

Establishing Functional Organizational Politics: A call for Inquiry

Sehrash Sabir¹, Dr. R. K. Malik¹

Abstract

Organizational politics is omnipresent phenomenon and cannot be ignored. It has the potential to make or break an organization. Literature is filled with the significance of the political strategies, its influence on leadership, power plays and even the management at all the levels. However, the context is partial and many are disdained by the shady behavior it conjures. Current analysis of the literature testifies that most of the researchers corroborate the negative opinions of the people regarding organizational politics and see it as a manipulative and self-serving malevolence. It won't be wrong to emphasize the importance of the capacity building exercise which is required by the researchers to eliminate the sole pejorative view of this construct. The primary goal of this research paper is neither to negate the dysfunctional aspects of organizational politics nor to make a sudden paradigmatic shift in organizational politics' establishment as an absolutely functional but, to provide the readers with a balanced and neutral facet of the phenomenon. In order to accomplish this goal a qualitative mode of inquiry is required based on grounded theory approach as the current quantitative analyses show the dearth of realization and acceptance of functional side of organizational politics and the potential benefits that organizations can milk from deploying functional organizational politics. As the current measurement instruments focus on measuring the destructive organizational politics or the absence of it. Primary data is required with qualitative approach. The qualitative inquiry might offer some pattern and logic on the dynamics and dimensions of functional organizational politics and add to the current literature which appears to be lopsided in its attempts in explaining the phenomenon.

Keywords: *LOrganizational politics, functional organizational politics, dysfunctional organizational politics, qualitative, destructive organizational politics, constructive organizational politics, negative organizational politics, positive organizational politics* JEL Code: D23, M19.

1 Introduction

It's natural for individuals to pursue their personal or professional interests. Although having a potential of serving personal interests and biases is inherently not an evil or destructive force, it is commonly perceived as dysfunctional (Treadway, Hochwarter, Kacmar & Ferris, 2005; Ahmed, Baloch & Ghani, 2015; Marengo, 2020; Rasyid, & Marta 2020; Bergeron & Thompson 2020). Nevertheless, there is more to organizational politics; politics is art of decision making (Denzin 1994; Charmaz, 2014; Silverman, 2015). Politics is also referred to as governing or looking after the affairs of a state however, the idea of organizational politics is limited to organizational settings (Drory & Meisler, 2016; Guo et al., 2019, Ali and Cantner, 2020). The literature calls

¹Department of Business Administration, Iqra University, Islamabad Campus, Pakistan
Corresponding Author: sehrash.sabir@iqraisb.edu.pk

for qualitative inquiry to explore the phenomenon of functional organizational politics further as the current literature is rich in quantitative inquiries which fail to present a comprehensive neutral view of the phenomenon as indicated by the classical political science scholars (Landells & Albrecht, 2017; Aggarwal, Chand, Jhamb, & Mittal, 2020; Basit, 2020; Moe & Geis, 2020).

1.1 Background

Politics is not a recent phenomenon in literature. However, the term ‘organizational politics’ is more recent, which dates back to 20th century which surely indicates its infancy in comparison to its precedent term (Abbas & Raja, 2014; Mayes & Allen, 1997; Marengo, 2020; Fiaz & Qureshi, 2021). Generally, one can find more literature on the destructive sides of politics, mostly highlighting the evils and vices of politics. Even in the academically renowned journals, the context of organizational politics has been confined to the dysfunctional and destructive aspects (Hochwarter, 2012; Ahmed, 2018, Ferris, Ellen, McAllister & Maher, 2019; Nurdin, & Zulaikha, 2020). It would be naive not to acknowledge it as a potentially destructive construct. Nevertheless, when it is deployed effectively, it can encourage and empower the organization in realizing its strategic goals (Byrne, 2005; Ferris et al., 2019; Basit, 2020).

1.2 Rationale

Organizational politics exists everywhere and plays a very important role in every organization. However, the general perception of employees towards this construct is negative. Exact role of organizational politics needs to be clarified and the kind of impact that it has on organizations and individuals needs to be determined. The misunderstanding about the absolute destructive role of Organizational politics needs to be illuminated and eliminated at the same time. Scholars need to pay attention to this phenomenon in the right direction. The need of the hour is to highlight both, constructive and destructive notions of organizational politics, and delve the reasons supporting and rooting for one sided narrative.

1.3 Research Goals

Primary research goal of this research is to highlight the need of qualitative inquiry to explore this phenomenon. Functional and dysfunctional politics ought to be the two sides of same coin, both are significant as they can have huge impact on the organizations performance and influence the people in it. Further inquiries in this area can provide the scholars and researchers with a vivid conceptual model which is comprehensive and acknowledges both the sides of organizational politics.

1.4 Scope of the study

An in depth inquiry is required for the thorough analysis and exploration of phenomenon under study therefore, requires participants with an expert opinion and understanding of the phenomenon. Experts, would be able to provide knowledgeable insight into the phenomenon. The studies should be conducted all over Pakistan to get insight. Population samples from all over Pakistan are required to gain an insight into

the possibilities of functional organizational politics. As currently, the surveys from Pakistan Bureau of Statistics and Gallop Pakistan show a picture of inclined perceptions regarding the phenomenon of organizational politics. The data set should comprise of service and manufacturing industry of Pakistan especially the experts with higher education degrees.

1.5 Significance of the study

The study will not only bridge the gap between theory and practice but also provide the practitioners with strategies which can be implemented in order to gain benefit from the functional organizational politics. It has theoretical significance, which is adding to the literature a much needed capacity building exercise and a food for thought for the coming scholars. Moreover, the practical implications of the study will be for the employees, managers and overall organizations where they can learn the dimensions of functional organizational politics and the ways in which they can get benefit out of it in terms of productivity, efficiency and employee satisfaction. However, a qualitative inquiry is required to find out the real implications of functional politics for employees and organizations.

2 Approach to Systematic Literature Review (SLR)

The search of articles and papers was carried out on various libraries and web collections which included globally accepted search engines like Google scholar, Wiley digital library, HEC digital library, Springer digital library and Science Direct etc. (Stone, 2012; Tremmel, Gerdtham, Nilsson, & Saha, 2017).

The article is focused on inquiring regarding the organizational politics and its two types or dimensions. Therefore, the key words revolve around these terminologies and include the taxonomies commonly used for referring to these type (Cocchia, 2014; Mesgari et al., 2015) s. For instance, negative organizational politics, destructive organizational politics and dysfunctional organizational politics are most used terms for referring to the harmful political activities in any organization. Similarly, the good or the positive side of it is referred to as functional, positive or constructive. However, during the actual search, apart from these taxonomies, usual good and bad politics and other keywords which extended the research query were also taken into account while searching for the related literature.

2.1 Inclusion criterion

There is plenty of literature on organizational politics; however, the focus of this concept paper is to identify what literature has to say about the functional side of the organizational politics. Therefore, the literature was searched without any time frame limitation or filter but the exact phrases were searched and articles with those exact taxonomies were selected for the review (Stone, 2012; Cocchia, 2014). For the general literature review of the phenomenon, the definitions and perceptions of organizational politics, the negative side of it, its causes and effects were also sought for review.

However, only the selected recognized journals were considered for the review (Okoli & Schabram, 2010).

2.2 Exclusion criterion

After the preliminary review of the literature, the articles which tagged the organizational politics as an evil phenomenon or something which organizations should get rid of were excluded and emphasis was made on the articles recognizing both sides of it and the Meta analyses in particular (Tremmel et al., 2017).

2.3 Problem identification

Ferris et al, (2002) have mentioned in their work that the functional organizational politics is both under-researched and under-developed (Salin, 2003; Drory & Meisler, 2016; Ferris et al., 2019). Most of the articles and researches have missed the constructive nature of organizational politics (Hochwarter, 2012; Walsh, 2015; Landells & Albrecht, 2017; Ferris et al., 2019; Crawford et al., 2019; Guo et al., 2019).

The central idea of this research is that Organizational politics, when deployed effectively, can have colossal impact in its survival as well as its growth because, organizational politics is involved at all micro and macro levels of the organization. Organizational politics is most explicit in decision making which is like a regular transaction for any organization (Kisaack, 2010; Moe & Geis, 2020; Fiaz & Qureshi, 2021). It is the manner in which the decision making is done or executed in any organization, the motives behind it, the key people who are involved in decision making, the employees or stakeholders who are affected by it and the beneficiaries of a particular decision whether it be the whole organization, a department or an individual (Pettigrew, 2014; Basit, 2020). If the decision making or the organizational politics' strategies are in favor of the organizational goals and vision, then it has to be recognized as a functional organizational politics. This particular school of thought in the stream of organizational politics is both rare and underrepresented (Hochwater, 2012). Organizations and its stakeholders generally see organizational politics as an absolute evil or a destructive force which should be avoided at all the costs, because the phenomenon of organizational politics has taken on a totally different meaning altogether than the neutral or unbiased process of decision making and governing (Kisaack, 2010; Pettigrew, 2014). These distorted or partial perceptions of organizational politics need to be changed and corrected by the contemporary scholars.

The managers and practitioners will have to look into the art of drawing constructive political strategies and avoiding and eliminating the negative ones (Drory & Gadot, 2010; Gotsis & Kortezi, 2010, Malik et al., 2019; Basit, 2020). This may sound simple to the reader, but its execution is far more challenging given the current scenario of organizations and their viewpoint on organizational politics. The even bigger challenge is to bifurcate between the two and identify the extent of functional and dysfunctional politics occurring in their respective organizations (Maslyn, Fedor, Farmer & Bettenhausen, 2005; Crawford et al., 2019; Hochwarter et al., 2020).

There is a dearth of literature on the functional and strategic impacts of organizational politics, which is why Ferris and Treadway (2012) in their book have emphasized the underdevelopment of theory on organizational politics. Its perceptions, however, as evident from literature, are negative, and current review of recent literature on the organizational politics also reflects the same negative trend. Hence it implies that there is not any possibility of any change in near future unless the scholars make an effort to do so (Farrell & Peterson, 1982; Gotsis & Kortezi, 2010; Landells & Albrecht, 2017; Fiaz & Qureshi, 2021). One can also not disregard the importance of leadership styles and organizational structure in determining the functional organizational politics at any given point (McDonough & Umbdenstock, 2006; Fedor et al., 2008; Ferris et al., 2019; Mahmoudi & Majd 2021). This study targets at digging out and exploring the positive organizational politics and establishing its functional and constructive aspects. It will focus on the differentiating factors like political skills, intelligence, leadership, influence tactics, outcomes which distinguish the two striking connotations.

Vredenburgh and Maurer, (1984) and Graham, (1986), have emphasized that constructive contributions of organizational politics needs to be researched in different contexts as, it has not yet been defined and understood clearly (Ferris et al., 2019). They also emphasized that there are facets of political sensitivity and individuals respond differently to these facets, and they can assist in understanding the human psyche including political and emotional intelligence (Block, 1988; Khan, Khan & Gul, 2019). In many of the recent studies, being conducted in the context of organizational politics, the neutrality is entirely missing (Maslyn et al., 2005; Fedor et al., 2008; Albrecht, & Landells, 2012, Block, 2016; Crawford et al., 2019; Mahmoudi & Majd 2021)

2.4 Classical studies and origin

Organizational politics gained attention of academicians and researchers throughout 1950s and onwards, as demonstrated by historical evaluation (Whelan, 2019). Originally, the use of power in management was emphasized by Martin and Sims (1956). In order to inspect the political influence in various institutions and business settings, numerous theoretical and empirical exertions were made later on. To understand the workplace politics and ways to tackle several undesirable outcomes of the political conduct a paradigm shift was observed in late twentieth century (Burns, 1961, March, 1962; Batten and Swab, 1965; Franke & Foerstl, 2020).

In academic literature the phenomenon of organizational politics was primarily presented by Burns in his preliminary work on the diversity and behavior (1967). The same construct has been intellectualized contrarily by various scholars and researchers ever since (Moe & Geis, 2020). Organizational politics has been defined in numerous ways, still the question what is organizational politics? Remains widely unanswered and leaves the readers confused about its inherent nature (Vredenburgh and Maurer, 1984; Moe & Geis, 2020).

Othman (2008), in his paper on the roles of justice, cited two types of organizational politics, negative as well as positive. Negative organizational politics is condemned as

they generate workplace conflicts and they escort to ethical dilemmas. While the incorporation of shared goals and stimulating collaboration results in positive organizational politics (Gadot and Amit, 2006, Drory & Gadot, 2010, Gotsis & Kortezi, 2010; Cho & Yang, 2018; Crawford et al., 2019; Tziner, Drory & Shilan 2021). The definitions studied from articles cited above give the readers a clear idea that the literature is dominated by a particular school of thought rooting for the dysfunctional or destructive role of organizational politics. Few of the observations which were noteworthy during the analysis of the current literature are listed and discussed below:

2.5 Lack of literature on constructive organizational politics

Given the current negative perceptions and limited understanding of organizational politics, its dimensions and other variables and constructs associated with it there is a need to delve the phenomenon deeper and to highlight the constructive contributions of organizational politics (Hochwarter, 2012). It is extremely pertinent at this point to mention that realizing the constructive side of organizational politics does not by any means imply the rejection of the destructive notions of organizational politics (Othman, 2008; Landells & Albrecht, 2017; Ferris et al., 2019; Guo et al., 2019; Hochwarter et al., 2020; Gulzar, 2021). Rather the ultimate goal here is to understand such an inclusive phenomenon in a wholesome way (Ferris et al., 2002; Davis & Gardner, 2004; Khan, Khan & Gul, 2019) For example, scholars have stressed upon the use of influence tactics is essential for constructive leadership is important in challenging times (Kumar & Ghadially, 1989; Kurchner et al., 2006; Hochwarter, 2012 & Walsh, 2015; Malik et al., 2019; Hochwarter et al., 2020). Nevertheless, the political behavior often takes the form of negative influence tactics such as coercion, intimidation, ingratiation and manipulation. The negative implications capture the minds of the people and are more long lasting than their positive counterpart (Hochwarter, 2012). Ferris et al. (2002) have stated that relying on general perceptions of the organizational politics which are inherently negative in nature is primary shortcoming of the current literature and this particular notion takes the readers away from all of potential functional and positive aspects of politics (Kurchner, Hawkins & Miller, 2006).

Although, there is plenty of research done on organizational politics since late 20th century thousands of articles address the issues related to organizational politics (Hochwarter, 2012; Wijewantha, Jusoh, Azam & Sudasinghe, 2020). Surprisingly the advocates of destructive or the negative organizational politics have frequently won the battles academically, presenting it as one of the major reasons one might not usually find abundant literature on its constructive role or the functional organizational strategies used by management or leadership in decision making and governing the organization (Kumar & Ghadially, 1989; Kurchner, Hawkins & Miller, 2006, Crawford et al., 2019; Hochwater et al., 2020). The scholarly research in this area has also missed the positive outcomes of organizational politics received by the people who end up on winning side of the table (Drory & Meisler, 2016; Guo et al., 2019; Hochwarter et al., 2020).

2.6 Lack of empirical measurement of organizational politics

Another issue along with the availability of literature is the, nature of the phenomenon studied, in terms of organizational politics. Warren (2003), has highlighted in his study, that the perceptions of organizational politics and actual or real organizational politics should be treated as two different constructs, their intensities can vary drastically and have to be differentiated one another precisely. In 1991, the researchers, Kacmar and Ferris came up with a twelve item scale that assessed the perceptions of organizational politics on three dimensions (Guo et al., 2019; Moe & Geis, 2020). However, many positivists criticize the standpoint by arguing that perceptions are just opinions of people that are highly subjective and vary over time (Aliyu, Bello, Kasim, & Martin, 2014; Hochwater et al., 2020; Franke & Foerl, 2020).

The subjectivity of opinion on organizational politics is evident from not only the literature on the perceptions of organizational politics but also from various measures that have been developed for measuring it (Randall, Cropanzano, Bormann & Birjulin, 1999; Asad & Durrani, 2014; Landells & Albrecht, 2017; Crawford et al., 2019; Hansen and Finke, 2020; Wijewantha, Jusoh, Azam & Sudasinghe, 2020). The popular instrument used to measure organizational politics will be discussed later in the section. The measurement of the perceptions or human behavior regarding any phenomenon is subjective in nature, as perceptions vary from individual to individual, it can be tricky and a very challenging task (Thanh & Thanh, 2015; Landells & Albrecht, 2017; Ferris et al., 2019; Hochwater et al., 2020). The researchers need to focus on the empirical measurement of the phenomenon under study while working together with psychologists, managers and practitioners from various fields. (Fedor, Maslyn, Farmer & Bettenhausen, 2008; Hochwater et al., 2020; Wijewantha, Jusoh, Azam & Sudasinghe, 2020). This just adds up to the dire need to work and research the topic of organizational politics in more detail.

2.7 Lack of relevant constructs

Sutton and Staw (1995), have mentioned that list of variables does not contribute as a good theory by introducing the concept of parsimony with respect to use of variables. They emphasize to eliminate the variables which are not quite relevant or almost same as the others used in the study (Yin, 2011, Crawford et al., 2019; Whelan, 2019). This might reduce the overlapping of variables. However, on the same note, they have asked the researchers and scholars to pay special attention to comprehensiveness i-e including all the relevant variables in the study and not eliminating any relevant or significant variable which helps in explaining the phenomenon under study (Andrew, Pedersen & McEvoy 2019; Moe & Geis, 2020). Nonetheless, the literature shows a completely different picture in their research. Even the studies that claim to be meta-analytic, lack the variables which are important enough to explain the phenomenon (Miller et al., 2008; Cooksey & McDonald, 2019, Crawford et al., 2019; Hochwater et al., 2020). Few articles mention perceptions of organizational politics along with the worker's attitude, stress and behavior and does not provide any rationale why the authors have studied said variables and left out the ones they mentioned themselves as the core to the

phenomenon of perceptions of organizational politics e.g. performance, task behavior, outputs, citizenship behavior and deviant workplace behavior (Warren, 2003; Chang, Rosen and Levy, 2009; Landells & Albrecht, 2017; Malik et al., 2019; Ferris et al., 2019; Crawford et al., 2019; Guo et al., 2019). They themselves have suggested using more direct measures of constructs like stress and social exchange (Guo et al., 2019).

Similarly, another article extracted from well-known Journal of Business and Psychology claims to address organizational politics. However, the paper actually talks about the phenomenon of perceptions of organizational politics and fails to address the actual organizational politics (Harris, Andrews & Kacmar, 2007; Hochwater et al., 2020). It does not provide any justification or sound rationale for undertaking the variables such as justice and workplace attitudes, which is not an ideal practice by any researcher (Stewart, 2019). Crawford and his colleagues in their study (2019), have highlighted the significance of all the work place attitudes and outcomes, the article claims to address the work place attitudes. Still, it fails to address all the significant attitudes and addresses turnover intentions and job satisfaction only, leaving out all other workplace attitudes in their three-way interaction study of the said constructs like organizational commitment, loyalty, engagement, citizenship behavior etc. (Bulut et al., 2019; Basit, 2020).

Moreover, about 27 researches have been conducted in Pakistan's context on Organizational politics, which mention the phenomenon explicitly yet, not a single one of them addresses the functional organizational politics and all the scholars have relied on quantitative measures presented by the POPS scale for executing the research which gathers responses on the already established ideology on the phenomenon (Landells & Albrecht, 2017; Khan, Khan & Gul, 2019; Moe & Geis, 2020). A brief account of the Pakistani articles in this regard has been attached as Annexure I. It actually boils down to this conclusion that the literature lacks a wholesome comprehensive unbiased or neutral model that explains organizational politics and its every possible dimension known to the academia (Lieberthal & Lampton, 2018). The quantitative analysis which is dominated by a single research instrument is a driving force in tagging the organizational politics as a destructive force (Silverman, 2016; Silverman, 2019). The instrument recognizes the presence or absence of destructive organizational politics only and the organizations which get a little score on the scale are recognized as less political organizations as if being political is destructive in itself (Kissack, 2010; Khan, Khan & Gul, 2019). If politics is about decision making, then the idea of making organizations politics free will bring destruction rather than prosperity which the scholars are romanticizing (Lieberthal & Lampton, 2018). The goal should not be to make organizations politics free but to foster functional organizational politics.

2.8 Limited operationalization of organizational politic

Perceptions of organizational politics scale (POPS) developed by Kacmar and Crison is extensively used tool which assesses perceptions of organizational politics. (Vince, 2001; Hsiung, Lin & Lin, 2012; Wijewantha, Jusoh, Azam & Sudasinghe, 2020). It's based on the Ferris's theoretical model that was proposed in 1989. Various other

scholars have their credit in designing the instrument even further such as, Gandz, Madison, Porter, Mayes, Jablin, Allen and Romm during 1980s, (Cheng 1983; Park, Kim and Lee 2020)

3 Future Research Areas

Organizational politics is not only about concealed agendas, mistrust and power manipulation. Organizational politics is operative in approaches that are constructive not for just executives but for vast majority of workforces deployed in organizations. Understanding or personal characteristics is important in this regard. A few scholars have tried to highlight the confusions and interchangeability of terminologies and taxonomies which can otherwise be termed as the dimensions of functional organizational politics. However, there is dearth of literature in this regard which leaves a gap in the current body of literature and calls for more inquiries to verify this standpoint. The instruments being used to measure the perceptions of organizational politics do not accommodate the functional side of it even if the respondent wants to report the functional or constructive side of it in their organizations or through their leadership's personal capabilities or standardized organizational policies. This generates an even more intense call for inquiries and researches for not just the comprehensive theoretical development of the phenomenon but also the instrument development as well which measures the both sides and facets of the phenomenon of organizational politics.

3.1 Annexure I

	Title	Approach	Year	Author	Findings
	Impact of organizational politics on employee work outcomes in higher education institutions of Pakistan: Moderating role of social capital	Quantitative	2019	Haq, Ali, Anwar, Iqbal, Suleman and Mahasbi	Organizational politics affects employee job stress and turnover intentions negatively.
	Dilemma of Employee Retention through the Lens of Organizational Politics: A Quantitative Study on Pharmaceutical Industry of Pakistan	Quantitative	2018	Imam, Ali and Soo	There is an insignificant relation between employee retention and politics.
	Organizational Politics and Turnover Intention: A Study From Private Colleges of Pakistan	Quantitative	2018	Ahmed	Favoritism, pay and promotion and scarcity of resources create and foster political tendencies of employees and results in an increased turnover intention amongst them.

	Impact of leadership perception on job involvement, organizational politics and commitment: an empirical evaluation in banking industry of Pakistan	Quantitative	2017	Sarwar	Higher the transformational leadership lesser will be the organizational politics, higher the transactional leadership higher will be the organizational politics.
	Psychological capital moderates the relationship between perception of organizational politics and turnover intention among high school teachers of Sargodha division, Pakistan	Quantitative	2017	Aslam	Positive relation between organization politics and turnover intentions is moderated by psychological capital.
	The Influence of Perceived Organizational Politics on Employee Performance: A Case Study of Lahore, Pakistan	Quantitative	2017	Haroon, Hussain and Nawaz	perceived organization politics negatively affects performance of the workers.

	The influence of perception of organizational politics on work involvement and turnover intentions of employees as moderating effects of person environment fit: A study on Health Department of Pakistan	Quantitative	2016	Aslam	Higher level of organizational politics lowers work involvement and increases the turnover intentions of employees
	Interactive effects of Perceived Organizational Politics and Person environment Fit on employee outcomes in Banking Sector of Pakistan	Quantitative	2016	Anwar and Sidin	Person environment does moderate the relationships studied.
	Antecedents of Organizational Politics in the Education Sector of Pakistan	Quantitative	2016	Fiaz and Latif	There is a negative relation between workplace spirituality, trust climate and organizational politics and job role ambiguity affect organizational politics positively

	Organizational Politics and Employee Performance in Telecommunication Sector in Pakistan	Quantitative	2016	Bushra and Wajiha	Higher the organizational politics lower will be the employee performance
	The Impact Of Organizational Politics On The Productivity Of Employees: An Empirical Investigation From Pakistan	Quantitative	2015	Ahmed, Baloch and Ghani	Organizational politics decreases the productivity of employees
	Impact of perceived organizational politics on supervisory-rated innovative performance and job stress: Evidence from Pakistan	Quantitative	2014	Abbas and Raja	Perceived politics had no effect on job stress in Pakistani environment

	Procedural justice, organizational & State Politics: the real challenge for the right selection in public sector institution of Pakistan	Quantitative	2014	Nabi, Wei, Shabbir and Altaf	Selection procedures are lacking procedural justice with negative organizational political
	The Relationship between Perception of Organizational Politics, Emotional Intelligence and Work Outcomes: Empirical Evidence from Banking Sector of Pakistan	Quantitative	2014	Asad, Saleem and Durrani	Emotional intelligence is positively linked to perceptions of organizational politics
	Informal networking affects employee turnover intention-the moderating role of organizational politics. A case of pharmaceutical companies of Pakistan	Quantitative	2014	Rana, Waqar and Mahmood	Organizational politics moderates the direct relation between informal networking and turnover intentions

	The Relationship between Perception of Organizational Politics, Emotional Intelligence and Work Outcomes: Empirical Evidence from Banking Sector of Pakistan	Quantitative	2014	Asad, Durrani	Emotional intelligence affects perception of politics positively
	Impact of Determinants Causing Organizational Politics: A case of private banks in Larkana, Pakistan	Quantitative	2014	Awan and Salam	Determinants of power and politics have a strong impact on job satisfaction
	Antecedents and consequences of organizational politics: A Study of the public sector organizations of Pakistan	Quantitative	2013	Riaz A.	Significant impact of role stressors towards politics perceived in an organization. The study also reflects, the more the whistle blowing in any organization, the more positive the perceptions of politics get and organizational politics results in escalating politics.

	Politics in the Organizational Life: A Study of the Public Sector of Pakistan	Quantitative	2013	Riaz and Akbar	Organizational politics has a strong impact on exit, voice, loyalty and neglect behavior of employees
	Impact of organizational politics on employees' job satisfaction in the health sector of Lahore Pakistan	Quantitative	2012	Gull and Zaidi	Greater the organizational politics lesser will be the satisfaction perceived by the employees regarding job.
	Organizational politics, psychological empowerment and organizational commitment: Empirical evidence from Pakistan	Quantitative	2012	Atta, Ahmad, Mangla and Farrell	When employees are psychologically empowered the negative perceptions of organizational politics change negative to positive.

	Breach of psychological contract, perception of politics and organizational cynicism: Evidence from Pakistan	Quantitative	2011	Bashir, Nasir, Saeed and Ahmed	There is no effect of breach of psychological contract with organizational cynicism.
	Perception of organizational politics leads to job stress: An evidence from banking sector of Pakistan	Quantitative	2010	Azeem, Mahmood, Haq, Shareef and Qureshi	Higher the organizational politics higher will be the job stress of the employees
	Perception of organizational politics leads to job stress: An evidence from banking sector of Pakistan	Quantitative	2010	Azeem, Mahmood. And Haq	Organizational politics increases job stress of employees

	Differences in public and private sector in organizational politics perceptions and work performance relationship: An empirical evidence from Pakistan		2000	Danish and Scholar	Public sector employees reported to have experienced greater organizational politics which lowers their job satisfaction, commitment and elevates the stress levels and turn over intentions.
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Author Contributions:

Sehrash Sabir: Main Author

Dr. R. K. Malik: Co-Author, Reviewer/ Supervisor

Data Availability Statement:

The data will be shared if a scholar/ researcher requests from a relevant area from an authorized institutional background. The researcher shall contact or email via official account.

Conflict of Interest:

The matter was discussed at length amongst the participants and authors of this research and all the authors and participants of research declare no conflict of interests.

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