

# Assessing the Impact of Workplace Politics on Employee Job Outcomes

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## Abstract

Within the field of organizational behavior research, workplace politics has acquired a new dimension and significance. The phenomena of workplace politics were rendered significantly essential and evident during the analysis of organizational behavior as a result of the extensive effort and research on contemporary intellectuals. The majority of research focuses on workplace politics in relation to employee loyalty, work satisfaction, and organizational culture. Organizational scientists have described workplace politics in a variety of ways, which has resulted in divergent perspectives and has complicated the process of reaching a consensus among experts regarding terminology. As a result, the concept of transmitted phenomena can be classified in a variety of ways. The studies exclusively clarify the political aspect, leaving the genuine divination unexplained. The sample size for this investigation was 38. This includes personnel at every level of the organization. Simple random sampling functions as a sampling methodology, while linear regression functions as a statistical instrument. Workplace politics and job performance exhibit a substantial correlation, according to the analysis. This relationship is significant, despite its fragility. The conclusion is that organizational dynamics influence job performance, as one variable influence another. As a result, employees are not primarily interested in their work, and they lack personal engagement in their roles.

**Keywords:** Workplace politics, Job performance and Afghanistan

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## Problem statement

The main research looked at how workplace politics affected things like employee commitment, job happiness, and the culture of the firm. This study sought to evaluate the impact of workplace politics on employee job involvement, as theoretical frameworks indicate that politics frequently hinders job performance and necessitates further empirical investigation. This study seeks to clarify the connection between workplace politics and employee performance, assessing the degree to which workplace politics impacts individual performance in nascent enterprises and identifying possible correlations between job performance and workplace politics. Kacmar and Ferris (1991) define workplace politics as an ambiguous form of power dynamics in the workplace, representing a distinct sphere of human relations. It is distinguished by the direct or indirect, active or passive involvement of individuals in power struggles and techniques of influence. People usually do these things to protect or improve their own interests, or to stop bad things from happening in the organization. Vigoda (2000) demonstrated that managerial loyalty and job-related sentiments of fulfillment had a negative link with organizational political beliefs, aiming to clarify the relationship between workplace politics and employee performance. Mowday, Steers and Porter (1979) clarified that the principal factor influencing job attitudes is workplace politics. It entails participation with and acknowledgment of the organization, significantly shaped by job satisfaction and the overarching environment, which in turn impacts performance. Researchers have primarily concentrated on the detrimental facets of workplace politics, viewing it as a reflection of humanity's more malevolent inclinations. Manipulation, coercive influence tactics, and other

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subversive and quasi-legal behaviors are frequently regarded as nearly synonymous with workplace politics (Ferris & King, 1991; Mintzberg, 1983; 1985). This portrayal gave rise to the belief that workplace politics are at odds with the company's shared goals and may impede performance at any level, be it individual, team, unit, or system.

In the 1990s and early 2000s, the focus of attention in workplace politics shifted to a more cognitive one. The cognitive perspective currently represents the prevailing framework in workplace politics research, resulting in an abundance of studies examining the influence of workplace politics on employees' attitudes, behaviors, and, importantly, their work performance. The relationship between workplace politics and employee performance is consequential due to its theoretical and practical ramifications. It could help us come up with hypotheses on how important conflict, power, and influence are for both small and large organizational outcomes.

### **Workplace politics**

You can't avoid the fact that there is politics in organizations. Organizations experience it in many manifestations (Grande & Toth 1997). Politics is a constant in all organizations, taking many forms, and cannot be ignored. This is because every company has people who think politically. Many businesses have a lot of politics going on inside them. Cropanzano (2006) asserted that every organization regarded politics as a complex issue producing both beneficial and adverse consequences. Politics will always originate from human connection and trade, and it can have good or bad effects. The study of organizational behavior has introduced a new significance and aspect to workplace politics. The substantial effort and research on modern intellectuals made workplace politics a very important and clear part of the study of organizational behavior. Researchers have looked into the link between workplace politics and work performance and commitment (Ferris and Kacmar, 1991). At that time, workplace politics was the main focus of scholars studying organizational behavior, making it a well-known and new idea of the time. Workplace politics is how employees try to get what they want. They compete for power and influence, make important alliances, and talk to higher-ups. This project requires people to work together to learn. It looks at how employees act when they want certain resources, promotions, and strategic power, as well as how politics plays a part in this. Employees create a political climate in the workplace based on how they understand the political dynamics of their job, which changes how they see their employer, coworkers, and the company as a whole. This causes less productivity and enjoyment, which leads to staff turnover (Ferris and Kacmar, 1992). As a result, workplace politics is having a hard time getting the results it wants when it comes to resources and promotion. It shows how workers see and understand workplace politics, as well as how they use and combine them.

You can use the organization's political climate to evaluate the things described above, such as getting promoted and making connections with important people. Organizations with a lot of political involvement have the same parts. The political climate has an effect on the organizational environment. Political activities have an impact on culture, but how employees respond to these events is also quite important. The culture of a company is shaped by how much political activity it encourages and how its employees react to it.

The feelings of workers are a political issue within the company. Workplace politics affect both employers and employees in different ways. Politics first affects the culture of an organization, which then affects the people that work there. So, politics may have a big effect on corporations, not only on individuals. It can be hard to tell what makes it happen and to recognize the traits that make it happen. Behaviors and attitudes that are controlled by politics are an invisible trait that often goes against the goals of the business. Panchanatham and Sowmya (2011). Because of this, employees are always presented with the organization's mission and goals, which are sometimes vague and hard to pin down in the world of politics. Employees may sometimes be unclear about the organization's goals and objectives, which can lead to disagreements between bosses and employees. A recent study looked at the politics and job success in the agricultural industry (Mayhew K, & Corney, 2002). The recently completed study examined the relationship between job performance and business politics.

### **Organization cynicism**

Organizational cynicism constitutes a negative disposition towards an organization. It is an attitude of exaggeration that possesses specific negative characteristics. It can also be articulated as the incivility or hostility of an individual towards their organization, stemming from a belief that the entity consistently seeks to deceive its personnel and lacks integrity. Ozler et al. defined it as a negative feeling felt by individuals, including dissatisfaction, unrest, and desperation toward the organization and its staff. Organizational cynicism occurs when employees lack trust in and belief in their organization.

### **Trust**

Trust is very important in many parts of social life. It can help people talk to each other in a positive way and make their relationships better. Building trust can be seen as a basic way to deal with political problems around the world. Collett, Schaefer, and Molm (2007) contend that trust is the fundamental component in the effectiveness of social processes. In a business, trust can be characterized as a sign of employees' good behavior and attitudes, which includes things like social responsibility, working together, loyalty, and dedication. As a result, the most important thing for all employers is to build trust in their employees. However, businesses still have trouble figuring out how to do this. Many studies show that trust builds over time through social interactions between two people. In an organizational context, the degree of social interaction between an employee and the organization indicated the nature of their relationship.

### **Pay and Promotion**

The efficiency of a corporation is significantly influenced by the performance of its personnel. Successful enterprises are increasingly recognizing that human resources are the most critical factor, despite the fact that there are numerous factors that influence success. The company's success is contingent upon the decisions and performance of its personnel, regardless of its size, environment, or activities. The evaluation of employee performance is a primary justification for the implementation of human resource strategies within a business. In the present day, organizations are making a concerted effort to improve employee performance by enhancing human resource assessments. Numerous academics have verified the substantial and advantageous correlation between human resource practices and employee performance (Tessema and Soeters, 2006). It is imperative to understand the factors that motivate upper management and employees, the variables that inspire motivation, and the rewards that affect motivation in order to improve efficiency, given the divergent motivational styles of both groups (Roberts, K. H., & O'Reilly, 1979). Corporations employ a variety of strategies to motivate their employees, including promotion. This process entails the promotion of employees with lower organizational ratings to higher grades, which leads to increased responsibilities and compensation. An employee's promotion may be interpreted as an acknowledgement of their contributions to the organization. In order to retain an employee, it may be necessary to offer them a promotion, given their value to the organization. Bass (1997) posits that promotions should be viewed as a means of rewarding employees and aligning them with appropriate positions. This perspective asserts that a promotion has an impact on the well-being of both the organization and the employee. Promotions within organizations should be conducted with precision, adhering to established policies and procedures.

### **Organizational commitment**

A major issue for business owners and managers is getting their employees to be committed to the company. Job satisfaction and organizational commitment are closely linked, and they have a big effect on how profitable and competitive a business is. Organizational commitment is important because it has a direct effect on how well employees do their jobs. Many human resource management professionals and academicians are interested in the idea of organizational commitment since it affects both employee and organizational performance. Prior studies reveal that employees exhibit commitment due to several factors, including a sense of duty, the expenses related to leaving the firm, and an alignment with its principles. Organizational commitment means that an employee works hard, shares the organization's values and goals, and wants to be an important part of the structure (Abass.M. and Avolio, 1993). Commitment is the weak tie between a person and their boss. The bond's strength depends on a number of things. This research will analyze the correlation between organizational commitment and other parameters. There is a strong link between employee achievement and business commitment. Commitment is when an individual is dedicated to continuing to make a positive contribution to an organization. Organizational commitment is an important thing to think about when deciding why an employee is leaving and how valuable they are to the firm. When employees use their skills in a limited number of situations, their performance is the result.

Employee performance includes a common understanding, skill, and hard work. Good performance can help the organization reach its goals. To make corporate presentations better, more research is needed. Commitment to the organization improves employee performance and makes the company more competitive.

### **Job satisfaction/Performance**

Getting people to be happy at work and how that affects productivity is hard. For nearly five decades, organizational and industrial psychologists have been examining the relationship between job satisfaction and job performance. Job satisfaction is a complex and multifaceted notion that holds different meanings for different persons. Motivation and job satisfaction are usually linked; however, the link is quite weak. Motivation and satisfaction are separate ideas.

Additionally, job satisfaction represents an internal condition and inclination. For instance, it could relate to a subjective assessment of success, be it quantitative or qualitative. There is continual debate and disagreement over how job happiness and performance are related. One perspective, associated with the early human relations approach, asserts that performance results from contentment. Three things usually define how well someone does their job. The workplace, tools, materials, proof needed to execute the task, as well as the drive, desire, and ability to do it. If an employee can't do their job, the boss can either replace them or give them alternative work. If there is an environmental problem, management can often make changes to improve performance. If motivation is the problem, the manager's job gets harder. The manager may find it hard to figure out why the employees aren't motivated or how to change their behavior because individual behavior is so complicated. Motivation has a dynamic effect on performance since it hurts it, even when it can't be seen (Blanchflower D, Lynch L, 1992)

**Job stress**

Stress is defined as "a deviation in an individual's physical or cognitive condition, disturbance, or imbalance from the normal state." Stress is defined by difficult situations that come from emotional, mental, psychological, and physical problems, as well as from job, social situations, and everyday life (work, socializing, and family duties). Stress also arises from any circumstance that requires social adaptation, regardless of whether the change is beneficial or harmful (Blundell R, Dearden L, Meghir C, 1999) Stress can lead to both positive and negative results. Stress can be generally characterized as a state that arises when a person recognizes the demands placed upon them or the necessities of a circumstance. Work and stress are closely intertwined; when work-related stress goes up, it might make employees less productive. To reduce stress and improve employee performance, the company needs to deal with some of the root causes (Carsten, 2009).

**Communication effectiveness**

Organizational change is facilitated by communication. It is a characteristic of corporate expansion. Proficient communication and an understanding of the interaction between management and employees will enhance the efficiency of all events in the communication process. The blood circulation of the human body is analogous to the communications of an organization. As a result, any organization that recognizes the importance of communication incorporates it into its culture. The successful execution of fundamental management functions development, organization, leadership, and supervision requires effective communication. The identification and correction of organizational deficiencies are facilitated by effective communication, thereby improving overall performance. It is inextricably linked to performance (Christine B. and Matthew, 2010)

**Data methodology**

A total of 38 persons were chosen from a pool of 110 employees from different departments and parts of the Amiri pharma hospital in Afghanistan. The study's data were analyzed using the Statistical Package for Social Science (SPSS) software. Editing, coding, and tabulation were all important parts of the full study process. This was done to make sure that the research was accurate and useful. After getting permission from the heads of each department, 45 people from different parts of the Amiri pharma hospital in Afghanistan were called and visited. After staff members were told about the survey's purpose and the time range for collecting responses, 38 completed questionnaires were received in hard copy. After decryption, the data was moved to the most recent version of SPSS. Statistical methods were used to test the hypothesis and look at the study's goals. The results are shown in the next sections of this research paper.

**Data Analysis**

**Reliability Test**

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	38	100.0
	Excluded <sup>a</sup>	0	.0
	Total	38	100.0
List wise deletion based on all variables in the procedure.			

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.734	32

<b>Table 1: Gender wise distribution</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	76.3	76.3	76.3
	Female	9	23.7	23.7	100.0
	Total	38	100.0	100.0	

Source: Primary data.

Table 1 indicates gender wise distribution of the respondents. Gender of the respondents has been classified into two sub-categories i.e. Male and Female. The result reveals that out of total 38 respondents, 29 respondents i.e. 76.3% are male and 9 respondents i.e. 23.7% are female. Hence, it is concluded from the results of the above table that majority of the respondents belong to male category of gender.

<b>Table 2: Age wise distribution</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	5	13.2	13.2	13.2
	31-40 years	18	47.4	47.4	60.5
	40-50 years	11	28.9	28.9	89.5
	Above 50 years	4	10.5	10.5	100.0
	Total	38	100.0	100.0	

Source: Primary data.

Table 2 indicates age wise distribution of the respondents. Age of the respondents has been classified into five sub-categories i.e. less than 21 years, 21-30 years, 31-40 years, 40-50 years and above then 50 years. The result reveals that out of total 38 respondents, 18 respondents i.e. 47.4% are 31-40 years and 4 respondents i.e. 10.5% are above 50 years. Hence, it is concluded from the results of the above table that majority of the respondents belongs to 31-40 years old employees.

<b>Table 3: Education wise distribution</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma or technically certified	5	13.2	13.2	13.2
	Graduate	22	57.9	57.9	71.1
	Post-graduate	11	28.9	28.9	100.0
	Total	38	100.0	100.0	

Source: Primary data.

Table 3 indicates education wise distribution of the respondents. Education of the respondents has been classified into five sub-categories i.e. school dropout, up to 10<sup>th</sup> or 12<sup>th</sup> STD, diploma or technically certified, graduate and post-graduate. The result reveals that out of total 38 respondents, 22 respondents i.e. 57.9% are graduate and 5 respondents i.e. 13.2% are diploma or technically certified. Hence, it is concluded from the results of the above table that majority of the respondents belongs to graduated category.

**Employee performance dependency with Organizational Behavior**

Hypothesis 1 asserts that employee performance is dependent on multiple facets of organizational behavior, such as organizational cynicism, trust, political influence behaviors, remuneration and promotion, organizational commitment, job stress, and the effectiveness of communication among employees. Table 4 shows the results of this model. The results demonstrate that hypothesis-1 is rejected, as the F value of 14.981 is significant at the five percent level. The statistics indicate that organizational behavior factors impact employee effectiveness. The new R square value of 0.70 in Table 4 shows that this combination of organizational behavior characteristics has a big effect on 70% of employee performance. The planned model is greatly affected by the "t" values of 4.699, 2.971, 2.145, and 2.204, which are related to aspects of organizational behavior including Organizational Cynicism, Political Influence Behaviors, Pay and Promotion, and Job Stress.

The highest "t" value of 4.699 shows that employee cynicism has a far bigger effect on how well employees do their jobs. This clearly shows that employees notice a difference between what their firm says it wants to do and what it actually does. If all applications were claimed to be completed at my organization, I would be much more skeptical about whether they were really finished. Companies expect one thing from their workers but pay them for doing something another. Employees also tell people outside of the company that they are unhappy with our rules and procedures. Correspondingly, with the following raised t value of 2.971, political influence techniques among employees exhibit a considerably beneficial effect on employee performance. This shows that some people in our organization always force their will on others, and they do this to improve their own standing by putting down their coworkers. Also, people in my company work under a lot of stress, and they are given clear and concise instructions on what they need to do.

**Table 4: Results of the regression for hypothesis-1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	F	Adjusted R square
	B	Std. Error	Beta			
(Constant)	3.566	0.650		5.483*	14.981*	0.700
Organizational Cynicism	0.108	0.023	0.201	4.699*		
Trust	0.039	0.021	0.070	1.875		
Political Influences Behaviors	0.046	0.015	0.123	2.971*		
Pay and Promotion	0.080	0.037	0.093	2.145*		
Organizational Commitment	0.015	0.029	0.019	0.504		
Job Stress	0.041	0.019	0.078	2.204*		
Communication Effectiveness	0.020	0.036	0.024	0.548		

**Dependent variable: Employee Performance; \* Significant at 5 percent level; Source: Computed from primary source**

The "t" value of 2.145 means that pay and promotions have a big effect on how well employees do their jobs. This shows that only people who work hard at this company get promotions and rewards. Additionally, it is apparent what people need to do to get recognized in this business; great work is rewarded, and people are paid properly for their work.

The "t" value of 2.204 shows that job stress has a big effect on how well employees do their jobs. This obviously shows that people feel stress and worry when they think about our business, but they also enjoy being a part of it. Also, employees often argue with their bosses and coworkers on what causes stress at work. The residual "t" values of 1.875 for Trust and 0.504 for Organizational Commitment are not significant at the five percent level. It can be concluded that these aspects of company behavior exert negligible influence on employee performance.

### **Findings**

The study's results suggest that the organization maintains a balance between labor and assignments at these figures. Additionally, we found that this organization directly impacts the work performance of individuals by inspiring them. The business is positively influenced by the firm's dedication to its employees, which enables them to achieve their goals and objectives. It is imperative that they receive recognition for their contributions, as this will contribute to their success in their professional endeavors. The study's findings acknowledged that the employees of the company are dedicated to their positions and the organization, and they are hesitant to voice their grievances regarding workplace issues outside of professional environments. In addition, when their organization and its personnel are discussed, they exchange significant glances with their counterparts, indicating that the employees have a profound connection with both their employer and one another. The organization and its employees collaborate to develop solutions to issues as they arise. The results of the study suggest that supervisors and colleagues will make an effort to provide assistance to individuals who face obstacles in the workplace. This indicates that supervisors and colleagues offer assistance and assistance to employees in the completion of their duties and assignments. This is advantageous because it will motivate employees to perform at their best and involve them in their duties. Additionally, the corporation's ethical behavior and equitable treatment of all employees are readily apparent. This will motivate them and cultivate a sense of commitment to their responsibilities, as if they are receiving equivalent care, thereby enabling the organization to overcome inferiority complexes. This will improve the performance of employees.

The study's results show how much help employees provide each other. if they run into problems while trying to reach their goals. They work together to do their tasks by helping each other reach their goals. The management of the firm also tries to understand how the employees feel. In this scenario, it is clear that management needs to understand how the employees feel instead of only sharing their own operational perspective. This program across the entire organization may help keep people interested in their work and motivated. The investigation's findings suggest that this organization exhibits negligible favoritism. They take part in the projects they want to. They might not think the same way or have the same ideas as their coworkers. As a result, workers lose motivation. The good thing is that it is quite low. This group is split into two groups: one wants to reach its goals at the expense of others, and the other does not. Personal political factors are incorporated. The study's findings indicate that the business offers fair treatment to all employees, with most employees receiving uniform treatment. This is good for the company. Everyone supports the organization's actions in their own way. So, it's clear that this company cares about its workers. Also, their work is not valued when another employee is given special treatment. Most employees agree, which shows that they understand the goals of their jobs and are committed to doing them without being mean. There is very little partiality.

The results of the research suggest that the majority of employees at this organization are of the opinion that diligence results in rewards. This shows that they work hard and get the outcomes they expect. This company pays and promotes its employees for their hard work to keep them motivated. Additionally, they are of the opinion that the compensation policies and procedures of their organization are fair. This is similar to what happened before. Most employees agree. This suggests that performance is a determining factor in compensation and advancement. The pay and reward policies are accepted by the personnel. The results of the investigation suggest that this organization places a high value on exceptional performance. The performance of employees should be closely correlated with their promotions and rewards. Additionally, incentives and promotions encourage employees to demonstrate increased diligence and effort. Consequently, their performance improves. Employees concur with their organization and obtain just remuneration for their work. The study's findings suggest that most employees seem satisfied with their organization. Nonetheless, some individuals aspire to achieve further future objectives and desires for their professional careers; consequently, departing from their organization may result in interruptions to their lives. They saw themselves as "integral members of the family" within their organization. They pursue it diligently. If they remain apolitical, their commitment renders employment with this organization rewarding.

The results of the study suggest that they do not believe it is appropriate to leave their organization, even if it were

advantageous. They assiduously pursue it. Their dedication is priceless. They elicit a sense of familial connection. Additionally, it is possible to argue that employees' methodologies and contributions are highly regarded. The results of the research suggest that employees are inclined to remain with their organization for an extended period of time due to their exceptional loyalty. This is an important aspect for an organization with such dedicated members. It is imperative that they do not lose them. Their organization will be improved through a variety of strategies. Additionally, the assignment fosters a sense of personal achievement among employees within the organization. Security and competence are perceived by employees. The staff is permitted to approach all tasks with enthusiasm. This encourages personnel to remain with the organization for an extended period. The results of the investigation suggest that employees are content with their benefits. They will dedicate additional time and effort to their work as a result of their dedication to the organization and satisfaction with the benefits it offers. Additionally, they are driven by a strong sense of purpose to complete the assigned task. As a result, they have the ability to enhance and perfect their performances.

The results of the study suggest that professional tension has an impact on both low self-confidence and demotivation. Workers demonstrate a greater level of concern for their organization than for stress. As a result, it is clear that they are conducting their operations with utmost confidence and commitment. They are valued for their contributions to the organization. Incentive and recognition are the two most critical elements of an organization. 71.1% of employees are of the opinion that their contributions are valued. Individuals will experience increased productivity and satisfaction as a result of the recognition of their efforts. They will endorse the organization's objectives and principles. The organization's ability to manage stressors is demonstrated by the study's results. They have established a work environment that alleviates employee tension. Additionally, they seldom participate in disputes with their superiors and colleagues. The relationship between supervisors and subordinates is weakened by disputes that are not related to their work. Supervisors and employees are working together to overcome the obstacles.

### **Conclusion**

This study primarily examines the correlation between job performance and workplace politics. The outcome of any study can be either beneficial or unfavorable; the literature evaluation indicates that workplace politics is a pervasive challenge encountered by nearly every corporation, yielding both positive and negative consequences. The analysis concludes that there is a considerable correlation between job performance and workplace politics. Nevertheless, this link is significant and resilient. Due to the minimal influence of politics on job performance inside this firm, employees remain actively engaged in their work, concentrating only on their responsibilities. Employees are similarly concentrated on their tasks. Workplace politics adversely affect employee engagement and interest in their work. Employees possessing political influence either receive promotions or resign to focus on political endeavors to attain their objectives. The study's analysis corroborates employees' impressions regarding the political dynamics of their workplace and its impact on their views of the company, their supervisor, and their colleagues, as it diminishes productivity. The study concludes that workplace politics significantly affects employees' job effectiveness. The reduced political dynamics within the organization fosters a strong interest among employees in their work.

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### **Conflict of Interest**

The authors affirm that no conflicts of interest are linked with this publication. The research was conducted autonomously without financial or non-financial assistance from external entities.

### **Author Contribution Statement**

The author meticulously crafted the study, devised the methodology, executed the investigation and data analysis, composed the original manuscript, and undertook the review and editing of the document. The author autonomously executed every aspect of the research and the development of the manuscript.

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### Appendix

1. Name of the respondent:

2. Gender:

(a) Male	(b) Female
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3. Age:

(a) Less than 21 years	(b) 21 – 30 years	(c) 31 – 40 years	(d) 40 – 50 years	(e) Above 50 years
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4. Educational Status:

(a) School dropouts	(b) Up to 10 <sup>th</sup> or 12 <sup>th</sup> STD	(c) Diploma or technically certified	(d) Graduate	(e) Post-graduate
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#### Organizational Cynicism

I believe my organization says one thing and does another.

My organization expects one thing of its employees, but rewards another.

I criticize the practices and policies of my organization to people outside the organization.

We look at each another in a meaningful way with my colleagues when my organization and its employees are mentioned.

#### Trust

If I have a problem at work, my coworkers or supervisors will try to help me out.

I feel that my coworkers and I will be treated fairly.

The people I work with, pull together to get the job done.

The management of this organization tries to understand the workers' point of view.

#### Political Influences Behaviors

There is a group of people in my department who always get things in their way because of no one wants to

challenge them.

People in this organization are attempting to build themselves up by tearing others down.

My organization treat everyone equally.

My hard work is overlooked because, another worker is favored.

**Pay and Promotion**

Rewards come only to those who work hard in this organization.

The rules and policies concerning pay are fair in my organization.

I can't remember when a person received a pay increase or a promotion that was inconsistent with the published policies.

I am fairly rewarded for the work that I have done well.

**Organizational Commitment**

Too much of my life would be disrupted, if I decided to leave my organization right now.

I feel like 'part of the family' at my organization.

Even if it were to my advantage, I do not feel it would be right to leave my organization now.

This organization deserves my loyalty.

**Job Satisfaction**

I need to work for this organization as long.

My work gives me a feeling of personal accomplishment in my organization.

I am satisfied with my benefits.

I have highly motivated for my assigned job to be done.

**Job Stress**

When I think about my organization, I feel a sense of tension.

I feel like that my role in organization is appreciated.

I believe there are some factors that contributes to stress at work.

I tend to have frequent argument with supervisors and co-workers.

**Communication Effectiveness**

I feel I have a voice in matters that concern me.

Managers welcome my feedback and encourage me to express my thoughts and ideas.

People are afraid to express idea because they never get credit for them.

Only certain people are allowed to express their opinions in company meetings.