ORIGINAL CONTRIBUTION

The influence of Perception of Organizational Politics on Job Performance: Moderating Role of Work Unit Structure

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Abstract— In the current research stream, organizational politics is a common challenge every employee must deal in routine operations. Perception of Politics (Pop) may affect the work attitude and behavior of the employees at work place. The current study aimed to examine the associations between PoP and job performance with the mediating role of taking charge. The research also aimed to investigate the potential moderating influence of work unit structure on the relationship between PoP and talking charge. To test the hypothesized relationships data was gathered from a sample of 287 employees working in textile industry in Punjab region of Pakistan. The results affirmed all the hypotheses. The impact of PoP on job performance through mediation of taking charge was approved. Similar results were found for moderation of work unit structure between and taking charge. The managerial implications limitations and future directions of the study are also discussed in later sections of this research.

Index Terms— Perception of Organizational Politics, Work Unit Structure, Taking Charge, Job Performance.
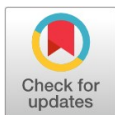
Introduction

Organizational politics have been recognized as a significant dimension for organization's functions and operations. Ferris and Kacmar, (1992) elaborated that the organizational politics is a strategically designed method to maximize the self-interest of individuals working in an organization. Though it generally reflect the negative perception in the minds of the individuals. defines many behaviors that perceive politics negatively which effect the outcomes of the employees. These are termed as proactive and reactive behaviors. A person with proactive behavior deals according to the situation or surroundings in which he perform the job and manage himself with the environment (Bodla & Danish, 2008; Khattak, Saeed, Rehman, & Fayaz, 2021). On the other hand, reactive people are often affected by the surrounding and physical environment, like if the working environment is good they behave more attentive and if the working environment is affected by the political factors it may influence their performance. Perception of Politics (Pop) may affect the work attitude and behavior of the employees at the workplace (Fatima, Majeed, & Saeed, 2017).

The operations and activities in an organization are also based on its structure. It helps to improve the communication channels, enhance productivity and encourage innovation. Work unit structure existed in two forms i.e., organic and mechanistic. The mechanistic

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organizational structure is based on flow of information or duties while organic structure has more flat and flexible style of management (Farid, Iqbal, Saeed, Irfan, & Akhtar, 2021). The most common structure existed in organizations is mechanistic also it is the prevalent structure across manufacturing industries in Pakistan.

The mechanistic structure used formal procedures and different functions to execute the processes in the organizations. While in organic structure organizations are flexible, decentralized and direct and proper supervision are there. In this regard, many researchers have investigated the impact of PoP on job performance (Crawford, Lamarre, Kacmar, & Harris, 2019). Organizational politics affect the performance and job satisfaction negatively but have positive impact to reduce the job burden and counterproductive behavior (Bedi & Schat, 2013). Likeway, the study of Yang (2017) concluded that the PoP affect the job performance under difference work unit structures. A few studies are conducted on the effect of PoP in Pakistan's service sector organizations (Arshad, Masood, & Amin, 2013) but its specific outcomes under different work unit structures (like textile industry) are least addressed in literature. As Pakistan is a collectivist society, it has more acceptance of power difference, in such cases, the organizational politics tend to be higher. The aim of the study is to investigate the impact of PoP on job performance with the mediating role of taking charge and moderating role of work unit structure (J. Khan, Saeed, Ali, & Nisar, 2021).

Literature Review

Politics with in the organizations are frequently practiced nowadays. Organizational politics however affect the employees' perceptions which form unfavorable outcomes on employees' end. When workers see their work setting as political, they may feel the rules of the game are changed as scrupulous practices are supplanted within the organizations. Frese, Kring, Soose, and Zempel (1996) argued that political skills is the potential to understand others at the work place and having collaboration for sharing the knowledge and ideas. PoP affects individuals negatively when the political skills are highly practiced in organizations. Work ethics is another major element at the work place that affects performance (A. Ali, Ahmad, & Saeed, 2018). Performance of the individual may be effected by mental stress, work overload, low motivation, job insecurity and low remuneration. The perception of organizational politics may reduce the negative effects by promoting the OCB and moral efficiency through which an employee will be committed towards the voluntary efforts for the welfare of the organization (Khan, Khan, & Gul, 2019). The structure of the organization is also necessary element for the progress of organizations. Leaders prefer their own interest rather than the organizational interest in organic base structures (Dragoni & Kuenzi, 2012). The employees of the organization become more involve in taking charge when they perceive the top management as open to the employees' suggestions. The top management encourage and support their employees to bring new ideas efforts that will be effective for both employees and the organization (Morrison & Phelps, 1999). In such scenario, employees initiate changes for the betterment of the organization.

Theoretical Framework

Uncertainty Management Theory (UMT) developed by Akram and Azad (2011), provided the theoretical lens for current research. Theory states that in unpleasant and uncertain situations, uncertainty arises due to some ignorance and limited knowledge about the organizational operations. This might be the result of deficient management in the organization, no proper supervision and lack of aligned goals. Theory suggests the fairness of the behaviors which help to deal in any uncertain situations in the work environment. Uncertainty have effects on work behaviors' of the employees. Work specialization is the major element for the job security of employees in both mechanistic and organic structures. The mechanistic organizations prefer the high degree of specialization for work procedures and practices (Ullah et al., 2021). The organic structure encourages their employees to be specialists and generalists so that they avail more opportunities for innovation. Thus, an organization's overall objectives drive how specialization should be viewed and dealt (Chen, Hui, & Sego, 1998). An organization that produces more innovation is more organic, while an organization that focuses on reliability is a mechanistic unit. In mechanistic structure, the organizational politics frequently promotes the perception of inequality. In such structure the system become centralized and strict supervision carried by the top management. Thus employees experience the uncertainty that affect their productivity. UMT suggests that when the organization faces uncertain situations due to the existence of the political environment, employees get engaged in self -serving behavior which also improves the employee work efficiency, creditability and sustainability of the organizations.

Hypotheses Development

Perception of organizational politics and taking charge:

In any organization an employee considerably struggle for his interest at the cost of the organizational benefits and goals. In this context taking charge help out to put extra role for the organizational success and to meet the desire goals. Moral efficiency is the influential determinant for the taking charge to meet the broad benefits of the organizations (Bedi & Schat, 2013). Moral efficiency facilitate the

performance of the individuals by taking charge at the work place and it help to promote the performance of the employees because employee believe that the organization accepts their valuable performance apart from their specific tasks (Zia, Saeed, & Khan, 2018).

PoP leads towards the employees own interest by undermining their commitments and loyalty with the organization (Aarssen, & Crimi, (2016). Taking charge is the unpaid voluntary effort in the organizations. Although politicized organizations never give any opportunity for the participation in the voluntary actions in terms of both career advancement and job outcomes (Milliken, Morrison, & Hewlin, 2003). Through taking charge employees exercise their additional responsibilities in the politicized environment by improving their performance (Chen, Hui, & Sego, 1998). If employees' perceptions of the organizational environment are positive, then they will attempt to develop good relationships with the organization in social exchanges, thereby stimulating good citizenship behavior (Gul, Ali, & Saeed, 2021). When the organization faces uncertainty situation due to the existence of the political environment, employee get engaged towards the self-serving behavior for the sustainability of the organization it also improve the employee work efficiency, creditability and sustainability in the organization (Saeed, 2017). Hence it is hypothesized as:

H1: Perception or organizational politics have negative influence on taking charge.

Taking charge and job performance:

Taking charge refers to the self-responsibility or belief of individuals that should bring out constructive changes in their assigned jobs. Power is the motivational factor which is also likely to encourage taking charge by reducing the perceived complexities associated with the job activities. Taking charge bring new insights, ideas and innovations to the organization by putting extra role towards the organization sustainability (Arshad, Masood, & Amin, 2013). The voluntary efforts exerted by the individuals to accept challenges and responsibilities are vital towards the organizational sustainability and success when it faces uncertainty (Nadeem, Saeed, & Gul, 2020). Taking charge promotes the organizational success through employees' efforts and also brings effectiveness and efficiency in the employees' performance (T. I. Khan, Kaewsaeng-on, & Saeed, 2019).

Taking charge is the sense of responsibility of an individual and personal obligation to bring about constructive change in organizations. (Blau, 1964) suggested that employees have a high sense of personal responsibility, satisfaction and achievement regarding taking charge. When opportunities arise for taking charge in the organization, employees with high responsibility may accept it and will portray challenging behavior as more feasible, or in other words, as more likely to succeed (Burki, Khan, & Saeed, 2020). On the basis of these lines, it is posed that:

H2: Taking charge has positive influence on job performance.

Perception of organizational politics and job performance:

Organizational politics occur in the organizations where policies and rules are not properly followed by the top management. In such cases, every one prefers their own interest and try to attain the better position in the organization (Ferris & Kacmar, 1992). Political behaviors in the work environment can cause to stitch one's personal interest. Organizational policies provide the ways in which employees and the organization itself act to defend both the employees' and the company's interests (Burki et al., 2020). These are the guidelines, rules, operating procedures and principles outlined by the company's ownership or administration. Violation of these policies can cause conflicts. These policies affect workplace interactions that by treating the employees unfairly at the workplace can influence the organization's political climate. When the PoP rises in the organizations, the employees feel high level of uncertainty and ambiguity (Khattak, Saeed, & Tariq, 2018). It may result in the lowered performance of the employees because of least facilitating conditions. Some researchers have also accentuated that these perceptions promote the negative outcomes like lowering job performance (Byrne, 2001). On the basis of these arguments it is predicted that:

H3: Perception of organizational politics have negative influence on job performance.

Mediating role of taking charge:

Taking charge plays an important role in bringing new insights to the organization by promoting innovation and strengthening the organization's sustainability (Al Hassan, Fatima, & Saeed, 2019; Cavanaugh, Boswell, Roehling, & Boudreau, 2000). Taking charge promotes the organizational success through its employees' efforts and potential to build organizations' strong structure. Taking charge is one of the form of Organizational Citizenship Behavior (OCB), which indicates the extra constructive effort, extra-role behaviors that are not specified by the organization but benefit it the most. However, unlike helping others which is a cooperative and noncontroversial type of OCB, taking charge is a challenging OCB that seeks to improve organizational policies and procedures (Cavanaugh et al., 2000). A person's voluntary commitment within an organization is not part of his or her job task. These behaviors increase the affectivity and sustainability of the organizations (N. Ali, Saeed, Khan, & Afzal, 2021; Crawford, Lamarre, Kacmar, & Harris, 2019). One can take charge in the organization commitments as extra role in the situation of the uncertainty. Uncertainty management theory deals with the unpredictable situation,

events and behaviors and help out to deal such situation with fair manner by performing extra roles to make the working environment more productive (Afifi & Burgoon, 2000). Thus, fair treatment becomes more salient for employees when they experience uncertainty.

Employees take responsibilities and exert his or her efforts towards the improvement of the organizational operations by changing the procedures and adopt those procedures which results in effective organizations' performance (Rahman, Saeed, & Batool, 2019). Taking charge positively effects the job performance in such a way that employees are highly engaged in the voluntary efforts which results better performance on their jobs (Tahir, Rahman, & Saeed, 2019). When the employees' performance is affected by the pop, taking charge act a mediator, in such a way that employees take voluntary efforts rather than the task assigned by the organization. Hence it is predicted that:

H4: Taking charge mediates the relationship between perceived organizational politics and job performance.

Moderating role of work unit structure:

Work unit structure is the influential feature in organizations that shapes decision-making, cooperation, and flow of information (Burns & stalker, 1961). Structure refers to the alignment of the task among the workers. Unit is basically the forming part of the complex mechanism having some specific functions while structure terms as the mode of construction or arrangement of the parts. These both terms combine to form the organizational structure which provide the outline of the organization that how certain activities are undertaken to achieve the organizational goals (Clegg & Hardy, 1996).

Scholars have distinguished between two types of structures: mechanistic and organic (Burns & Stalker, 1961). Mechanistic structures are characterized as rigid, tight, and bureaucratic. The mechanistic organizational structure is the most common business structure and is typically used in a manufacturing environment. A set of formal procedures, functions and processes are implemented all over the organization. Conversely, organic structures are characterized as flexible, loose, and decentralized. An organic organizational structure is a flat organization that allows for horizontal communications and interactions and is more suited to creative businesses (T. I. Khan, Saeed, & Khattak, 2018). As this type of organizational structure is decentralized, giving chances to the employees to participate in business related decision making. Unlike other conceptualizations of structure, the organic–mechanistic distinction is isomorphic across organization levels (Darr & Johns, 2004).

The work unit structure is based on organic and mechanistic structure, when the unit structure become organic and heaving high political environment, employees believe that their abilities and hard work may not lead towards the desire goals, therefore the relationship between pop and taking charge become affected negatively in uncertain condition that are faced by the employees (organic structure) while in mechanistic structure the employee are more secure because they know about the rules so such behaviors will result in less uncertainty. Taking charge would be stronger when mechanistic structures are implemented.

H5: Work unit structure will moderate the relationship between pop and taking charge in such a way that mechanistic the structure, higher will be taking charge.
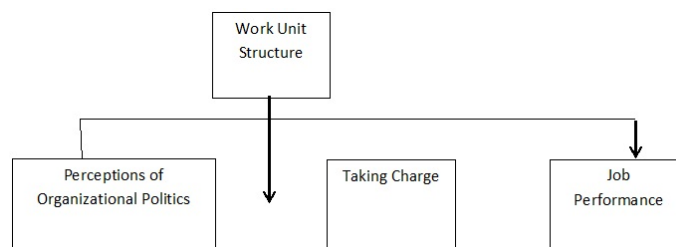
Figure 1 Proposed Research Model

Fig. 1 *Proposed Model*

Research Methodology

In this research the quantitative survey design method was deployed to collect through questionnaires. The targeted population of this study was from the manufacturing sector of Pakistan (textile industry). The sample from the targeted population was drawn through criteria developed by Tabachnick and Fidell (2007). According to Tabachnick and Fidell (2007) the minimum acceptable sample size can be calculated as per the study variables, with the formula $N > 50 + 8m$ (where m represents the independent, mediating and moderating variables in the model. So for this study minimum sample should be $N > 50 + 8*3 = 74$. Furthermore, Hair et al. (2010) vindicated that a sample size of 200 to 300 is acceptable in survey research. For data collection purposive sampling technique is used. Purposive sampling is a non-probability method where the research sample is selected on the basis of research objectives and characteristics of respondents. A total of 300 questionnaires were distributed across the textile industry located in province Punjab, Pakistan. Out of 300 questionnaires

287 were received back yielding response rate of 95%. At data collection point, after getting the permission from the concerned head of the textile firm, respondents were approached randomly and were briefly informed about the purpose of this research. Their participation was voluntary and they can terminate their participation at any time. They were ensured that their responses will be recorded anonymously and will be kept and secret. Before the distribution of questionnaires, all participants were briefly introduced with the concept of organizational politics, work unit structure, taking charge and Job performance. After the briefing the questionnaires with the proper letter cover were handed over to the respondents.

The measures of all variables were adopted from literature and were quantified on five point Likert scale i.e. 1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree and 5. Strongly Agree. The instrument of PoP contained 15-items and was developed by Kacmar & Carlson, (1997). Taking charge consisted 10 items and was developed by Morrison & Phelps, (1999). Job performance comprised 19 items and was adopted from williams and Aderson (1991). While the work unit structure measure was adopted from Dragoni & Kuenzi, (2012) having 7 items.

Statistical Package for Social Sciences (SPSS) was used to analyze the data. The normality test was used along with descriptive statistics. The reliability was also measured using Cronbach's alpha. Correlation and regression analyses were carried out to test the hypothesized relationships. For mediation analysis as suggested by Hayes, (2012) Process Model 4 was used.

Results and Data Analysis

Descriptive Statistics

The demographic details of the respondents are depicted in Table I. The details depict that male were outnumber to female. On average respondents belonged to younger age having diverse qualifications and experiences.

Table I
Profile of Respondents (n = 287)

Category	Description	Frequency	Percentage
Gender	Male	195	67.90%
	Female	92	32.10%
Age	25-30 years	208	72.50%
	31-35 years	59	20.60%
	36-40 years	11	3.80%
	Above 40 years	9	3.10%
Marital status	Single	184	64.10%
	Married	103	35.90%
Educational level	Above MPhil	8	2.80%
	MPhil	95	33.10%
	Masters	116	40.40%
	Bachelor	68	23.70%
Designation	CEO	4	1.40%
	Director level	12	4.20%
	Middle Management	94	32.80%
	Supervisors & workers	177	61.70%
Experience	1-5 years	186	64.80%
	6-10 years	67	23.30%
	11-15 years	34	11.00%
	16-20 years	0	0.00%

Data Normality

The data normal distribution was determined by the normality test. According to the Lin and Hsieh, (2010) before conducting the data analysis, it should be confirmed that data is normally distributed. For this purpose skewness and kurtosis were verified (value range -3 to +3). The calculated values of skewness and kurtosis lied between this range that approved the normality of the data. Table II shows the normality of the data.

Table II
Data Normality

	Skewness		Kurtosis	
	Statistic	Std. Err	Statistic	Std. Err
POP	-.463	.144	.358	.287
WUS	-1.001	.144	1.464	.287
TC	-.884	.144	.050	.287
JP	-1.008	.144	1.799	.287

Note. POP=Perception of organizational politics, WUS= Work unit structure, JP= Job performance, TC=Taking charge

Reliability Analysis

Reliability analysis is used to undertake the internal consistency of the scale. For this purpose Crobach's Alpha (α) test was carried out. The results shown in Table III indicates that the reliability of all constructs reported was above 0.70 (0.70-0.95) that is in the acceptable range (Nunnally, 1979).

Table III
Reliability Analysis

Variable	No. of Items	Cronbach's Alpha
Perception of organization Politics	15	0.709
Work unit structure	7	0.837
Taking charge	10	0.861
Job performance	19	0.69

Correlation Analysis

Correlation explains the relationship between two variables. Table IV shows the correlation between the variables of this study. PoP is positively correlated with the work unit structure (r = 1.59**), job performance (r = .322**) and taking charge (r = .224**). Work unit structure is also positively correlated with the job performance (r = .762**) and taking charge (r = .605**). Furthermore, job performance is also positively correlated with the taking charge (r = .645**).

Table IV
Correlations Analysis

Variables	POP	WUS	JP	TC
POP	1			
WUS	.159**	1		
JP	.322**	.762**	1	
TC	.224**	.605**	.645**	1

Notes. **. Correlation is significant at the 0.01 level.
POP = Perception of organizational politics, WUS = Work unit structure, JP= Job performance, TC = Taking charge

Hypothesis Testing Through Regression Analysis

The hypotheses developed earlier were tested using regression technique. The results are drawn in Table V. The details indicate that for H1 PoP have negative and significant impact on taking charge (β = -.17, t = -3.0, ρ = .002, R^2 = .320) so H1 is accepted. The results of H2 indicates the positive and significant relationship of taking charge with employee performance (β = .45, t = 8, ρ = .000, R^2 = .234) so H2 was also supported. In H3 the impact of PoP have significant positive relationship with job performance (β = - .30, t = -5.4, ρ = .000, R^2 = .104) hence H3 was also accepted.

Mediation Analysis

Hayes (2012) PROCESS MODEL technique was used to test meditational relationship. The bootstrapping technique for robust testing of hypothesis is deployed. Table V demonstrates the results for mediated hypothesis H7. PoP was found to have positive impact on job performance through taking charge (B = .08, LLCI = .03, ULCI = .15). For Hayes, only the effect size should be significant (.27). To check the indirect effect size bootstrapping was done at 95% confidence interval with 5000 draws. Thus, hypothesis 7 was also accepted.

Table V
Hypothesis Testing

Variables	R^2	β	t	ρ	
Pop - Taking charge	.320	-.17	-3.6	.002	
Taking charge - Job performance	.243	.45	8.9	.000	
Pop - Job performance	.104	-.30	-5.4	.000	
Direct effect TC on Job Performance	.24	.22	4.5	.000	
Bootstrap results for indirect effects					
Effect size		β	LLCI	ULCI	
Effect	TC	.27	0.08.	0.03	.1593

Note. POP = Perception of organizational politics, WUS = Work unit structure, JP = Job performance, TC = Taking charge

Moderating effect of work unit structure on perception of organizational politics and job performance

The moderation results are drawn in Table VI. The results shows that significant positive relationship exists between perceived organizational politics and taking charge (β = .17, p = .005). The interaction term Int_Mech (PoP x Mech) has also significant effects as a moderator (β = .231, p = .000, LLCI = .2467, ULCI = .6767). Also the change in R^2 is significant i.e., ΔR2 = .084. The results affirmed that mechanistic structure has moderating effects on the relationship between perceived politics and taking charge in organizations. Hence H5 is accepted.

Table VI
Moderation Analysis

Variable	β	S.E	t	ρ	LLCI	ULCI
Pop	.17 .339	2.18	.005	.2467	.6767	
Mech	.62	.273	6.01	.000	1.087	2.456
Int_Mech	.231	.075	-6.85	.000	.609	.234
R^2	.289	.000				
ΔR^2	.084	.000				

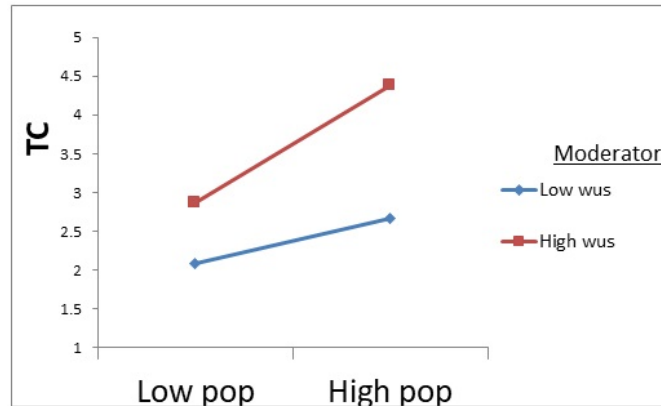Note. POP = Perception of organizational politics, Mech = mechanistic structure,

Fig. 2 *Moderating effect of work unit structure on PoP and taking charge*

Discussion

The primary objective of this study was to investigate the relationship between the organizational politics and job performance of the employees. More importantly the study established the mediating role of the taking charge and moderating role of work unit structure between the perception of organizational politics and employee job performance. In this regard five hypotheses were gleaned from the theory to test them. This section presented hypothesis wise discussion to elaborate the results of this research.

The findings of the study revealed that H1 is accepted as negative significant relationship among the PoP and taking charge is approved. This shows the existence of the perception of the politics at work place and such perceptions decreases the taking charge phenomenon of employees. The hypothesis H1, reveals the direct effect of the perception of politics have strong influence on the taking charge is accepted in this research. Perception of organizational politics is highly complex and experience uncertainty. Uncertainty management theory describe to deal with the uncertain conditions so, politics is also the behavior aspect of the human being it may vary with time to time to deal with the such situation we should use fairly treatments to tackle these situation. Taking charge is the unpaid voluntary effort in the organization although politicized organizations never give any opportunity for the participation in the voluntary actions in terms of both career advancement and outcomes. By taking charge employee exercise their additional responsibilities towards the politicized environment by improving their performance. If employees' perceptions of the organizational environment are positive, then they will attempt to develop good relationships and avail extra roles which are beneficial for the organization. The basic phenomena about the characteristics of the organizational environment are particularly important which provide opportunity to the employee to participate in such behaviors which plays extra role in the job description. Organizations with a highly politicized environment often direct emphasize on the negative and uncontrollable aspects of problems but the taking charge contributes as a productive impact when unit operate under the political environment. When the organization faces uncertainty situation due to the existence of the political environment, employee get engaged towards the self -serving behavior for the sustainability of the organization it also improve the employee work efficiency, creditability and sustainability in the organization.

The H2 shows that there is positive and significant relationship between taking charge and job performance. When the organization perceive political environment the extra effort is paid towards the performance to reduce the effects of politics. Taking charge is like the issue selling phenomenon. Issue selling demand to pay attention towards the key trends, developments, and events that have implications for performance like taking charge. Issue selling may enhance the effectiveness by bringing out the extra role or constructive role toward the organization effectiveness but also towards the job performance. Assuming responsibility is the unpaid deliberate exertion in the association in spite of the fact that politicized associations never give any open door. By assuming responsibility representative exercise their extra duties towards the politicized climate by improving their performance. Individuals with a high level of felt responsibility will consider challenging behavior as more achievable or in other words, as more likely to succeed.

The H3 results were about the PoP impacts on job performance and this hypothesis was also approved. In this situation employees work more efficiently towards the assigned and structured tasks. When employees perceive their workplace to be political, they engage more in such activities which reduce the effects of politics like knowledge sharing, and become more creative towards the job. This also shows that when the employee perceive that people use the politics to achieve their personal or group goals by using unfair means their performance will automatically change from negative to positive in a sense that employees play extra role for their performance in the organizations.

The hypothesis H4 incorporated the mediating role of taking charge on the PoP and job performance. Results show that this hypothe-

sis is also approved. The political environments bring out new ideas and constructive methods for the improvements in skills which result in the improvement of the employees' job performance. Employees are less responsive to the positive aspects of external contexts than the negative aspects. Thus perceived organizational politics reflects the negative aspects of employee attitude and behaviors at the work place. The effect of organizational politics considered as a source to increase the negative perception about the mistreatment or favoritism in the organization. When the organization faces high level of politics, employees undergo high level of mental stress by assuming work place mistreatment. But when the politics is constructive in nature taking charge has a role to play. The results show that taking charge has indirect impact on the relationship between PoP and job performance. This suggests that employees wanted to have extra involvement in the work which also enhances the performance of the employees at the work place.

The moderation of work unit structure between PoP and taking charge exhibited in H5 is also affirmed. PoP influences taking charge positively and if the work unit structure is mechanic in nature, it further strengthens the relationship between pop and taking charge. Such organizations which have more centralization, the chances to take charge by employees also increases. This also asserts that employees exert extra constructive efforts in the uncertain situations.

Conclusion

The research at hand addressed the employees' perception about politics that is practiced in organizations. Political activities are constructive element that has positive effects on organizations' operations. Individuals if involved in constructive political activities such as generating new ideas, challenging existing processes or advocating for improvements can augment their performance which consequently improves organizational performance. Political activities can bring diverse perspectives to the forefront and foster a culture of taking charge. This research enhances theory and research by elucidating the relationship between organizational politics and individuals' job performance. Perception of politics have strong impact on the employees involvement towards their job. The perception of the politics in the organizations with mechanistic work unit structure also have influence on the working environment. If employees perception about the environment of the organization are positive, it results to attempt the fruitful, productive and good relationships with the organization in social exchange. The current research furnished a foundation for further research future research to study politics and deviance behaviors at the workplace and to further elaborate how these such perceptions influence organizations and their employees.

Implications of Research

This research yielded several theoretical and managerial implications. Employee perceptions about organizational politics and performance at work place reflect that when employees perceive that the work environment become political, for reducing this effect employees try to engaged themselves with peers proper knowledge sharing, show creativity and adopt such ways that may make the environment more productive and effective. In highly politicized environments, employees reshape their work environment, giving them the opportunity to obtain additional resources that allow them to improve their performance. This research also proposed some further managerial applications. The results indicated positive association between organizational politics and job performance hence it is suggested that top management should support their employees to perform any extra role regarding the welfare of the organization. Thus, in mechanistic structure organizations facing politics, more support and guidance should be provided to the employees got involved in extra constructive activities of the organization. In a politicized environment mangers must be supportive and encourage their employees for work engagement.

Limitation and Future Research

Like any good research this study also comprised few limitations that lend opportunities for future researchers to contribute to literature. In this research, the main point of convergence is organizational politics and its effect on the individuals, it is still very fascinating to investigate it at some higher level of analysis. Like, politics in the organizations can be a group-level perspective. Hence, there are possible chances that politics can exist at group level which may impact the whole unit or organizational performance as a whole. Future research may extend the unit of analysis to group level. This research was limited to textile industry from specific geographic location (Province Punjab). Further research may be conducted in service sectors like educational and health sectors. In any future attempt, further contingent variables can be added to the model developed in this research. In last, this research deployed cross sectional research settings which can be replaced by longitudinal research design in future research.

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