

1 **Political skill and personal reputation: An analysis of workplace and entrepreneurial**
2 **outcomes**

3 **Authors:**

4
5 **Sharjeel Saleem** (Corresponding author)

6 Lyallpur Business School
7 Government College University, Faisalabad, Pakistan
8 ORCID ID: 0000-0003-4890-5805
9 sharjeelsaleem@gcuf.edu.pk

10
11 **Kanwal Shaheen**

12 Department of Management Sciences
13 Government College Women University, Faisalabad, Pakistan
14 kanwalshaheen@gcwuf.edu.pk
15 ORCID ID: 0000-0003-0387-761X

16
17 **Asia Rafiq**

18 Institute of Business Management Sciences
19 University of Agriculture, Faisalabad, Pakistan
20 asia.rafiq@uaf.edu.pk
21 ORCID ID: 0000-0002-9751-3296

22
23 **Ahmad Arslan**

24 Department of Marketing, Management, and International Business
25 University of Oulu, Oulu, Finland
26 ahmad.arslan@oulu.fi
27 ORCID ID: 0000-0001-6530-8397

28
29 AAM version of the published paper. Please cite this paper as:
30 Saleem, S., Shaheen, K., Rafiq, A., & Arslan, A. (2024). "Political skill and personal reputation:
31 An analysis of workplace and entrepreneurial outcomes", *Asia-Pacific Journal of Business*
32 *Administration*. <https://doi.org/10.1108/APJBA-05-2023-0209>
33

34 **Acknowledgements**

35 This work was supported by the Higher Education Commission of Pakistan (grant number:
36 SIOP-058-2017).

38 **Political skill and personal reputation: An analysis of workplace and entrepreneurial**

39 **outcomes**

40 **Abstract**

41 **Purpose:** This paper aims to specifically analyze the interrelationships of employee political skill
42 and personal reputation with both workplace and non-workplace outcomes. The study further
43 focuses on performance and career development as workplace outcomes and entrepreneurial
44 intentions as a non-workplace outcome, while analyzing employee political skill and personal
45 reputation.

46 **Design/Methodology/Approach:** The study uses a survey method, where multi-source data was
47 collected in a time-lagged fashion from the employees working in the textile sector in an under-
48 researched emerging economy setting of Pakistan.

49 **Findings:** The findings establish that political skill is a significant predictor of employee job
50 performance, career development and entrepreneurial intentions. Moreover, the mediating role of
51 personal reputation was confirmed for the proposed relationships. Hence, the findings highlight
52 the contributory role of personal reputation in the enhancement of workplace and non-workplace
53 outcomes, such as entrepreneurial intentions linked to political skill.

54 **Originality:** This paper is one of the pioneering studies that specifically link employee political
55 skill with job performance, career development and entrepreneurial intentions, especially in the
56 relatively volatile and under-researched context of Pakistan. Another novelty of this research is
57 the investigation of personal reputation as a psychological mechanism underlying the primary
58 relationships proposed in this research.

59 **Research limitations/implications:** Despite some limitations, this paper offers theoretical
60 implications both for political skill and indirect reciprocity literature. A vital theoretical
61 contribution is extended by studying the mediating role of personal reputation in the main
62 relationships analyzed in this paper. The scope of indirect reciprocity is expanded by identifying
63 personal reputation as a vital mechanism for indirect reciprocity.

64 **Practical implications:** Organizations should focus on developing political skill amongst their
65 employees, as these skills are salient for amassing a favorable reputation, that eventually leads to
66 performance, career growth and development of entrepreneurial intentions. Organizations should
67 put in place careful selection and coaching and mentoring programs that equip employees with
68 such skills that eventually lead towards the alignment of employees' personal goals and
69 organizational goals. Employees, then, could focus on priming both organizational and personal
70 goals.

71 **Paper Type:** Research Paper

72 **Keywords:** Political skill; personal reputation; entrepreneurial intentions; job performance; career
73 development; emerging economy

74

75

INTRODUCTION

76 Political skills lead to high quality social networks and ultimately to entrepreneurial success-

77

ROBERT A. BARON

78

79

80

81

82

83

84

Organizations are inherently political arenas (Mintzberg, 1983). Coalitions of people with competing interests suggest that diversity of interests, resource scarcity, and ambiguity make organizational decision-making a politically driven process (Ferris & Judge, 1991). Eliminating politics from the organizations is preposterous owing to its generally favorable ramifications. Identifying and fostering employees' political skill is important from a managerial standpoint because strengthening these skills proffers an array of benefits to the organization and the employees.

85

86

87

88

89

90

91

92

93

94

95

Political skill is defined as the ability to understand others at work effectively and to use such knowledge to influence others to act in ways that enhance organizational objectives. Surprisingly, the extensive body of literature on political skill, which delves into the implications of political skill, has largely omitted its relevance from the perspective of entrepreneurial intentions, performance, and career development (Maher *et al.*, 2021; Munyon *et al.*, 2015; Summers *et al.*, 2020). Theorization of political skill envisages it as a resource that influences how individuals assess, manage, and cope with entrepreneurial intentions, performance, and career development (Perrewé *et al.*, 2004; Perrewé *et al.*, 2005; Summers *et al.*, 2020). Nevertheless, inconsistent findings in the literature have posed challenges to a comprehensive understanding of how political skill influences entrepreneurial intentions (Summers *et al.*, 2020). Hence, the current paper aims to offer an assessment of the role of political skill in relation to both workplace

96 outcomes and non-workplace outcomes, i.e., entrepreneurial intentions, in an under-researched
97 emerging economy context.

98 In recent years, many studies underlined the positive attributes of political skill, asserting
99 that it can reap a number of benefits for the employees as well as their leaders (Hochwarter, 2012).
100 At the organizational level, the efficaciousness of employee political skill for organizational
101 performance has been documented in the contemporary literature. Clarke *et al.* (2021), in a recent
102 systematic review, showed that political skill impacts health services change through personal
103 performance and inter-personal influence. Similarly, Feitosa *et al.* (2021), in a longitudinal study,
104 revealed political skill of healthcare leaders to be positively influencing unit performance.
105 Nevertheless, the existing literature lacks the impact of the social context in which these
106 interactions take place. For example, even politically skilled individuals might fail to reap the
107 benefits of their influential skills if that of a competitor is higher.

108 Based on the concept of indirect reciprocity (Alexander, 1987; Nowak & Sigmund, 2005),
109 which proposes a mechanism for cooperation based on shared moral systems and individual
110 reputations, personal reputation plays a significant role to share the reciprocity of political skill for
111 entrepreneurial intentions. A theoretical and empirical gap exists as personal reputation has been
112 ignored in past studies as a reciprocal outcome of political skill. Prior studies that investigated
113 personal reputation (Liu *et al.*, 2007; Munyon *et al.*, 2015) are sparse, and these studies have
114 explored this phenomenon from the employee perspective, including job performance, thus leaving
115 a considerable gap that warrants further research on personal reputation and its link with various
116 outcomes. In some studies, personal reputation has been investigated as an outcome variable (Laird
117 *et al.*, 2012). However, personal reputation has not yet been studied in the backdrop of
118 entrepreneurial intentions. University reputation (e.g., Eesley & Lee, 2021; Wang *et al.*, 2021) and

119 parents' entrepreneurship has been studied in relation to entrepreneurial intentions (e.g., Dyer *et*
120 *al.*, 2014; Hu & Xing, 2018), but that is an altogether different angle. Hence, we argue that personal
121 reputation is more befitting in employee and organizational context as a proximal outcome rather
122 than as a distal outcome, as it is not actually an ending rather it leads to further outcomes such as
123 entrepreneurial intentions. However, this specific interrelationship has not been studied (to the best
124 of our knowledge) in extant literature. This leads to an important research gap as to how personal
125 reputation serves to enhance workplace and non-workplace outcomes in response to employee
126 political skill. Hence, the current paper is a pioneering study to hypothesize and empirically
127 validate the mediating role of personal reputation in the context of political skill's influence on
128 workplace outcomes and non-workplace outcomes, i.e., entrepreneurial intentions.

129 Along with these theoretical gaps, there is also a visible lack of studies untangling
130 specificities of political skill in relation to workplace and entrepreneurial outcomes in emerging
131 economies. Our empirical context is based on the volatile emerging economy of Pakistan, where
132 political and macroeconomic uncertainty has resulted in significantly high risk and uncertainty for
133 firms (Khan *et al.*, 2023; *Pakistan Bureau of Statistics*, 2021). As a result, there have been cuts in
134 industrial sectors, leading to redundancies and job losses (Asif *et al.*, 2023). At the same time,
135 Pakistan rose in the 'ease of doing business' index from 147 in 2018 to 108 in 2020 (*Doing Business*
136 *- Measuring Business Regulations - World Bank Group*). Rising unemployment coupled with
137 improvement in ease of doing business has resulted in an increase in entrepreneurial endeavors in
138 Pakistan, in many cases out of necessity (Rashid & Ratten, 2022). At the same time, within
139 management and entrepreneurship research areas, Pakistan remains a relatively less-explored
140 context compared to other emerging economies (Rashid & Ratten, 2021). Moreover, the specific
141 role of political skill and personal reputation for both workplace (e.g., job performance and career

142 development) and outside-the-workplace outcomes such as entrepreneurial intentions have not
143 been explored in such an emerging economy setting. Hence, our paper brings novel insight from
144 this under-researched context to the extant literature.

145 Primarily, our paper offers three vital contributions to the extant political skill and indirect
146 reciprocity literature streams. Firstly, the current article is one of the first studies to analyze both
147 workplace and non-workplace outcomes of employee political skill, especially in emerging
148 economy settings. In doing so, we answer the research question that what is the role of employee
149 political skill in the enhancement of their job performance, career development and entrepreneurial
150 intentions. Although there is some prior research focusing on some of these aspects. However,
151 specifically combining and analyzing both workplace and outside-the-workplace outcomes (such
152 as entrepreneurial intentions) of political skill is a novel contribution offered by our paper. The
153 second contribution of our paper stems from being one of the first to specifically hypothesize and
154 empirically test the mediating role of personal reputation for the relationship between political skill
155 and its outcomes. Personal reputation offers a plausible explanatory mechanism through which
156 political skill is argued to influence employee job performance, career development, and
157 entrepreneurial intentions. Finally, our study is one of the first to specifically theorize and analyze
158 the direct role of personal reputation in enhancing entrepreneurial intentions, as well as its
159 mediating role in the relationship between political skill and entrepreneurial intentions.

160 **THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT**

161 **Employee Political Skill**

162 The social context of the organizations that encompasses the human dimension of an
163 organization in which interpersonal interactions occur need to be understood to overcome the
164 challenges of contemporary organizations (Qamar *et al.*, 2022). Organizational politics is an

165 informal, apparently narrow-minded, usually conflict-ridden behavior of an individual or group
166 (Mintzberg, 1983, p. 172). It is considered an alliance of people having competing interests that,
167 along with limited resources and ambiguity, make political decisions within organizations (Ferris
168 & Judge, 1991). Political decision-making involves conflicts of interest and is strongly influenced
169 by authoritative personalities. Therefore, to make desirable decisions, individuals engage in
170 political behavior to enhance their power within the organization (Kimura, 2015). Despite carrying
171 some negative outcomes, organizational politics can also make decisions effective through
172 legitimacy, justice, relationship-building, conflict resolution, and effective encouragement
173 (Kimura, 2015). In modern businesses, the success of individuals is judged more on subjective
174 criteria that demand management skills that can influence the perception of others about oneself,
175 such as political skill. Regarding the exact definition of political skill, one school of thought, like
176 Mintzberg (1983), associates it with formal power, while others (e.g., Perrewé *et al.*, 2004)
177 consider it a practical ability in informal interactions.

178 For quite some time, researchers have maintained a keen interest in assessing the impact
179 of political acumen. Political skill is a highly developed level of social skill and an individual
180 difference that is acquired through training and experience (Böhm & Blickle, 2024). Prior
181 investigations have delved into the ramifications of political skill on various aspects, including
182 stress management (e.g., Hochwarter *et al.*, 2010), individual career achievement (e.g., Chen *et*
183 *al.*, 2022), job effectiveness (e.g., Summers *et al.*, 2012), leadership proficiency (e.g., Brouer *et*
184 *al.*, 2013), organizational change (Ouedraogo *et al.*, 2024), etc. Overall, empirical research
185 findings consistently point to a positive correlation between political skill and career success.
186 Probing the intermediary factors, Wei *et al.* (2010, 2012) found that political skill paves the way
187 for enhanced career growth potential by fostering network resources. Apart from actual job

188 performance, the connection between political skill and job performance can be elucidated through
189 an analysis rooted in impression management theory within the context of signaling theory.
190 Supervisor-rated performance represents a supervisor's subjective judgment of their subordinates
191 rather than an objective measure of their actual performance level (Meurs *et al.*, 2011). Employee
192 political skill also serves to mitigate the negative impact of organizational environment; in this
193 context, Charoensukmongkol (2023) found that political skill served to offset the positive effect
194 of organizational politics on workplace cyberbullying.

195 **Political Skill and Individual Performance**

196 The link between employee political skill and job performance can be explicated in two
197 ways. First, through the influence of political skill on the employee's actual job performance, which
198 prior studies have usually addressed through the social capital theory lens (e.g., Kimura, 2015).
199 Second is studying the effect of political skill on the image of a subordinate's performance through
200 the lens of signaling theory (Spence, 2002). In our study, we have supported this argument on the
201 basis of indirect reciprocity (Alexander, 1987; Nowak & Sigmund, 2005). Drawing on indirect
202 reciprocity, we argue that politically skilled employees have a better insight into personal
203 reputation for themselves and others during episodes of social interactions (Munyon *et al.*, 2015).
204 They have a good sense of adaptability in situations that helps them gain the image of being
205 trustworthy (e.g., Munyon *et al.*, 2021). Due to this impression management, politically skilled
206 employees earn positive reputations, which lead to positive job evaluations from those around
207 them (Ferris *et al.*, 2007).

208 Meta-analyses conducted by Bing *et al.* (2011) and Munyon *et al.* (2015) confirmed a
209 positive relation of employee political skill with both in-role and extra-role performance. In a very
210 recent study, Ahmad *et al.* (2023) found that political skill enhanced the effect of organizational

211 identification on job performance. Similarly, Tripathi *et al.* (2023) found that political skill served
212 to neutralize the negative effect of perceived organizational politics on OCB. Frieder *et al.* (2023)
213 go one step beyond and also emphasize the importance of political will alongside political skill in
214 order to elicit heightened employee performance. In exploring the role of different dimensions of
215 political skill, Shi *et al.* (2011) found social astuteness to be the most vital determinant of employee
216 job performance. Whereas, Munyon *et al.* (2015) concluded employees' networking ability as the
217 robust determinant of task performance. It appears that these results seem to be supporting both
218 views, i.e., social capital and impression management. In a technology adoption context, Di Gangi
219 *et al.* (2022) found that technology-based political skill served to shape the opportunity recognition
220 and knowledge sharing among workers. The politically skilled behavior allows individuals to
221 achieve higher job performance ratings by supervisors as supervisors generate liking for these
222 subordinates (Kolodinsky *et al.*, 2007). Therefore:

223 **Hypothesis 1.** Political skill is positively related to employee performance.

224 **Political Skill and Career Development**

225 The indirect reciprocity (Alexander, 1987; Nowak & Sigmund, 2005) perspective suggests
226 that network structures, through the use of personal reputation and interpersonal influence, foster
227 both kinds of career success, i.e., objective and subjective. Apparent sincerity and interpersonal
228 influence develop the personal capacity that leads towards career development (Wolff & Moser,
229 2009) as this type of networking behavior is political because individuals try to utilize networks to
230 pursue benefits in their personal career (Inkson, 2004). From the indirect reciprocity perspective,
231 it is assumed that the members of a social group observe and assess each other's behavior to decide
232 who deserves their cooperation. The reciprocal support and cooperation elicited from coworkers

233 based on an individual's reputation helps in securing career goals, thus leading towards career
234 development.

235 The roots of network resources are embedded in relationships; thus, to obtain these
236 resources, it is crucial to have the interaction capability and power to impact others. Network
237 resources have their foundation in political skill, which accelerates social interactions, trust, and
238 the development of relationships, leading to the enhancement of network resources in three
239 fundamental ways.

240 First, employees with political skill tend to have a particular interpersonal style. Their
241 behavior involves participating and a captivating approach that helps them earn trust, confidence,
242 and honesty (Perrewé *et al.*, 2000) enabling them to prosper in situations where teamwork is
243 required. Second, politically skilled employees see interpersonal dealings as opportunities, not
244 threats (Perrewé *et al.*, 2000). Politically skilled employees proactively participate more in
245 gathering network resources (Ferris *et al.*, 2005b) through such interactions. Such interactions help
246 them in garnering trust and good reputation, which are essential for building stronger partnerships
247 and broader resources of networks. Third, employees having political skill should be capable
248 enough to build links with broader social networks termed as inter-network (Granovetter, 1973).
249 Such characteristics also allow these employees to secure a more beneficial spot in situations when
250 they are trying to get important data and resources by coming in touch with the right individuals
251 at the appropriate time and the correct place.

252 Past research has provided evidence that employees' political skill and career development
253 are positively related in the form of increased chances of promotion, income, job satisfaction etc.
254 (Atshan *et al.*, 2022; Munyon *et al.*, 2015). Support for personal and organizational goals can be
255 sought through employing political will and political skill (Amah, 2022). Cai *et al.* (2022) found

256 that political skill moderated the effect of patients' mistreatment on burnout and career withdrawal
257 intention among nurses. Sibunruang and Kawai (2023) studied subordinate-supervisor dyads from
258 Japanese manufacturing firms and found political skill to be positively influencing employee
259 career growth potential through the mediation of supervisor-focused expressive network resources
260 and supervisor developmental feedback. Drawing on the data from a Danish firm, Jønsson and
261 Kähler (2022) found that the employee political skill enhanced the championing behavior among
262 employees, which, in turn, translated into higher salary band level. In a recent meta-analysis, Chen
263 *et al.* (2022) found political skill significantly correlated with career success. Thus, we hypothesize
264 that:

265 **Hypothesis 2.** Political skill is positively related to career development.

266 **Political Skill and Entrepreneurial Intention**

267 According to the notion of indirect reciprocity, employees use political skill to appear
268 acceptable for executing entrepreneurial endeavors. Indirect reciprocity provides an articulate
269 framework to elucidate the importance of individual attributes, such as political skill, in shaping
270 their endeavors, such as entrepreneurial intentions (Martínez *et al.*, 2016). The more pronounced
271 the personal attributes (political skill) for entrepreneurship fit (P-ENT), the greater the chances or
272 intentions are there for business startups. Intrinsically, personal attributes such as political skill
273 motivate the employees to have entrepreneurial intentions. This political skill allows employees to
274 interpret what the entrepreneurship process can obtain, and which personal attributes fit for
275 entrepreneurial intentions. These elucidations vary with the passage of time from individual to
276 individual.

277 Maes *et al.* (2014) suggested that personal behaviors are aligned directly with social
278 standards in setting the employee's intention about involving in entrepreneurship. In a similar vein,

279 Phipps and Prieto (2015) described that the employee's political skill has a positive effect on
280 entrepreneurial intentions to go for entrepreneurship as a career. According to indirect reciprocity,
281 the intention is determined chiefly by the employee's political skill and expectations. In other
282 words, if entrepreneurship serves as a goal, political skill has a positive influence in achieving this
283 goal (Wong *et al.*, 2018).

284 All four dimensions of political skill are argued to be linked with entrepreneurial intentions.
285 Social astuteness is the ability to be aware of one's social surroundings and interpret others'
286 behaviors (Ferris *et al.*, 2005a). Therefore, socially astute people can easily convince customers
287 and suppliers to get them on board in their entrepreneurship ventures (Phipps & Prieto, 2015), as
288 the political skill has been shown to be able to arouse customer relationship-building competence
289 among salespersons (see, Schwepker Jr. & Good, 2021). Interpersonal influence equips the
290 entrepreneurs to elicit desired responses from others (Ferris *et al.*, 2005a). This is also helpful for
291 their entrepreneurial goals as they could turn business negotiations in their favor. Thus, they could
292 close sale calls, get supplies at competitive terms and convince the ventures to fund their endeavor
293 (Phipps & Prieto, 2015). Networking ability is also vital as research has shown that entrepreneurs
294 usually team up for new ventures (Cooper & Daily, 1997). Thus, entrepreneurs who have vast
295 social networks can team up with the right entities and eventually succeed. Apparent sincerity is
296 characterized by being genuine and pure (Ferris *et al.*, 2005a). Through apparent sincerity, the
297 entrepreneurs win the trust of others. They sound honest and sincere without the risk of being
298 misinterpreted as manipulative or exploitative. Thus, they could gather a fair amount of trust that
299 facilitates eventual entrepreneurial success. Out of four dimensions of political skill, Phipps and
300 Prieto (2015) found that networking ability had the strongest correlation with entrepreneurial
301 intentions.

302 **Hypothesis 3.** Political skill is positively related to entrepreneurial intentions.

303 **Personal Reputation**

304 Ferris *et al.* (2003) consider personal reputation as a vital construct in organizational
305 studies; and define as “a perceptual identity reflective of the complex combination of salient
306 personal characteristics and accomplishments, demonstrated behavior, and intended images
307 presented over some period of time as observed directly and/or as reported from secondary
308 sources” (p. 215). A good impression about one’s past behavior and its communication to the
309 stakeholders evolves the trust necessary to cultivate an excellent personal reputation (Fidan & Koç,
310 2020). Personal reputation refers to an image formed through the collection of various personal
311 characteristics and behaviors that are communicated to others (Fidan & Koç, 2020). Zinko *et al.*
312 (2012) suggest that in business organizations, reputation emerges on the basis of job performance
313 of an individual and how much the individual is cooperative towards coworkers. Ferris *et al.* (2003)
314 portray reputation as a non-instantaneous impression. Personal reputation emerges upon consistent
315 and repetitive display of positive behaviors over time (Zinko *et al.*, 2012). Fidan and Koç (2020),
316 in a recent study, attribute schoolteachers’ personal reputation to their “past achievements,
317 classroom management skills and field knowledge” (p. 254).

318 As put by Zinko (2013), reputation is an "agreed-upon" image shared collectively by a
319 number of organizational members. Stemming from the actual actions and behaviors of the
320 individual in question, reputation is a general impression based on the ambiance of the norms of
321 an organization. For instance, in an organization where delay in morning arrival time is tolerated,
322 someone who regularly shows up early in the day draws a reputation for being punctual. This
323 desirous, albeit unusual, behavior in the context of organizational norms earns him a specific
324 reputation. That is because the norms are developed and shared collectively by the audience, who

325 notice the departure from the norms (Zinko *et al.*, 2007). Although a relatively new concept, the
326 research has linked personal reputation with career satisfaction (Blickle *et al.*, 2011b), political
327 skill (Blass & Ferris, 2007; Laird *et al.*, 2013; Zinko, 2013), OCB and leader-member exchange
328 (LMX) (Laird *et al.*, 2012), performance (Laird *et al.*, 2013), occupational status (Dietl *et al.*,
329 2017), extraversion and proactive personality (Liu *et al.*, 2007), and stress (Zinko, 2013).

330 **Political Skill and Personal Reputation**

331 The effect of political skill on personal reputation could be explained through multiple
332 theoretical lenses. Ferris *et al.* (2005b) and Ferris *et al.* (2007) state that apart from hardcore
333 capabilities, political skill also plays a vital role in achieving career goals. Specifically, the skillful
334 use of interpersonal influence strategies like persuasion, negotiation, and manipulation might be
335 useful in workplace settings (Mintzberg, 1985). The employees can consciously construct or
336 manage their reputation by using these tactics in their interpersonal encounters.

337 The other theoretical perspective is indirect reciprocity. The concept of indirect reciprocity
338 deals with individual reputation between the concerned parties like employer-employee. In order
339 to convey information or to reduce ambiguity, individuals are considered on the basis of their
340 repute. For instance, highly qualified individuals are considered to have a good reputation because
341 of their education using their hard-earned diplomas or degrees earned from top-tier academic
342 institutes (Spence, 2002). These cues serve to send a positive image about their reputation, and
343 they could stand tall among other low-qualified competitors/ candidates. Through political skill,
344 the employee can enhance their reputation in the eyes of others by portraying an image that is
345 desirable by highlighting the personality characteristics, actions, and behaviors that are highly
346 sought (Fidan & Koç, 2020). Here, political skill comes in handy as politically skilled employees
347 could establish close social and interpersonal connections with their coworkers and superiors.

348 Thus, politically skilled employees generate desirable reputations to shape the perception of others
349 (Blickle *et al.*, 2011b).

350 Here, we develop our arguments based on different dimensions of political skill as
351 proposed by Zinko *et al.* (2012). A reasonable degree of social astuteness possessed by an
352 individual serves to provide social cues about the stakeholders' expectations and create personal
353 reputation. Employees having interpersonal influence are convincing in their nature and they might
354 be subtle and adaptive in using these tactics. Similarly, networking ability also facilitates building
355 the employees' personal reputation because they get tightly knit in their social network at the
356 workplace and would be able to spread their signal among their networks. In this vein, Munyon *et*
357 *al.* (2021) revealed a positive effect of political skill on subjective as well as objective social
358 network quality. Apparent sincerity helps social actors in gaining trust and support from others as
359 the display of a sincere effort to mold their behaviors and actions according to the circumstances
360 is not unnoticed by others who value such sincerity by extending trust (Ferris *et al.*, 2007). The
361 relationship between employee political skill and reputation is evident as the procurement of a
362 favorable image depends on others (Zinko, 2013). Therefore, the ability to influence the perception
363 of others plays a role in the construction of a positive image.

364 We argue that political skill is one of the tactics that a person could use to persuade others
365 to form a favorable opinion of him. Laird *et al.* (2012) investigated the impact of political skill on
366 two dimensions of personal reputation, namely reputation (character) and reputation
367 (performance), through the mediation of LMX and OCB. Gallagher *et al.* (2019), in a recent
368 qualitative research study, explored the effect of four dimensions of political skill on reputation
369 through the mediation of positive impression management tactics and performance. They also
370 found reputation to be affecting sustainability success as a distal outcome variable. Tasa and

371 Bahmani (2023) proposed and found a positive effect of political skill on employees' reputation
372 for cooperativeness. Based on this discussion, we hypothesize that:

373 **Hypothesis 4.** Political skill is positively related to personal reputation.

374 **Political Skill, Personal Reputation, and Job Performance**

375 Ferris *et al.* (2003) argued that HR outcomes like performance ratings, compensation, and
376 promotions are impacted by reputation. Johnson *et al.* (2002) suggested that the distribution of
377 rewards rests not only on the actual performance but also on the level of performance assumed
378 owing to the reputation of the individual in question. Hochwarter *et al.* (2007) found that
379 performance ratings were improved for individuals with a favorable personal reputation.

380 We argue that highly reputed employees amass a substantive amount of authenticity and
381 credibility owing to being politically skilled. The actions and behaviors of those employees who
382 enjoy reputation among their peers and superiors are considered more genuine and ulterior as
383 compared to the lesser-regarded individuals. Past research suggests that the behaviors of reputable
384 employees are often viewed in an altruistic backdrop (Johnson *et al.*, 2002), while those of less
385 reputed ones are attributed to be egocentric (Barclay, 2004). These perceptions affect the
386 performance of the individuals in question as their actions are seen to benefit others and the whole
387 organization, especially if they have a good reputation (Hochwarter *et al.*, 2007). Reputed
388 individuals who are also politically skilled are apt at posing themselves as sincere entities (apparent
389 sincerity), and thus they gather the trust of others. Highly-reputed individuals are socially more
390 acceptable (De Cremer & Tyler, 2005), and their work is thought to be furthering the goals of the
391 unit or the organization; therefore, they could gather more resources and help and, thus, would
392 perform better.

393 The link between reputation and performance could also be explained with the lens of
394 indirect reciprocity. We argue that reputation is backed by the political maneuvering steered by
395 the employee and helps in fetching better performance ratings. Hochwarter *et al.* (2007) suggest
396 the role of “idiosyncrasy credits” in explaining the reputation–performance link. Edwin Hollander
397 (1958) defined idiosyncrasy credit as “an accumulation of positively disposed impressions residing
398 in the perceptions of relevant others; it is... the degree to which an individual may deviate from
399 the common expectancies of the group” (p. 120). Thus, employees with a positive reputation are
400 more likely to get the benefit of the doubt and could get away in case they engage in a risky or less
401 desirable behavior. As they are allowed a greater degree of deviance, they could easily engage in
402 risky actions for the sake of meeting the organizational goals without the fear of penalty. Thus,
403 they have better chances of furthering their performance without the fear of being penalized.

404 Political skill possessed by an employee helps one create a favorable image for oneself
405 because, owing to their social astuteness, politically skilled individuals know precisely what is
406 happening in their social surroundings (Ferris *et al.*, 2005a). They are highly adaptive and are well-
407 versed in using their interpersonal influence subtly and convincingly to get things done and get a
408 favorable reputation (Ferris *et al.*, 2005a). They gather the trust of others through their apparent
409 sincerity. Moreover, as per indirect reciprocity, reputation serves to reduce ambiguity, and highly
410 reputed individuals are regarded as standing tall among other mediocre counterparts by coworkers
411 and superiors, thus gathering higher performance ratings. Based on this discussion, we hypothesize
412 that:

413 **Hypothesis 5a.** Personal reputation is positively related to job performance.

414 **Hypothesis 5b.** Personal reputation mediates the relationship between political skill and
415 job performance.

416 **Political Skill, Personal Reputation and Career Development**

417 The link between reputation and career development can be explained from several angles.
418 It could be explained through the performance-enhancing function of reputation as well as through
419 non-performance-related mechanisms. Regarding the reputation-performance route, it could be
420 argued that a positive reputation enhances actual performance and fetches better performance
421 ratings. The concept of sponsored mobility (Turner, 1960) could be borrowed to interpret
422 reputation – career development linkage. This concept suggests that following the notion of 'first
423 impression is the last,' the early impressions about an individual formed by influential decision-
424 makers are vital in determining future career decisions. This helps reputed employees obtain an
425 edge over their competitors, and they stand out among the crowd, and this ultimately leads to career
426 development within the organization (Cooper *et al.*, 1993; Wayne *et al.*, 1997). Therefore,
427 reputable individuals would be more likely to attain career development (Blickle *et al.*, 2011b).
428 The aura of power and capability helps reputed individuals get more assistance from others who
429 are willing to help the reputed ones in the hope of getting paid back in the shape of interpersonal
430 rewards (Blickle *et al.*, 2011b). The image of being powerful takes the form of an upward spiral
431 where seemingly influential individuals gather more power and influence over time and could get
432 their things done more quickly, hence improving and smoothening their performance (Pfeffer,
433 1992).

434 Regarding non-performance-related mechanisms, indirect reciprocity, as explained earlier,
435 is a crucial conjuncture. Individuals enjoying a good deal of positive reputation get power,
436 legitimacy and capability, and their inevitableness for the organization's success. These cues serve
437 to remove the uncertainty and ambiguity associated with the future performance of the individual

438 (Zinko *et al.*, 2007). These expectations of unambiguous future behaviors and performance place
439 the individual on a high career pedestal.

440 Furthermore, good emotions are nurtured in the minds of others for the reputable
441 employees (Judge & Ferris, 1993), which create feelings of liking and manifest themselves in
442 reward allocation and career decisions (Cardy & Dobbins, 1986; Kolodinsky *et al.*, 2007).
443 Preferring reputable employees in reward allocation and promotion decisions also comforts the
444 decision-makers. As the future performance behaviors are ambiguous and largely unpredictable,
445 the decision-makers might feel safer linking the promotion and career decisions with the reputation
446 of the focal employees, as it would be easier to justify these decisions in case of poor future
447 performance by the individuals in question (Bok, 1993). It would take them off the hook if any
448 potential liability arises because of a wrong decision.

449 Employee political skill is a tool that hones the social skills of the employees, and they
450 could build a good image. Personal reputation influences the others around focal employee.
451 Reputation is also related to actual performance (e.g., Herbig & Milewicz, 1995; Zinko *et al.*,
452 2012); thus, career advancement is achieved. Research has further suggested that employee
453 political skill helps in achieving social reputation, and these employees get career rewards, e.g.,
454 fast-track career growth and promotions above and beyond their actual technical abilities (Zinko
455 & Rubin, 2015). Based on this discussion, we hypothesize that:

456 **Hypothesis 6a.** Personal reputation is positively related to career development.

457 **Hypothesis 6b.** Personal reputation mediates the relationship between employee political
458 skill and career development.

459 **Political Skill, Personal Reputation, and Entrepreneurial Intentions**

460 Employee political skill is being proposed as one of the antecedents of entrepreneurial
461 intentions in an individual (Baron & Markman, 2000). As political skill is characterized by social
462 astuteness and networking ability, these are the abilities that are important for navigating the social
463 context that translates into entrepreneurial intentions. Socially skilled individuals are good at
464 scanning and reading the social surroundings in which they are operating. Thus, they have the
465 capability of reading other peoples' thoughts and could instill a good image of themselves in other
466 peoples' minds. Therefore, they could succeed in making a good first image that they can carry for
467 drawing social benefits. The link between personal reputation and entrepreneurial intentions is an
468 important one. A favorable image establishes the reputation of an individual as being legitimate,
469 capable, trustworthy, and a high performer.

470 Moreover, politically skilled individuals can exert interpersonal influence on others. They
471 also have networking ability, and they can construct vast social networks inside and outside the
472 workplace. Baron and Markman (2000) suggest that social skills also enhance entrepreneurs'
473 success through successful face-to-face interactions. Being an entrepreneurial aspirant,
474 entrepreneurs have to engage in interpersonal interactions with many people; and effective
475 interpersonal interactions are crucial in gathering the resources necessary for a successful
476 entrepreneurial venture (Carter *et al.*, 1996). These include raising the capital, hiring talented team
477 members and employees, convincing the customers and suppliers to engage in business with them
478 (Cable & Shane, 1997). The more effectively entrepreneurial aspirants handle these tasks, the more
479 successful entrepreneurial ventures will become.

480 Another important route through which political skill affects entrepreneurial intentions
481 through personal reputation is that of business alliances. Entrepreneurial intentions involve ideas

482 and actions about developing new products or services, capturing market share, gaining access to
483 capital, etc. (Schoonhoven *et al.*, 1990). Interpersonal skills are vital in forming and nurturing these
484 alliances as the key individuals on both sides have to share knowledge at a deeper level. In case
485 the key personnel is socially skilled, they could quickly and successfully form such alliances and
486 could carry them forward for the success of the entrepreneurial endeavor (Baron & Markman,
487 2000).

488 Baron and Markman (2003) suggest that “social competence — entrepreneurs’ overall
489 effectiveness in interacting with others” impacts the financial success of entrepreneurial endeavors
490 (p. 43). ‘Social competence’ as defined by Spence *et al.* (1999), consists of numerous social skills,
491 e.g., social perception, impression management and persuasive skills. We focus on reputation
492 among several social skills. Past research has shown that impression management skills are
493 advantageous for job interviews as well as for performance ratings. Similarly, Baron and Markman
494 (2003) found social competence positively associated with financial success for entrepreneurs
495 pursuing their ventures in cosmetics and high-tech industries.

496 The entrepreneur’s reputation provides a signal about the perceived capability of the
497 entrepreneur to run the venture successfully; therefore, the investors would be more willing to fund
498 entrepreneurial ventures run by reputable entrepreneurs (Shane & Cable, 2002). As reputation is
499 an image collectively shared by others, thus, it serves to reduce the information asymmetry, and
500 the investors would have confidence in such an entrepreneur’s competence. They would feel less
501 vulnerable to future venture failure. Thus, Shane and Cable (2002) found a mediating effect of
502 personal reputation in the relationship between social ties and investment decisions. Based on this
503 discussion, we hypothesize that:

504 **Hypothesis 7a.** Personal reputation is positively related to entrepreneurial intentions.

505 **Hypothesis 7b.** Personal reputation mediates the relationship between employee political
506 skill and entrepreneurial intentions.

507 Conceptual framework is presented in Figure 1.

508 **< Insert Figure 1 about Here >**

509 **METHODOLOGY**

510 **Sample and Procedure**

511 The textile manufacturing sector was selected to conduct the survey for this study. The
512 textile sector of Pakistan is considered the backbone of the economy, with 8.5% contribution to
513 country's GDP and forming approximately 60% of total exports (Board of Investment, 2021).
514 Moreover, this sector employs majority of the labor force working in Pakistani manufacturing
515 sector, thereby making it a strategic sector for the country (e.g., Abbas & Bhutto, 2024). Along
516 with the above-mentioned attributes, political skill is also critical in it as most firms operating in
517 this sector are still family-owned and rather traditionally managed. All these characteristics made
518 this sector a suitable setting for a study such as ours. Most of the employees in this sector tend to
519 be of the entrepreneurial mindset. These employees have their work units at a small level (e.g.,
520 local or street); so, for a sampling criterion, we usually approached those managers/employees
521 who had established these set-ups or intended to be entrepreneurs in the future. To implement this
522 criterion, we initially interviewed them with 2-3 relevant questions. Data were gathered from the
523 employees of textile mills located in the city of Faisalabad and surrounding areas and in the city
524 of Lahore. Data was collected through self-administered questionnaires. Confidentiality of the
525 information was ensured to the participants.

526 We employed a two-wave time-lagged research design to minimize the likelihood of
527 common method bias (CMB). The respondents were approached at two different times 4 weeks

528 apart. A total number of 580 questionnaires were distributed at time 1. The respondents were asked
529 to provide information on the demographics; moreover, they were asked to fill in the responses
530 regarding independent variable and the mediator i.e., political skill and personal reputation. Out of
531 the questionnaires distributed at T1, 495 were received back. After 4 weeks, at time 2 the same
532 respondents were contacted and were asked to give the responses concerning their entrepreneurial
533 intentions (dependent variable). Moreover, the supervisors of the respondents at T2 were contacted
534 and they were asked to rate the task performance and career development of their respective
535 subordinates. At T2, 435 questionnaires were received back, out of which 48 were unusable
536 because of missing information, leaving us with a final sample size of 387 questionnaires with a
537 66.7% response rate. Out of 387 respondents, 279 were male, and 108 were female. Most of the
538 respondents were between 20 and 40 years of age (44.2% were in 21-30 and 18.6% were in the
539 31-40 years' age bracket). In terms of experience, 93 of the respondents were having less than 5
540 years of experience, 84 of them had 5 - 10 years of experience, 137 had 10 - 20 years and 73 had
541 more than 20 years of experience.

542 **Measures**

543 All the variables were measured on a 5-point Likert scale ranging from "1 = strongly
544 disagree to 5 = strongly agree," unless specified otherwise.

545 Political skill was measured using an 18-items scale developed by Ferris *et al.* (2005b). A
546 sample item was "I spend a lot of time at work developing connections with others." Personal
547 reputation was measured using a 12-items scale developed by Hochwarter *et al.* (2007). Sample
548 item included "I am regarded highly by others." Subordinate performance was measured using
549 four items from Williams and Anderson (1991). Performance was a supervisor-rated measure in
550 this study. Supervisors rated their individual subordinates' performance. A sample item was "This

551 employee completes his/her assigned duties properly.” We used a two-item scale from Bedeian *et*
552 *al.* (1991) to measure the subordinate’s potential for career development rated by his/her direct
553 supervisor. One of the sample items included: “He/she will attain his/her career goals in this
554 organization.” Entrepreneurial intentions was measured using a 4-items scale developed by Zhao
555 *et al.* (2005). A sample item was “On a scale of 1 to 5, how interested are you in starting a business
556 in the next 5 to 10 years?”

557 ANALYSIS AND RESULTS

558 We employed partial least squares structural equation modeling (PLS-SEM) in order to
559 assess the study hypotheses.

560 **Common Method Bias**

561 Various procedural and analytical remedies were incorporated in this research to alleviate
562 the potential threat of CMB (Memon *et al.*, 2023). Using a time-lagged research design and
563 executing a multi-source data collection procedure where the data were collected from supervisors
564 and subordinates curtailed the risk of CMB. Second, the respondents were assured about
565 safeguarding the anonymity and confidentiality of their responses. Written informed consent was
566 obtained from the respondents before administrating the survey. Third, some reverse-coded
567 questions were added. Additionally, the independent variable and dependent variable were placed
568 at different positions in the questionnaire because doing so prevented the correlation between the
569 variables from being biased owing to the respondents' tendency to retrieve information from their
570 recent memories (Malhotra *et al.*, 2006; Podsakoff *et al.*, 2003). Fourth, to statistically assess the
571 possibility of CMB, Harman’s single-factor test was executed. Only 29.90% of the variance was
572 explained by the single factor which is well below the acceptable threshold.

573 **Assessment of the Measurement Model**

574 The reliability of the constructs was established using Cronbach’s Alpha and composite
575 reliability (CR). Alpha and CR values for all the study constructs were greater than the threshold
576 of 0.70 (Hair *et al.*, 2010; Nunnally & Bernstein, 1978), thus establishing the reliability.

577 Next, the validity was examined under its two forms, i.e., convergent validity and
578 discriminant validity. The convergent validity could be established on the basis of outer (factor)
579 loadings and the average variance extracted (AVE) values (Mela & Kopalle, 2002). The majority
580 of the factor loadings were greater than the threshold of 0.70. We removed some items with factor
581 loadings lower than 0.40. In addition, we report AVE values to establish convergent validity at the
582 construct level. AVE values were all greater than 0.50, except that of political skill construct (AVE
583 = 0.46), indicating good convergent validity (Hair Jr *et al.*, 2016). However, this slight departure
584 from the cutoff point does not compromise the convergent validity of the construct as the AVE
585 values between 0.40 and 0.50 could be considered. As Malhotra *et al.* (2012) note that AVE is a
586 more conservative measure of convergent validity which could be established following the CR
587 value alone. These results are reported in Table 1.

588 **< Inert Table 1 about Here >**

589 The discriminant validity was assessed with the help of Fornell and Larcker (1981)
590 criterion and Heterotrait-Monotrait Ratio (HTMT) criterion (Hair Jr *et al.*, 2016). The results (see
591 Table 2) show that the square root of each construct’s AVE is higher than its respective
592 correlations. Therefore, discriminant validity is established successfully. HTMT ratio is another
593 criterion that is employed for establishing the discriminant validity. The HTMT values were well
594 below the threshold of 0.85, thus indicating good discriminant validity (Henseler *et al.*, 2015).

595 **< Inert Table 2 about Here >**

596 **Assessment of the Structural Model**

597 The structural model was assessed by the significance of the path values, predictive
598 accuracy measured through R^2 , and predictive relevance assessed through Q^2 . Before moving
599 towards the path analysis, we calculated the variance inflation factor (VIF) values for the inner
600 model as well as the outer model to assess the degree of multicollinearity. Hair Jr *et al.* (2016)
601 suggest that VIF values less than 5 indicate that multicollinearity does not pose a problem for the
602 data. All the VIF values (inner as well as outer VIF values) were comfortably less than 5, thus
603 ruling multicollinearity out as a potential threat to the data.

604 **Hypotheses testing.** Next, we tested our hypotheses through path analysis using a
605 bootstrapping procedure with 5,000 subsamples (Hair Jr *et al.*, 2016; Henseler *et al.*, 2015). The
606 preliminary support for our hypotheses was drawn through the correlation analysis (Table 2).
607 Political skill was positively correlated with performance, career development, and entrepreneurial
608 intentions ($r = 0.399$, $r = 0.374$, and $r = 0.342$, $p < .01$, respectively), thus extending support to
609 hypotheses 1 - 3. The correlation analysis showed that employee political skill was positively
610 correlated with personal reputation ($r = 0.595$, $p < .01$), lending initial support to hypothesis 4.
611 Furthermore, reputation also had a positive correlation with performance, career development and
612 entrepreneurial intentions ($r = 0.520$, 0.303 , and 0.361 , $p < .01$, respectively), providing preliminary
613 support to hypotheses 5a, 6a, and 7a.

614 Results of the structural model show that employee political skill had a significant positive
615 effect on performance, career development and entrepreneurial intentions ($\beta = 0.138$, $\beta = 0.300$, and
616 $\beta = 0.197$, $p < .05$, respectively). Therefore, hypotheses 1 – 3 were supported. We also obtained a
617 significant positive effect of political skill on personal reputation ($\beta = 0.595$, $p < .01$). Thus,
618 hypothesis 4 was accepted. Regarding the effects of personal reputation, we found a positive effect

619 of personal reputation on three dependent variables, i.e., performance, career development and
620 entrepreneurial intentions ($\beta = 0.438, 0.124, 0.244, p < .05$, respectively), supporting hypotheses
621 5a, 6a, and 7a. These results are reported in Table 3 and Figure 2.

622 **< Inert Table 3 about Here >**

623 **< Inert Figure 2 about Here >**

624 The R^2 values reported in Table 3 show a weak R^2 value for career development and
625 entrepreneurial intentions; and a moderate R^2 value for personal reputation and performance as
626 suggested by Hair *et al.* (2011) and Henseler *et al.* (2015). Predictive relevance is also established
627 as Q^2 values reported in Table 3 are all greater than zero.

628 **Mediation Analysis**

629 Hypothesis 5b, 6b, and 7b hypothesized the mediating effect of personal reputation for the
630 relationship of political skill with performance, career development and entrepreneurial intentions,
631 respectively. We employed bootstrapping procedure supplied in SmartPLS 3 to test the mediation
632 hypotheses. The results reported in Table 4 revealed that personal reputation significantly mediated
633 the relationship of political skill with all three dependent variables. Thus, hypotheses 5b, 6b, and
634 7b were supported. To gauge if the mediation was partial or full, we used the variance accounted
635 for (VAF) values. VAF, in essence, is the ratio of indirect effect and total effect and indicates how
636 much of the total effect is explained by the mediator (Hair Jr *et al.*, 2016). A VAF value less than
637 0.20 shows no mediation, the value between 0.20 and 0.80 presents a partial mediation and the
638 VAF values above 0.80 are suggestive of a full mediation (Hair Jr *et al.*, 2016). The VAF values
639 reported in Table 4 show partial mediation for all three indirect effects.

640 **< Inert Table 4 about Here >**

641 **DISCUSSION AND IMPLICATIONS**

642 **Discussion**

643 The primary aim of this research was to investigate the role of individual political skill in
644 enhancing the job performance, career development, and entrepreneurial intentions of the
645 individuals. A vital milestone of this research was examining the mediating role of individual's
646 personal reputation for the theoretical links of employee political skill with job performance, career
647 development, and entrepreneurial intentions. We show that employee political skill contributes to
648 enhancing the performance of the individuals. The results of hypothesis 1 show that political skill
649 serves to improve the performance ratings and actual performance of the employees. This high
650 performance is achieved through the route of social capital. Politically skilled employees are apt
651 at building social capital owing to their networking ability and other politicking skills (Blickle *et*
652 *al.*, 2011a). This social capital serves to enhance their actual performance in comparison to the
653 employees who are politically low-skilled. Signaling theory explains the role of political skill in
654 fetching high performance ratings for politically skilled employees. Using their networking and
655 politicking skills, such employees build a favorable reputation about themselves that could
656 convince supervisors about their above-average capabilities. Therefore, the supervisors find
657 themselves inclined to award higher performance ratings to such employees.

658 Hypothesis 2 suggested a positive link between political skill and career development. This
659 hypothesis was supported. This finding could be explained through indirect reciprocity. Indirect
660 reciprocity refers to a mechanism through which social norms can uphold enduring cooperation
661 within a society. Equipped with networking ability, politically skilled employees can exploit
662 network resources for their personal advantage. Being politically savvy and networking-oriented
663 pays dividends regarding career growth of the employees (Sibunruang & Kawai, 2023), as hard
664 work and work knowledge alone are not enough to heighten one's career in today's corporate

665 world. Politically-skilled employees are apt at forming connections with their workmates and they
666 treat these connections as opportunities for career growth (McAllister et al., 2018). They also
667 appreciate the importance of building connections with their superiors as these connections give
668 them access to hard-earned resources and valuable work knowledge and other resources that
669 ultimately facilitate their career development (Sibunruang & Kawai, 2023).

670 The role of political skill in enhancing the entrepreneurial intentions of individuals was
671 stated in hypothesis 3. The results supported hypothesis 3. Various abilities drawn from political
672 skill play their role in enhancing entrepreneurial intentions. Through networking, such people
673 could team up with other like-minded individuals to begin an entrepreneurial venture. Social
674 astuteness helps them in reading the social cues in the external environment and interpersonal
675 influence could help them in getting desired responses from the customers, suppliers, and other
676 stakeholders. Through exercising apparent sincerity, the individuals rise to be trustworthy and
677 could succeed in their entrepreneurial aspirations.

678 Hypotheses 4 tested the effect of political skill on personal reputation; this hypothesis was
679 also supported. Reputation of individuals is built upon the history of their interpersonal interactions
680 (Tasa & Bahmani, 2023). Politically skilled employees could signal their excellence and gain a
681 positive reputation in the minds of others. Previous research has shown that politically-skilled
682 individuals are also good at procuring more favorable reputations (Munyon et al., 2015). It is noted
683 that employees who have good levels of political skill can make use of influence tactics,
684 networking, coalition-building, and positioning that facilitates them to earn trust of others, thus
685 garnering a favorable reputation (Tasa & Bahmani, 2023). Hypotheses 5 to 7 suggest the effect of
686 personal reputation on performance, career development and entrepreneurial intentions as well as
687 the mediating role of personal reputation. These hypotheses are supported which show that

688 employees having favorable image could use this reputation to obtain higher performance ratings
689 and career success. As those employees who are high in political skill reflect cooperation and
690 helping behavior, they get a strong reputation factor that aligns with their performance (Connelly
691 et al., 2022). Moreover, taking into account the non-work outcomes, reputation gained through
692 employing political skill could serve to help them engage in entrepreneurial ventures.

693 **Theoretical Implications**

694 Our findings offer vital theoretical implications for political skill and indirect reciprocity
695 literature streams. The current paper is a pioneering work to test the mediating role of personal
696 reputation in the context of a volatile and under-research emerging economy context of Pakistan.
697 The findings highlight that theorization of political skill in such settings needs to be
698 comprehensive, and personal reputation is a vital element to complement the role of political skill
699 for both workplace outcomes (such as career development and job performance) and
700 entrepreneurial intentions. Through this, we offer a novel contribution by empirically testing a
701 comprehensive framework that also wraps outside the workplace outcome of entrepreneurial
702 intentions. An original contribution is offered through testing the mediating role of personal
703 reputation. This is one of the first studies exploring the mediational link from employee political
704 skill to personal reputation to entrepreneurial intentions. It is a novel theoretical and empirical
705 contribution, as well as the path from personal reputation to entrepreneurial intentions.

706 The findings of this research are in line with some prior research on emerging economies,
707 and particularly volatile emerging economies, where due to the presence of institutional voids,
708 scholars have stressed the role of individual factors (like personal reputation) as complementing
709 factors for workplace performance and entrepreneurial intentions (e.g., Cong *et al.*, 2017; Gölgeci
710 *et al.*, 2020). Our findings further solidify the theorization of indirect reciprocity (Alexander, 1987;

711 Nowak & Sigmund, 2005), especially in the volatile emerging economy settings. By specifying
712 both political skill and personal reputation as vital mechanisms for indirect reciprocity in both
713 workplace and entrepreneurial settings in the context of emerging economies, the current paper
714 has strengthened this stream of literature and also set the base for future explorations.

715 **Practical Implications**

716 The current study's findings offer both managerial and policy implications. Through this
717 research, we have shown the importance of political skill for gaining a favorable personal
718 reputation that eventually leads towards elevated performance ratings and actual performance,
719 career growth, and the emergence of entrepreneurial intentions. These findings are of particular
720 practical importance as management should focus on developing these skills amongst the
721 employees. If an individual's personal and professional goals are carefully aligned with the
722 organizational goals, the organization would be able to reap the benefits of these skills procured
723 by the individuals. Political skill could be imparted through coaching and mentoring (Gallagher *et*
724 *al.*, 2019). Practical training programs tailored to develop and strengthen political skill are a
725 recommended strategy for firm managers (especially in emerging economies with high uncertainty
726 and volatility). Organizational employees can then potentially use these skills for the furtherance
727 of both organizational and personal goals (including entrepreneurship if and when needed).

728 Blass and Ferris (2007) suggest that political skill goes above and beyond mere technical
729 knowledge as it equips individuals with social adaptability and augments their ability to meet
730 leadership challenges. Technical competence alone is not sufficient to meet with the current
731 business world's dynamism. Political skill comes in handy while dealing with organizational
732 change initiatives under certain constraints. Ferris *et al.* (2005a) suggest that employees could
733 attain career growth if political skill training is provided as this training enhances their networking

734 and relational capabilities that lead towards career development. This political skill can also serve
735 as a hedge for employees in case they lose their jobs and need to start their own business, as it is
736 critical for the success of any entrepreneurial venture due to it being a route to accessing vital
737 social, financial and networking capital (Fang *et al.*, 2015).

738 For the policymakers in emerging economies, a key takeaway from our study relates to
739 support mechanisms for entrepreneurship development. Keeping in view the uncertainty in such
740 contexts resulting in restructuring in many organizations, and the increase in the number of
741 entrepreneurs (both out of choice as well as necessity), personal reputation is one aspect, which
742 can be made part of for startup support being offered. For the entrepreneurs with prior industry
743 work experience, this would act as a motivational factor, as they could see that their prior
744 experience is paying off in this sense as well, along with helping in the form of political skill to
745 navigate the business landscape. At the same time, for startup support public bodies and relevant
746 organizations, this can act as a risk reduction mechanism.

747 **LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

748 Our paper has several limitations as well like any other academic study. Firstly, we analyze
749 both workplace and non-workplace outcomes (like entrepreneurial intentions) of employee
750 political skill in this study. However, future studies can build on our findings and undertake an in-
751 depth analysis of the interlinkage between political skills and entrepreneurial intentions in different
752 sectors and at multiple levels in a relatively volatile context such as Pakistan. Our paper has
753 highlighted personal reputation as a plausible psychological mechanism underlying the proposed
754 relationships; however, future studies can focus on alternative underlying mechanisms in this
755 concern. Future researchers can also attempt to explore the relevant boundary conditions in the

756 theoretical links to ascertain the contextual framework in which an employee or an entrepreneur's
757 political skill operates.

758 The use of time-lagged research design and multisource data collection strengthens our
759 analysis and mitigates the limitations linked to cross-sectional research design. However, future
760 researchers can also adapt a longitudinal design to rule out the alternative linkages between
761 analyzed variables. The data for this study is based on the textile sector. Therefore, caution must
762 be exercised while generalizing the findings. Future studies can focus on other sectors in similar
763 contexts (e.g., relatively volatile, and highly uncertain settings such as Pakistan) to strengthen the
764 generalizability of findings concerning these interrelationships.

765 REFERENCES

- 766 Abbas, S., & Bhutto, S. (2024). Macroeconomic determinants and potential markets for Pakistani textile-
767 clothing and apparel industries: evidence from gravity model analysis. *The Journal of The Textile*
768 *Institute, 115*(1), 76-86.
- 769 Ahmad, R., Ishaq, M. I., & Raza, A. (2023). The blessing or curse of workplace friendship: Mediating role
770 of organizational identification and moderating role of political skills. *International Journal of*
771 *Hospitality Management, 108*, 103359.
- 772 Alexander, R. D. (1987). *The biology of moral systems*. Aldine de Gruyter.
- 773 Amah, O. E. (2022). The role of political prudence and political skill in the political will and political
774 behavior relationship. *Journal of Business Ethics, 176*(2), 341-355.
- 775 Asif, M., Pasha, M. A., Mumtaz, A., & Sabir, B. (2023). Causes of youth unemployment in Pakistan.
776 *Inverge Journal of Social Sciences, 2*(1), 41-50.
- 777 Atshan, N. A., Al-Abrow, H., Abdullah, H. O., Khaw, K. W., Alnoor, A., & Abbas, S. (2022). The effect of
778 perceived organizational politics on responses to job dissatisfaction: the moderating roles of
779 self-efficacy and political skill. *Global Business and Organizational Excellence, 41*(2), 43-54.
- 780 Barclay, P. (2004). Trustworthiness and competitive altruism can also solve the "tragedy of the
781 commons". *Evolution and Human Behavior, 25*(4), 209-220.
- 782 Baron, R. A., & Markman, G. D. (2000). Beyond social capital: How social skills can enhance
783 entrepreneurs' success. *Academy of Management Perspectives, 14*(1), 106-116.
- 784 Baron, R. A., & Markman, G. D. (2003). Beyond social capital: The role of entrepreneurs' social
785 competence in their financial success. *Journal of Business Venturing, 18*(1), 41-60.
- 786 Bedeian, A. G., Pizzolatto, A. B., Long, R. G., & Griffeth, R. W. (1991). The measurement and
787 conceptualization of career stages. *Journal of Career Development, 17*(3), 153-166.
- 788 Bing, M. N., Davison, H. K., Minor, I., Novicevic, M. M., & Frink, D. D. (2011). The prediction of task and
789 contextual performance by political skill: A meta-analysis and moderator test. *Journal of*
790 *Vocational Behavior, 79*(2), 563-577.
- 791 Blass, F. R., & Ferris, G. R. (2007). Leader reputation: The role of mentoring, political skill, contextual
792 learning, and adaptation. *Human Resource Management, 46*(1), 5-19.

793 Blickle, G., Kramer, J., Schneider, P. B., Meurs, J. A., Ferris, G. R., Mierke, J., . . . Momm, T. D. (2011a).
794 Role of Political Skill in Job Performance Prediction Beyond General Mental Ability and
795 Personality in Cross-Sectional and Predictive Studies. *Journal of Applied Social Psychology*, *41*(2),
796 488-514.

797 Blickle, G., Schneider, P. B., Liu, Y., & Ferris, G. R. (2011b). A predictive investigation of reputation as
798 mediator of the political-skill/career-success relationship 1. *Journal of Applied Social Psychology*,
799 *41*(12), 3026-3048.

800 *Board of Investment (2021). Textile (value addition) sector profile Pakistan.*
801 https://invest.gov.pk/sites/default/files/inline-files/Profile%20-%20Textile%20Sector_new.pdf

802 Böhm, F., & Blickle, G. (2024). Why a lot of grandiose narcissism can be a good thing for leadership
803 effectiveness: Political skill as game changer. *Personality and Individual Differences*, *223*,
804 112618.

805 Bok, D. C. (1993). *The cost of talent: How executives and professionals are paid and how it affects*
806 *America*. Free Press.

807 Brouer, R. L., Douglas, C., Treadway, D. C., & Ferris, G. R. (2013). Leader political skill, relationship
808 quality, and leadership effectiveness: A two-study model test and constructive replication.
809 *Journal of Leadership & Organizational Studies*, *20*(2), 185-198.

810 Cable, D. M., & Shane, S. (1997). A prisoner's dilemma approach to entrepreneur-venture capitalist
811 relationships. *Academy of Management Review*, *22*(1), 142-176.

812 Cai, D., Li, F., Feng, T., Liu, B., Qi, L., & Men, C. (2022). Mistreatment from patients and nurses' career
813 withdrawal intention: does political skill matter? *Asia Pacific Journal of Human Resources*, *60*(2),
814 342-361.

815 Cardy, R. L., & Dobbins, G. H. (1986). Affect and appraisal accuracy: Liking as an integral dimension in
816 evaluating performance. *Journal of Applied Psychology*, *71*(4), 672–678.

817 Carter, N. M., Gartner, W. B., & Reynolds, P. D. (1996). Exploring start-up event sequences. *Journal of*
818 *Business Venturing*, *11*(3), 151-166.

819 Charoensukmongkol, P. (2023). The interaction of organizational politics and political skill on employees'
820 exposure to workplace cyberbullying: the conservation of resources theory perspective. *Asia-*
821 *Pacific Journal of Business Administration*, in press.

822 Chen, H., Jiang, S., & Wu, M. (2022). How important are political skills for career success? A systematic
823 review and meta-analysis. *The International Journal of Human Resource Management*, *33*(19),
824 3942-3968.

825 Clarke, J. M., Waring, J., Bishop, S., Hartley, J., Exworthy, M., Fulop, N. J., . . . Roe, B. (2021). The
826 contribution of political skill to the implementation of health services change: a systematic
827 review and narrative synthesis. *BMC Health Services Research*, *21*(1), 1-15.

828 Cong, C., Dempsey, M., & Xie, H. M. (2017). Political skill, entrepreneurial orientation and organizational
829 justice: A study of entrepreneurial enterprise in China. *International Journal of Entrepreneurial*
830 *Behavior & Research*, *23*(1), 20-34.

831 Connelly, B. S., McAbee, S. T., Oh, I.-S., Jung, Y., & Jung, C.-W. (2022). A multirater perspective on
832 personality and performance: An empirical examination of the trait–reputation–identity model.
833 *Journal of Applied Psychology*, *107*(8), 1352-1368.

834 Cooper, A. C., & Daily, C. M. (1997). Entrepreneurial teams. In D. L. Sexton & R. W. Smilor (Eds.),
835 *Entrepreneurship 2000* (pp. 127-150). The Center for Entrepreneurial Leadership at the Ewing
836 Marion Kauffman Foundation.

837 Cooper, W. H., Graham, W. J., & Dyke, L. S. (1993). Tournament players. In G. R. Ferris (Ed.), *Research in*
838 *personnel and human resources management* (Vol. 11, pp. 83–132). JAI Press.

839 De Cremer, D., & Tyler, T. R. (2005). Am I respected or not?: Inclusion and reputation as issues in group
840 membership. *Social Justice Research*, *18*(2), 121-153.

841 Di Gangi, P. M., McAllister, C. P., Howard, J. L., Thatcher, J. B., & Ferris, G. R. (2022). Can you see
842 opportunity knocking? An examination of technology-based political skill on opportunity
843 recognition in online communities for MTurk workers. *Internet Research*.

844 Dietl, E., Meurs, J. A., & Blickle, G. (2017). Do they know how hard I work? Investigating how
845 implicit/explicit achievement orientation, reputation, and political skill affect occupational
846 status. *European Journal of Work and Organizational Psychology*, 26(1), 120-132.

847 *Doing Business - Measuring Business Regulations - World Bank Group*.
848 <https://www.doingbusiness.org/en/data/doing-business-score>

849 Dyer, W. G., Nenque, E., & Hill, E. J. (2014). Toward a theory of family capital and entrepreneurship:
850 Antecedents and outcomes. *Journal of Small Business Management*, 52(2), 266-285.

851 Eesley, C. E., & Lee, Y. S. (2021). Do university entrepreneurship programs promote entrepreneurship?
852 *Strategic Management Journal*, 42(4), 833-861.

853 Fang, R., Chi, L., Chen, M., & Baron, R. A. (2015). Bringing political skill into social networks: Findings
854 from a field study of entrepreneurs. *Journal of Management Studies*, 52(2), 175-212.

855 Feitosa, J., Verhoeven, D. C., Shuffler, M. L., & Wiper III, D. W. (2021). Political skill across health care
856 leaders: A longitudinal analysis. *Journal of Leadership & Organizational Studies*, 28(1), 45-59.

857 Ferris, G. R., Blass, F. R., Douglas, C., Kolodinsky, R. W., & Treadway, D. C. (2003). Personal reputation in
858 organizations. In J. Greenberg (Ed.), *Organizational behavior: The state of the science* (pp. 211-
859 246). Lawrence Erlbaum Associates Publishers.

860 Ferris, G. R., Davidson, S. L., & Perrewé, P. L. (2005a). *Political skill at work: Impact on work*
861 *effectiveness*. Davies-Black Publishing, CPP Inc.

862 Ferris, G. R., & Judge, T. A. (1991). Personnel/human resources management: A political influence
863 perspective. *Journal of Management*, 17(2), 447-488.

864 Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., & Frink, D.
865 D. (2005b). Development and validation of the political skill inventory. *Journal of Management*,
866 31(1), 126-152.

867 Ferris, G. R., Treadway, D. C., Perrewé, P. L., Brouer, R. L., Douglas, C., & Lux, S. (2007). Political skill in
868 organizations. *Journal of Management*, 33(3), 290-320.

869 Fidan, T., & Koç, M. H. (2020). The relationship of high school teachers' political skills to their career
870 satisfaction: The mediating role of personal reputation. *KEDI Journal of Educational Policy*, 17(2),
871 247-271.

872 Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables
873 and measurement error. *Journal of Marketing Research*, 18(1), 39-50.

874 Frieder, R. E., Ellen III, B. P., & Kapoutsis, I. (2023). The contingent nature of the political skill-employee
875 performance relationship. *Journal of Applied Psychology*, Advance online publication.

876 Gallagher, V. C., Porter, T. H., & Gallagher, K. P. (2019). Sustainability change agents: leveraging political
877 skill and reputation. *Journal of Organizational Change Management*, 33(1), 181-195.

878 Gölgeci, I., Arslan, A., Dikova, D., & Gligor, D. M. (2020). Resilient agility in volatile economies:
879 institutional and organizational antecedents. *Journal of Organizational Change Management*,
880 33(1), 100-113.

881 Granovetter, M. S. (1973). The strength of weak ties. *American Journal of Sociology*, 78(6), 1360-1380.

882 Hair, J., Black, W., Babin, B., & Anderson, R. E. (2010). *Multivariate data analysis*. Prentice Hall.

883 Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing*
884 *Theory and Practice*, 19(2), 139-152.

885 Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural*
886 *equation modeling (PLS-SEM)*. Sage Publications.

- 887 Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in
888 variance-based structural equation modeling. *Journal of the Academy of Marketing Science*,
889 43(1), 115-135.
- 890 Herbig, P., & Milewicz, J. (1995). The relationship of reputation and credibility to brand success. *Journal*
891 *of Consumer Marketing*, 12(4), 5-11.
- 892 Hochwarter, W. A. (2012). The positive side of organizational politics. In G. R. Ferris & D. C. Treadway
893 (Eds.), *SIOP organizational frontiers series. Politics in organizations: Theory and research*
894 *considerations* (pp. 27–65). Routledge/Taylor & Francis Group.
- 895 Hochwarter, W. A., Ferris, G. R., Zinko, R., Arnell, B., & James, M. (2007). Reputation as a moderator of
896 political behavior-work outcomes relationships: A two-study investigation with convergent
897 results. *Journal of Applied Psychology*, 92(2), 567.
- 898 Hochwarter, W. A., Summers, J. K., Thompson, K. W., Perrewé, P. L., & Ferris, G. R. (2010). Strain
899 reactions to perceived entitlement behavior by others as a contextual stressor: Moderating role
900 of political skill in three samples. *Journal of Occupational Health Psychology*, 15(4), 388-398.
- 901 Hollander, E. P. (1958). Conformity, status, and idiosyncrasy credit. *Psychological review*, 65(2), 117–
902 127.
- 903 Hu, Y., & Xing, Y. (2018). Does the Entrepreneurship of the Parents Affect the Opportunities of their
904 Offspring's Entrepreneurship? Empirical Analysis Based on the CGSS 2010–2013 Data. *Frontiers*
905 *of Economics in China*, 13(2), 196-222.
- 906 Inkson, K. (2004). Images of career: Nine key metaphors. *Journal of Vocational Behavior*, 65(1), 96-111.
- 907 Johnson, D. E., Erez, A., Kiker, D. S., & Motowidlo, S. J. (2002). Liking and attributions of motives as
908 mediators of the relationships between individuals' reputations, helpful behaviors and raters'
909 reward decisions. *Journal of Applied Psychology*, 87(4), 808-815.
- 910 Jønsson, T. F., & Kähler, H. G. (2022). The savvy and cheerful employee innovation champions: The roles
911 of political skill and trait-positive affect in employees' championing and salary levels. *Creativity*
912 *and Innovation Management*, 31(2), 236-247.
- 913 Judge, T. A., & Ferris, G. R. (1993). Social context of performance evaluation decisions. *Academy of*
914 *Management Journal*, 36(1), 80-105.
- 915 Khan, H., Zahoor, N., Arslan, A., & Khan, Z. (2023). Market exit and re-entry in a volatile emerging
916 economy: a case study of Yamaha motorcycles in Pakistan. *Multinational Business Review*, in
917 press.
- 918 Kimura, T. (2015). A review of political skill: Current research trend and directions for future research.
919 *International Journal of Management Reviews*, 17(3), 312-332.
- 920 Kolodinsky, R. W., Treadway, D. C., & Ferris, G. R. (2007). Political skill and influence effectiveness:
921 Testing portions of an expanded Ferris and Judge (1991) model. *Human Relations*, 60(12), 1747-
922 1777.
- 923 Laird, M. D., Zboja, J. J., & Ferris, G. R. (2012). Partial mediation of the political skill-reputation
924 relationship. *Career Development International*, 17(6), 557–582.
- 925 Laird, M. D., Zboja, J. J., Martinez, A. D., & Ferris, G. R. (2013). Performance and political skill in personal
926 reputation assessments. *Journal of Managerial Psychology*, 28(6), 661–676.
- 927 Liu, Y., Ferris, G. R., Zinko, R., Perrewé, P. L., Weitz, B., & Xu, J. (2007). Dispositional antecedents and
928 outcomes of political skill in organizations: A four-study investigation with convergence. *Journal*
929 *of Vocational Behavior*, 71(1), 146-165.
- 930 Maes, J., Leroy, H., & Sels, L. (2014). Gender differences in entrepreneurial intentions: A TPB multi-group
931 analysis at factor and indicator level. *European Management Journal*, 32(5), 784-794.
- 932 Maher, L. P., Ejaz, A., Nguyen, C. L., & Ferris, G. R. (2021). Forty years of political skill and will in
933 organizations: a review, meta-theoretical framework and directions for future research. *Career*
934 *Development International*, 27(1), 5-35.

935 Malhotra, N. K., Kim, S. S., & Patil, A. (2006). Common method variance in IS research: A comparison of
936 alternative approaches and a reanalysis of past research. *Management Science*, 52(12), 1865-
937 1883.

938 Malhotra, N. K., Mukhopadhyay, S., Liu, X., & Dash, S. (2012). One, few or many?: an integrated
939 framework for identifying the items in measurement scales. *International Journal of Market
940 Research*, 54(6), 835-862.

941 Martínez, A. B., Galván, R. S., & Palacios, T. M. B. (2016). An empirical study about knowledge transfer,
942 entrepreneurial orientation and performance in family firms. *European Journal of International
943 Management*, 10(5), 534-557.

944 McAllister, C. P., Ellen III, B. P., & Ferris, G. R. (2018). Social influence opportunity recognition,
945 evaluation, and capitalization: Increased theoretical specification through political skill's
946 dimensional dynamics. *Journal of Management*, 44(5), 1926-1952.

947 Mela, C. F., & Kopalle, P. K. (2002). The impact of collinearity on regression analysis: the asymmetric
948 effect of negative and positive correlations. *Applied Economics*, 34(6), 667-677.

949 Memon, M., Thurasamy, R., Cheah, J., Ting, H., Chuah, F., & Cham, T. (2023). Addressing common
950 method bias, operationalization, sampling, and data collection issues in quantitative research:
951 review and recommendations. *Journal of Applied Structural Equation Modeling*, 7(2), 1-14.

952 Meurs, J. A., Perrewé, P. L., & Ferris, G. R. (2011). Political skill as moderator of the trait sincerity–task
953 performance relationship: A socioanalytic, narrow trait perspective. *Human Performance*, 24(2),
954 119-134.

955 Mintzberg, H. (1983). Power in and around organizations: the power game and the players. In J. M.
956 Shafritz, J. S. Ott, & Y. S. Jang (Eds.), *Classics of organization theory* (8th ed., pp. 189-204).
957 Wadsworth Pub. Co.

958 Mintzberg, H. (1985). The organization as political arena. *Journal of Management Studies*, 22(2), 133-
959 154.

960 Munyon, T. P., Frieder, R. E., Satornino, C. B., Carnes, A. M., Bolander, W., & Ferris, G. R. (2021). Selling
961 your network: how political skill builds social capital and enhances salesperson performance.
962 *Journal of Personal Selling & Sales Management*, 41(3), 233-249.

963 Munyon, T. P., Summers, J. K., Thompson, K. M., & Ferris, G. R. (2015). Political skill and work outcomes:
964 A theoretical extension, meta-analytic investigation, and agenda for the future. *Personnel
965 Psychology*, 68(1), 143-184.

966 Nowak, M. A., & Sigmund, K. (2005). Evolution of indirect reciprocity. *Nature*, 437(7063), 1291-1298.

967 Nunnally, J. C., & Bernstein, I. (1978). *Psychometric Theory*. MacGraw-Hill.

968 Ouedraogo, N., Ouakouak, M. L., & Hewapathirana, G. I. (2024). Leaders' political skills and
969 organizational change. *Global Business and Organizational Excellence*, 43(2), 61-78.

970 *Pakistan Bureau of Statistics*. (2021). <https://www.pbs.gov.pk/>

971 Perrewé, P. L., Ferris, G. R., Frink, D. D., & Anthony, W. P. (2000). Political skill: An antidote for workplace
972 stressors. *Academy of Management Perspectives*, 14(3), 115-123.

973 Perrewé, P. L., Zellars, K. L., Ferris, G. R., Rossi, A. M., Kacmar, C. J., & Ralston, D. A. (2004). Neutralizing
974 job stressors: Political skill as an antidote to the dysfunctional consequences of role conflict.
975 *Academy of Management Journal*, 47(1), 141-152.

976 Perrewé, P. L., Zellars, K. L., Rossi, A. M., Ferris, G. R., Kacmar, C. J., Liu, Y., . . . Hochwarter, W. A. (2005).
977 Political skill: an antidote in the role overload–strain relationship. *Journal of Occupational Health
978 Psychology*, 10(3), 239-250.

979 Pfeffer, J. (1992). *Managing with power: Politics and influence in organizations*. Harvard Business School
980 Press.

- 981 Phipps, S. T., & Prieto, L. C. (2015). Politicking and Entrepreneurship: Determining the Critical Political
 982 Skill Dimensions for High Entrepreneurial Intentions. *Academy of Entrepreneurship Journal*,
 983 21(2), 73-86.
- 984 Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in
 985 behavioral research: A critical review of the literature and recommended remedies. *Journal of*
 986 *Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>
- 987 Qamar, B., Saleem, S., & Maher, L. P. (2022). An examination of the inverse relationship between
 988 dimensions of political skill and interpersonal conflict at work: Exploring perceived control as a
 989 mediating factor. *Psychological Reports*, in press.
- 990 Rashid, S., & Ratten, V. (2021). Commodifying skills for survival among artisan entrepreneurs in Pakistan.
 991 *International Entrepreneurship and Management Journal*, 17, 1091-1110.
- 992 Rashid, S., & Ratten, V. (2022). Subsistence small business entrepreneurs in Pakistan. *Small Enterprise*
 993 *Research*, 29(2), 109-137.
- 994 Schoonhoven, C. B., Eisenhardt, K. M., & Lyman, K. (1990). Speeding products to market: Waiting time to
 995 first product introduction in new firms. *Administrative Science Quarterly*, 35(1), 177-207.
- 996 Schwepker Jr., C. H., & Good, M. C. (2021). Influence of salesperson political skill: improving relationship
 997 building and reducing customer-directed deviance. *Journal of Personal Selling & Sales*
 998 *Management*, 41(3), 200-217.
- 999 Shane, S., & Cable, D. (2002). Network ties, reputation, and the financing of new ventures. *Management*
 1000 *Science*, 48(3), 364-381.
- 1001 Shi, J., Chen, Z., & Zhou, L. (2011). Testing differential mediation effects of sub-dimensions of political
 1002 skills in linking proactive personality to employee performance. *Journal of Business and*
 1003 *Psychology*, 26(3), 359-369.
- 1004 Sibunruang, H., & Kawai, N. (2023). Promoting career growth potential: Political skill, the acquisition of
 1005 social resources and ingratiation. *Journal of Management & Organization*, 29(2), 227-246.
- 1006 Spence, M. (2002). Signaling in retrospect and the informational structure of markets. *American*
 1007 *Economic Review*, 92(3), 434-459.
- 1008 Spence, S. H., Donovan, C., & Brechman-Toussaint, M. (1999). Social skills, social outcomes, and
 1009 cognitive features of childhood social phobia. *Journal of Abnormal Psychology*, 108(2), 211-221.
- 1010 Summers, J. K., Humphrey, S. E., & Ferris, G. R. (2012). Team member change, flux in coordination, and
 1011 performance: Effects of strategic core roles, information transfer, and cognitive ability. *Academy*
 1012 *of Management Journal*, 55(2), 314-338.
- 1013 Summers, J. K., Munyon, T. P., Brouer, R. L., Pahng, P., & Ferris, G. R. (2020). Political skill in the stressor-
 1014 strain relationship: A meta-analytic update and extension. *Journal of Vocational Behavior*, 118,
 1015 103372.
- 1016 Tasa, K., & Bahmani, M. (2023). Who is cooperative in negotiations? The impact of political skill on
 1017 cooperation, reputation and outcomes. *International Journal of Conflict Management*, 34(4),
 1018 801-817.
- 1019 Tripathi, D., Singh, S., & Varma, A. (2023). Perceptions of politics and organizational citizenship behavior:
 1020 political skill and conscientiousness as moderators. *Journal of Asia Business Studies*, 17(1), 170-
 1021 184.
- 1022 Turner, R. H. (1960). Contest and sponsored mobility and the school system. *American Sociological*
 1023 *Review*, 25(6), 855-867.
- 1024 Wang, M., Cai, J., & Munir, H. (2021). Promoting entrepreneurial intentions for academic scientists:
 1025 combining the social cognition theory and theory of planned behaviour in broadly-defined
 1026 academic entrepreneurship. *European Journal of Innovation Management*, 24(2), 613-635.
- 1027 Wayne, S. J., Liden, R. C., Graf, I. K., & Ferris, G. R. (1997). The role of upward influence tactics in human
 1028 resource decisions. *Personnel Psychology*, 50(4), 979-1006.

- 1029 Wei, L. Q., Liu, J., Chen, Y. Y., & Wu, L. Z. (2010). Political skill, supervisor–subordinate guanxi and career
1030 prospects in Chinese firms. *Journal of Management Studies*, 47(3), 437-454.
- 1031 Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of
1032 organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- 1033 Wolff, H.-G., & Moser, K. (2009). Effects of networking on career success: a longitudinal study. *Journal of*
1034 *Applied Psychology*, 94(1), 196.
- 1035 Wong, S.-L., Hsu, C.-C., & Chen, H.-S. (2018). To buy or not to buy? Consumer attitudes and purchase
1036 intentions for suboptimal food. *International Journal of Environmental Research and Public*
1037 *Health*, 15(7), 1431.
- 1038 Zhao, H., Seibert, S. E., & Hills, G. E. (2005). The mediating role of self-efficacy in the development of
1039 entrepreneurial intentions. *Journal of Applied Psychology*, 90(6), 1265.
- 1040 Zinko, R. (2013). A continued examination of the inverse relationship between political skill and strain
1041 reactions: Exploring reputation as a mediating factor. *Journal of Applied Social Psychology*, 43(8),
1042 1750-1759.
- 1043 Zinko, R., Ferris, G. R., Humphrey, S. E., Meyer, C. J., & Aime, F. (2012). Personal reputation in
1044 organizations: Two-study constructive replication and extension of antecedents and
1045 consequences. *Journal of Occupational and Organizational Psychology*, 85(1), 156-180.
- 1046 Zinko, R., & Rubin, M. (2015). Personal reputation and the organization. *Journal of Management &*
1047 *Organization*, 21(2), 217-236.
- 1048 Zinko, R. A., Ferris, G. R., Blass, F. R., & Laird, M. D. (2007). Toward a theory of reputation in
1049 organizations. In J. J. Martocchio (Ed.), *Research in personnel and human resources management*
1050 (pp. 163-204). JAI Press/Elsevier Science Ltd.

1051

Table 1

Factor Loadings, Cronbach's Alpha (α), Composite Reliability, and AVE

Constructs	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Political skill	0.52 – 0.75	0.890	0.909	0.459
Personal reputation	0.67 – 0.76	0.862	0.892	0.508
Performance	0.72 – 0.81	0.775	0.852	0.591
Career success	0.87 – 0.91	0.743	0.885	0.794
Entrepreneurial intentions	0.77 – 0.80	0.788	0.863	0.612

Note. AVE = Average variance extracted.

Table 2

Means, Standard Deviations, Reliabilities, and Correlations - Discriminant Validity

	Mean	SD	1	2	3	4	5
1 Political skill	3.297	0.709	(0.678)	0.671	0.457	0.449	0.399
2 Personal reputation	3.236	0.770	0.595**	(0.713)	0.593	0.369	0.439
3 Performance	3.224	0.812	0.399**	0.520**	(0.769)	0.320	0.208
4 Career development	3.412	0.943	0.374**	0.303**	0.254**	(0.891)	0.358
5 Entrepreneurial intentions	3.274	1.019	0.342**	0.361**	0.176**	0.268**	(0.782)

Note. N = 387. Diagonals in parenthesis under Fornell-Larcker Criterion represent the square root of average variance extracted (AVE); while below the diagonal the estimated correlations are represented. Above the diagonals are the HTMT values.

** p < .01

Table 3

Structural Model – Hypotheses Test Results

		BC 95% CI						
Path	Path coefficient	Bootstrap SE	t-value	P-values	Lower	Upper	Result	
H1	Political skill -> Performance	0.138*	0.060	2.294	0.022	0.021	0.254	Supported
H2	Political skill -> Career development	0.300**	0.061	4.950	0.000	0.179	0.417	Supported
H3	Political skill -> Entrepreneurial intentions	0.197**	0.058	3.377	0.001	0.084	0.310	Supported
H4	Political skill -> Personal reputation	0.595**	0.036	16.685	0.000	0.525	0.665	Supported
H5a	Personal reputation -> Performance	0.438**	0.063	6.982	0.000	0.317	0.559	Supported
H6a	Personal reputation -> Career development	0.124*	0.062	2.017	0.044	0.007	0.250	Supported
H7a	Personal reputation -> Entrepreneurial intentions	0.244**	0.056	4.376	0.000	0.135	0.353	Supported
Predictive Accuracy (R ²)		R ² (Personal reputation)		0.354				
		R ² (Performance)		0.283				
		R ² (Career development)		0.150				
		R ² (Entrepreneurial intentions)		0.155				
Predictive Relevance (Q ²)		Q ² (Personal reputation)		0.177				
		Q ² (Performance)		0.155				
		Q ² (Career development)		0.111				
		Q ² (Entrepreneurial intentions)		0.091				

Note. N = 387

* p < .05 ** p < .01

BC = Bias corrected; CI = Confidence interval

Table 4

Bootstrap Estimates of the Mediation Effect of Personal Reputation for the Relationship between Political Skill and Performance

Path: IV --> MV --> DV	Product of coefficients	Bootstrap SE	BC 95% CI		VAF	Results
	ab		Lower	Upper		
H5b Political skill --> Personal reputation --> Performance	0.595*0.438 = .261**	0.041	0.184	0.345	.654	Supported
H6b Political skill --> Personal reputation --> Career development	0.595*0.124 = .074*	0.038	0.004	0.153	.197	Supported
H7b Political skill --> Personal reputation --> Entrepreneurial intentions	0.595*0.244 = .145**	0.035	0.079	0.219	.424	Supported

Note. N = 387 *p < .05 **p < .01

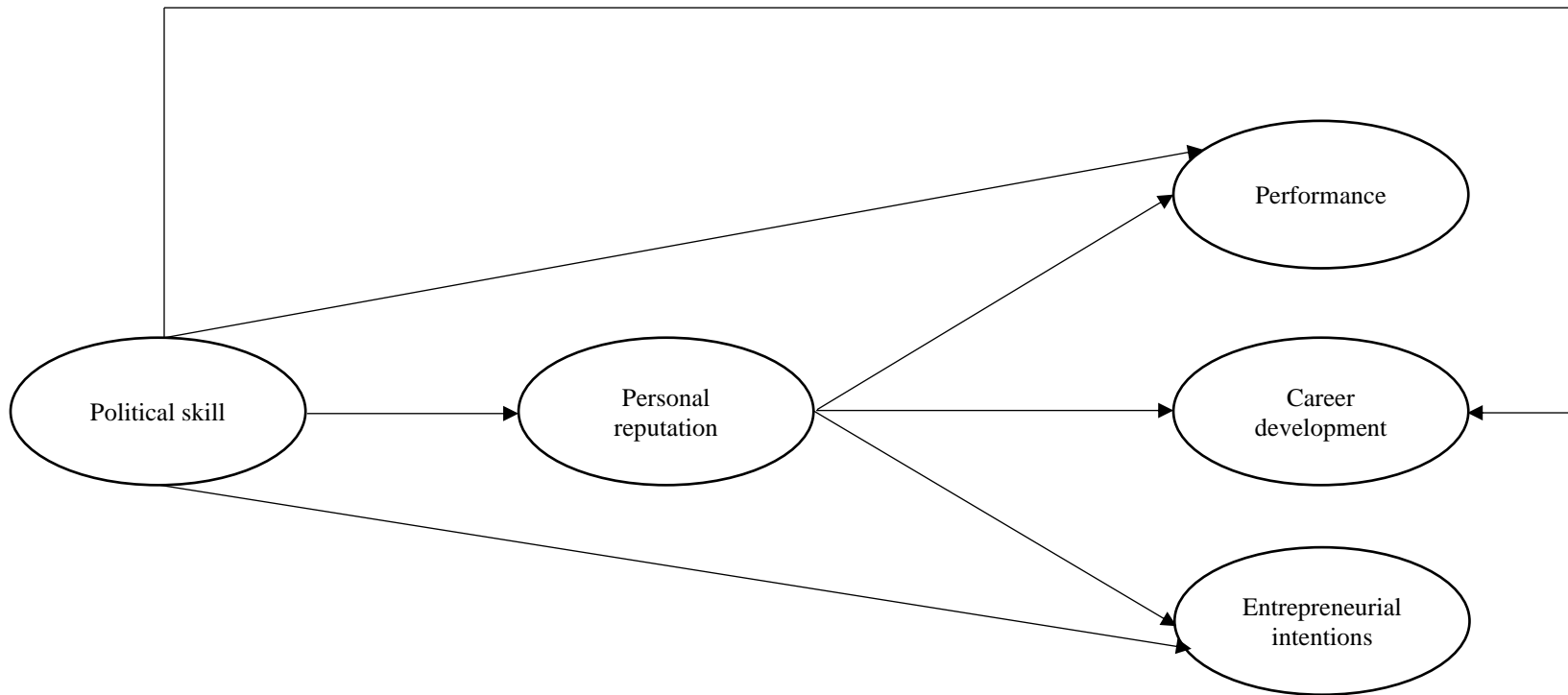


Figure 1. *Conceptual framework*

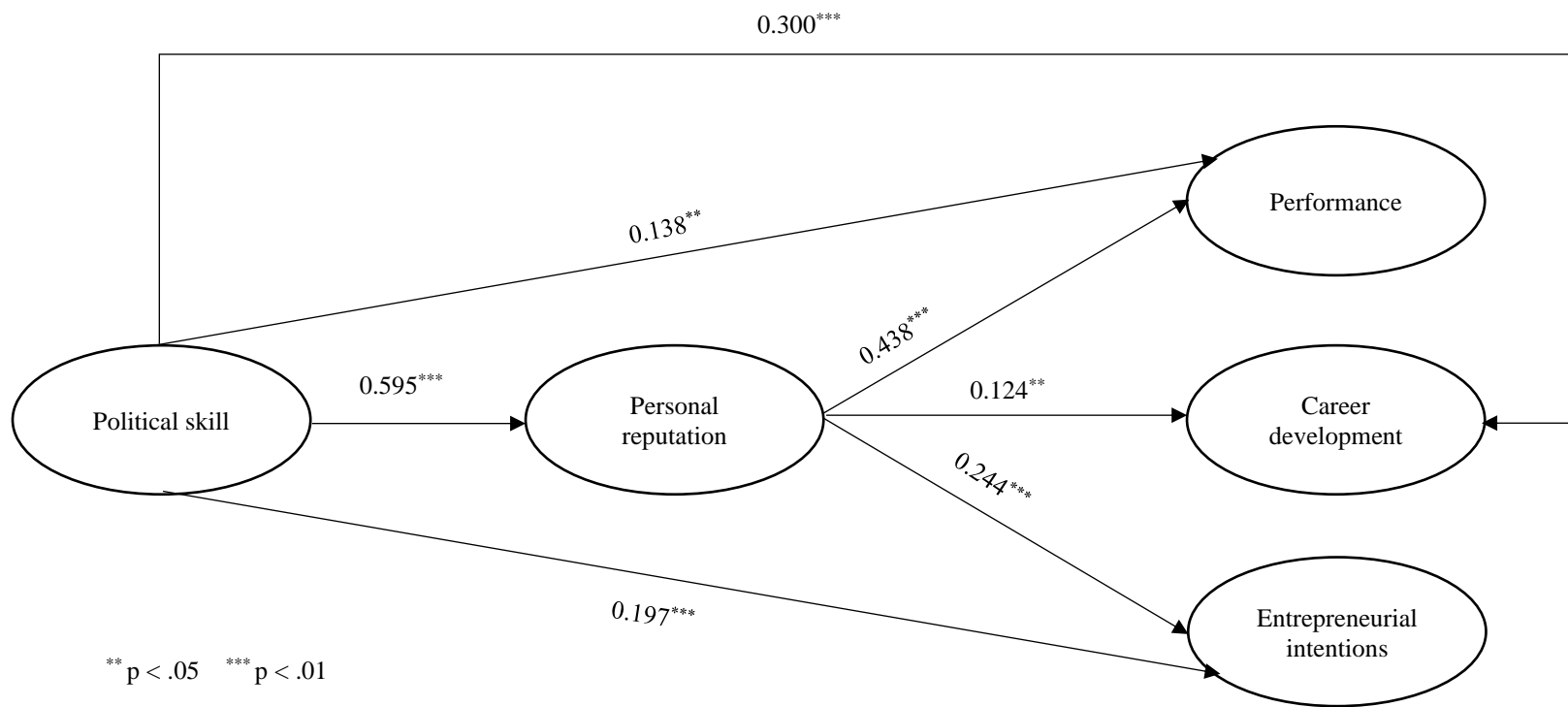


Figure 2. Path estimates