -----> EC	0.736	0.163	4.509	0.001	Rejected
Moderator effect of political skill					
PS -----> EC	.454	.103	4.413	0.001	Accepted
INT_PS*OP -----> EC	.054	.039	1.380	0.003	Accepted
OP -----> EC	.286	.089	3.131	0.001	Accepted

#### 4. Discussion

This paper's main objective was to evaluating the direct effects of OP on EC as well as PS's moderating relationbetween OP and EC.The study show statistically significant effects of OP on EC. It has been supported that OP is negatively related to EC. This proposition was also supported and consistent with past findings that OP was negatively associated with a range of desirable results such as job satisfaction (Muhammad 2020, Filipa et al., 2021) the findings noted that Individuals act in an OP to achieve desired results, and it has been shown that deviant behavior, which lowers performance, is developed by workers who believe that powerful, self-serving groups in their organizations build themselves by dismantling others. It minimizes the extent of employees' commitment towards the organizational goals, citizenship behavior and daily work performance. The results of the current study show that, there is a lack of OP controls in the public sector which can degrade employeecommitment. This result is also supported by Olorunleke, (2015). He stated that Work environments that are free of OP showed increased job performance and employee decision-making abilities, thereby meeting organizational goals. Regarding the relation of GATA with employee commitment the beta value is negative ( $\beta = -0.126$ ), with a significance level of 0.038 ( $p < 0.05$ ). It is significantly and negatively affects the commitment of employees. These outcomes aligned with those of earlier research. (Muhammad and Nasreen, 2022 and Can and Ozan (2019) reported that GAGA significantly negatively predicted organizational citizenship behavior, affective commitment and job involvement. Similarly, Shamaila and Aylia (2015) conducted research to determine the relation,

association and impact of organizational politics and its dimensions on employees' job satisfaction. The results show that GAGA which means silent actions of the employees to attain personal benefits is negatively related to the job satisfaction.

The study found that IM significantly reduces employee commitment, which is the fourth hypothesis. IM had a beta value of ( $\beta = 0.229$ ) with a significant level of ( $p = 0.001$ ,  $p < 0.05$ ). These findings ran counter to earlier research on the impact of impression management on worker performance in Pakistan conducted by Israr (2018). Israr claimed that job performance, and organizational career progression are all favorably correlated with IM. The results showed that workers' job performance ( $\beta = 0.61$ ,  $p < 0.001$ ), creativity ( $\beta = 0.62$ ,  $p < 0.001$ ), and organizational career progression ( $\beta = 0.72$ ,  $p < 0.001$ ) are all substantially and positively correlated with IM. IM is the capacity to present a favorable image to others in order to reap benefits and advantages. According to the current study's findings, people can no longer gain from impression management in the aforementioned case area. Employees were socially aware and devoted, and their performance and inventiveness enhanced their chances of advancement in their careers. The results also supported the study's conclusions that PPP had a substantial ( $p\text{-value} = 0.045$ ,  $p < 0.05$ ) and positive ( $\beta = 0.229$ ) influence on employee commitment. Employee commitment may rise when pay and promotion rules, such as awards and promotions, are executed correctly and do not behave politically. This is because employees will be treated fairly and will naturally develop typical behavior. According to certain theories, EC is favorably correlated with the political activities taken by the organization based on its policies. These results were consistent with previous studies. Nwizua, U.ojiabo and Alagah, (2017) studied on organizational politics and employees' job satisfaction. They concluded that there is a positive and significant relationship between promotion policies and employee performance. In line with these findings, Okeke and Mabah (2019) conducted research aimed at investigating the effect of cultural animosity, pay and promotion, religious diversity and power tussle on employee performance. The study discovered that Pay and promotion have a positive relationship with EC.

#### **4.1 PS Moderates the link between OP and EC**

H5: The hypothesis looked at the relationship between the moderating effect of political skill and the independent variable of organizational politics. The hypothesis states that when employees have political clout, they develop a positive emotional attachment to their organization. 5.4% is the overall effect when the moderating variable of political competence is buried. This conclusion is in line with that of Imran and Anila (2017), who demonstrated that the interaction term between

organizational politics and felt support was substantial and added a distinct 5% variance to the in-role job performance prediction. The findings of this study are consistent with those of (Alnoor, 2020), who discovered that political ability affects the association between an employee's perception of organizational politics and their response to a high level of work effort in a favorable way. Employees will not only demonstrate more integrity and honesty, confidence, and support for the voice of their organization, but they will also improve job happiness and lessen the negative effects of OP. Additionally, as shown by Al-Abrrow et al. (2021), PS mediated the association between workers' opinions on organizational politics and how they responded to job commitment. The correlation between OP and work satisfaction is strengthened by political competence. Jabid, A. et al. (2021) found that political competence entirely mediators and moderates the relationship between job satisfaction and organizational politics. Abdullah W. (2021) has researched the moderating and mediating impacts of political ability on organizational politics and work satisfaction. The results of the current study also support Nadia et al. (2021) examine the moderating effects of self-efficacy and political skill when examining the relationship between perceived organizational politics and reactions to work dissatisfaction, based on data from a sample of 202 Iraqi health sector employees. The results show that self-efficacy and political savvy modify the relationship between workers' perceptions of organizational politics and how they respond to work-related dissatisfaction.

#### **4.2. Conclusion**

This research's primary finding is that OP significantly affects EC. In the meanwhile, PS positively moderates the relation between OP, and EC. The struggle for power both inside and outside the organizational borders is eventually sparked by OP, which in organizations tries to struggle over issues like resource shortages, disputes during critical decision-making, and the existence of different interests among groups or people. It will undoubtedly lower employee loyalty to the company at work. As a result, managers and other politically appointed individuals should utilize politics as a tool to influence the political environment and accomplish goals. High organizational politics will be followed by political skills, but many who are active in politics also exploit it to further their own agendas.

#### **4.3 Practical Implications of the Research**

There are several practical implications of this study for managers or democratically chosen leaders. When managing problems, conflicts, and disputes among employees, managers need to assess the level of political skill in the system since it might lead to excessive behaviors from one or more employees. Employees who

experience this start to believe that everything is against them, which influences them to make decisions that serve their interests at the expense of those of others, including the organization. Apart from utilizing emotional intelligence and social intelligence to interpret these perceptions, managers also need to understand the behavior they perceive in their employees. This is true even if understanding political acumen is crucial. This will provide managers the ability to influence employees in many ways (such as providing help), which is important and produces positive organizational results in terms of influencing employees' opinions about the present circumstances.

#### 4.4 Future Research

In light of future study objectives, such studies can examine the influence of time using a longitudinal design. Including more relevant elements (such as situational, psychological, and environmental factors) might improve the overall prediction capacity of the study model. Additionally, the services sector is the only one included in this study; other nonprofit organizations and other variables like organizational creativity may be included in future research. Moreover, as the West Gojjam zone was the exclusive focus of this study, future research may be carried out to investigate the impacts of cultural variations in other regions

#### Reference

1. Abbas, Q. & Awan, S. H. (2017). *Impact of organizational politics on employee performance in public sector organizations. Pakistan Administrative Review, 1(1)*
2. Abraham Ogini 2020 *Job promotion and Employee Commitment of Public Hospitals in Rivers State, Nigeria IIARD International Journal of Economics and Business Management EISSN 2489-0065 P-ISSN 2695-1878, Vol 6. No. 1 2020www.iiardpub.org*
3. AL-Abrow, H., Al-Maatoq, M., Alharbi, R. K., Alnoor, A., Abdullah, H. O., Abbas, S., & Khattak, Z. Z. (2021). *Understanding employees' responses to the COVID-19 pandemic: The attractiveness of healthcare jobs. Global Business and Organizational Excellence, 40(2), 19–33.*
4. Alnoor, A. (2020). *Human capital dimensions and firm performance, mediating role of knowledge management. International Journal of Business Excellence, 20(2), 149–168*
5. Bello Adams, Omofowa Shadrach, Chijioko E Nwachukwu and Anh Nguyen Ho Viet (2021) *Relationship between Organizational Politics and Organizational Commitment September 2021 Webology 18(Special Issue 04):278-287*

6. Can BİÇER and Ozan BÜYÜKYILMAZ (2019) the effect of perceptions of organizational politics on workplace friendship: a study on healthcare employees *UluslararasıYönetimİktisat veİşletmeDergisi*, Cilt 15, Sayı 2, 2019 *Int. Journal of Management Economics and Business*, Vol. 15, No. 2, 2019.
7. Damianus Abun,Libertine Gertrude R. Macaspac , Theogenia Magallanes , Nimfa, C. Catbagan ,Jecel M. Mansueto(2022) The effect of organizational politics on the individual work performance *Research in Business & Social Science IJRBS VOL 11 NO 2 (2022) ISSN: 2147-4478 Available online at www.ssbfnnet.com Journal home page: www.ssbfnnet.com*
8. Ferris, G. R. and K. M. Kacmar (2016). "Perceptions of Organizational Politics." *Journal of Management* 18(1): 93 116.
9. Frazier, M. L., Johnson, P. D., Gavin, M., Gooty, J., & Snow, D. B. (2010). *Organizational justice, trustworthiness, and trust: A multifocal examination. Group & Organization Management*, 35(1), 39-76.
10. G.K, O. (2015). "Effect of Organizational Politics on Organizational Goals and Objectives." *International Journal of Academic Research in Economics and Management Sciences* 4(3).
11. Hung, H. K., Yeh, R. S., & Shih, H. Y. (2012). *Voice behavior and performance ratings: The role of political skill. International Journal of Hospitality Management*, 31(2), 442–450.
12. Jabid, A. W., Buamonabot, I., Fahri, J., &Arilaha, M. A. (2021). *Organizational Politics and Job Satisfaction: Mediation and Moderation of Political Skills. Binus Business Review*, 12(1), 1-9
13. Kacmar, K.M. and Baron, R.A. (1999) *Organizational Politics: The State of the Field, Links to Related Processes, and an Agenda for Future Research. Ferris Gerald. Research in Human Resources Management*, 17, 1-39
14. Kane-Frieder, R. E., Hochwarter, W. A., & Ferris, G. R. (2014). *Terms of engagement: Political boundaries of work engagement–work outcomes relationships. Human Relations*, 67(3), 357–382.
15. Kaya, N., Aydin, S. and Ayhan, O., 2016. *The effects of organizational politics on perceived organizational justice and intention to leave. American Journal of Industrial and Business Management*, 6(03), p.249.
16. Khalid, S. and Ishaq, S., 2016. *Job related outcomes in relation to perceived organizational politics. Pakistan Economic and Social Review*, pp.133-148.
17. Leic, D.Soc.Sci. And Trng University of Malta, *Malta European Scientific Journal January 2015 edition vol.11, No.1 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431*
18. Liu, Y., Ferris, G. R., Zinko, R., Perrewé, P. L., Weitz, B., & Xu, J. (2007). *Dispositional antecedents and outcomes of political skill in organizations: A four-*

- study investigation with convergence. Journal of Vocational Behavior, 71(1), 146–165*
19. *Muhammad Asif Khan and Nasreen Hussain (2022) Perceptions of Organizational Politics Among Public Sector University Faculty Journal of Education and Educational Development 9(1), 111–129, 2022*
  20. *Naseer, R. S. (2016). Perils of binge close to a bad leader in bad environment, exploring the combined effect of despotic leadership, leader member exchange and perceived organizational politics on behavior. The leadership Quarterly journal. vol.27, pp.14-33. Oaks, CA: Sage Publications*
  21. *Olorunleke (2015) Effect of Organizational Politics on Organizational Goals and Objectives Department of Business Administration Adekunle Ajasin University, Akungba-Akoko International Journal of Academic Research in Economics and Management Sciences 2015, Vol. 4, No. 3 ISSN: 2226-3624.*
  22. *Rasool, N. I. (2018). Despotic leadership and employees out comes. Pakistan journal of commerce and social sciences, vol.12 (3), pp, 784-806.*
  23. *Shaughnessy, B. A., Treadway, D. C., Breland, J. W., &Perrewé, P. L. (2017). Informal leadership status and individual performance: The roles of political skill and political will. Journal of Leadership & Organizational Studies, 24(1), 83-94.*

Appendix A

**Standardized Regression Weights: (Factor loading)**

			Estimate
GATA	---->	EC	-.084
OP	---->	EC	-.090
PPP	---->	EC	.827
IM	---->	EC	.605
OP	---->	OP2	.854
OP	---->	OP1	.773
PPP	---->	PPP6	.611
PPP	---->	PPP5	.634
PPP	---->	PPP4	.797
PPP	---->	PPP3	.637
PPP	---->	PPP2	.638
PPP	---->	PPP1	.677
EC	---->	EC1	.864
EC	---->	EC2	.817
EC	---->	EC3	.767
GATA	---->	GATA6	.799
GATA	---->	GATA5	.594
GATA	---->	GATA4	.693
GATA	---->	GATA3	.646
GATA	---->	GATA2	.645
GATA	---->	GATA1	.695
GATA	---->	GATE7	.735
IM	---->	IM3	.712
IM	---->	IM2	.825
IM	---->	IM1	.797
IM	---->	IM4	.746