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Effect of Organizational Politics on Work Outcomes: A Moderating Role of Political Skills

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Abstract

This study investigates a moderating effect of political skills in the relationship of employee outcomes and perceived organizational politics (POP) in the context of private organizations in KP Pakistan. Studying through the lenses of social exchange and expectancy theory, we examine the different work outcomes such that job performance and employee commitment among employees suffering in deteriorating political environment. Data were collected from various NGO sector in Peshawar and analyzed using SPSS. Using the sample size of 90 working employees, the results of this study reveal that perception of organizational politics have negative effects on employee performance and commitment level of an employees, however this negative relationship is mitigated through the moderating variable of political skills. This implies that in the presence of enhanced political skills, employees can overcome the negative effects of organisational politics over their performance and commitment levels. Therefore political skills stand pertinent for promoting productive politics within organisations and to improve degrees of work outcome. Implications, limitations and future directions of this research are discussed in the end.

Keywords: *Organizational Politics, Job performance, Employee Commitment, Political Environment, Political Skills.*

Introduction

The role of politics in organizational context should not be underestimated, and where there is organization, there will be political alliances in either formal or informal shape. Organizational politics play an important role in setting down policies and in achieving overall goals (Ferris & Hochwarter, 2001). Different scholars have defined organizational politics in different organizational contexts, and researchers offer peculiar versions of organizational politics as per their interpretations (Ferris and King, 1991). According to Gandz and Murray (1980), organizational politics is the expression of certain form of behaviors by employees in organization adopted with the use of power and influences. Researchers argue that individuals often involve their self in organizational politics without pre-planned conclusion about its nature and consequences (Gandz and Murray, 1980).

Other researchers assert that politics in organization is the use and production of such administrative behavior or actions by individuals in a group environment with a purpose to gain power and to influence organizational affairs (Gandz and Murray, 1980). In this category individuals involve their self intentionally in various behaviors (Gandz and Murray, 1980). Employees impressed from political behaviors are tending to perform and adopt ways to gain their desired results at the expense of others (Fedor, Maslyn, Farmer,

Bettenhausen, 2008). The desired ends an employee wants to obtain through political means are not often recognized by organization (Blickle et al., 2009).

In a politicized organization driven by political considerations, decisions regarding recruitment, awards and promotion policies are taken by management purely on favoritism, nepotism and on family networks (Buchanan & Badham, 1999). In such organization resources are allocated to employees not on the bases of merit but on the bases of family relation and managers are willing to offer facilities to their favoritism-based employees (Buchanan et al, 1999). Most of the previous studies conclude that such type of organization where meritorious policies are ignored and when the internal affairs of an organization are politically not stable, employees often do not show their commitment towards their organization and their job performance are affected due to such kind of environmental and political pressures (Kapoutsis et al, 2010). In a unique environment of KP Pakistan where there is little institutional regulations and greater political intervention, contextual research is needed that testifies perceived organizational politics and expected job outcomes.

Study Objectives

In view of the above background, the present study attempts to examine the plausible effects of organizational politics on parameters of individuals' job outcomes such as organizational commitment and performance in KP Pakistan. To meet this objective, it will explore the possible relationship of organizational politics with employee performance in a special context of non-governmental organisations in Pakistan. In addition to this primary objective, it will also investigate the moderating effects of political skills in the relationship of organizational politics and employee outcomes amongst a sample of Pakistani NGO's. This is deemed as a secondary objective. The next section provides a detailed review of the contemporary literature on Organizational politics.

Review of Literature

Organizational Politics

Researchers and members of medium and large organisations have recently started to realize that politics is a vital essence of organizational life (Ferris et al. 2002). Politics is viewed as a key feature of an organization and organizational politics are now observed almost everywhere in local as well as in multinational organizations. Ferris et al. (2002) argue that where there will be life and human groups, there will be some sort of politics among them. Organizational politics is adopted in all cadres and levels of an organization to an extent that people from lower level to higher level feel the existence and the effects of politics. People however develop varying connotations bearing negative and positive images about politics within organisations (Ferris et al. 2002). Organizational politics in various organizational departments involve the use of political skills that in turn influences individuals by different tactics to get complete hold of and take control over the use of organizational resources (Blickle et al., 2009).

The concept of organizational politics was developed and modified further especially since 1970's. In this time span the concept of organizational politics was not very clear and different scholars were primarily interested to quantify and define the concept (Drory and Romm 1988). In initial review researchers explore and attempted to justify the existence of politics in organization and struggle to justify political interference in organisations with experience (Drory and Romm 1988). Power struggles, conflict, consensus building and self-serving interests are the bases of the political process (Drory, 1993).

Mintzberg (1983, p. 172) defines politics as "individual or group behavior that is informal, ostensibly parochial, typically divisive, and above all, in the technical sense, illegitimate – sanctioned neither by formal authority, accepted ideology, nor certified expertise". Mintzberg (1985) relate politics with conflict and called it political arena. Drory and Romm (1988) suggest seven factors for the promotion of productive

politics i.e. power attainment, concealed motive, conflict, acting against organization, formal, informal and illegal behavior. Drory and Romm (1990) argue that there are controversies in defining the construct of politics and there is no general or basic definition explaining the complexity of this construct. However Ferris et al., (1989) argues that the construct of politics is a three-dimensional construct which involves 'general political behavior', second "go along to get ahead", in which individual act passively for their own benefits and third, 'pay and promotion policies', where individuals concerned react politically in decision-making process.

Organizational Commitment

Organizational commitment can broadly be conceptualized as a psychological link between the employee and his/her organization that makes it less likely that the employee will voluntarily leave the organization. A growing body of research indicates that organizational commitment (Porter & Smith, 1970) has efficacy as a predictor of important behavioral outcomes as performance (Mowday, Porter, & Dubin, 1974), absenteeism (Steers, 1977) and turnover (Porter, Crampon, & Smith, 1976). And, in view of the potential importance of commitment to the etiology of organizational behavior, it is not surprising that much effort has been directed toward identifying variables that may influence levels of commitment (Lee, 1971; Steers, 1977; Stevens, Beyer, & Trice, 1978).

Affective commitment is the foremost important component of organizational commitment that indicate employees' emotional attachment to, identification with and involvement of individuals in organizational activities (Meyer and Allen, 1991). Continues Commitment reflects employees willingness and affection to stay with organization and remains devoted toward the organization because of their personal and nontransferable nature of work relations (Mowday, Steers and Porter, 1982). Lastly the normative commitment refers to the feeling of belongingness of an individual to the organization and a feeling of obligation to stay in and remain loyal toward their organization (Yucel et al., 2013). According to Mayer and Allen (1991), all these three component of organizational commitment are dissimilar in nature.

The three components of commitment are considered to be psychological states which employees experience to varying degrees. They are assumed to experience the components of commitment in varying strengths (Stallworth, 2003). This model is perhaps the mostly empirically tested (Marchiori and Henkin, 2004; Stallworth, 2003) and assert that employees with high affective commitment stay in the organization, because they wish so; employees with high continuance commitment stay because they need; employees with high normative commitment stay, because they must. In either of the case, commitment levels depends upon different antecedents, for example, personal traits, work characteristics, tenure, etc. We therefore postulate that:

H1: Organizational Politics is negatively related to organizational commitment.

Employee Performance

Employee's work performance is defined as the behavioral pattern and output of individuals at working hour for the attainment of pre-determined goals and objectives (Rotundo and Sackett, 2002). A person's performance can be evaluated by the quantity of output, quality of output, product/services relevance, job attendance, and other efficient work outcome (Mathis and Jackson 2009, p. 324). Job performance is therefore defined as the manner in which employees perform their job responsibilities (See Merton., 1957).
Researchers argue that in the presence of strong perceived organizational politics (POP), people may not be highly motivatd toward wok that produced desired outcomes of expectancy, and that their performance will ever be recognized (instrumentality) or that rewards are to be desirable (valance) (Valle, Kacmar, & Zivnuska, 2003). In a highly politicized work environment, people may not be realizing their true potential, their value, their relationship with bosses, and their overall performance. Thus there is a feeling that their efforts and performance is not truly recognized in a political environment which in turn lowers the

expectancy, value and trust in organizations. It is unclear whether or not their effort will result in performance and that performance will lead to a reward being valued at organizational level.

Therefore, in a political characterized environment expectancy and instrumentality beleifs are expected to be lowered (Evans, 1970; Harder, 1991). This is partially because people in general are relying upon personal references and power tactics to influence others and surpass others in an unjust manner (Ferris et al., 2002). It becomes ambiguous from the workers' point of view if and how much of their hard work will be recognized and valued, thereby reducing overall organizational performance.

H2: Organizational Politics is negatively related to Employee Performance.

Political Skills

In general, political skills are defined as the capability to interpret and comprehend co-workers, while using such power to influence other workers in such a manner that promote ones' personal motives (Ferris et al., 2005). The concept of political skills is largely undertaken in a positive connotation for going along through todays modern organizations and to get things work (Ferris et al., 2007). There is however, a negative connotation attached along side its positive side as well. The current research only examines and undertakes a positive aspect of Politcial skills within organization. Because through a favorable use of such skils, one can promote and achieve organizational goals in the most effective ways (Ahearn et al., 2004, Harris, Kacmar, Zivnuska, & Shaw, 2007; Brouer et al., 2006; Treadway et al., 2004).

Furthermore, politically skilled people make use of their social-networking and astuteness qualities to garner organizational goals toward a competitive stream. They are able to provide intrinsic motivations to their peers and subordinate workers (Ferris et al., 2007; Perrewe´ et al., 2004; Treadway et al., 2004). They build relationships and networks quickly and align it toward organizational strategies. They can also sense any environmental uncertainties in and out of the organization and have ability to redirect work motivations of others in the organization. They may have an inherent advantage of comprehending the ins and out of organizations. Lastly, politically skilled people in comparison to low-skilled people, will posses the abilities to tap potential of expectancy and instrumentality beliefs of workers, thus an overall negative relationship of POP and employee performance can be improved and made use for organizational betterment.

H3: Political skills moderate the relationship of organizational politics and employee performance, such that the negative relation between organizational politics and employee performance will be weaker for individuals high on political skills

H4: Political skills moderate an association among organizational politics and organizational commitment, such that the negative relation between organizational politics and organizational commitment will be weaker for individuals high on political skills

From a theoretical perspective, expectancy theory illustrates the concept of motivation among employees which is considered to be dependent on environment of an organization (Fudge & Schlacter, 1999). When an organizational environment is perceived on political grounds, performance and commitment of employees are likely to decrease (kacmar and zivnustka, 2011). People in politicized organisations will ultimately lose their hope and mental control which in turn can lower down levels of expectancy, instrumentality and valence as discussed earlier. This will also affect level of commitment and performance among employees. Furthermore, employees possessed with strong political skills however, are not affected by political manipulations and maneuverings. They create social networks and build trust easily. They are cognizant of internal politics and can anticipate which degree of commitment and performance is required by organisation. Expectancy theory therefore advocates that individuals are actively monitoring and evaluating their behavior in the most desirable manner (Burton et al. 1992).

Methodology

Research Paradigm/Philosophy

The present study adopts a positivist paradigm for the entire course of research. This necessitates that a dominant quantitative technique be applied in the research process (Easterby-Smith et al. 2008). The research team therefore employed survey methodology for collecting useful data from the field. This provided the researcher enough depth, reliability and accuracy regarding the perceived organisational politics (POP) and the mediating role of political skills in the context of Pakistani private organisations. Substantial ground was provided on the basis of literature available in international contemporary sources such as Journal papers and books. The local literature however is lacking detailed quantitative research about the role of politics in non-governmental organisations. Questionnaire was used as part of data collection tool. A standardized scales were adapted from existing studies based on related constructs.

Population and Sample

The population for this particular study comprises of all employees working in NGO sector. For drawing a representative sample, a total number of 90 respondents were chosen from different hierarchal levels of the selected organizations viz-a-viz IDEA, SRSP, and PEACE organisations working in KP Pakistan. The sample includes employees ranging from the top managerial level to the lower supervisory role managers. To collect primary data, questionnaire was developed and approved by on the basis of previous studies. Data were collected by following convenient sampling technique which is one of the most applicable non probability sampling technique. It has extensively been used in Pakistani context (see e.g. Khurram et al. 2010). Convenience sampling allows collecting the data from available sources that are easily accessible in a shorter period of time and space.

Data Collection Procedure

All the primary data were collected from the different strains of selected organizations through the use of structured questionnaires. As mentioned earlier, the questionnaire was designed on the basis of well-established scales and constructs used in eminent research for the measurement of organizational politics, political skills, organizational commitment and employee performance. Prior to the data collection, the researcher visited administrative offices of the chosen organizations, discussed the research objectives with the managers and then asked for their cooperation to fill the questionnaires of the study. Finally data was collected and questionnaire was filled, 30 from each organization.

Conceptual Framework

In this research, organizational politics is undertaken as independent variable, organizational commitment and employee performance are employed as dependent variables, while political skills play the role of moderator variable. Figure 1 represent the association of these dependent and independent variable in the form of a conceptual framework.

Measurements and Scales

Dependent variables (Organisational commitment and Employee Performance)

Dependent variables are the ones that are affected by the independent variable. Their values change with the change in the value of independent variable. The current study undertakes organizational commitment and employee performance as the two prime dependent variables.

Organizational commitment was measured through a scale developed by Porter et al (1970). It is a 6 item scale, measured with the help of 5 point likert scale i.e. 1=strongly disagree, 2= disagree, 3=neutral, 4=agree and 5= strongly agree.

Employee performance was measured through self-rated employee job performance scale based on prior research developed by Podsakoff and Mackenzie's (1989). The scale consists of four items that has previous alpha reliability equal to 0.90. One sample questionnaire item used in this research is "this worker meets all the formal performance requirements of the job".

Independent variable (Perception of Organizational Politics)

Perception of organizational politics (POP) is being undertaken as the main independent variable. Perception of organizational politics was measured through 12 items scale developed by kacmar and carlson (1997), by using 5 point likert scale.

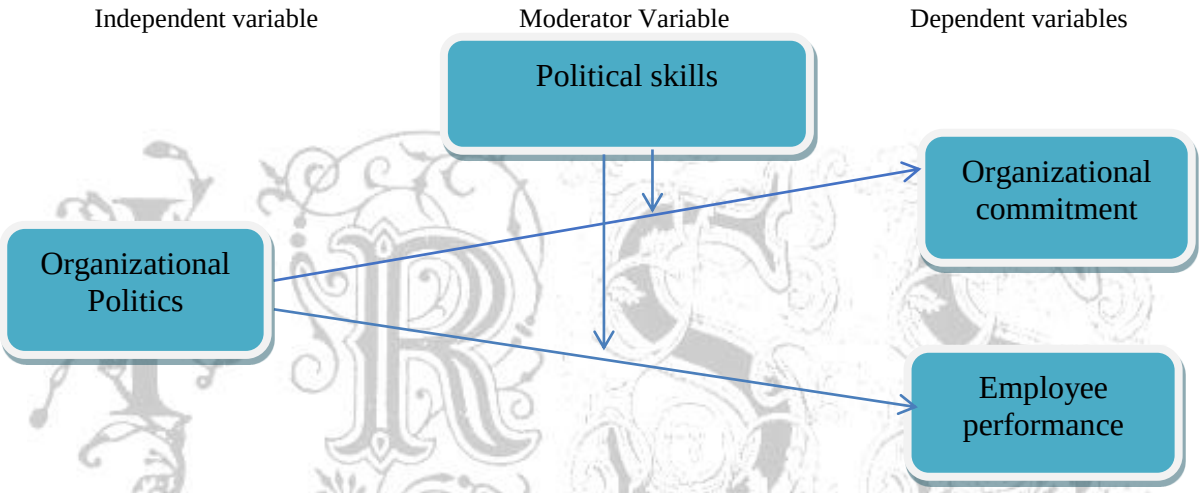

Figure 1: An association of Organisational politics (independent variable) and Org. commitment and Employee performance (dependent variables)

Moderating variable

A moderator variable either strengthens or weakens the relationship between independent and dependent variables. It plays the role of catalyst in the relationship between the two. Political skills is undertaken as moderator variable and it has been measured on the basis of one-dimensional six item scale adopted from Ahearn et al. (2004).

Results

Descriptive Statistics

Table 1 depicts a summarized information of descriptive statistics. The table shows that the total number of male participants are 65 which is 83.9% of the whole study while female participation is 25 in number that equals to 17.1%. Age wise analysis reveal that 20-30 years of respondents are 51 in number having a percentage of 27.4%, and 31-40 years of the respondents are 45 with 47.4%, age group of 41-50- and 51 and above respondents represent 9% of the total sample. For qualifications, respondents who have BA/Bsc are 35 in numbers with 40% response rate, those who have MA/Msc degrees are 36 in number with 41% and those who have MS/MPhil are 19 in number with 19%. The experience of the respondent shows that employees having experience between 1-10 years are 50 in number with 50% response rate, and employees

having 11-20 years of experience are 20 in numbers with 30% response rate while those having 21-30 years of experience are 5 in numbers with response rate of 10%. Similarly, 31 and above share the same percentage. For the income breakdown, those having Rs. 25000/ and below are 46 with 40% response rate, those having income Rs. 26-35 thousand are 30 in numbers with 38%, and those who from 36-50 and 51 and above the same income level.

Table 1. Descriptive statistics with respect to Gender, Age, and Experience

Male	N	%	Female	N	%
	65	83.9		25	17.1
Age	N	%	Qualification	N	%
20-30	27	27.4	BA/BSC	35	40
31-40	45	47.4	MA/MSC	36	41
41-50	9	9	MS/Mphil	19	19
51& Above	9	9			
Experience	N	%	Income	N	%
1-10	50	50	25 and below	46	40
11-20	20	30	26-35	30	38
21-30	5	10	36-50	10	9
31 and above	5	10	51 & above	10	9

Reliability Analyses

Table 2. Results of Coefficient of Reliability for selected variables

Variable	No of items	Cronbach's Alpha	Reliability
Organizational politics	12	0.72	Reliable
Political skills	6	0.75	Reliable
Job commitment	6	0.70	Reliable
Job performance	4	0.73	Reliable

Table 2 shows reliability analyses of variables. Reliability in business research is mostly represented by scores of Cronbach alpha, which measures the inter-consistency of items in between the different constructs. The value of alpha reliability is usually from 0 to 1, but higher value is desirable. If the value of alpha is equal to or greater than .70 percent, it means that the scale is deemed reliable (Pallant, 2005).

The alpha reliability value for the 12 items scale of organizational politics is 0.72 which is acceptable and it means that there is greater internal consistency among the items of the scale. Similarly, the alpha reliability for 6 items of political skills is 0.75 which is highly reliable. Reliability value for 6 items of organizational commitment is .70 which lie within acceptable standard. Lastly, the alpha reliability for 4 items scale of employee performance is 0.73, which is deemed acceptable.

Table 3. Regression analyses between political skills, POP and organizational commitment

Ind. Variable	Dependent variable (Organizational commitment)		
	B	t	P
POP	-0.218	1.92	.291
Political skills	0.197	2.01	.07

R square= 0.23, F= 5.12

Table 3 shows the regression analysis of POP, Political skills on organizational commitment. The results showed that higher the level of organizational politics, lower will be the organizational commitment. The R

square of the study shows that 23 % variation in dependent variable organizational commitment is due to independent variable organizational politics. Beta value is -0.218 which indicate that there is negative relation between organizational politics and organizational commitment. P value is insignificant at (0.291) which shows also insignificant relationship at 95% interval. Overall results of this relation shows that at the higher level of organization politics lead to the lower level of organizational commitment. The loyalty within organization is thereby affected. Further, t statistics of both variables is also insignificant i.e. 1.92 which is less the 2.

The second relation of political skills with organizational commitment show positive and significant relations, the value of beta=.197 which shows positive relation, t=2.01 which also shows significant relation, and p=.07 which is also significant at 95% interval. Because the value of p is close to .05 so in this case we can say that p value is significant.

Table 4. Regression analyses between political skills, POP and Employee Performance

Ind. Variable	Dependent variable (Employee Performance)		
	B	t	P
PoP	-0.121	1.72	.0194
Political skills	0.132	2.001	.06

R square= .17, F= 6.01

The results of the study indicate negative relationship between employee performance and POP, where R square is 0.17 shows that 0.17 percent of variation in employee performance is explained by independent variable i.e organizational politics. While the rest of the variations may be due to the other factors which are not included in the study. Due to 1 % variations in independent variable i.e. organizations politics and the relationship is insignificant as the p value is greater than 0.05 indicates that there is an insignificant association among employee performance and POP (perception of organizational politics). The beta value shows negative relation (*B*=-0.121, t- 1.72, p=.0194), all the relations is insignificant. On the other hand the moderator variable i.e. political skills has significant relationship with employee performance as the value of beta=.132 which is positive, t=2.001 greater than 2 and p=.06 significant at 95% interval as because the p value is close to .05 so in this case we can say that there is significant effect of political skills on employee performance.

Table 5. Moderation Analysis with Organizational commitment

Ind. Variable	Dependent variables (Org. commitment)		
	B	t	P
POP	-0.121	1.72	.0194
Political skills	0.132	2.001	.06
Interaction (POP*PS)	.101	2.231	.06

R square= .19, F= 6.41

Table 5 shows the moderation analysis POP and moderator is political skills and dependent variable is organizational commitment. To check the moderating effect we first find the mean of all variables and then multiply the mean of independent variable with that of moderator variable i.e. political skills with that of organisational commitment. The result shows that before moderation the direct effect was insignificant but after adding interaction term, the results become significant.

The reason as that political skills itself as positive that's why the result change from negative toward positive. The values of moderation analysis are, beta=.101 which shows positive association with organizational commitment, t= 2.231 which is greater than 2, and p=.06 which is also significant at 95% interval. Hence the result support hypothesis no 3 such that Political skills moderate the negative relationship of POP and Org. commitment.

Table 6. Moderation Analysis with Employee Performance

Ind. Variable	Dependent variable (Employee performance)		
	B	t	P
POP	-0.121	1.72	.0194
Political skills	0.132	2.001	.06
Interaction (POP*Political Skills)	.201	2.431	.05

R square= .17, F= 6.01

Moreover, the next set of analysis is performed in between employee performance and POP under a moderating factor of political skills. Using Barren & Kenyy (1986) rule for moderation, we took the interaction term of POP and Political skills and regressed on employee performance. The result indicate that before moderation, the figure was insignificant of perception of organizational politics on employee performance, but after adding moderator variable i.e political skill then indirect effect shows significant results. The results show the beta values which (β=.201) which shows positive association with the employee performance, t=2.431, and p=.05, so both of the value shows significance and positive. The result therefore support hypothesis no 4 such that political skills moderate the negative relationship between employee performance and POP.

Discussions and Conclusion

Discussions

The main purpose of this study is to determine the effect of organizational politics on employees' commitment and employee performance. First this relationship is examined directly between independent variable (POP) and dependent variables (Employee performance and commitment). Second, a moderator variable of political skills has been included to check its effects on the relationship of organizational politics with organizational commitment and employee performance. The analysis find the alpha reliability scores of all variables to be in acceptable ranges. In highly politicized environment such as private organisations in Pakistan, there exists informal organisational politics which serve the interest of few individuals and not the whole work group. When promotions and rewards are based on nepotism and references, employees will be demotivated and exhibit lower organisational commitment. Ultimately there will be less productivity and organizational goals will not be attained.

Furthermore, results suggest there is negative effect of POP on organizational commitment in the context of NGO sector in KP Pakistan. The hypothesis 1 is therefore supported nevertheless the result remains insignificant. This finding is in consistence with existing studies such as Brouerl, et al. (2011). The second hypothesis 2 is also supported, that is, there is a negative association between organizational politics with employee performance. This result is also aligned with prior research, for example Blickle, et al. (2009). The moderating hypotheses find that when a person's political skill is high, organisational politics would not have any negative effects on employee performance and commitment. Hypothesis No. 3 and 4 are therefore significantly supported. Our data support the contnetion that a person's high political skills may lead to higher leels of employee performance and commitment in a politicized environment. The reasons for this relationships lie in the fact that employees with high political mannuvering skills are not affected by bad organisational politics and may be able to display rather higher commitment and performance levels in private organisations.

Conclusion

The current study has examined the extent to which employees in organisations feel as to how much their work environment stands political for them and how they suffer through this perception of organizational politics (POP) in terms of employee performance and organisational commitment. Perceived organisational politics is observed to have an impact on followers' work outcome such as performance and commitment.

A strong perception of organisational politics in Pakistani private sector has tended to reduce levels of performance and commitment. In addition, the moderating role of political skills has been explored upon POP and work outcome.

According to the findings of this study, organizational politics is a permanent feature of work environment and is prevalent at every level of organization. It is concluded that under POP, people give lesser importance to merit, fair-play and fair processes of distributing rewards among employees, allocating resources and decision making on pay and promotion policies. In Pakistan particularly in K.P, private sector organizations are not free of favoritism and management decision making processes are largely based on political grounds. An analysis of the questionnaire items revealed a negative relationship among perceived organisational politics and work related outcomes. This means that employee commitment toward organization and employee performance is adversely affected by a higher perception of politics in the organization's work environment.

Furthermore it is concluded that employee performance and attachment towards their organization (commitment) will tend to be lower in the presence of more politicized organizational environment. This less reduced attachment of employees to organization can lead towards a decision of leaving the organization making the turnover ratio high. However, if there exists high political skills among employees, the negative influence of organizational politics will be reduced which may not lead to reduced performance and commitment. Therefore, political skills are found to have moderated the relationship of politics and work outcomes.

Significance and Implications

The context selected for conducting this research was Pakistan. According to the Global Economic Prospects Report (World Bank, 2013), Pakistan, though the second largest economy in South Asia, has been missing its growth targets for the past five years and is likely to continue to do so in the near future. One of the many reasons attributed to this decline is the increasing trend of bad politics in public and private organisations. Bad politicking and leg-pulling among certain groups of employees can lead to diminishing work motivation, loyalty and reduced performance. It also directly affects the level of turnover and the ratio of turnover ultimately increases. The people will no longer be able to contribute to organisational effectiveness and overall economic development. It is observed that progressive developments cannot occur without a positive use of politics.

The major implications of this study is toward managers and practicing leaders in private organisations in Pakistan. The research throws light on the use of political skills by certain interest groups to eliminate or reduce those negative consequences by political groups. If employees develop strong political skills, organizational politics will not be able to negatively affect employee's performance as well as organizational commitment. In organizations, this deficiency can be covered up to some extent by involving employees in processes of organizational decisions that create a sense of belongingness and a sense of inspirations and instill in them stronger political skills to redirect the ordinary employees toward constructive politics. A vibrant organization need to keep employees as a part of organizational processes and consider them in designing human resource policies, for instance pay and promotions.

The study also offer deep implications and significance to graduating students and academicians. It offers a nuanced understanding of the linkage of political environment and work outcomes such as performance and commitment levels in the presence of developed political skills. Graduating students of business can take insights from this organisational research applied in NGO sector whereby they can extrapolate similar research in other settings of public and private organisations. Overall, the study contributes to a contextualized theory of work-performance and commitment in an informal political work settings in an emerging country such as Pakistan.

Limitations and Future Directions

Just like any other Management research, this study too is not immune from certain limitations. The first limitation was in the use of Convenience sampling technique while other techniques may be used for true representation of political phenomena. Similarly, the sample size was confined to only three private organizations operating in Peshawar, this could have been improved by surveying other organizations across Pakistan. Lastly, the survey questions were conducted and analyzed in English language while the most common language especially in private firms is Urdu. This language barrier could pose another limitation to the current research. Future research should test the model in other sectors and also modify by expanding the sample and population area to other organizations across nation. They can also add other moderator or mediator variables like personality traits, organizational support and motivation to generate mode valid results.

In the end, with increasing political influences at organisational and national level, Pakistan is an ideal context to explore the role of cultural and institutional dimensions on employee work outcomes of 'good' and 'bad' organizational politics. Why under certain cultures and institutions, some type of organisations excel well but not others? Future research may also measure more contextual factors representing demands and supply and resources available to employees. In so doing, it will be interesting to explore whether cultural factors affect work performance and commitment for different strains of personality and political acumen in other organisational settings.

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