



## The Impact of Organisational Politics on Employee Productivity

**Alfred Edem Amegbe**

*University of Energy and Natural Resources, P.O. Box 214, Sunyani, Bono Region*

*E-mail: amegbelouis@gmail.com*

### Managing Editors

*Prof. Daniel Obeng-Ofori*

*Rev. Fr. Prof. Peter Nkrumah A.*

*Prof. Kaku Sagary Nokoe*

**How to Cite:** Alfred Edem Amegbe (2024). The Impact of Organisational Politics on Employee Productivity. *International Journal of Multidisciplinary Studies and Innovative Research*, 12(2), 1803-1812. DOI: 10.53075/ljmsirq/0543245435534

**Abstract:** Organizational politics, which is typified by power battles, maneuvering, and self-interest, have drawn a lot of attention from the human resource management discipline. The objective of this paper provides an analysis of how organizational politics affect worker productivity. This review examines the numerous facets of organizational politics and their effects on employee attitudes, behaviors, and overall productivity. The analysis demonstrates that employee performance is significantly impacted by organizational politics. Organizational politics encourages manipulation of information, causes unfair treatment and stress. It highlights how crucial it is to comprehend how workers view organizational politics and use strategies to reduce these views and improve employee productivity. However, organizational politics is not intrinsically harmful or negative and a moderate amount of it has a favorable impact on individual work performance such as competitive advantage equality among others. Organizational politics is a concept that should be monitored in order to yield positive outcomes in an organization by increasing productivity.

**Keywords:** Organizational Politics, Worker Productivity, Human Resource Management, Employee Behavior, Workplace Stress

### 1. INTRODUCTION

Humans are considered as "homo politicus or political animals" since politics is ingrained in their nature (Djuric, 1979). Plato first used the term "homo politicus" to describe humans as political animals. Given the inherent nature of humans, political behavior exists in various types of companies and has an impact on worker productivity (Markovic, & Petrović, 1979).

Organizational politics is defined by Lasswell (1936, p.8) as "those activities that take place within organizations to acquire, develop, and use power and other resources to obtain one's preferred outcomes in a situation in which there is uncertainty about choices." Lasswell defines the reason political behavior exists. He suggests that political behavior is the ability to use available resources to achieve organizational productivity. Organizational politics is also referred as office politics. It

encompasses politics within the workplace (Buchanan & Badham, 2020). As a result, it entails using position of power inside a business or organization to further personal goals. Businesses with a positive organizational politics culture outperform others (Buchanan & Badham, 2020). Employee productivity is impacted by organizational politics because workers' interests are met in a way that is both acceptable and cooperative (Buchanan & Badham, 2020). Politics at work affect how employees behave and may make it easier for them to acquire resources, while a select few will benefit from the negative side of organizational politics by through manipulation.

Most organizations' development and operation are greatly influenced by organizational politics. Politics in the workplace is impossible to avoid as humans are political creatures by nature. It has a wide range of effects on employee behavior and actions. Unquestionably, organizations have struggled with organizational politics over the years and are currently making every effort to address this issue in order to prevent it from impeding the accomplishment of organizational goals and objectives (Hope, 2010).

Organizational politics is widely acknowledged to exist, it was forbidden in the realm of management before to the 1970s (Offe, 2019). When the idea of organizational rationality was questioned due to the introduction of concepts like person-organization misfit and the incompatibility of personal and organizational goals, organizational politics began to gain prominence (Offe, 2019). The foundation of the organizational rationality concept was the notion that people set their own objectives while considering the objectives of the organization, and they are expected to work toward achieving those objectives in accordance with the policies and procedures of the latter (Offe, 2019). However, a realistic view of life at work revealed that there were competing objectives within the company. Organizational politics, which have shown to be an important component of both public and private organizations, were born because of the existence of competing agendas in organizations (Drory & Romm, 1990; Vigoda & Drory, 2006; Pfeffer, 2010).

These informal activities and behaviors aimed at obtaining power and resources, has become a pervasive phenomenon in modern workplaces. It is crucial to comprehend the implications of organizational politics for employees and their productivity. This paper examines the impact of organizational politics on employees' productivity at the workplace.

## 2. ORGANIZATIONAL POLITICS

Politics, according to Pfeffer (2010), is a social function that can support an organization's fundamental operations. Because they are made up of several groups with conflicting interests and make decisions through talks or the bargaining process, organizations are regarded as political entities (Mayes & Allen, 1977). Organizational politics has been defined by numerous academics. Organizational politics is defined by Bodla & Danish (2010) as the actions and behaviors of individuals within an organization to improve their performance for a professional career. The goal of organizational politics is to establish relationships through the manipulation of power and authority in order to accomplish goals (Muiruri, 2023).

According to Lencioni (2006), there are two antecedents or backgrounds of political behaviour in an organization which are called ***personal antecedents and organizational antecedents***. Personal antecedents may include *political skills, internal locus of control, investment in the organization and expectations of success*.

- a. Political skills - This refers to people who can relate well with others, alter their reactions or their behavior depending on the reactions of others or the environment, inspiring confidence and trust from others (Lencioni, 2006).

- b. Locus of control - This points to people who believe in themselves and can make a difference in the institutional outcomes
- c. Investment in the organization - This is related to people who have invested in the organization financially or emotionally
- d. Expectations of success- These are people who believe that they will be able to change the outcome or contribute to the outcome

Lencioni (2006) argued that when you do not have an interest in changing the outcome and just go with the usual situation, you are not interested to engage in political behaviour. He further states that, organizational antecedents include scarcity of resources, role ambiguity, performance evaluation, promotion.

- a. The scarcity of resources -such as financial resources is one of the main reasons why employees are fighting over the limited resources.
- b. Role ambiguity- this happens when there is a clear-cut role given to the employees and such a situation allows the employees to negotiate their role.
- c. Performance evaluation & promotion- this is also subject to politicking when there are no clear standards/criteria to be evaluated. Unclear guidelines for promotion to be followed allow backdoor negotiation.

Schuler (2000) noted that managers typically engage in organizational politics to expand their capacity and use it to impact basic leadership with the goals that support their divisional, utility, and individual attentiveness. As such, organizational politics is an important component of organizational life. Conversely, workplace politics were defined by (Meshane and Von-Glinow, 2000) as an attempt to use voluntary actions to further one's own objectives and exert influence over others. Although this type of politics may not be central to the organization's official function, it has a significant impact on the results.

### **3. EMPLOYEE PRODUCTIVITY**

Employee productivity is the measure of output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita 2012). Consequently, employee productivity of an industry could be determined.

A variety of academics have defined productivity from various angles. In this study, a few important definitions and ideas are covered. Productivity is linked to outcomes, accomplishments, and results (Bertinelli, 2020). Employees influence collective efforts and behaviors that are relevant to organizational goals (Lepak, 2007). Productivity is a key component of an organization's performance. Productivity is defined as what a worker performs or does not perform. According to Gundor (2011), productivity can be measured by output quantity and quality as well as by punctuality, cooperation, and workplace presence. He further asserts that raising employee productivity can also improve an organization's overall performance. Effectiveness and efficiency are both included in the performance statistic known as productivity (Bhatti and Qureshi, 2007). In order to improve employee performance and have an impact on their decision to stay or quit the company, Kline & Hsieh (2007) claim that wage is a crucial decision-making element.

Employers now need to find innovative ways to boost their workers' productivity in the fiercely competitive and uncertain economic climate of today (Zivnuska, 2004). Employee attitudes and behaviors toward their work are impacted by these situations, which in turn have an impact on their performance. Using creative thinking skills to develop relationships and work processes can lead to enhanced performance. Also hiring the appropriate staff members can improve the organization's performance (Davidson, 2013). Not only are empowered workers productive and

successful (Davidson, 2013), but they are also accountable and capable to share it equally to the success of the organization (McAdam & McClelland, 2002). It has been suggested by McAdam & McClelland (2002), that employee capacities should be assessed by proper metrics such as output target, efficient and effective use of resources. These results can be achieved if leadership plays a strategic role in employee management.

#### **4. ORGANISATIONAL POLITICS ON EMPLOYEE PRODUCTIVITY**

According to Allen (1979), the idea of organizational politics is a crucial social influence mechanism that may either be beneficial or detrimental to workers and organizations. According to Takeuchi's (2022), the political environment in which politically trained workers operate affects them as well as their coworkers. When there is a weak political climate inside the group, that is, when coworkers see little politics, political expertise among employees is beneficial to job performance. However, when there is a strong political climate within the group, that is, when coworkers perceive a high level of politics, employees' political skill compromises their performance on the job.

A study by Abun et al., (2022) found that organizational politics was a strong predictor of organizational success. The study confirmed previous research showing that organizational politics is not intrinsically harmful or negative by showing that a moderate number of politics within an organization has a favorable impact on individual work performance.

According to Muiruri, (2023), organizational politics also have a significant impact on how most firms operate and evolve since people are inherently political, making it challenging to avoid politics in the workplace. Unhealthy organizational politics is the pursuit of individual agendas and self-interest in an organization without consideration for their impact on the organization. It has a great deal of influence on employee behavior and affairs.

#### **5. POSITIVE IMPACT OF ORGANIZATIONAL POLITICS ON EMPLOYEE PRODUCTIVITY**

Organizational politics do not always involve concerns of trust, power struggles, or covert goals. Additionally, organizational politics can be advantageous to groups other than merely a politically committed and talented minority (Vredenburg & Shea-VanFossen, 2010). Since different personalities may view politics more positively than others, the person-based interactionist approach. An empirical study by Rosen (in Vigoda-Gadot & Drory, 2006) regarding the understanding of personality traits in politics showed that organizational politics might not always impact negatively on the success of an organization. Some of positive impact of organization politics are outlined below:

##### **Competitive Advantage**

Competitive advantage may arise from positive organizational politics, particularly when individuals possess the necessary political acumen. Politically skilled management, which includes the ability to use actions that foster feelings of trust, confidence, and sincerity, has been proposed as a successful management strategy for organizational environments under stress (Drory & Vigoda-Gadot, 2010; Gotsis & Kortezi, 2010). Accordingly, people who are adept at avoiding bad behavior and use positive influence tactics and behaviors are more likely to exhibit positive politics. According to Drory & Vigoda-Gadot (2010), the development of good political skills results in the creation of an effective political environment free from injustice, unfairness, and inequity (2010).

### **Catalyst to Achieving Organizational Success**

There are others who contend that possessing political acumen can enhance an individual's and an organization's performance, as well as aid in organizational transformation and environment adaption (Ladebo, 2006). Kurchner-Hawkins & Miller (in Vigoda-Gadot & Drory, 2006) contend that political behavior is constructive when it advances the goals and vision of the organization, fosters confidence and teamwork, and exhibits a morally balanced approach. Furthermore, increased organizational equality may benefit from constructive or positive political behavior (Gotsis & Kortezi, 2010). This is due to the perception that constructive political behavior is required to reconcile the divergent interests of stakeholders, as it depends on the capacity to balance the conflicting goals and points of view of members of the organization.

### **Promotion of Equality**

Continuing along these lines, Butcher & Clarke (2006) contend that managers are better equipped to manage political behaviors that support equality if they have a thorough understanding of the political climate in their workplace. This is also because, in light of the potential impact of political behavior on the atmosphere and effectiveness of an organization, Kurchner-Hawkins & Miller (in Vigoda-Gadot & Drory, 2006) assert that organizational politics is a crucial leadership strategy. Therefore, political techniques may be seen as affiliation, connection-making, alliance-building, or even guiding if political behavior is seen as a normal and positive thing in organizations (Gotsis & Kortezi, 2010). Furthermore, Kurchner-Hawkins & Miller (in Vigoda-Gadot & Drory, 2006) state that relationships and coalitions that are based on conformity and trust and that are also consistent with the aims and objectives of the organization can be seen as "politically positive". Regardless of an individual's position or role within an organization, Coopey & Burgoyne (2000) contend that a liberal political philosophy may benefit education.

## **6. NEGATIVE IMPACT OF ORGANIZATIONAL POLITICS ON EMPLOYEE PRODUCTIVITY**

According to Khan and Rehman (2022), politics is present in most organizations and may have a serious detrimental effect on employees' job commitment and satisfaction. Given their negative association, workplace politics and job satisfaction are inversely correlated. It implies that if one increases, the other will decrease, or vice versa.

He further states that, a company's employee concentration is impacted by negative politics. Those who are involved in workplace politics run the risk of making a lot of mistakes. Most of the time, workers engaged in organizational politics have their eyes elsewhere. Workers might not even fulfill the company's goal requirements. Furthermore, employees who engage in office politics actually have a tendency to harm other employees' reputations and perceptions. The intention is to make people feel inferior in front of managers, team captains, and even department heads.

### **Work Environment**

Organizational politics have the power to destroy a company's atmosphere (Vigoda-Gadot & Drory, 2006). Positive relationships between individuals and organizations are essential in the economic sector. This will promote cohesion in the output and provision of services. Organizational politics, however, can sabotage positive working relationships (Vigoda-Gadot & Drory, 2006). Organisational politics may also contribute to hostility. In actuality, management and the other employees of a business despise those who engage in organizational politics. An unpleasant work environment might also result from organizational politics (Vigoda-Gadot & Drory, 2006). The workplace will not be peaceful for the employees to work efficiently and

effectively. Unfavorable work environment will increase the company's high employee turnover rates. Because of the unfriendly climate, the company's employees won't feel comfortable. (Vigoda-Gadot & Drory, 2006) Some workers will not show up for work or may even exit from the organization sooner than scheduled in an effort to find mental clarity (Vigoda-Gadot & Drory, 2006).

### **Work Attitude**

An additional impact of organizational politics is on employees' attitudes. Employees may, for example, harbor unfavorable attitudes against their bosses, the company, or even the workplace (Vigoda-Gadot & Drory, 2006). Production will be negatively impacted because the workers are unlikely to comply with directives from their leaders. Employees will also focus their time and efforts on organizational politics. As a result, not much energy will be available for production (Vigoda-Gadot & Drory, 2006). Demoralized, serious workers will give up trying to generate more products and services for the business. It will also be challenging for managers and team leaders to guide individuals who have a bad attitude about their jobs (Vigoda-Gadot & Drory, 2006).

### **Unfair Treatment**

Organizational politics has also resulted in the reward of misfit employees at the detriment of serious workers (Cropanzano & Kacmar, 1995). An employee may receive a reward for engaging in office politics, for example. These workers typically do not deserve to be rewarded. This is unacceptable to the diligent staff members. It violates their rights and is unjust. Despite their hard effort, someone else receives recognition from the company. This will not inspire the company's dedicated and hardworking employees. In actuality, people become distracted and take up activities that are detrimental to the business (Cropanzano & Kacmar, 1995). This will impact the management as well as the staff. The management faces a challenging period. It will be challenging to guarantee that every task is completed correctly. This is probably going to divert their attention from managing employees to dealing with problems caused by a few selfish employees (Cropanzano & Kacmar, 1995). Furthermore, there's a chance that internal politics will prevent workers from receiving fair compensation (Cropanzano & Kacmar, 1995) and the way in which employees perform will suffer as a result.

### **Workplace Stress**

Workplace politics may lead to a rise in stress levels among staff members (Hellriegel & Slocum, 2007). For example, when employees are having issues, they talk about them or even share them with their coworkers. This makes managing and resolving problems easier. Workers are able to recognize friends and coworkers who can assist them in resolving issues. Organizational politics within a corporation, however, will prevent that culture. Workers refuse to discuss issues with coworkers (Hellriegel & Slocum, 2007) due to mistrust. They are afraid that people will talk about their issues in public. Workers are not going to confide in one another. Moreover, they refuse to divulge their secrets to anybody. The majority of the company's employees are reluctant to discuss their problems with others. The performance of the business will be impacted by this. Stress will increase, and its effects will be transferred to the operations of the company.

### **Manipulating of Information**

Erroneous information can also be spread among company employees through organizational politics (Jais, 2006). Workers who participate in internal politics have the ability to sway information before it is shared with others. This will exacerbate shoddy planning and misguided directives for the business's operations. Inaccurate information will also have an impact on a number of corporate characteristics (Jais, 2006). Supervisors and department heads, for example,

are prone to misinterpret the reality on the ground. They will have an inaccurate impression of problems or even incidents within the organization.

## **7. MANGEMENT OF ORGANISTIONAL POLITICS**

It is impossible to eradicate organizational politics in an organization, however, managers and human resource practitioners can minimize its negative impact in an organization (Muiruri, 2023). This can lead to massive growth in the organization. Below are two major ways to manage office politics;

### **Healthy Environment**

Managers must improve the political environment of the organization by monitoring uncertainty at the workplace (Vigoda-Gadot & Drory, 2006). Lack of clarity and access to information is a major cause of organizational politics, therefore, employees should have equal access to information. For example, an organization should have a central hub for corporate policies, data and updates, for easy access (Vigoda-Gadot & Drory, 2006). Again, promotion of collaborative working environment can also tackle problems of mistrust in the work environment. Managers should encourage cross team collaboration. This will increase understanding and promote better personal relationship between employees, with a healthy internal competition as a driver for productivity (Hellriegel & Slocum, 2007).

### **Consistency in the Organization's Structure**

A robust company culture with clear laid down rules and regulations that cover all actions can help the organization to focus on its goals. There should be a streamlined structure for the organization to allow free flow of communication and feedback, stating clear all responsibility and reward systems (Jais, 2006). This will enable resources to be shared equally and diffuse misconceptions that fuel office politics. The structure should recognize and reward top- performing workers and train underperforming workers for the organization to retain its man power (Drory & Vigoda-Gadot, 2010). There should also be a zero tolerance for destructive organizational politics such as backstabbing, sabotage, incessant lobbying. Unfair practices (favoritism and nepotism) should also be off limits (Cropanzano & Kacmar, 1995).

## **CONCLUSION**

Organizations are made up of a variety of people and interest groups (Smith, 2001), therefore internal politics might be expected. It is impossible to discount the idea that some personality types such as those craving for power are more prone to participate in organizational politics (Curtis, 2003). Furthermore, Lawrence. (2005) contend that staff members must possess the necessary political intelligence. This could be viewed as advantageous. Managers need to be aware that organizations require proactive members who are prepared to take on political roles that advance ideas, members who can collaborate to achieve shared goals in a comfortable environment, making political action seem normal. Employees must harness the positive aspect of organizational politics to advance the productivity of the organization.

## **ACKNOWLEDGMENT**

I would like to express sincere gratitude to the Catholic University of Ghana for providing the academic environment to pursue my scholarly pursuit. I extend my further appreciation to the Faculty of Economics and Business Administration for their guidance throughout my research. lastly, I am grateful to David S. Yirenkyi, Assistant Registrar, UENR, for proof reading and editing the manuscript to improve its intellectual quality.

## REFERENCES

- Abun, D., Ruadap-Macaspac, L. G., Magallanes, T., Catabagan, N. C., & Mansueto, J. M. (2022). The effect of organizational politics on the individual work performance. *International Journal of Research in Business and Social Science*, 11 (2), 157-171.
- Allen, R. W. D.L. Madison, L.W. Porter. (1979) Organizational politics – tactics and characteristics of its actors. *California Management Review*, XXII (1), 77-83.
- Bertinelli, L., Cardi, O., & Restout, R. (2020). Relative productivity and search unemployment in an open economy. *Journal of Economic Dynamics and Control*, 117, 103938.
- Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3 (2), 54-68.
- Bishop, D. et al (2006) Learning as work: Teaching and learning processes in contemporary work organizations. Learning as Work Research Paper, No. 5, Cardiff School of Social Sciences, Cardiff University, pp. 1-38.
- Block, P. (1988). *The empowered manager: Positive political skills at work*, San Francisco.
- Buchanan, D. & Badham, R. (2020). *Power, politics, and organizational change*. Sage.
- Chircop, M. P. (2008) The games that people play. *The Executive*, 5, 5-9.
- Coopey, J. & Burgoyne, J. (2000) Politics and organizational learning. *Journal of Management Studies*, 37 (6), 869-885.
- Cropanzano, R., & Kacmar, K. M. (1995). *Politics, justice, and support in work organizations*. Westport, Conn: Quorum.
- Curtis, S. (2003) Lies, damned lies and organizational politics. *Industrial and Commercial Training*, 35 (7), 293-297.
- Drory, A. (1993) Perceived political climate and job attitudes. *Organizational Studies*, 14, 59-71.
- Davidson, S. (2013). Productivity enhancing regulatory reform. Australia Adjusting: Optimising national prosperity, 66.
- Djurić, M. (1979). Homo politicus. In *Praxis: Yugoslav essays in the philosophy and methodology of the social sciences* (pp. 101-119). Dordrecht: Springer Netherlands.
- Drory, A. & Vigoda-Gadot, E. (2010) Organizational politics and human resource management: A typology and the Israeli experience. *Human Resource Management Review*, 20, 194-202.
- Engeström, Y. (2001) Expansive learning at work: toward an activity theoretical reconceptualization. *Journal of Education and Work*, 14 (1), 133-156.
- Ferris, G. R. et al (1989) Politics in organizations, in R.A. Giacalone & P. Rosenfield (eds), *Impression management in the organization*, Hillsdale, NJ: Lawrence Erlbaum, pp. 143-70.
- Fritz, C., & Sonnentag, S. (2005). Recovery, health, and job performance: effects of weekend experiences. *Journal of Occupational Health Psychology*, 10 (3), 187.
- Fuller, A. & Unwin, L. (2003) Learning as apprentices in the contemporary UK workplace: creating and managing expansive and restrictive participation. *Journal of Education and Work*, 16 (4), 407-426.
- Gotsis, G. N. & Kortezi, Z. (2010) Ethical considerations in organizational politics: Expanding the perspective. *Journal of Business Ethics*, 93, 497-517.
- Gundor P. (2011). The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. *Procedia-Social and Behavioral Sciences*, 24, 1510-1520.



- Harris, K. J., et al (2009) Relationships between politics, supervisor communication, and job outcomes. *Journal of Applied Social Psychology*, 39 (11), 2669-2688.
- Hellriegel, D., & Slocum, J. W. (2007). *Organizational behavior*. Mason, Ohio: Thomson/South-Western.
- Hope, O. L. E. (2010). The politics of middle management sense making and sense giving. *Journal of Change Management*, 10 (2), 195-215.
- Jais, S.-D. (2006). *The successful use of information in multinational companies: An exploratory study of individual outcomes and the influence of national culture*. Wiesbaden: Dt. Univ.-Verl.
- Jossey-Bass. Butcher, D. & Clarke, M. (2006) The symbiosis of organizational politics and organizational democracy, in E. Vigoda-Gadot and A. Drory (eds.), *Handbook of Organizational Politics* (Edward Elgar, Cheltenham, UK), pp. 286–300.
- Khan, M. A., Sheikh, I., & ur Rehman, S. (2022). The perceptions of organizational politics and its impact on job satisfaction among public sector *University Faculty*. *Journal of Positive School Psychology*, 6 (8), 10680-10696.
- Kline, S., & Hsieh, Y. C. J. (2007). Wage differentials in the lodging industry: A case study. *Journal of Human Resources in Hospitality & Tourism*, 6 (1), 69-84.
- Ladebo, O. J. (2006) Perceptions of organisational politics: Examination of a situational antecedent and consequences among Nigeria's extension personnel. *Applied Psychology: An International Review*, 55 (2), 255- 281.
- Lawrence, T. B., M.K. Mauws, B. Dyck. (2005). The politics of organizational learning: Integrating power into the 4I framework. *Academy Of Management Review*, 30 (1), 180-191.
- Lencioni, P. (2006). *Overcoming the five dysfunctions of a team*. John Wiley & Sons.
- Lepak, D. P., Smith, K. G., & Taylor, M. S. (2007). Value creation and value capture: A multilevel perspective. *Academy of Management Review*, 32 (1), 180-194.
- Luthans, F. Rosenkrantz & Hennessey. (1985).. What do successful managers really do? An observation study of managerial activities, *The Journal of Applied Behavioural Science*, 2, 255-270.
- Marković, M., & Petrović, G. (Eds.). (1979). *Praxis: Yugoslav essays in the philosophy and methodology of the social sciences* (Vol. 36). Springer Science & Business Media.
- Mayes, B. T., & Allen, R. W. (1977). Toward a definition of organizational politics. *Academy of Management Review*, 2 (4), 672-678.
- McShane, S., & Von Glinow, M. A. (2000). *Organizational behaviour*. McGraw-Hill.
- Mintzberg, H. (1985). The Organization as political arena, *Journal of Management Studies*, 22 (2), 133-154.
- Muiruri, Z. K. (2023). Organizational politics and employee's performance: A theoretical review. *Open Journal of Business and Management*, 11 (4), 1387-1401.
- Offe, C., & Offe, C. (2019). *New social movements: Challenging the boundaries of institutional politics*. Springer Fachmedien Wiesbaden, pp. 255-294.
- Othman, R. (2008). Organisational politics: The role of justice, trust and job ambiguity. *Singapore Management Review*, 30 (1), 43-53.
- Pfeffer, J. (2010). Building sustainable organizations: The human factor. *Academy of management Perspectives*, 24 (1), 34-45.
- Poon, J. (2003) Situational antecedents and outcomes of organisational politics and perceptions. *Journal of Managerial Psychology*, 18 (2), 138- 155.
- Rohan, S., & Madhumita, M. (2012). Impact of training practices on employee productivity. A comparative study. *Interscience Management Review*, (IMR) ISSN: 2231-1513,2 (2),Pg 166.

- Schuler, R. S. (2000). The internationalization of human resource management. *Journal of International Management*, 6 (3), 239-260.
- Seo, M. G. (2003). Overcoming emotional barriers, political obstacles, and control imperatives in the action-science approach to individual and organizational learning. *Academy of Management Learning and Education*, 2 (1), 7-21.
- Sharma, G. (2011). *How to win office politics*. New Delhi: Mahaveer Publishers.
- Smith, M. K. (2001) Chris Argyris: theories of action, double-loop learning and organizational learning, *The encyclopedia of informal education*, UK  
[online]. Available: [www.infed.org/thinkers/argyris.htm](http://www.infed.org/thinkers/argyris.htm). [2011, April 3]
- Takeuchi, R., Yu, N. Y., & Lin, C. C. (2022). Organizational politics and employee performance in the service industry: A multi-stakeholder, multi-level perspective. *Journal of Vocational Behavior*, 133, 103677.
- Vigoda-Gadot, E. & Drory, A. (eds) (2006) *Handbook of organizational politics*, Cheltenham: Edward Elgar.
- Vigoda-Gadot, E. & Kapun, D. (2005) Perceptions of politics and perceived performance in public and private organizations: a test of one model across two sectors. *Policy & Politics*, 33 (2), 251-276.
- Vigoda-Gadot, E. (2007) Leadership style, organizational politics, and employees' performance: An empirical examination of two competing models. *Personnel Review*, 36 (5), 661-683.
- Zivnuska, S., Kacmar, K. M., Witt, L. A., Carlson, D. S., & Bratton, V. K. (2004). Interactive effects of impression management and organizational politics on job performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25 (5), 627-640.