

# Analyzing Impact of Organizational Politics on Human Efficiency

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## Abstract

In the examination of organizational behavior, organizational politics has assumed a new form and significance. During the exploration of organizational behavior, the phenomenon of organizational politics emerged as significant and essential, with much research conducted by contemporary scholars. The majority of the research focused on organizational politics in relation to job commitment, job satisfaction, and organizational culture. Organizational scientists have articulated several interpretations of the term "organizational politics," resulting in conflicting perspectives and a lack of consensus among scholars about the word. The proposed definition of the phenomenon might be categorized in various ways. The researchers focus solely on the political aspect, neglecting the genuine divination. The study comprised a sample size of 145 participants. This encompasses personnel of various hierarchical levels. Stratified random sampling employed as the sample method, and linear regression utilized as the statistical tool. The investigation concludes that organizational politics significantly correlates with job performance. Nonetheless, this relationship is weak yet substantial. This indicates the influence of one variable on another. Organizational politics adversely affect job performance, leading people to disengage from their work, as their primary interests do not align with their job responsibilities.

**Keywords:** Organizational Politics, Employee and Job performance.

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## Introduction

A significant portion of the tests focused on internal politics in relation to the organization's job engagement, employee satisfaction, and community involvement. Theoretical justifications suggest that politics can disrupt job efficiency, necessitating deeper examination and empirical analysis; thus, this research was conducted to assess the influence of organizational politics on employee engagement. The study seeks to investigate the probable relationship among organizational politics, job performance, and evolving market conditions and their impact on individual performance inside companies. Corporate politics is an enigmatic facet of power dynamics in the workplace, characterized by interpersonal relations involving the overt or covert, active or passive engagement of individuals in techniques of control and power conflicts. These operations aim to safeguard or enhance personal interests or, conversely, to mitigate adverse impacts within the organization. Abass. and Avolio, (1993), sought to establish the relationship between organizational politics and employee efficiency, indicating that organizational political ideals were negatively connected with workplace satisfaction and perceptions of management loyalty. Moreover, the organizational strategy articulated by Bass (1997) serves as the principal determinant in the formation of work attitudes. It involves engagement with the organization and recognition, significantly influenced by job satisfaction, which in turn affects success within the environment. Scholars have generally concentrated on the detrimental facets of organizational politics, perceiving it as emblematic of the darker sides of human behavior. Organizational politics is often equated with manipulation,

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coercive persuasion strategies, and various subversive and quasi-legal activities (Blanchflower, 1992; Blundell, Dearden, Meghir, 1999). This portrayal suggests that organizational politics undermines the collective interests of the organization and may adversely affect performance at any level, whether individual, team, unit, or system.

In the 1990s and extending into the 2000s, interest in organizational politics adopted a more cognitive approach. Currently, the cognitive perspective is the prevailing technique in the examination of organizational politics, resulting in a rise in research regarding the impact of organizational politics on employees' attitudes, behavior, and particularly performance in the workplace (Booth, Zoega, 2000). The correlation between organizational politics and employee performance and results is significant due to its theoretical and practical ramifications. It may enhance our comprehension of organizational conflict, power, and influence strategies, and allow us to formulate ideas concerning their implications for micro and macro-level organizational outcomes (Carsten, 2009).

### **Organizational politics**

Organizational politics is an undeniable reality that cannot be overlooked. It exists in organizations in many forms (Gadot, 2007). Political phenomena are present in every organization in many forms, and they cannot be overlooked. Every firm contains employees with a political mindset. Numerous organizations exhibit organizational politics. Every organization perceives politics as a profound problem with potential positive or bad consequences (Gray & Laidlaw 2004). Human connection and engagement invariably involve politics, manifesting in various forms with both positive and negative consequences (Hunter, 1986).

In the study of organizational behavior, organizational politics has assumed a new form and significance. During the exploration of organizational behavior, the phenomenon of organizational politics emerged as significant and crucial, with extensive effort and research conducted by contemporary scholars. The scholars extensively analyzed the topic of organizational politics in relation to job performance and job commitment (Sheard, Kakabadse, and Kakabadse, 2011).

It was a clear and innovative phenomenon of his era, with academics in organizational behavior primarily focusing on organizational politics at that level. Organizational politics manifests in the pursuit of desired results, characterized by competition for influence and authority, as employees cultivate significant connections and interactions with senior officials. This undertaking also entails collaborative partnerships, facilitating access to information. It examines how employees advocate for acquiring specific resources, promotions, and strategic influence, thereby cultivating a political atmosphere within the organization. This exploration considers employees' understanding of the political dynamics of their work environment and how this perception affects their views of the organization, management, and colleagues, ultimately impacting efficiency and job satisfaction, which can lead to employee turnover. Therefore, Organizational politics is the pursuit of desired objectives related to promotions and resources. It also illustrates how employees perceive and internalize organizational politics, as well as how they utilize it.

The aspects such as promotion and the establishment of connections with high-ranking officials can be discerned from the political climate within the company. Organizations characterized by significant political dynamics contain similar elements. Political actions impact the organizational environment. Political activities are not solely responsible for influencing culture; the employees' responses to these activities also play a significant role. Consequently, organizational culture is influenced by the level of political activity within the firm and the manner in which employees react to these acts.

Organizational politics pertains to the emotions of employees. Organizational politics influences both employees and employers, resulting in varied repercussions, as it affects organizational culture, which ultimately impacts employers. Consequently, politics not only affects employees but can also have significant repercussions for employers. At times, it becomes quite challenging to distinguish and identify the features accountable for it. Political control acts and attitudes indicate an imperceptible trait that often conflicts with the organization's associated objectives (Shamaila, 2012). Consequently, the ambiguous and imperceptible boundaries of politics consistently challenge employees regarding the goals and objectives of the firm. Employers also fell victim to conflicts with employees, as workers are occasionally unclear about the organization's objectives and goals. A recent study on organizational politics and job performance was conducted in the agricultural sector (Seyar and Babak). The researchers recently conducted a study on the relationship between organizational politics and job performance.

### **Organization Cynicism**

Organizational cynicism denotes a detrimental disposition towards an organization. It represents an attitude of amplification characterized by negativity (Ramamoorthy, Nagarajan, & Patrick, 2004). It can be defined as the insolence stemming from an individual's discord with their organization, due to the organization's tendency to

deceive its employees and a deficiency of integrity. Ozler et al. characterized it as an individual's negative emotions, including discontent, unrest, and desperation regarding the organization and its personnel. Organizational cynicism arises when employees lose confidence in the organization and perceive it as untrustworthy.

### **Trust**

Trust is fundamentally important in all aspects of social existence. It can support personal relationships and facilitate advantageous negotiations. Establishing trust can be regarded as a crucial method for resolving international political problems. Hersey, Blanchard, and Johnson, (2001) identified that trust is the fundamental aspect of the efficacy of social processes. Within an organizational context, trust serves as a significant determinant of employees' positive attitudes and performance, including collaborative behavior, organizational social responsibility, dedication to the organization, and employee loyalty. Consequently, fostering employee confidence in their organization is the primary objective of all employers; nonetheless, establishing organizational trust remains a formidable challenge for enterprises. Several research indicate that trust is progressively established through social exchanges between two parties. The extent of social interchange between an employee and the organization indicates the quality of the employee-company relationship.

### **Pay and Promotion**

The performance of any organization mostly depends on the performance of its workers. Successful firms are increasingly recognizing that numerous factors contribute to performance, with human resources being the most critical. Regardless of the organization's size, operational context, or initiatives, its success depends on its personnel, their decisions, and performance. Assessing employee performance within an organization is a primary factor in implementing human resource procedures. In the contemporary context, firms are persistently enhancing employee performance by optimizing human resource practices. Numerous scholars have established that human resource practices have a substantial and beneficial correlation with employee performance (Hughey, and Mussnug, 1997). Given that motivation differs between senior management and staff, it is essential to understand the elements that drive their motivation and the rewards that influence it, in order to improve efficiency. One of the methods firms employ to motivate their employees is promotion. This involves promoting individuals with lower performance scores to higher grades, resulting in increased salaries and additional responsibility. A promotion is perceived as a reward for an employee's contributions to the organization. Due to an employee's value to the firm, promotion may be essential to keep that individual. Bedfast (2004) asserts that promotion should not solely be viewed as a method of rewarding people, but also as a strategy for positioning them in roles that align with their capabilities. From this perspective, promotion impacts both employee welfare and organizational well-being. Consequently, the promotion of personnel inside firms must be executed meticulously by according to established norms and processes (Kacmar, Witt, Zivnuska, & Gully, 2003).

### **Organizational Commitment**

Organizational commitment is a fundamental concern for business owners and management. Organizational commitment is directly correlated with job satisfaction, which affects the competitive position and profitability of a firm. Organizational commitment directly influences employee performance, so it holds significant relevance. Organizational commitment is a concept that has garnered the attention of numerous practitioners and scholars in human resource management because to its impact on both the business and its employees. Execution. Prior research indicates that employees exhibit commitment for different reasons, including a sense of obligation, the costs associated with leaving the firm, and an attachment to corporate principles. Organizational commitment is a global notion wherein an employee invests effort, aligns with the values and objectives of the company, and possesses a desire for ongoing membership. Commitment is the subtle connection between a company and its personnel in their workplace. The strength of the tie is contingent upon various factors (Maund, 2001). This research will examine the relationship between organizational commitment and other parameters. The performance of employees is closely correlated with their dedication to the organization. Commitment refers to an employee's readiness to contribute constructively to an organization and persist in their duties. Organizational commitment is a crucial factor for assessing employees' intent to quit and their contributions to the firm. Consequently, performance results from the activities of employees who applied their talents in certain conditions.

Employee performance encompasses collective understanding, competence, and endeavor in task execution. Organizational objectives can be achieved through effective performance. Further assessments are necessary to enhance organizational presentations. Organizational commitment enhances competitiveness and employee success.

### **Job satisfaction/Performance**

The relationship between job happiness and its impact on work performance is complex. For almost 50 years, business and administrative psychologists have grappled with the relationship between job happiness and job performance. Job satisfaction is a multifaceted and intricate notion that can signify different meanings to diverse individuals. Job satisfaction is generally correlated with motivation, however the nature of this relationship is not well-defined. Satisfaction is not synonymous with motivation. Job satisfaction is, moreover, an attitude, an internal condition. It may pertain to an individual's sensitivity to achievement, whether quantifiable or qualitative. The relationship between job satisfaction and performance remains a subject of continuous debate and contention. One perspective of early human relational methods posits that satisfaction enhances performance. Individual performance is often influenced by three things. Motivation refers to the desire to perform tasks, ability denotes the competence to execute the job, and the work environment encompasses the tools, resources, and evidence required for task completion. If an employee demonstrates insufficient capacity, the manager may implement training activities or reassign the person (Senge, 1990). In the event of environmental concerns, the management might regularly implement adjustments to promote enhanced performance. However, if motivation is the concern, the manager's responsibility becomes more complex. Individual behavior is a complex phenomenon, and the manager may struggle to ascertain the reasons for employee demotivation and how to modify their behavior. Consequently, motivation exerts a dynamic influence, adversely affecting performance due to its elusive character.

### **Job Stress**

Stress is a deviation in an individual's physical or cognitive condition, essentially representing turmoil or imbalance from the normal state. Stress comprises anxiety-inducing occurrences within the workplace, social settings, and predictable life circumstances (including professional, social, and familial domains), and is also precipitated by emotional, mental, psychological, and physical ailments (Wiltshire, Bourdage, & Lee, 2014). Furthermore, stress arises from any scenario or event that necessitates social adaptation to any change, whether it is perceived as favorable or negative.

Certain stress can be beneficial, while other forms might be detrimental. Stress can be broadly defined as a condition that arises when an individual perceives the pressures or demands of a circumstance. Stress is strongly correlated with work; an increase in workplace stress can adversely affect employee performance. The organization should address specific variables that lead to stress in order to mitigate it, hence enhancing staff productivity (Bodla, & Danish, 2009).

### **Communication Effectiveness**

Communication facilitates transformation inside an organization. It is a defining feature of organizational development. Effective communication and comprehension of management-employee relations are crucial for enhancing the performance of all parties involved in the communication process.

Communication inside an organization is analogous to blood circulation in the human body. Consequently, any organization that recognizes the importance of communication incorporates it into their organizational environment. Most fundamental management procedures—development, organization, leadership, and supervision—cannot be executed without efficient communication. Effective communication enhances organizational performance by identifying and addressing existing gaps. It is directly correlated with performance.

### **Research Objectives**

1: To find out effect of organizational politics on employee performance

#### **Hypothesis:**

Null: There is no effect of organizational politics on employee performance.

Alternative: There is a positive effect of organizational politics on employee performance.

### **Instrument used for primary data collection**

This study was conducted using primary data obtained from the survey instrument. The research utilized a standardized, well-structured questionnaire as its survey instrument. The surveys were utilized to gather primary data and pertinent information from AIB workers. This survey instrument was developed and validated as part of this study, demonstrating reliability. A pilot study was performed to acquire an initial evaluation of the internal validity of the research survey instrument questionnaire. Primary data were gathered from 15 AIB workers for this purpose. The pilot study results validated the internal reliability of the employed instrument; hence, the same instrument was utilized in the designated sample locations to gather the primary data required

for the current investigation. The survey instrument underwent reliability analysis, revealing a Cronbach's alpha value for all research variables significantly exceeding the recommended threshold of 0.6 (Nunnally, 1978).

**Population**

The Afghanistan International Bank (AIB) was selected as the research population due to the case study design employed. A total of 145 personnel from a pool of 350 across various divisions of the AIB were selected to provide comprehensive coverage and analysis of the findings. The research employed Statistical Package for Social Science (SPSS) software for data analysis. Data processing involved intricate editing, coding, and tabulation, which were essential components of the study process. This was executed to enhance the accuracy and efficacy of the research. Initially, formal consent was obtained from the heads of each department, followed by the contact and visitation of a total of 45 personnel from various departments and units of the Afghanistan International Bank (AIB). After notifying employees about the objective of completing the questionnaire and establishing the collection timeframe, a total of 38 completed questionnaires were received in hard copy format. The data was encoded and input into the most recent version of SPSS. Statistical functions were employed to test the hypothesis and examine the study's objectives.

**Results and Discussion**

**Reliability Test**

**Employee performance dependency with Organizational Behavior**

The impact of employee performance on organizational behavior dimensions, including Organizational Cynicism, Trust, Political Influence Behaviors, Pay and Promotion, Organizational Commitment, Job Stress, and Communication Effectiveness, is articulated in Hypothesis 1. The results are presented in Table 1, derived from a conceptualized multiple regression models. The results indicate that the F value of 23.35 is significant at the 5 percent level, leading to the rejection of hypothesis-1. The findings indicate that employee performance is contingent upon the array of organizational behavior aspects in e-Retailing. The corrected R-squared value of 0.81 in Table 1 indicates that 81 percent of employee performance is strongly influenced by this set of organizational behavior factors. The 't' values of 4.699, 2.971, 2.145, and 2.204, associated with organizational behavior characteristics including Organizational Cynicism, Political Influence Behaviors, Pay and Promotion, and Job Stress, demonstrates substantial effects on the proposed model.

Organizational cynicism among employees significantly impacts employee performance, evidenced by a peak 't' value of 4.699. This unequivocally indicates that employees see a discrepancy between their organization's stated intentions and its actual practices. The organization anticipates one behavior from its employees while providing rewards for another, leading me to be more cautious about the likelihood of all applications being implemented within my firm. Moreover, employees critique the procedures and policies of our organization to individuals outside the business. Likewise, political influences on employee behavior considerably enhance performance, evidenced by a t value of 2.971. This indicates the existence of a faction inside our company that consistently achieves its objectives unopposed, as others are reluctant to confront them, and they seek to elevate themselves by undermining their peers. Employees operate under significant pressure, and organizational job objectives are explicitly conveyed to them.

*Table- 1: Results of the regression for hypothesis-1*

<b>Table-1: Model Summary</b>						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.753 <sup>a</sup>	.725	.818		2.49442	
<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.741	2	20.870	23.354	0.000
	Residual	292.439	47	6.222		

	Total	334.180	49			
<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.429	4.349		1.248	.018
	Organizational Cynicism	0.490	0.257	0.313	4.699*	.003
	Trust	0.078	0.199	0.064	1.875	.620
	Political Influences Behaviors	0.046	0.029	0.123	2.971*	.022
	Pay and Promotion	0.080	0.019	0.093	2.145*	.004
	Organizational Commitment	0.015	0.036	0.019	0.504	.671
	Job Stress	0.041	0.015	0.078	2.204*	.011
	Communication Effectiveness	0.020	0.037	0.024	0.548	.501
a. Dependent Variable: Productivity						

Furthermore, Pay and Promotion, with a 't' value of 2.145, exert a strong impact on employee performance. This unequivocally affirms that rewards are exclusively bestowed onto individuals who exert considerable effort inside this corporation, while promotions are allocated to the highest achievers. Moreover, inside this firm, expectations for employees to achieve high performance are clearly defined, and employees are justly compensated for their commendable work. The 't' value of 2.204 for the dimension of Job Stress considerably impacts employee performance. This unequivocally indicates that when individuals contemplate our organization, they experience a sense of worry or stress, while simultaneously feeling that their job within the organization is valued. Moreover, employees believe that certain circumstances lead to workplace stress and often engage in regular disputes with managers and colleagues. The residual 't' values of 1.875 and 0.504, associated with Trust and Organizational Commitment, are not deemed significant at the 5 percent threshold. Therefore, it may be concluded that staff member performance is not greatly influenced by these organizational behavior aspects.

**Findings and Conclusion**

The study's findings suggest that the organisation sustains equilibrium between work and tasks at this level. The organisation exhibits fidelity to its personnel, enabling the accomplishment of tasks and objectives, which serves as a favourable indicator for the organisation. Moreover, we have determined that the organisation successfully encourages its personnel, which directly influences their performance in the workplace. They ought to earn compensation for their acts. This will improve their performance in their duties and responsibilities. Furthermore, the poll recognised that the employees of this firm demonstrate dedication to their work and the organisation, abstaining from voicing criticisms regarding workplace concerns outside their professional setting. Furthermore, they share meaningful glances with their colleagues when their organisation and its staff are mentioned, signifying a strong bond among the employees and between them and their company. When employees and the organisation are engaged, they work together to resolve difficulties. Moreover, studies demonstrate that when employees encounter challenges at work, their colleagues or supervisors provide assistance, indicating that both supervisors and coworkers are supportive and help their employees achieve their

objectives. This is a favourable sign in this case since it will improve employee performance and strengthen their engagement with their work. Moreover, it is apparent that the company upholds ethical standards by treating all employees fairly. This aids the organisation in addressing behaviours motivated by an inferiority complex. Incentivising them will cultivate their commitment to their responsibilities, contingent upon equitable treatment. This will improve employee performance. Moreover, the workers exhibit exceptional mutual support. Should they face impediments in their pursuit of their goals. They jointly fulfil their objectives by supporting each other in reaching their goals. Furthermore, the organization's management seeks to understand the employees' perspective; hence, it is clear that management must not only express their own viewpoint but also know the workers' perspective. This endeavour by the company can foster innovation in employees and augment their motivation towards their responsibilities.

### **Conclusion**

This study focusses on the relationship between organisational politics and job performance. The results of any study can be either negative or good; the literature review indicates that the comprehension of organisational politics is a deeply entrenched issue, encountered by nearly every corporation, resulting in both positive and negative consequences.

A research design and deductive technique are employed. This study seeks to evaluate the influence of organisational politics on employee performance at Afghanistan International Bank (AIB). Explanatory Research seeks to clarify current events by identifying gaps and improving understanding, hence expanding our knowledge of published material. The Afghanistan International Bank (AIB) was chosen as the research population because of the application of a case study design. One hundred forty-five persons from a cohort of three hundred fifty from multiple divisions of the AIB were chosen to deliver thorough coverage and analysis of the data. The study's findings demonstrate that the organisation sustains equilibrium between work and tasks. The organisation exhibits fidelity to its personnel, enabling the accomplishment of tasks and goals, which serves as a favourable indicator for the organisation. Moreover, we have determined that this company incentivises its employees, directly influencing their work performance. They ought to earn compensation for their acts. This will improve their efficacy in their duties and responsibilities. Furthermore, studies demonstrate that when employees encounter challenges at work, their colleagues or supervisors provide assistance, indicating that supervisors and coworkers are supportive and help their employees achieve their objectives. This is a favourable sign in this scenario since it will improve employee performance and reinforce their engagement with their work. Moreover, it is apparent that ethical standards dictate their conduct, as the organisation treats all personnel fairly.

### **Limitations of study**

A limited sample may not accurately reflect the larger population, resulting in distorted outcomes. If the sample exhibits insufficient diversity regarding industry, size, or geography, the conclusions may lack generalizability. Dependence on self-reported surveys might induce bias, as respondents may offer socially acceptable answers. The researcher's viewpoints may affect data interpretation and analysis. Factors influencing organizational performance may evolve over time due to market dynamics, rendering findings less relevant in the future. External economic, political, or social elements can influence performance but may not be sufficiently considered. Performance can be assessed using multiple metrics (financial indicators, employee satisfaction, etc.), and selecting a singular measure may neglect other significant dimensions. Certain elements, such as company culture and staff morale, are challenging to quantify precisely. Determining whether a factor genuinely influences performance or is simply associated might be difficult. Unmeasured variables may affect performance, confounding the analysis. The restricted duration for data gathering may fail to encompass long-term trends or effects. A research completed at a certain time may not represent current developments within the company. Restricted access to sophisticated analytical tools may impede the capacity to analyze and comprehend intricate data efficiently.

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### **Conflict of Interest**

The authors assert that there are no conflicts of interest pertaining to the publishing of this paper. The authors affirm that no financial support was obtained for this research. This study was executed autonomously, with all research efforts undertaken without external funding assistance. The authors declare no financial affiliations or conflicts of interest.

### Author Contribution Statement

Dr. Adil Rasool developed and designed the study, conducted the data evaluation, and authored the report. Mohammad Fahim Satari contributed to the literature review, aided in data collecting, and offered essential amendments to the text. Dr. Waheed Rokhan participated in the study's design, supervised the experimental techniques, and contributed to the interpretation of the findings. Mr. Sikander Hayat evaluated and refined the article for clarity and cohesion. All authors reviewed and sanctioned the final version of the text.

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