A STUDY OF ASSOCIATION BETWEEN ORGANIZATIONAL POLITICS AND EMPLOYEE'S IN-ROLE PERFORMANCE AMONG TELECOM SECTOR FRANCHISE EMPLOYEES IN DISTRICT NOWSHEHRA

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ABSTRACT

The study is about the phenomena of organizational politics and its impact on employee performance. The study is conducted on employees of telecom sector in the district Nowshehra region. The research methodology of the study is cross sectional and explanatory. Data collection is based on primary method while data collection method is survey approach. Convenience sampling approach is used to collect data from the staff of telecom sector in the district Nowshehra region. The findings of the study are that there is negative influence of organizational politics dimensions including general political behavior and pay and promotion related political behavior has negative and significant effects on employee's in-role performance

Keywords: Organizational Politics, In-role performance, Telecom sector, Nowshehra, Pakistan.

INTRODUCTION

Background of Study

Organizational politics is a phenomenon which is common among organizations in Pakistan (Bodla, Afza, & Danish, 2014). Organizational politics refers to the amount to which employees observe their work setting as political in nature which result to make them feel their environment unfair and unjust (Kacmar & Ferris, 1991). Organizational politics at

workplace creates work environment where there is power groups, politics, leg pulling, and biasedness (Hochwarter, Kiewitz, Castro, Perrewe, & Ferris, 2003). It also influence the overall working of organization as members may refuse to cooperate with each other leading to unfavorable outcomes such as job dissatisfaction, lower organizational commitment, and reduction in work performance (Kacmar, Bozeman, Carlson & Anthony, 1999; Maslyn & Fedor, 1998). Current study is an attempt to understand the nature of organizational politics and its influence on organizational members. More specifically, this study is about impact of organizational politics on employee in-role performance. The study is conducted among the telecom sector employees in the district Nowshehra region.

Problem Statement

The telecom sector is facing competition as there are new telecom sector firms starting their operations in the Pakistan. Telecom sector are not only facing competition from new entry but also facing competition in terms of newer products. For example, many telecom sector organizations such as Mobilink and Telenor have started providing micro banking services through mobile phone. In this scenario, there is greater pressure on telecom sector to improve their performance. It is observed that telecom sector facing numerous managerial problems due to the higher level of organizational politics exist in these firms. The current study is an investigation of the organizational politics in the selected telecom sector firms.

Research Objectives

The objective of the study was to measure the effects of dimensions of organizational politics on employee in-role performance.

Significance of Research

The importance of the study can be established by the following points.
- It will enhance our understanding about the existing level of organizational politics exist in the telecom sector
- Findings will contribute in understanding about organizational politics and its linkage with the employee in role performance
- Findings can be utilized by the management of the telecom sector
- Findings can also be used in the academic environment.

Limitations of Study

The limitations of the study are small sample size, quantitative method, cross-sectional design, and sample drawn from single city. Further, the study is also limited in terms of its scope which is only limited to three factors of organizational politics and one outcome i.e. employee in-role performance.

LITERATURE REVIEW

Organizational Politics

Organizational politics is a subject of interest for researcher for last several decades. It is established in the literature that employees involve in political behavior in situation when rules and regulations in an organization are not clearly defined (Drory & Romm, 1990; Ferris &Kacmar, 1992). The influence of organizational politics on employees can be ranging from positive to negative (Hochwarter, et al., 2003). Since it is a subjective thing, so it is perceived differently by different organizational members differently. For example, in one organization, one member may perceive that there is high degree of organizational politics going on, while, at the same time, another member may perceive lower level of organizational politics. Despite the contradiction, most studies conducted establishes that the effects of organizational politics on employee is negative (e.g. Andrews, Witt, & Kacmar, 2003; Poon, 2004; Vigoda, 2000). In HR context, perception of organizational politics is found to be producing negative outcomes including decrease in job satisfaction (Kacmar, et al., 1999); and turnover intention (Ferris, Russ, & Fandt, 1999).

Dimensions of Organizational Politics

Kackmar and Ferris (1991) explains three dimensions of organizational politics including general political behavior, go along to get ahead, and pay and promotion policies. Details are as follows.

General Political Behavior

General political behavior is when employees involved in political behavior (Kacmar & Ferris, 1991). Generally, employees are involved in general political behavior when there is absence of rules and regulations in organization (Kacmar & Ferris, 1991). Scarcity of valued resources also gives rise to the involvement of general political behavior by the employees (Drory & Romm, 1990).

Go Along to Get Ahead

Go along to get ahead is that when employees involves in political behavior, it may help in achieving their objectives (Drory & Romm, 1990). This type of political behavior is initiated mainly because of presence of conflict.
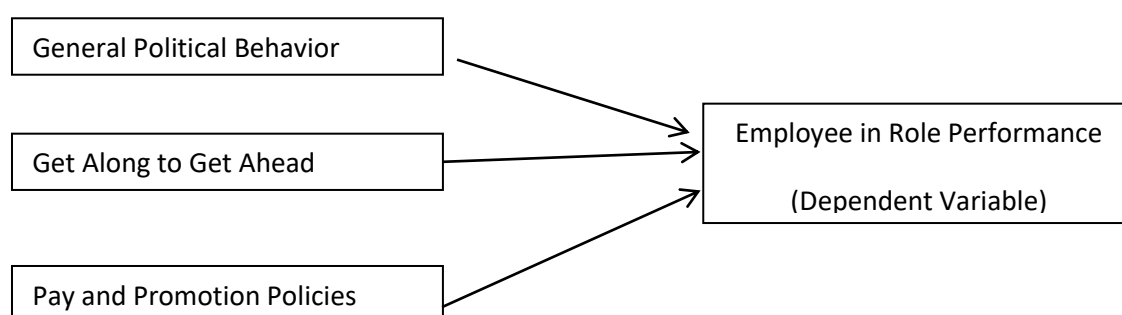
Pay and Promotion Policies

This aspect of political behavior is about achieving reward through involvement in political behavior (Kacmar & Ferris, 1991). Mostly, organizational formal system does not encourage organizational political behavior and do not reward such behavior formally, but informally, such behavior may be rewarded.

Employee in Role Performance

Employee in-role performance refers to the activities which are related to employees' formal role requirement (Borman & Motowidlo, 1997). Past studies show that in role performance of employees is very important and is influenced by their involvement in job (Brown, 1996).

Relationship between Organizational Politics and Employee In-Role Performance

Past studies conducted in different context found that there are negative effects of organizational politics on employees (e.g. Vigoda, 2000; Ferris &Kacmar, 1992). For example, studies found that perception of organizational politics is associated with work performance (Vigoda, 2000), stress among employees (Cropanzano, Howes, Grandey, & Toth, 1997), employee intention to quit (Valle & Perrewe, 2000), perception of decreased level of organizational support (Hochwarter, et al., 2003), and favoritism (Daskin & Tezer, 2012). For example, a study conducted by Witt, Patti, and Farmer (2002) found that organizational politics negatively influence employee's organizational commitment. On the basis of the past studies, we propose that perception of organizational politics will be negatively associated with employee in role performance.

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┌─────────────────────────────┐
│  General Political Behavior │────────┐
└─────────────────────────────┘        │
                                       ▼
┌─────────────────────────────┐   ┌──────────────────────────────┐
│  Get Along to Get Ahead     │──▶│  Employee in Role Performance│
└─────────────────────────────┘   │                              │
                                   │    (Dependent Variable)      │
┌─────────────────────────────┐   └──────────────────────────────┘
│  Pay and Promotion Policies │────────▲
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RESEARCH METHODOLOGY

Research Nature

The nature of the study is quantitative. The design of the study is cross-sectional mean data will only be collected once.

Research Population

The focus of this study is the telecom sector employees in the district Nowshehra so all employees of telecom sector working in the Nowshehra region makes the population of the study.

Sample and Sampling Technique

In current study, the sampling will be based on the non-random sampling. For this purpose, we will use convenience sampling which is a sub type of non-random sampling. A total of 150 survey aree distributed in the telecom sector employees through convenience sampling.

Sources of Data

Data is collected using the survey based on previously developed measure. Perception of organizational politics is measured by 15 items adapted from Ferris & Kacmar (1992). In this measure, there are 2 items for measuring general political behavior, 7 items for go along to

get ahead, and 6 items for pay and promotion policies. Employee in role performance is measured by 7 items adapted from Williams & Anderson (1991).

Data Collection Procedure

Data is collected by survey method which is administered by the researcher. The survey is physically distributed in the selected telecom sector firm's branches and collected back later on.

Data Analysis Technique

The statistical tools which used in this study are descriptive statistics, frequency tables, charts, correlation, and the regression analysis.

Data Analysis Technique

All ethical issues including no deception, no use of force, maintaining privacy of respondent is maintained.

RESULTS AND DISCUSSION

Results are as under.

Table 1
Demographic Details

	Frequency	Percentage
Gender		
Male	69	81.2
Female	16	18.8
Age		
18 to 25 years	13	15.3
25 to 40 years	50	58.8
40 to 60 years	22	25.9
Education Level		
Intermediate or less	3	3.5
Bachelor	50	58.8
Masters	26	30.6
Others	6	7.1

Table shows that a total of 85 people participated in survey. 69 were male and 16 were female. 13 participants had age of 18 to 25 years; 50 had age of 25 to 40 years; and 22 participants had age of 40 to 60 years. 3 participants had intermediate or lesser qualification; 50 had at least bachelor qualification; 26 had master level qualification; and 6 had others level of qualification.

Table 2
Descriptive Statistics

	Min	Max	Mean	S.D.	No of Items	Cronbach Alpha
General Political Behavior	1.00	5.00	3.1245	1.30620	02	.870
Go Along to Get Ahead	1.86	4.86	3.4403	.89844	07	.896
Pay Politics	1.19	5.00	3.3874	1.04541	06	.904
Employee In Role Performance	2.00	4.50	3.1515	.80088	08	.860

All variables have Cronbach alpha of above 0.70 which indicate that there is good reliability of our questionnaire which we adapted from past sources. The descriptive statistics indicate that in sample organizations according to the participants, there is average level of general political behavior exist (M=3.12, SD= 1.30); go along to get ahead is also medium level

(M=3.44, SD=.89); and pay and promotion related politics is also medium level (M=3.38, SD=1.04). Finally, employee in role performance is also average (M=3.15, SD=.80).

Regression Analysis

Regression analysis is used to measure the effects of organizational politics on employee in role performance. The results are as under. The normality of error term is checked using the histogram and NPP plot.

Table 3

Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4.760	.278		17.121	.000		
General Political Behavior	-.298	.069	-.486	-4.305	.000	.496	2.016
Go Along to Get Ahead	.113	.099	.126	1.143	.256	.518	1.932
Pay Politics	-.314	.072	-.410	-4.397	.000	.727	1.376

R= .698
Rsquare= .487
Adjusted Rsquare= .468
Fstat= 25.637 (.000)
DW Stat= 2.055

The Rsquare value shows that three dimensions of organizational politics explains 48.7% change in the dependent variable of employee in role performance. The Fstatistics shows that model has good fitness and significant as well (Fstat=25.637, P<.05). The DW statistics is 2.05 which shows that there is no problem of auto corrleaiton in our data. The regression coefficient indicate that general political behavior is having negative and significant effects on employee in role performance (β=-.298, P<.05); go along to get ahead is having positive but insignificant effects (β=.113, P>.05); and pay related politics is having negative and significant effects on employee in role performance (β=-.314, P<.05). Furthermore, all VIF statistics are less than 5 so it shows that there is no problem of multicollinearity in our data. Overall, results indicate that two dimensions of organizational polticis including general political behavior and pay related politics are having negative and significant effects on employee in role performance in this particular context.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The objective of the study was to measure the effects of workplace organizational politics on employee's in role performance. The study is conducted in the telecom sector. Data is collected using the survey method from the selected telecom sector employees in the district Nowshehra. The findings indicate there is quite high level of organizational politics exists in the selected organizations. Furthermore, the findings of the study indicate that the dimensions of organizational politics including the general political behavior and the pay and promotion policies related politics has significant negative influence on employee's in role performance. In other words, if organizational politics is increased, it result in negative effects on staff in role performance. Past studies also shows that there is negative influence of organizational politics on staff. For example, study conducted by Vigoda (2000) found that organizational politics negatively influence employees performance. Similarly, study conducted by Cropanzano et al., (1997) found that if organizational politics is higher, the employee stress

also become higher. Similarly, study conducted by Vigoda (2000) found that organizational politics also has negative influence on work performance. Study conducted by Valle &Perrewe (2000) found that organizational politics negatively influence employee's turnover intention. Therefore, it can be concluded that past studies has found that organizational politics produce negatively organizational politics. Thus, it can be said that our studies findings are consistent with the findings of previous studies.

On the basis of these findings, it can be concluded that there is organizational politics exist in our sample organizations. Furthermore, it can also be concluded that organizational politics is not suitable for employees as well as employers since it produces negative outcomes such as reduction in employee in-role performance.

Recommendations

The study put forward the following recommendations.

- First recommendation is that the telecom sector firms should focuses on reducing organizational politics by adapting effective policies and practices.
- For bringing reduction in organizational politics, these telecom sector firms should focuses on developing detailed rules and regulations.
- Pay and promotion should be based on merit and not on the organizational politics since it create negative impact on the workforce.

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