

JOB RELATED OUTCOMES IN RELATION TO PERCEIVED ORGANIZATIONAL POLITICS

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Abstract. The present research was designed to study the association of perceived organizational politics with job related outcomes including organizational commitment, job satisfaction and turnover intentions through correlational research design. For this purpose, 353 university teachers were selected. Scales for data collection were used with the permission of authors. For measuring Perceived Organizational Politics, Perception of Organizational Politics Scale by Kacmar and Carlson (1997) was used; Organizational Commitment Questionnaire by Mowday *et al.* (1979) was used to measure organizational commitment; Job Satisfaction and Turnover Intentions were measured with Generic Job Satisfaction Scale by Macdonald and MacIntyre (1997) and The Turnover Intention Scale by Cammann *et al.* (1979) respectively. For this purpose, a hypothetical model was constructed and tested. Results of the research revealed that perceived organizational politics predicted turnover intentions positively but negatively predicted job satisfaction and organizational commitment. Further it is also revealed that among all variables organizational commitment has greater impact on turnover intentions. Results of the study were discussed in context of their implications and their theoretical worth. These findings of this research will be useful for the administration to make future strategies and to increase the productivity of the employees. Increase in the productivity of the employees will be beneficial for the progress of the institution.

Keywords: Perceived organizational politics, Job satisfaction, Organizational commitment, Turnover intentions

JEL classification: D23, J28, J63

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I. INTRODUCTION

Political tactics are widely used in every organization. These political tactics can greatly affect employee's performance at work. Mintzberg (1985) explains that organizational politics is the behaviour which is something more than accepted organizational behaviour. Employees' perceptions about the political nature of their work environment could affect their work. Ferris and Kacmar (1992) developed and evaluated the psychometric properties of the Perceptions of Politics Scale. Kacmar and Carlson (1997) have developed perceived organizational politics scale and validated perceptions of organizational politics scale although political behaviour in organizations is present in the organizations but it is really difficult to identify. Nye and Witt (1993) studied the dimensionality of perceived organizational politics scale and its construct validity by comparing it with other scales. Most of the work done on organizational politics is grounded on the extensive work of Ferris *et al.* (1989). They have presented a model which is mostly used in research work. It described perceived organizational politics in detail and its job related outcomes.

Many studies have been done by Kacmar and Baron (1999) which indicate significant association between negative job related outcomes and perceptions of organizational politics. Negative job related outcomes include anxiety, stress, absenteeism and turnover intentions and lower level of organizational commitment, job performance, job satisfaction and organizational citizenship. As a result these outcomes can affect the whole organizational performance. On the basis of this developed model, Ferris *et al.* (1989) have developed perceptions of organizational politics scale which is a very useful tool for the measurement of organizational politics and is largely used in most of the researches.

Perceived organizational politics has many job related outcomes. Campbell (1990) defines that job related outcomes are factors that affect the employee's job performance. It affects employee's behaviours and actions as well. Among other important outcomes, job satisfaction, organizational commitment and turnover intentions are selected for the present research.

Job satisfaction is an expression which is considered as positive. This expression can be negative; many factors contribute to tend this positive attitude into negative. If the employees are getting their desired social status and economic benefits from job and their expectations about their job are fulfilled, they are hopeful about their job, they will be satisfied (Locke, 1976).

Organizational commitment is the psychological connection of the employee with his organization. This shows the extent to which the person thinks about relationship with the organization, and bounds his goals to the benefits of the organization for which he/she is working (O'Reilly and Chatman, 1986).

Turnover intentions are the intentions that lead the employee to quit from the organization. For the present research, turnover intention is used instead of quitting because intentions lead to actual quitting (Ajzen, 1991).

When organizational performance or employee's performance is studied political acts are important which should not be ignored because these have their own place and importance as these can affect employee's behaviour and attitude. Lower level of organizational politics is associated with higher level of feedback and it increases the self-confidence of employees (Rosen *et al.*, 2006). Employee's frequent involvement in political activities and high political environment tend to increase absenteeism among employees (Harrell *et al.*, 1996).

Organizational politics affects the employee's performance at work. Gbadamosi and Chinaka (2011) examined the effect of organizational politics, turnover intention and organizational commitment on employees' effectiveness and efficiency in academia. Sample of the research was comprised of 200 randomly selected employees of Babcock University. The age range of the respondents was between 25 and 53 years. For that research *ex post facto* research design was used. Three instruments, Perceptions of Organizational Politics Scale, Organizational Commitment Scale, and Turnover Intention Scale, were used. Job performance was measured through respondents' annual performance evaluation report. The results of the study revealed high correlations between organizational politics and turnover intention, work efficiency and organizational commitment. All of these factors are very important for the organizational success.

Perceived organizational politics affects behaviours of employees in negative ways. Sowmya and Panchanatham (2011) studied the behavioural effects of politics among banking sector employees. It was identified that organizational politics affects employees negatively as it could affect turnover intention and negligent behaviour, and these were due to influence of various other variables including job attitude and job involvement on organizational politics.

Leadership style is also an important factor which could be associated with organizational politics. Ram and Prabhakar (2010) found an association

between perception of organizational politics and leadership styles. In this study, they also identified that perception of organizational politics is negatively related with turnover intentions, job satisfaction, job involvement and job stress. It was demonstrated by job stress and perceptions of organizational politics that transactional leadership has an effect on work related outcomes. Results of the study explained very poor effect of perception of organizational politics on job satisfaction and job involvement and have a negative relationship with them. Perceived organizational politics is positively correlated with job stress and turnover intentions. These variables could have negative effect on overall employee's performance. Results of the study demonstrated that perceived organizational politics took a part to increase the turnover intentions which in turn increased the stress level of employees. Stressful employees were hindrance in the organizational progress.

Perceived organizational politics affects the employee's performance level which ultimately affects the overall performance of the organization. Vigoda-Gadot and Kapun (2005) presented a model and association between employees' performance and perceived organizational politics. Sample included from private sector and the public sector. Sample of the study was comprised of 700 employees who gave data on perceptions of organizational politics, job distress, job satisfaction, burnout, organizational commitment and self-reported turnover intentions, neglectful behaviour and absenteeism. Findings of the study also showed that level of perceived politics was different across two sectors and results proved that it was higher in public sector than in the private sector. When this model was examined more closely it was revealed that it was more suitable for the private sector than the public sector.

Research was done to examine the effects of organizational politics on job satisfaction. Harris (2004) conducted a research to find out the effect of organizational politics on employees job satisfaction. Politics had negative effect on employee's job satisfaction. This relationship could be moderated by other variables. Supervisor-subordinate relationship is an important mediator. For this sample, two organizations were tested; one with 466 employees and other with 418 employees and it was found that the relationship between these two variables was moderated.

A longitudinal study done by Vigoda and Cohen (2002) explored that power strategy and perceptions of organizational politics were related with one another. Moreover, the research further explained the planned intermediate connection and development issues that could be in this association.

It was hypothesized that perceived organizational politics was predicted by influence tactics. Influence tactics represent actual organizational politics. It was tested that this relationship was direct or mediated by person organization fit and met expectations. The sample was comprised of 303 workers including managers from two major Israeli public organizations. For causality among research variables longitudinal design was applied in which influential tactics were measured at one time and perceived organizational politics and met expectations and person organization fit were measured six months after this. Met expectation was found to mediate the relationship between perceived organizational politics and influence tactics while person organization fit did not present any result like this.

Perceived organizational support could be a mediating factor between perceived organizational politics and job related outcomes. Hochwarter *et al.* (2003) investigated effect of perceived organizational politics on work outcomes and mediating effect of perceived organizational support on them. Results of the study revealed that person organization fit is negatively associated with perceived organizational politics. Job satisfaction, job performance, affective commitment was associated with person organization fit. This relationship of variables was mediated by job related tensions.

Andrews *et al.* (2003) have explored the Discriminant validity of perceptions of organizational politics, procedural and distributive justice and organizational support. For this, sample was comprised of 418 full-time employees. First, analysis used was structural equation modeling for the division of the best structural symbol of these four variables. Further conceptual separation was provided by six theoretically relevant predictors including, co-worker, formalization, centralization cooperation, leader member exchange, locus of control and role conflict. Out of the six antecedents five influence among politics, justice and support.

Synthesis of literature on organizational politics was done by Ullah *et al.* (2011). That research was planned to study organizational politics, political skills and employee's political behaviour. It showed that most of the research was done on quantitative way. It should be more focused on qualitative ways for more explanation because qualitative ways of research give more and more and in-depth explanation of a phenomenon.

Jam *et al.* (2011) have done a cross sectional survey that explored the direct and combined effects of political skill and politics perception on work related consequences. For job outcomes contextual performance, job stress, intention to quit and affective commitment were used. For this sample of 300 employees was selected. Data was collected from public and private

organizations of Pakistan. Results showed a significant difference between contextual performance and intention to quit for mutual effects of political skill and perception of organizational politics.

Karatepe and Sokmen (2006) conducted a research to examine role of perceived organizational politics as a mediator on the association between effects of positive affectivity and negative affectivity on burnout. For this purpose facts were gathered from the employees of hotel industry. Findings of the study demonstrated that impacts of positive affectivity on disconnection and exhaustion through perceptions of organizational politics were weaker than negative affectivity.

Vigoda (2000) conducted a study which was more focused on the employee's reaction about organizational politics. In his study he measured job related outcomes and job attitudes. For this purpose data from the sample of 303 public sector employees were used in the present research. Results of the research showed that there was a positive relationship between intentions to leave and perceived organizational politics. There was a positive association between negligent behaviours. Results also revealed a negative association between perceived organizational politics, job satisfaction and organizational commitment. Results also demonstrated that public personnel mostly neglected work place politics than by quitting the organization. Results also showed a negative association between employee's performance and perceived organizational politics. Supervisors report the performance of the employees. Perceived organizational politics explained the variance among job outcomes. Further variance explained by the personal variables and job attitudes.

Another research was done by Hochwarter *et al.* (2003). It was suggested on the basis of previous studies which presented a relationship between organizational commitment, perceived politics and the outcomes of intent to turnover and job tension. This was done in two studies of different samples for exploring the union of results. For this purpose sample included in first study consisted of middle and upper level managers of the hotel industry. Sample of the second study consisted of university employees; for this purpose different measures were used of the similar variables. Both studies verified positive association between job tension and organizational politics. Level of organizational commitment decreases when organizational politics increases. Furthermore, there is a positive association between intent to turnover and organizational politics.

Many outcomes are pointed in above literature including job dissatisfaction, absenteeism, turnover intentions, organizational citizenship

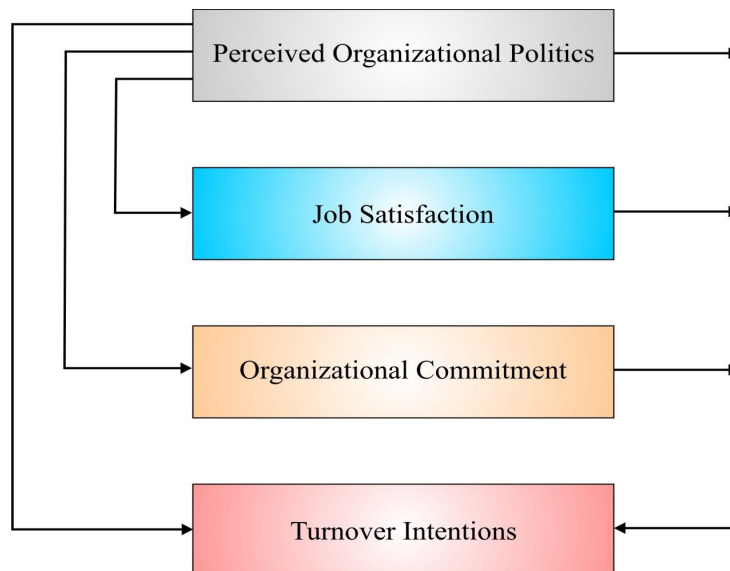
behaviour, job involvement, job stress, job anxiety, job performance, reduced production, and burnout and reduced organizational commitment. From all of them three most important are selected for the present study which included job satisfaction, organizational commitment and turnover intentions.

The findings of this study are expected to prove a relationship between perceived organizational politics and organizational commitment, job satisfaction, and turnover intentions. Organizational politics could affect employee's behaviour negatively. Organizational politics is an important concept for an organizational success. Previous literature (Vigoda-Gadot and Kapun, 2005; Harris, 2004; Vigoda and Cohen, 2002) indicates that much advancement has been done in this area but university teaching staff has been neglected, which is important to know for its vital role in the society. Universities are responsible for the change in the society and to prepare professionals. As universities have charismatic leadership and higher class of wisdom and vision so expectations from them are also high. It became really important for the administration to give attention to such kind of issues in the organization.

Many studies have been done in this area in other countries but in Pakistan this area has not been explored that much. Hypotheses have been formulated considering previous literature and a hypothetical model of perceived organizational politics is also proposed.

FIGURE 1

Hypothetical Model of Perceived Organizational Politics



HYPOTHESES

- H₁ Job satisfaction is likely to be predicted by perceived organizational politics.
- H₂ Organizational commitment is likely to be predicted by perceived organizational politics.
- H₃ Turnover intentions is likely to be predicted by perceived organizational politics.
- H₄ Turnover intentions is likely to be predicted by job satisfaction, organizational commitment and perceived organizational politics.

II. METHODS

RESEARCH DESIGN

The present study was done through correlational research design to assess the relationship of perceived organizational politics with organizational commitment, job satisfaction and turnover intentions.

SAMPLE

For the present study non-probability purposive sampling technique was adopted. The sample of university teachers ($N = 353$) included both genders. In all 450 teachers were communicated but only 353 responded so they were included in the study. Four ranks of the teachers were selected and 50% of each rank was incorporated for the study. Only permanent teaching staff with age range of 28-58 and having experience of two years in current university was included.

MEASURES

The following measures were used for the present research:

- (a) Perception of organizational politics was measured by Kacmar and Carlson (1997) scale which consists of fifteen items.
- (b) The Generic Job Satisfaction Scale developed by Macdonald and MacIntyre (1997) was used for the present research which measured overall job satisfaction of employees.
- (c) Organizational Commitment Questionnaire developed by Mowday *et al.* (1979) was used for measuring organizational commitment. It is a seven-point response measurement.
- (d) The Turnover Intention Scale by Cammann *et al.* (1979) was used to measure turnover intention of employees.

PROCEDURE

Data for present research was collected from university teachers. For the due permission of the data collection first of all permission letter was signed by the registrar of the university. Information regarding total number of the teaching staff in the university was also requested from the additional registrar. They sent information letter regarding the total number of teaching staff in the university.

Heads of the departments/institutions/centers were communicated for the collection of data. After that participants were contacted individually in their respective offices. Almost 450 teachers were contacted for data collection but 353 were included in the study as others refused to fill the questionnaires due to other commitments.

ETHICAL CONSIDERATIONS

Purpose of the study was explained to the participants. All the data was acquired from the participants with their permission and consent. The participants were assured that the data sought from the employees would be kept confidential and no information related to the participants would be used other than that of the academic and empirical objectives; thus no breach of confidentiality would take place.

III. RESULTS

As a first step psychometric properties of the scales were determined which are given in Table 1.

TABLE 1

Reliability Score of Perceived Organizational Politics Scale,
The Generic Job Satisfaction Scale, Turnover Intentions Scale,
Organizational Commitment Questionnaire

Scales	<i>M</i>	<i>SD</i>	<i>A</i>	Range	
				Potential	Actual
Perceived Organizational Politics Scale	41.76	8.48	0.85	1-75	15-67
The Generic Job Satisfaction Scale	38.20	4.50	0.73	1-50	21-50
Organizational Commitment Questionnaire	77.80	11.60	0.83	1-105	44-103
Turnover Intention Scale	5.88	2.45	0.79	1-21	3-15

Series of simple regression analysis was performed for perceived organizational politics job satisfaction, organizational commitment and turnover intentions.

TABLE 2

Simple Regression Analysis for Variable Predicting Job Satisfaction
Organizational Commitment and Turnover Intentions

Variables	Job Satisfaction			Organizational Commitment			Turnover Intentions		
	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>B</i>	<i>SE B</i>	<i>B</i>	<i>B</i>	<i>SE B</i>	β
Perceived Organizational Politics	-0.10	0.03	*** -0.10	-0.29	0.07	*** -0.21	0.07	0.15	*** 0.25
R^2	0.04			0.04			0.07		
F	13.95***			16.35***			24.87***		

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Results of the regression analysis showed that perceived organizational politics had an influence on job satisfaction, organizational commitment and turnover intentions. Perceived organizational politics negatively predicted job satisfaction and organizational commitment while it predicted turnover intentions positively.

Stepwise regression analysis was performed then.

TABLE 3

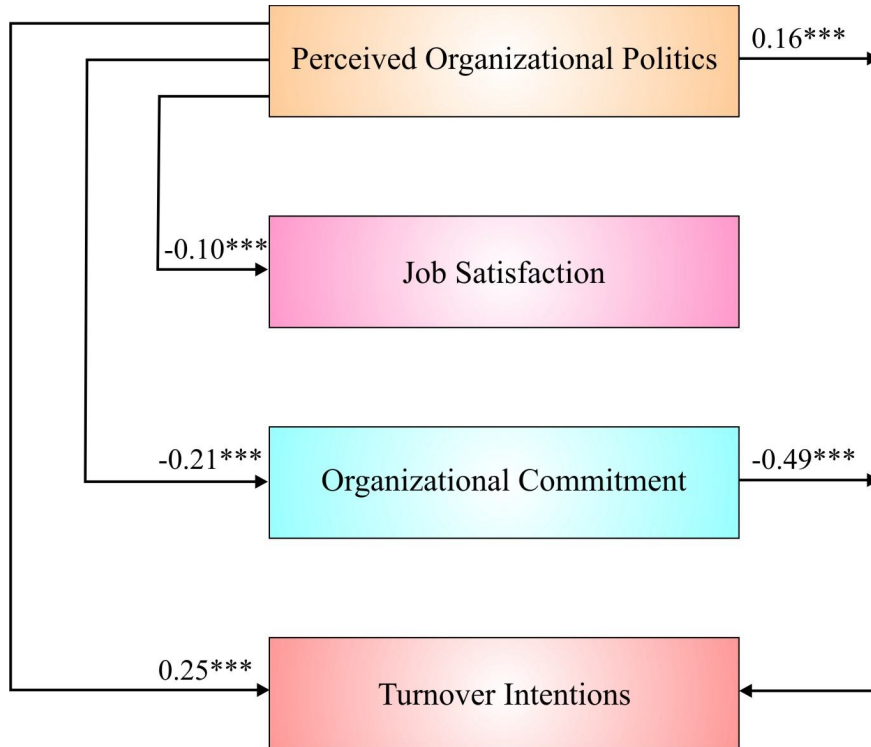
Stepwise Regression Analysis for Perceived Organizational Politics, Job Satisfaction, Organizational Commitment and Turnover Intentions

Variables	Turnover Intentions		
	Step 1 β	Step 2 β	95% CI
Organizational Commitment	-0.49***	-0.46***	[-0.11, -0.07]
Perceived Organizational Politics		0.16***	[-0.02, -0.07]
R^2	0.24	0.26	
F	110.91***	63.06***	
ΔR^2		0.02	
ΔF		11.70***	

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$,
 $\Delta R^2 = R$ Square change, $\Delta F = F$ change

FIGURE 2

Model Based on Statistical Analysis



It was found that organizational commitment and perceived organizational politics significantly predicted turnover intentions. The results showed that at the step 1 organizational commitment significantly predicted turnover intentions. Perceived organizational politics is the variable that was entered in the step 2. The results showed that organizational commitment had superior effect on turnover intentions as compared to perceived organizational politics. This indicated that organizational commitment was the best predictor of turnover intention.

Model has explained that perceived organizational politics influences job satisfaction, organizational commitment and turnover intentions. Perceived organizational politics negatively predicted job satisfaction and organizational commitment and it positively predicted turnover intention. Further it explained that organizational commitment negatively predicted turnover intentions. It has more influence on turnover intentions than perceived organizational politics.

IV. DISCUSSION

Proposed hypothesis satisfied the previous findings. Model explained that perceived organizational politics influence job satisfaction, organizational commitment and turnover intentions. Job satisfaction and organizational commitment were negatively predicted by Perceived organizational politics and it positively predicted turnover intention. Further it explained that organizational commitment negatively predicted turnover intentions. It has more influence on turnover intentions than perceived organizational politics.

Presence of politics could have adverse effects on job satisfaction of employees. If employee is not satisfied, he cannot give his best for the organization. Job satisfaction is a positive attitude which comes out in the presence of the fair work environment otherwise it may cause dissatisfaction. Job satisfaction is really an important positive factor for any profession. Perceived organizational politics and job satisfaction are negatively related. Hochwarter *et al.* (2003) have done a study about organizational politics; they have also concluded that perceived organizational politics is negatively associated with job satisfaction. Further, negative work environment causes job dissatisfaction.

Further, relationship between perceived organizational politics and organizational commitment was found. Results revealed that perceived organizational politics and organizational commitment were negatively correlated. Commitment of employees will be lower if perceived organizational politics is present in the environment. Vigoda (2000) found that perception of organizational politics had a negative association with job attitudes including job satisfaction and organizational commitment.

Job satisfaction is an element of great significance for an organizational success. If employees are not satisfied it will reduce their commitment level as well (Moser, 1997). This finding is also consistent with the previous findings of Tang and Kim (1999). They reported that a relationship exists between organizational commitment and job satisfaction. Both of them are positive things; presence of one gives birth to other.

Perceived organizational politics predicts turnover intentions negatively. Presence of politics or inequality in the environment may cause employees to quit from the current institution which will ultimately affect overall organizational performance. Gotsis and Kortezi (2010) explain that organizational politics is negatively related to performance of organization as well. Employees use illegal acts to achieve their personal goals and if they fail to get their goals they develop intentions to quit.

Absence of job satisfaction among employees leads to the quitting of job or their intentions to quit from the organization (Alexander *et al.*, 1998). Turnover intention is negatively related with organizational commitment. Lower level of commitment of the employees leads to the turnover intentions and finally to quitting. Hodson (1991) claim that commitment is important for the assessing employee's behaviour towards organization as it is employee's psychological contract with organization he belongs to. Absence of commitment can lead the employee to quit the organization.

Work place politics arises when employees tend to misuse their power to gain gratuitous attention and popularity at the workplace. It affects work environment and affects employees job performance and attitude negatively which ultimately affects the organization's overall performance. So it is very important to probe this phenomenon in an organization. As results showed that it could affect organizational progress negatively. This should not be ignored if it is present in the work environment; it may cause negative effects. This phenomenon should be overcome to make work environment more pure and comfortable for the employees.

This will be very helpful for employee trainings, for motivational strategies and for HR strategies as well. It will also help for getting better individual performance. One limitation of the study is that politics is very sensitive phenomenon. People usually avoid sharing their views about this issue. So it became difficult to get their clear point of view.

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