

Impact of Organizational Politics on Employee Satisfaction: A Case of GCBS

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Abstract

The study examined the impact of organizational politics on employee satisfaction. Data was collected from 99 employees through a survey questionnaire with Gedu College of Business Studies as the case. Employees in general perceived significant the prevalence of organizational politics. However, employees older than 50 years of age had a significantly lower perception of prevalence of organizational politics. A significant positive correlation between organizational politics and employee satisfaction was found. A significant regression equation was found at ($F(4, 94)=14.041, p=.000$) with an R^2 of .347. Thus, it is recommended that the management take up some interventive measures like providing higher degree of autonomy while simultaneously ensuring clear rules and procedures are in place. Another important strategy for mitigating the negative impact of organizational politics on employee satisfaction is through fostering an organizational environment of trust and social support both from the leaders and the co-workers.

Keywords: *Organizational politics, organizational environment, employees, satisfaction, autonomy*

Introduction

Organizational politics is a multi-facet analytical construct, often viewed and construed in very different ways as it is a common social phenomenon. A leader with good political acumen is believed to be able to create a larger social network, which, can be capitalized for garnering larger resource pool or gaining access to some scarce resources (Chang, Rosen, & Levy, 2009). Scholars contend that it can be an asset for strategy execution and an effective vehicle for bringing about changes (Hameed, Ahmed, & González, 2018; Kulikowska-Pawlak, 2018). In an organizational setting, politicking behaviours can be such that employees may strive to impress the management through hard work and sincere efforts so that they can be on their good side in order to get better rewards (Hardy, 1995).

However, in the history of human civilization, politicking has always carried a negative connotation (Hameed, Ahmed, & González, 2018). Organizational politics, which is defined as a “phenomenon expressed in attempts to exert a social influence on people who can be a source of benefit used to support and protect the interests of the entity exerting the influence”, can be used, both, for furthering the interest of the organization and/or for oneself (Kulikowska-Pawlak, 2018, p. 158) with the latter gaining more popularity. People often view political moves as dirty and try to distance themselves from these activities (Evans & Benjamin, 2017). At the workplace, people look for personal gains and attempts to influence other workers and such behavior is what generally causes organizational politics. At times employees also take advantage of their position and power to manipulate the situations into their favor without fully understanding the degree of impact it will have on other employees (Fleming & Zegwaard, n.d.).

While engaging in politicking activities in an organizational setting, individuals, often, do not realize its impact on co-workers, superiors and the organization as a whole (Tordumbari, Ojiabo, & Alagah, 2017; Mbah, 2012). When employees engage in politics to fulfil their personal objectives, it leads to demotivation among other employees as the ones engaged in politicking gets better rewards than those who are sincerely putting in efforts to get the rewards (Evans & Benjamin, 2017). This, in turn, leads to formation of bad attitude towards the organization and makes the employees feel unsatisfied with what they are doing and what they have achieved. So, the integral factor to competitive advantage, employee satisfaction, is said to be affected by organizational politics, negatively (Bhatti & Qureshi, 2007).

Employee satisfaction is a measure of how happy workers are with their job and working environment. According to Morse (1953), employee satisfaction is the extent to which an employee’s needs, wants and desires at the workplace are fulfilled, thus satisfaction primarily depends on what an employee wants from the workplace and what he/she receives at the workplace. Dissatisfied employees lead to many unprecedented and unfortunate circumstances, such as lack of trust among the employees, dissatisfied employees, fragmented organization, increased level of stress and anxiety amongst many that affects the team work and leads to high employee turnover (Danish & Usman, 2010).

Interestingly, studies indicate that organizations are unable to fully understand the relationship between the organizational politics and employee satisfaction (Miller, Rutherford, & Kolodinsky, 2008), when, in reality, the executives need to be equipped with a reliable map of political landscape and an understanding of the sources of political capital in one's organizational setting. Thus, owing to the negative connectivity between organizational politics and employee satisfaction, there is a dire need to understand this interplay and the dynamics behind this relation. In the same vein, Venter and Horvitz (2017) rightly pointed out that organizational politics should be closely monitored and organizations need to be aware of the potentially destructive aspects of organizational politics in order to mitigate their negative impacts on employee satisfaction. The necessity of understanding the political landscape of an educational institute becomes even more dire as by nature education is supposed to be apolitical in every sense of the word and educational settings/environments cannot afford to have any disruptive factors that could compromise the quality of education. In fact, the growing concern over quality of education can be further escalated with faculty being engaged in politicking. However, despite the mounting pressure, there is scarcity of studies conducted in an academic setting with regard to impact of organizational politics on employee satisfaction (Sen & Tozlu, 2018; Kysburn, Kalagbor, & Anthony, 2016).

Therefore, this study aimed to gain insights into the current scenario of organizational politics at Gedu College of Business Studies (GCBS), which is the only public business college in Bhutan. Firstly, the proximity of politics with business college is more and secondly, it is the largest colleges under the Royal University of Bhutan with 1702 students and 136 staff. In this context, the study was guided by the following research questions:

- What is the impact of organizational politics on employee satisfaction?
- How prevalent is organizational politics at GCBS?
- Do employees' perception of organizational politics differ across different demographic attributes?
- How does organizational politics relate to employee satisfaction?
- What can be done to reduce the practice of organizational politics to enhance employee satisfaction.

Literature Review

Organizational Politics

Organizational politics as a multi-facet concept can be viewed and understood in different ways. It is the management of power that influences a variety of actions to achieve a desired outcome for the incumbent (Peffer, 2018). Kacmar and Baron (1999) define organizational politics as individual acts directed towards the goal of furthering their self-interests without regard for the well-being of others in the organization. There are two distinct ways in viewing organizational politics: in the more general sense, it is a manifestation of social influence processes entailing beneficial organizational effects or in the narrower sense, self-serving and unsanctioned attempts, most frequently opposing to organizational goals (Darr & Johns, 2004).

In a work setting, employees may engage in some legitimate, organizationally sanctioned political activities that are beneficial to work groups and organizations (Fedor, Maslyn, Farmer, & Bettenhausen, 2007). For example, managers who are ‘good politicians’ may be able to bring about more radical change with the support of their subordinates (Treadway et al., 2004). Hence, Cannella and Ocasio (2014) highlight the importance of organizational politics and its contributions towards formulation and implementation of strategic plans in an organization.

On the other hand, employees also demonstrate a number of illegitimate political behaviours like coalition building, favouritism-based pay and promotion decisions and backstabbing that are strategically designed to benefit, protect or enhance self-interests (Ferris, Russ, & Fandt, 1989). Thus, Brandon and Seldman (2004) contend that organizational politics manifest as informal, unofficial and sometimes behind-the-scenes efforts to sell ideas, influence an organization, increase power, or achieve other targeted objectives.

Organizational politics is generally viewed as a potentially negative activity because research evidences indicate that when asked to describe political behaviour, respondents typically listed self-serving, integration and manipulative activities that are negatively evaluated (Drory & Romm, 1988). Similarly, Robbins and Judge (2019) argue that impression management through which people try to regulate the impression that others get of them is another prominent form of

organizational politics. These four factors can influence and determine the level of employee satisfaction (Robbins & Judge, 2019).

For instance, Sen and Tozlu (2018) observed that organizational politics is present in educational institutions where faculty members have been witnessed to progress to a higher position mainly because they were involved in some kind of a political behaviour. Politics in educational institutions involve the use of formal and informal power by individuals and groups to achieve their goals in the institution pertaining to resource allocation and utilization for daily operations and more so for professional certifications and development opportunities (Kysburn, Kalagbor, & Anthony, 2016).

Therefore, perceptions of politics may stem from informal behaviours which are not sanctioned by the organization but which are designed to promote the goals of the individual thereby creating an organizational politics climate (Vina & Hassan, 2017). It is a subtle power struggle play in the workplace representing a distinctive level of interpersonal relations, stamped with active/passive or direct /indirect engagement of people in influence tactics and power struggles. These activities are frequently aimed at securing or maximizing personal interests or alternatively avoiding negative outcomes within the organization (Ferris et al., 2002).

Employee Satisfaction

One of the major concerns of any management is improving and maintaining employee satisfaction as it is directly responsible for the performance of an employee and the organization's achievement. When the employees are satisfied, they tend to perform well and when they are not satisfied, their performance decreases and consequently the organization fails to achieve its objectives (Kumari, 2011). Employee satisfaction can influence an individual's general attitude toward his or her work. A person with a high level of employee satisfaction holds positive attitudes toward the job and tends to be more productive, creative, and committed to their employers while a dissatisfied employee holds negative attitudes towards his/her job (Malik et al., 2018).

Employee satisfaction is a pleasant and constructive feeling of contentment with one's job and workplace (Locke & Shulman, 2018). Robbins, Judge, and Vohra

(2016) opined that employee satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics and a satisfied employee will hold positive feelings towards a job. There have been a lot of theories on employee satisfaction such as Maslow's (1943) Hierarchy of Needs, Herzberg's (1968) Two-Factor (Motivator-Hygiene) theory, and many others. These theories have linked employee satisfaction to productivity, motivation, job performance, and even general life satisfaction. From those theories and studies, they pointed to one finding that the emotional state of an individual is affected by interactions with their work environment.

Employees are more loyal and productive when they are satisfied but workers with a minimum level of employee satisfaction experience negative feelings when they think about their job, leading to lower productivity and high rate of employee turnover (Colquitt et al., 2019). However, employee satisfaction is not only affected by a single factor like pay or working environment, it is the combination of effective reactions to the differential perceptions of what he/she actually receives on different factors at work like rewards, organization climate (organizational politics in play), working conditions, benefits, appreciation, leadership, supervisory support and co-workers (Colquitt et al., 2019). Thus, after accounting for the multifaceted nature of employee satisfaction, it can be said to be composite feeling towards different factors at work (Morse, 1997). Therefore, the management should recognize the importance of employee satisfaction because a person's attitude and beliefs may affect his or her behaviour at work positively or negatively, which will in turn influence the bottom line of an organization.

Organizational Politics and Employee Satisfaction

There are many research conducted to examine the relationship between organizational politics and employee's satisfaction in various industries and sectors. Most importantly, studies have been indicative of the ugly fact that organizational politics is negatively related to employee satisfaction.

Faye and Long (2014) found that employees perceiving higher level of organizational politics were less satisfied with their job and reported lower level of citizenship behaviour and commitment. Similar findings were also reported by Gbadamosi and Chinaka (2011) wherein they established strong and inverse

relation between organizational politics and employee satisfaction. This implies that higher the level of organizational politics, lower will be the level of job satisfaction.

If the employees are satisfied, they have been found to be extremely loyal towards their organization and stick to it even in the worst scenario (Evans & Benjamin, 2017). In the same vein, Topol (2015) confirmed that satisfied employees lead to low turnover rate as they hardly think of leaving their current jobs. Thus, it is clear that increased employee satisfaction can retain talented employees and give an organization competitive edge over others. Contrarily, organizational politics lead to just the opposite. For instance, a study by Danish and Usman (2010) established that organizational politics affects the overall concentration of the employees and spoils the ambience of the organization. This creates a negative work environment and hampers the relationship amongst the employees, which leads to more dissatisfied employees.

Similarly, Vigoda, and Cohen (1999) established negative relationship between organizational politics and job attitudes comprising of employee satisfaction and commitment. Further, a positive relationship has been found to exist between organizational politics and intention to leave the organization as the organizational politics threatens the employees thereby resulting in decreased job satisfaction, increased anxiety and stress, increased intention to turnover and reduced performance and conditions in educational institutes seemed to be no different (Faye & Long, 2014; Sowmya & Natarajan, 2013; Berger, 2000). More specifically, Harrell-Cook, Ferris, and Dulebohn (1999) claim that organizational politics affects an employee's satisfaction at two different levels: satisfaction with the job in general and satisfaction with supervision. Thus, there are numerous studies that confirmed the presence of a negative relation between organizational politics and employee satisfaction (Malik & Danish, 2009; Singh, 2012).

An interesting discovery was made by Vigoda-Gadot and Kapun (2005) who found that the level of perceived politics was different between private and public sector workers upon carrying out a study on 700 public and private sector workers in Israel. They established higher level of perceived politics in public sector than in the private sector. Rahman, Hussain, and Haque (2011) conducted a study on

workers of readymade garments in Bangladesh and confirmed that organizational politics, generally, affect the middle and lower level employees. Moreover, employees with lower level of qualification tend to have less knowledge on political tactics and as a result their satisfaction is affected far more drastically than their counterparts.

Another school of thought contend that the relation between organizational politics and employee satisfaction is complex which indicates potential existence of some mediators or moderators (Ferris et al., 2000). Thus, some studies suggest that the negative impact on employee satisfaction can be navigated through parameters like trust, control over one's work environment, social capital such as team work and supportive cultures (Ferris et al., 1999). Rosen (2006) suggested that politics perceptions are related with employee outcomes through their perceptions of exchange relationships.

In a nutshell, a politicized workplace is characterized by unclarity and confusion. Such workplaces demand employees to be vigilant of other's behavior to protect oneself. This need for being alert becomes taxing for the employees and this leads to higher levels of stress and lower level of satisfaction (Malik et al., 2018; Sugiarto, 2018). Further, studies suggest that an organization with high level of politics results into unfavorable consequences like employee dissatisfaction, which consequently makes organizational performance and profitability to suffer (Miller, Rutherford, & Kolodinsky, 2008; Breaux, Munyon, Hochwarter, & Ferris, 2009). Besides dissatisfied employees leading to labor turnover, decreased efficiency and increased cost, it has the danger of employees defaming the organization. Researchers fear that this might even limit the confidence of external investors, thereby reducing the number of external investments in the organization (Raja, Zaman, Hashmi, Marri, & Khan, 2013). An effective organization should have a culture that enhances employee satisfaction (Bhatti & Qureshi, 2007). Thus, it is important to understand the interplay between organizational politics and employee satisfaction better.

Methodology

As the aim of the study was to determine the impact of organizational politics on employee satisfaction, it adopted an exploratory approach with a focus on GCBS

as the case. A case study method enables deeper focus on the chosen settings thereby providing detailed information, holistically (Yin, 1994). GCBS was established in 2008 as the sole business education provider in Bhutan. It currently offers three programs of study viz, Bachelor in Commerce (with majors in Finance and Accounting), Bachelor in Business Administration (with majors in Marketing and HRM) and Master in Business Administration (with specialization in Finance, Marketing and HRM). The educational services are provided through its 64 faculty members and 68 supporting staff.

Thus, the population for this study was 132. Considering the possibility of high non-responses, questionnaire was sent to all the 132 staffs. The questionnaire (in google form) was emailed to the respondents through their official email accounts. The respondents who didn't have emails were contacted through phone calls and messages using social media platforms like WhatsApp.

In the end, there were 99 fully completed questionnaire forms resulting in a response rate of 75 percent. The respondents consisted of 60 male and 39 female. Further 35 of the participants were from the teaching group while 64 of them were from non-teaching group. Maximum of the respondents have been working with GCBS for 5 to 10 years. Further most of them had an educational qualification of Master's degree. 21 respondents were younger than or equal to 30 years of age and 58 of them were from the age group of 31 to 40 years while there were only 5 respondents who were older than 50 years. Of the respondents, 74 percent (73 employees) of the them were regular employees while remaining 26 percent were contracts employees of GCBS.

The popular works of Kacmar and Ferris (1991), and Kacmar and Carlson (1997) in the field of measuring perception of organizational politics were used as the basis to develop the research instrument. However, to suit the context, items were modified and thus formed the items for 'Self-serving' and 'Integration' which were referred to as 'General political behaviour' and 'Go along' respectively in the original studies. Further, the study also adapted some items from the work of Drory & Romm (1988) to form the items for the domain of 'Manipulation' which was referred to as 'Concealment of motive'. The items for the domain of 'Impression management' were developed based on ground works of Robbins and Judge (2019)

through literature review. Employee satisfaction was measured using one single item “Overall, I like working in my organization” as scholars argue that employee satisfaction “is a unidimensional construct that can be captured easily with a single-item general measure” (Scarpello & Campbell, 1983; Wanous et al., 1997 as cited in Poon, 2003, p. 147).

Thus, the study used a survey questionnaire with three sections using a five-point Likert scale. First section was aimed at gaining demographic data, the second section collected information on organizational politics and employee satisfaction and then the third section consisted of an open question seeking additional views from the respondent on the topic

Reliability

To ensure reliability of the instrument, Cronbach’s Alpha was computed. Table 1 presents reliability of the four dimensions used in this study. The Cronbach’s Alpha value ranged from .63 to .79. Though, the Cronbach’s Alpha value is required to be a minimum of 0.7, Cronbach’s Alpha value of 0.6 is considered to be acceptable when measures are used in combination with other measures (Ling, 2013). The reliability of item for employee satisfaction was not necessary as both reliability and validity were already established by prior studies that used the item in the same context (Poon, 2003). Therefore, the values indicate that the instrument is reliable to measure impact of organizational politics on employee satisfaction.

Table 1

Reliability Analysis

Dimension	Cronbach’s Alpha	Number of Items
Self-Serving	.79	3
Manipulation	.71	4
Impression Management	.71	3
Integration	.63	2

Results

Prevalence of Organizational Politics

The employees of GCBS, in general, perceive that organizational politics is, in fact, prevalent at GCBS as the mean value for Organizational Politics is 3.415 which is significant at $p = 0.05$ as depicted in Tables 2 and 3. The population mean was assumed to be 3 as the study used a five-point Likert scale for the purpose of collecting the data.

Table 2

One-Sample Statistics on Organizational Politics

	N	Mean	Std Deviation	Std Error Mean
OP_Overall	99	3.415	.473	.047

Table 3

One Sample Test on Organizational Politics

Test Value = 3

95% Confidence Interval of the Difference						
	T	Df	Sig (2-tailed)	Mean Difference	Lower	Upper
OP_Overall	8.741	98	.000	.415	.321	.510

An independent T-test was run to determine whether there existed any significant difference between the perception of male and female on prevalence of organizational politics. The result indicated that there was no significant difference between male and female with regard to their perception on prevalence of organizational politics $t(97) = .481, p = .631$, though male ($M = 3.433, SD = .497$) had slightly higher mean score than their female counterpart ($M = 3.386, SD = .436$).

As shown in Table 4, the difference amongst various age groups is significantly different at the $p < 0.05$ level for the conditions [$F(3, 95) = 6.724, p = 0.000$]. Although employees of all age groups at GCBS believe that organizational politics is prevalent, multiple comparison test indicates that only the employees belonging to age group of 51 years and above do not believe that there is organizational politics at GCBS. This can be observed from the multiple comparison table presented in Appendix 1 and as illustrated by Figure 1.

Table 4

ANOVA Test for Perception on Prevalence of Organizational Politics by Age

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	4.033	3	1.344	7.134	.000
Within Groups	17.901	95	.188		
Total	21.933	98			

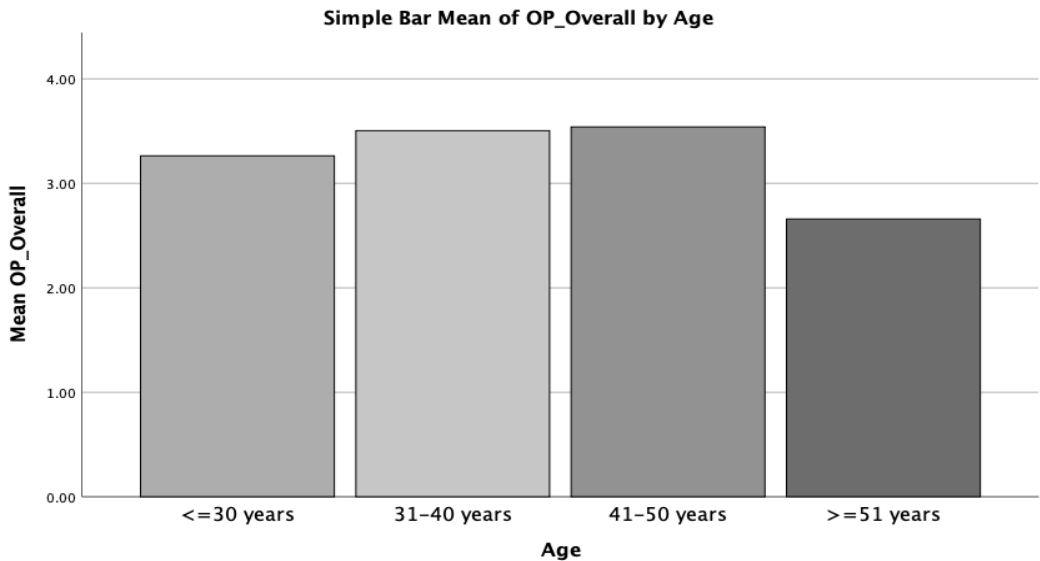


Figure 1. Comparison of Means on Perception on Prevalence of Organizational Politics by Age

However, no significant variance was found amongst the respondents on the perception of prevalence of organizational politics on other demographic attributes like duration of employment, nationality, type of employment, position and educational background.

Employee Satisfaction

On the employee satisfaction front, the employees of GCBS were found to be significantly satisfied ($M = 3.606$, $SD = .956$) at $p < .05$. The details are presented in Tables 5 and 6.

Table 5

One Sample Statistic for Employee Satisfaction

	N	Mean	Std Deviation	Std Error Mean
Overall, I like working in my organization	99	3.606	.956	.096

Table 6

One sample T-test for Employee Satisfaction

Test Value = 3

				95% Confidence Interval of the Difference		
	T	Df	Sig (2-tailed)	Mean Difference	Lower	Upper
Overall, I like working in my organization	6.305	98	.000	.606	.415	.797

Similar to the results of organization politics, there was no significant difference between male and female on the level of employee satisfaction. However, there was significant difference amongst different age groups in terms of employee satisfaction at the $p < 0.05$ level for the conditions [$F(3, 95) = 2.951, p = .037$] as presented in Table 7. Post-hoc test indicated that the significant difference existed between the employees younger than 30 years who were significantly less satisfied as opposed those older than 50 years of age who were found to be significantly more satisfied. The details are shown in the multiple comparison matrix in Appendix 2.

Table 7

ANOVA Test for Employee Satisfaction by Age

	Sum of Squares	df	Mean Square	F	Sig
Between Groups	7.641	3	2.547	2.951	.037
Within Groups	81.995	95	.863		
Total	89.636	98			

An independent T-test confirmed that there is a significant difference amongst the respondents in terms of their employee satisfaction with difference in their nature

of employment. The contractual employees were found to be significantly more satisfied ($M = 3.846$, $SD = .675$) than the regular employees ($M = 3.521$, $SD = 1.029$) at the conditions $t(67.475) = -1.820$, $p = .003$ as shown in Tables 8 and 9.

Table 8

Group Statistics for Employee Satisfaction by Type of Employment

	Employment	N	Mean	Std Deviation	Std Error Mean
Overall, I like working in my organization	Regular	73	3.521	1.029	.120
	Contractual	26	3.846	.675	.132

Table 9

Independent Samples T-test for Employee Satisfaction by Type of Employment

		Levene's Test for Equality of Variances				t-test for Equality of Means		95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig (2-tailed)	Mean Difference	Std Error Difference	Lower	Upper
Overall, I like working in my organization	Equal variances assumed	5.618	.02	-1.5	97	.137	-.326	.217	-.756	.105
	Equal variances not assumed			-1.82	67.47	.003	-.326	.179	-.683	.031

Relation between Organizational Politics and Employee Satisfaction

A correlational analysis showed statistically significant correlation of all the four dimensions of organizational politics viz., self-serving, manipulation, impression

management and integration with employee satisfaction at $p < 0.05$. There is a significant negative relation between self-serving dimension of organizational politics and employee satisfaction, $r = -0.307$, $n = 99$, $p = 0.002$, though the strength of the relation is only moderate. Similarly, the relation between manipulation dimension of organizational politics and employee satisfaction is a significantly weak negative, $r = -0.284$, $n = 99$, $p = 0.004$. Impression management dimension of organizational politics also showed a significantly weak negative relation with employee satisfaction, $r = -0.226$, $n = 99$, $p = 0.024$. However, a significant positive relation was found between integration dimension of organizational politics and employee satisfaction, $r = 0.584$, $n = 99$, $p = 0.000$, that too a strong correlation. The details are presented in Table 10.

Table 10

Correlation between various Dimensions of OP and Employee Satisfaction

		Self_Servi ng	Manipulati on	Imp_M gt	Integrati on	Overall, I like working in my organizati on
Self_Serving	Pearson					
	Correlation	1				
	Sig. (2-tailed)					
Manipulation	N	99				
	Pearson					
	Correlation	.610**	1			
Imp_mgt	Sig. (2-tailed)	0				
	N	99	99			
	Pearson					
Integration	Correlation	.631**	.673**	1		
	Sig. (2-tailed)	0	0			
	N	99	99	99		
Overall, I like working	Pearson					
	Correlation	-.294**	-.239*	-.295**	1	
	Sig. (2-tailed)	0.003	0.017	0.003		
	N	99	99	99	99	
	Pearson					
	Correlation	-.307**	-.284**	-.226*	.584**	1
	Sig. (2-tailed)	0.002	0.004	0.024	0	

in my

organization	N	99	99	99	99	99
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** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Further, a multiple linear regression was calculated to predict employee satisfaction based on the four measures of organizational politics Self-serving, Manipulation, Impression Management and Integration. A significant regression equation was found at ($F(4, 94) = 14.041, p = .000$) with an R^2 of .347. Thus, indicating a moderate positive correlation between organizational politics and employee satisfaction. This implies that 34.7% of variability in employee satisfaction is explained by organizational politics and the remaining 65.3% is unexplained and attributed to some other factors.

However, as indicated by the coefficients table, only one parameter of organizational politics, Integration, was found to be affect employee satisfaction significantly. Thus, the regression equation stands as:

$$\text{Employee Satisfaction} = 2.073 + 0.544I$$

Table 11

Regression of Organizational Politics on Employee Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.612 ^a	.374	.347	.773

a. Predictors: (Constant), Integration, Manipulation, Self_Serving, Imp_Mgt

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.526	4	8.381	14.041	.000 ^b
	Residual	56.110	94	.597		
	Total	89.636	98			

a. Dependent Variable: Overall, I like working in my organization

- b. Predictors: (Constant), Integration, Manipulation, Self_Serving, Imp_Mgt

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.073	.633		3.274	.001
	Self Serving_Mean	-.163	.144	-.127	-1.132	.261
	Manipulation_Mean	-.200	.148	-.157	-1.349	.181
	Impression	.148	.148	.120	1.001	.320
	Management_Mean					
	Integration_Mean	.620	.098	.544	6.304	.000

a. Dependent Variable: Overall, I like working in my organization

Discussion

Organizational politics is generally viewed as a power struggle game for furthering one's own interests through influence tactics, so it is obvious that rather than the superiors, it would be the employees at lower level perceiving the prevalence of organizational politics (Kacmar & Carlson, 1997). Correspondingly, results indicated that the employees who were of 51 years differed significantly from the others in terms of their opinion on prevalence of organizational politics. This difference can also be attributed to the fact that older employees, being senior, have more control at the workplace thus they feel the gravity of organizational politics to be lesser as asserted by Vigoda-Gadot and Talmud (2010).

However, the finding of no significant difference on prevalence of organizational politics amongst the respondents in accordance with educational qualification and consequently no significant difference in employee satisfaction level on the same attribute and also their position levels. This was contradictory to the previous findings which claim that middle and lower level employees and those with lower educational qualification gets affected most by organizational politics (Rahman, Hussain, & Haque, 2011).

Another significant finding of this study was that the contractual employees were significantly more satisfied than the regular employees. This can be attributed to

the fact that contractual employees have lesser sense of obligation towards the organization and also have greater benefit entitlement compared to the regular employees (Danish & Usman, 2010). This can also be related to what Vigoda-Gadot and Kapun (2005) established on difference between private and public sector workers with regard to perceived level of politics. They have ascertained that workers in the private sector perceived lower level of organizational politics. That can be attributed to the existence of higher degree of formalization and rigid rules, thereby leaving lesser room for politicking and hence they may have a higher level of employee satisfaction. Similarly, contractual employees are more regulated by strict rules and procedures than the regular employees (Aryee, Chen, & Sudhwar, 2004).

This study also found a significant negative relation between organizational politics and employee satisfaction. In other words, the more rampant the organizational politics practices in the organization, lower will be employee satisfaction levels in the organization. Studies have established that employees react negatively in the form of reduced morale and motivation, increased anxiety and stress leading to lowered employee satisfaction when they perceive the prevalence of organizational politics (Malik et al., 2018; Sugiarto, 2018). Similarly, researchers such as Singh (2012), Gull and Zaidi (2012), Gbadamosi and Chinaka (2011), and Sowmya and Natarajan (2013) also confirmed that organizational politics is inversely related with employee satisfaction.

Conclusion and Implication

The study concludes that the employees of GCBS acknowledge the existence of the organizational politics though the older employees differed significantly against their younger co-workers. At the same time, employees are also significantly satisfied though contractual employees showed significantly higher level of satisfaction.

The correlational and regression tests showed a strong negative relation between organizational politics and employee satisfaction. So, it can be concluded that the employees perceive that organizational politics hampers their work place satisfaction. The findings of the study are indicative of the fact that organizational politics require timely intervention from the management. Leaving it without any

interventions could lead to irreparable damages like losing of competitive edge (Raja et al., 2013).

Managers can lower the perception of organizational politics to boost employee satisfaction through behaviours as simple as providing concrete feedback on the behaviours of the employees (Chang, Rosen, & Levy, 2009). Another simple way to enhance employee motivation and engagement is by implementing an effective job design strategy through adoption of flexible work arrangements or providing workers with a greater variety of work, providing chances for career and personal growth, providing employees control and responsibility in planning their performance (Garg & Rastogi, 2006; Chang, Rosen, & Levy, 2009).

Studies suggest that formalization and participation in the decision-making process are inversely related with organizational politics. A high degree of formalization implies set procedures and rule in place and ensures consistent treatment of workers, which constrains the practices of organizational politics (Aryee, Chen, & Sudhwar, 2004). Similarly, greater involvement of employees in decision-making has been found to be negatively related with employees' perception of organizational politics which was referred to as task autonomy by Ferris and Kacmar (1992) (as cited in Aryee, Chen, & Sudhwar, 2004). Thus, it is instrumental that the management focus on instituting higher degree of formalization, wherever possible, and promoting decentralization to help reduce the perception of organizational politics, thereby boosting employee satisfaction.

Scholars recommend creating competency models that incorporate the goal of discouraging politicking. The model should indicate the interplay between organizational politics, individual effectiveness and organizational performance and hold employees responsible for their actions, to be effective. Moreover, instituting programs like stress management, trainings on effective resolution of conflict and time management can improve the resilience of the employees the demands of a political work environment (Chang, Rosen, & Levy, 2009). Additionally, providing familiarization to the employees on organizational policies and processes can help to reduce to feeling of uncertainty and confusion created by a political work environment (Miller, Rutherford, & Kolodinsky, 2008).

Studies confirm that a higher degree of trust in the management and healthy relationship amongst the peers help in dealing with organizational politics (Vigoda-Gadot & Talmud, 2010). In fact, in the third part of the questionnaire which sought additional views from the respondents on the topic, one respondent commented that there is a need to reshuffle the leadership position holders. Therefore, it is important for those with leadership position to gain trust and loyalty from the employees. This could be because of the fact that when people have trust in others, they do not view them to be manipulative or having personal agenda. Therefore, fostering an organizational climate of trust and friendship is another strategy that the organizations can explore the reduce perceptions of organizational politics (Mathieu, 2013).

In severe cases of politicking, management can reduce the incentives of those exhibiting political behaviours or look for alignment of individual goals with that of the organization. In extreme cases, it might be beneficial to remove the key players of politics from the organization if they do not change after repeated reminder as that might be better for organizational health and productivity in the longer run (Chang, Rosen, & Levy, 2009).

With these conclusions and implications, the limitations of the study should also be stated for future research. The generalizability of this study's findings could be limited as the study focused only on one organization. Further, though employee satisfaction is a multi-facet concept it was measured using one single-item only. Similarly, the study did not cover other problems and positive impacts of organizational politics besides employee satisfaction. Nevertheless, it has added onto the existing knowledge base and also brought about some significant recommendations to mitigate the issues of employee satisfaction as a result of organizational politics.

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Appendix 1

ANOVA: Comparison of means between different age groups on perception of prevalence of OP

Dependent Variable: OP_Overall

Tukey HSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
<=30 years	31-40 years	-0.239	0.111	0.14	-0.529	0.049
	41-50 years	-0.276	0.147	0.242	-0.660	0.107
	>=51 years	.606*	0.216	0.031	0.041	1.170
31-40 years	<=30 years	0.239	0.111	0.14	-0.049	0.529
	41-50 years	-0.037	0.126	0.991	-0.366	0.292
	>=51 years	.845*	0.202	0	0.316	1.374
41-50 years	<=30 years	0.276	0.147	0.242	-0.107	0.660
	31-40 years	0.037	0.126	0.991	-0.292	0.366
	>=51 years	.882*	0.224	0.001	0.296	1.468
>=51 years	<=30 years	-.606*	0.216	0.031	-1.170	-0.041
	31-40 years	-.845*	0.202	0	-1.374	-0.316
	41-50 years	-.882*	0.2241	0.001	-1.468	-0.296

* The mean difference is significant at the 0.05 level.

Appendix 2

ANOVA: Comparison of means between different age groups on ES

Multiple Comparisons

Dependent Variable: Overall, I like the working in my organization

Tukey HSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
<=30 years	31-40 years	-0.387	0.237	0.364	-1.005	0.232
	41-50 years	-0.181	0.314	0.939	-1.002	0.640
	>=51 years	-1.314*	0.462	0.028	-2.523	-0.105
31-40 years	<=30 years	0.387	0.237	0.364	-0.232	1.005
	41-50 years	0.206	0.269	0.870	-0.498	0.910
	>=51 years	-0.928	0.433	0.147	-2.060	0.205
41-50 years	<=30 years	0.181	0.314	0.939	-0.640	1.002
	31-40 years	-0.206	0.269	0.870	-0.910	0.498
	>=51 years	-1.133	0.480	0.092	-2.388	0.121

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>=51 years	<=30 years	1.314*	0.462	0.028	0.105	2.523
	31-40 years	0.928	0.433	0.147	-0.205	2.060
	41-50 years	1.133	0.480	0.092	-0.121	2.388

* The mean difference is significant at the 0.05 level.