
Organizational Politics and Job Satisfaction Relationship: A Conceptual Framework

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Abstract: *Organizational politics is an unavoidable component of doing business. Organizational politics refers to deliberate actions used to protect an individual's self-interest and professional status. These behaviors may result in more resources and responsibilities, as well as a boost in personal esteem. Employees, like all the other resources available to a company, are viewed as valuable resources. In order to obtain optimal results, workers must be appropriately regulated and employed, and the engagement of satisfied employees is important to the organization's success. As a result, the objective of this research is to create a model that can be used to figure out how organisational politics affect work satisfaction. According to the findings, there is a considerable relationship between organisational political behaviour and job satisfaction.*

Keywords: Organizational Political Behavior, Influence Tactics, Job Satisfaction, Promotion.

Introduction

Organizational politics is a broad term that refers to power dynamics and influence strategies in the workplace (Mintzberg, 1983). It's a powerful social tool that may help the organization's basic operations (Pfeffer, 1981). Organization politics is integrated into every process of company management in practise due to the scarcity of organisational resources and the diversity of interests (Rong & Cao, 2015). This political nature leads the attention in management literature. The focus of research in this area has mostly been on the role of organisational politics in determining organisational outcomes. Numerous studies have found that organisational politics, both formal and informal, and simply a part of life, are major indicators of employee performance and work satisfaction (Ferris et. al., 1993). The majority of these research have relied on the aspect of organizational politics as behaviour tactically tailored to maximise self-interests (Eder&Ferris, 1989), resulting in a conflict between common organizational goals and individual interests. This perception reflects a generally destructive image of workplace politics in the mind of organization members. Although some other researches have related organisational politics to theories of workplace justice, fairness, and equality, these are seen as separate constructs (Ferris & Kacmar, 1992).

The critical characteristics that predict employee performance have become more vital to organisational success, particularly in academics. Employee efficiency and workplace

satisfaction are two aspects that might lead to productivity and overall organisational performance in a competitive environment with dynamic technologies. In recent years, employee job satisfaction has emerged as a significant research subject (Gbadamosi & Nwosu, 2010; Allen & Meyer, 1990). Finding and analyzing the factors related to job satisfaction among employees are vital as these are used as input for formulating future policies and plans of the organizations. Job satisfaction is an important component for increased productivity (Spector, 1997). Organization cannot perform as per its ability if the employees are dissatisfied. So, job satisfaction of employees has been a major issue of research in organizational studies. The importance of human resource is increasing day by day. Organizational performance based on the creativity, innovation and productivity of its employees which is openly connected with the job satisfaction of employees. Organizational politics also shakes employee job satisfaction because it is concerned with job anxiety, job involvement and employee turnover (Ferris, Cook et al., 1998).

Review of Literature

Political behaviour in organisations is impacted by situational features, influencer qualities, and influence target characteristics. It may range from the commonly tolerated to a harmful sort of behaviour that violates the organization's established laws and standards. Disruption, insurrection, and organizational hypocrisy are examples of illegitimate activity near the extremity of the scale (Bhatnagar, 1992). Ringer and Boss (2000) examined the possession of knowledge, valuable skills and abilities appears to boost the influence activity of employees, while organizations may inspire influence activity, they would likely depress certain influence behaviors and interpersonal trust plays a vital role in constraining behaviors that may be considered unacceptable. The influence tactics scale measures assertiveness, bargaining, coalition, friendliness, reasons and upward appeal. Political behavior including upward influence activity, is simply a portion of organizational life and it is essential to understand the power and influence in organizations. Moreover, Vigoda et. al. (2003) considered Influence tactics as to be a substantial predictor of perception of organizational politics and its positive effects on POPS and met expectations. Kacmar, et. al. (2003) observed individuals perceived political activities are found at all organizational levels and the outcomes from their predicted perception are unique in nature and it is also definite that job satisfaction is the strongest consequence of perceived politics among one's

coworkers. Wickenberg and Kylén (2004) observed that actual decisions are taken informally and privately, Due to nature of bureaucracy some individuals or groups try to delay the work, Key persons say common thing when they convey something completely dissimilar. Vigoda & Kapun (2005) show positive relationship of organizational politics and all other variables except absenteeism in their model. The most important thing is that the political behavior is much more seen in public sector as compare to private sector employees. This is important for public bureaucrats and for policy makers who frequently struggle with the negative image of governmental-controlled agencies. Goodman et. al., (2011) confirmed that individuals perceiving high levels of politics and accountability state more quality concerns and report more conflicts but the quality concerns and conflicts are lesser for individuals in low politics perceptions and low accountability situations. Ullah et. al. (2011) as per their model individual and structural factors exhibit the employees to political behavior in any organization. The Structural factors considered as the most frequent contextual factor which excite the employees for political behavior in context of organization and this results into the existence conflicts within the organization. The individual factors include the personality characteristics which involve the employees into political activities.

Khwaja & Ahmad (2013)perceived the factors of organizational politics which influence the organization citizenship behavior are important and it evidently affects the performance of employees, however, the extent of affects varies from employee to employee. Rashid et. al. (2013) claimed the environment of an organization is politically inspired, the employees will face stress and this will ultimately lead to negative impact on organization. Faye & Long (2014) exposed that when employees are satisfied, workplace politics had a few negative effect on organizational commitment, job performance and organizational citizenship behavior. Ram & Prabhakar (2011) indicate the unfavorable effect of POP on Job Satisfaction and Job Involvement but Perceptions of Organizational Politics is certainly associated with Job Stress and Turnover Intentions. On the other hand, Job Satisfaction was adversely related to Job Stress and Turnover Intentions. Gull & Zaidi (2012) termed the level of employee's job satisfaction decreases by higher perception of organizational politics and lower perception of organizational politics pilots to enlarge the level of employees' job satisfaction. Basar & Basim (2015) show that organizational politics was a negative and organizational identification was a positive predictor of job

satisfaction. In other terms employees have a tendency to identify themselves with the organization and gratify with their jobs when they diagnose politics in workplace. Sharafi & Seyedameri (2019) supposed that enlarged organizational politics perception declines the intensity of the relationship between job satisfaction and organizational justice. Consequently, the managers of the organizations must do their best to lessening the organizational politics perception of their workforces.

Conceptual framework and Hypothesis

Political behavior in organizations described as activities that are not required as part of one's formal role in the organization, but that influence, or attempt to influence, the distribution of benefits and drawbacks within the organization (Farrell & Peterson, 1981). The following hypothesis is formulated to see the association between organizational political behavior and job satisfaction.

H₁: Organizational political behaviour is significantly associated with and job satisfaction.

Earlier studies advocate that a negative relationship occurs between perception of organizational politics and job performance (Kacmar, Anthony & Carlson, 1999). Furthermore, some researches have identified six types of upward influence tactics such as reason, friendliness, assertiveness, bargaining, coalition and upward appeal to measure the organizational political behavior (Ringer & Boss's, 2000). Others define organisational politics as an influence and power game aimed at producing the best results for the user (Pfeffer, 1992).

Influence tactics	Definition
Reason	Reason is the use of logical arguments to encourage compliance by the target.
Friendliness	Friendliness includes non-obtrusive behaviors designed to strengthen the social relationship between the agent and the target and to increase the interpersonal attractiveness of the agent.
Assertiveness	Assertiveness includes behaviors that involves negative acts directed at the target of influence.
Bargaining	Bargaining involves the promise of benefits in exchange for compliance with the agent's request.
Coalition	Coalition involves the alignment of the agent with other actors who have similar interest and needs.
Upward appeal	Upward appeal involves coalition formation at hierarchical levels above the target of influence and include the use of formal appeals to gaining the informal support of higher levels of management.

Source: Ringer & Boss, (2000)

Job satisfaction plays key role in contributing to both optimistic and pessimistic behaviors at the workstation. The affirmative side of job satisfaction results in improved productivity, better morale, commitment towards work, less employee turnover but less productivity, low morale, less commitment towards work, more employee turnover is the results of adverse side. So many factors describe job satisfaction pay, promotion, supervision, fringe benefits, contingent reward, operating conditions, coworkers, nature of work, and communication. (Spector, 1997; Schwepker, 2001; Hulin & Judge, 2003; Colquitt, Lepine, & Wesson, 2009)

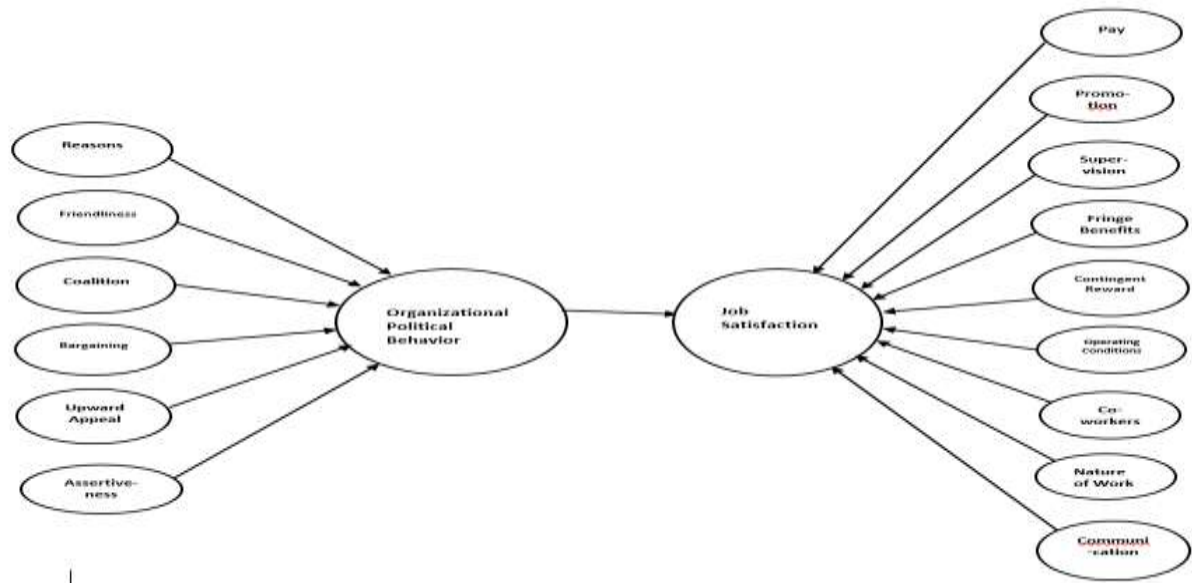
Variables of job satisfaction

All the variables are described in the form of review of literature on organizational political behavior and job satisfaction which are summarized in following table:

Pay	Brayfield and Rothe (1951), Spector(1997), Schwepker (2001), Hulin & Judge, 2003), Colquitt, Lepine, & Wesson, 2009
Promotion	Spector(1997), Schwepker (2001), Hulin & Judge, 2003), Colquitt, Lepine, & Wesson, 2009;
Supervision	Brayfield and Rothe (1951), Spector(1997), Schwepker (2001), Hulin & Judge, 2003), Colquitt, Lepine, & Wesson, 2009
Fringe Benefits	Spector(1997), Schwepker (2001)
Contingent Rewards	Spector(1997)
Operating Conditions	Spector(1997)
Co-workers	Brayfield and Rothe (1951), Spector(1997), Schwepker (2001), Hulin & Judge, 2003), John &Wynn (2008) Colquitt, Lepine, & Wesson, 2009
Nature of work	Spector(1997)
Communication	Spector(1997)

(Source:Author's Compilation)

By identifying the gaps in the literature review, the following conceptual model is developed:



(Author's Compliation)

Conclusion

A significant number of dependent and independent variables have been included in the literature review to emphasise the association between Organizational Political Behavior and Job Satisfaction. This study hypothesised that the determinants of job satisfaction, such as pay, promotion, supervision, fringe benefits, contingent reward, coworkers, nature of work, operating conditions, and communication, are influenced by organisational political behaviour, which is determined by factors such as reason, friendliness, coalition, bargaining, upward appeal, and assertiveness. This conceptual framework may provide new strategies for structuring research operations, as well as increasing job satisfaction policies and taking preventive measures against negative politics in organisations.

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