ROLE OF WORK PLACE POLITICS IN EMPLOYEE PERFORMANCE – WITH REFERENCE TO INFORMATION TECHNOLOGY SECTOR

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ABSTRACT

The achievement of organizational objectives depends on employee performance. The performance of employees is dependent on many factors. While organization takes utmost efforts in motivating employees to make them achieve desired performance, a significant factor which impacts employee both physically and mentally is power and politics. The political behavior of organization and even employees themselves can hinder the growth of the organization. Power and politics can create an unhealthy work environment. An unhappy work environment can demotivate employees to perform their job and affect employee's productivity. While positive political behavior can bring in good results, often organizations face adverse consequences due to political behavior among its employees. Power and politics make it difficult for organization to achieve employee retention. This research study seeks to study the impact of work place politics on employee performance and arrives at a meaningful conclusion which can be used as basis for further research in these areas.

KEYWORDS: Work Place Politics, Employee Performance, Employee Retention & Organizational Objectives

Original Article

INTRODUCTION

Power elements in organizations identify with political substances of intensity obtaining organizations and the particular political method in power securing. One point of view of political conduct is, enormous organizations resemble governments, as they are on a very basic level of political substances. Political conduct in the organization alludes to those exercises not required by one's formal job definition in the organizations. Political viewpoint of association leaves from the old style hopeful, discerning association. Four hypothesizes of intensity by Walter Nod center around political substances in the association. One, associations are made out of contending alliances. Second, different alliances look to ensure their interests and positions. Third, inconsistent power circulation has dehumanizing impact. Fourth, practicing power inside association.

Hierarchical individuals embrace various methodologies to obtain control. Durkin recommended methodologies recorded underneath assistance to increase further bits of knowledge into power and legislative issues in the associations.

- Keep up union with influential individuals - Alliances with individuals from other significant offices or of top administration or with manager's secretary or staff aide are basic to obtaining of intensity.

- Grasp or Demolish - The controlling Machiavellian rule is that ranking directors in the assumed control over firms ought to be invited and supported or sacked. To make them feeble it is smarter to sack them

than to minimize them. Whenever downsized, they join and battle back.

- Partition and Rule - This is a well known methodology dependent on the suspicion however outlandish, that people separated will not themselves structure alliance.

- Control characterized data Organizational individuals skilled in governmental issues control data in order to pick up power.

- Make a snappy appearing - Looking great on some venture or assignment directly toward the start is to stand out enough to be noticed. When this positive consideration is picked up, control is procured to accomplish progressively troublesome and long-extend ventures.

- Gather and Use IOUs - Do favors to others with clear understanding that they should pay consequently when inquired.

- Keep away from definitive commitment - Also called Fabianism: Be moderate, yet sure to wind up dug in and gain collaboration and trust of others.

- Advancement slowly and carefully - One little change can be a dependable balance for power searcher to utilize it as a premise to get other real things achieved.

- Hang tight for an emergency - It depends on the supposition that things must deteriorate before they turn better. Emergency conditions bring more assets that encourage holding over emergency.

- Consult Caution - This identifies with how to hold control instead of how to obtain it. For instance, remedies like participative administration and strengthening are to be taken with alert as they dissolve the power base of administrators.

Thus from the above theoretical foundation it is clear that how power contributes to political behavior in the organizations. With this background, this paper seeks to study the relationship between politics and employee performance.

REVIEW OF LITERATURE

Salimaki and Jamsen (2010) found that perceptions of politics and fairness distinctively and interactively predicted whether the pay system was perceived as effective in achieving its objectives. The results of them also suggested that some forms of politics in performance appraisals (e.g. compression) might be perceived less detrimental than others (e.g. favoritism).

Vigoda-Gadot and Meisler (2010) supported a moderating role of emotional intelligence in the relationship between organizational politics and emotional commitment, as well as between organizational politics and employees' absenteeism.

Chang et al. (2009) tested a model that links perceptions of organizational politics to job performance and ''turnover intentions'' (intentions to quit). Meta-analytic evidence supported significant, bivariate relationships between perceived politics and strain (0.48), turnover intentions (0.43), job satisfaction (20.57), affective commitment (20.54), task performance (20.20), and organizational citizenship behaviors toward individuals (20.16) and organizations (20.20). Additionally, results demonstrated that work attitudes mediated the effects of perceived politics on employee turnover intentions and that both attitudes and strain mediated the effects of perceived politics

on performance. Finally, from their findings exploratory analyses provided evidence that perceived politics represent a unique hindrance stressor.

Chen and Fang (2008) investigated the complexities in the relationship between perceptions of organizational politics and performance ratings by examining the moderating effect of impression management on that relationship. Expectancy theory was employed to better understand the moderating effect. They proposed that two kinds of impression management tactics occurred: supervisor-focused and job-focused, respectively. Hierarchical moderated regression analysis of data revealed that the job-focused tactics exerted a significant moderating effect on the relationship between perceptions of organizational politics and performance ratings. When perceptions of organizational politics are low, employees who engage in high levels of job-focused impression management tactics are more likely to gain better ratings than those who employ low-level tactics (Chen and Fang, 2008).

Nurse (2005) results confirmed the hypothesis that workers who believed that performers were not treated fairly as a result of performance appraisal would also agree that their expectations regarding development and advancement were not being met. We found significant, but relatively moderate relationships between perceptions about treatment of performers and their expectations about career advancement.

Objectives of the Study

The objectives of the study are as follows

- To understand the employees perception about organizational politics.
- To understand the employee perceptions about employee performance
- To analyze cause and effect relationship between work place politics and employee performance
- To offer suggestions on improving work environment.

RESEARCH METHODOLOGY

The data required for this study is collected from both primary and secondary sources.

Type of Research

This research study is a quantitative research study. A quantitative research study is a study where a problem which is being studied by the researcher is supported by generating data which can be later converted into usable statistics giving meaningful conclusion.

Sources of Data

Primary Data

Primary sources are the sources that are collected originally rather than being already made available. The data obtained from these sources are called primary data. The primary data for the study is collected through survey method using structured questionnaire. The primary data often is available in raw form which is then processed to make itself suitable for further analysis to arrive at meaningful conclusion.

Secondary Data

The secondary sources represent those data made available in a suitable form to lend itself for further analysis. Often they

do not require any processing and can be used for analysis purpose. The Secondary data for the research is collected through journals, magazines and books relating to economic effects of taxes on the economy.

Sampling Design

Sample Size

The sample size for the study is 100 respondents from Chennai city. The sample size for the study is arrived through G-power statistics 3.1 software which helps in determining the sample size based on the analytical tool used for the study.

Sampling Technique

This research study is based on simple random sampling method. This sampling technique gives each element an equal and independence chance of being selected rather than pre-determining the samples to be selected.

Sampling Unit

The sampling unit for the study is the employees of Information Technology sector in Chennai. Therefore, other sector employees do not represent the sampling unit for the study.

Statistical Design

The analysis for this study has been carried out through IBM SPSS Version 22 Software. The analytical tool used for the study were descriptive analysis and multiple regression analysis.

RESULTS AND DISCUSSIONS

Table 1: Employee Perception towards Organizational Factors Contributing to Political Behavior in Work Place

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
There is lack of promotion opportunities in the organizations	100	1.00	5.00	4.7500	1.00000
Level of trust in organization is low	100	1.00	5.00	3.5625	1.63172
There is lack of role clarity among employees in organization	100	3.00	5.00	4.3125	.94648
There is a centralized decision making more of an autocratic nature	100	2.00	5.00	4.3750	.95743
Management supports/ignores political behaviors of employees	100	3.00	5.00	4.5000	.73030
Valid N (listwise)	100				

Interpretation

Table 1 reveals the employee's perceptions towards organizational factors contributing to political behavior in work place. From the above table it is clear that lack of promotion opportunities is the major factor which triggers political behavior in the work place. It is indicated by the highest mean score of 4.75. Followed by it, management either supporting or ignoring political behavior of employees is the second most factor influencing political behavior in organizations. It is supported by a mean score of 4.50. The other factors encouraging political behavior are lack of role clarity, centralized decision making and low level of trust among employees in the organization. The same is supported by mean scores of 4.3125, 4.3750 and 3.5625 respectively.

Table 2: Employee Perception towards Individual Factors Contributing to Political Behaviour in Work Place

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
People with high need for power engagement in political behavior.	100	2.00	5.00	4.3125	1.01448
Individuals with internal locus of control exhibit high political behavior	100	2.00	5.00	3.6250	.80623
High performance measures creates political behavior	100	3.00	5.00	4.0000	.81650
Low success rate pushes an individual towards political behavior	100	3.00	5.00	3.9375	.77190
Perceived job alternatives allows individuals to engage in political behavior	100	3.00	5.00	3.8125	.83417
Valid N (listwise)	100				

Interpretation

Table 2 displays the employee perceptions towards organizational factors contributing to political behavior in work place. From the above table it is clear that people's need for power is the major factor which triggers political behavior in work place. It is indicated by the highest mean score of 4.3125. Followed by it, high performance measures is the second most factor influencing political behavior in organizations. It is supported by a mean score of 4.00. The other factors encouraging political behavior are low success rate, perceived job alternatives and internal locus of control among employees in the organization. The same is supported by mean scores of 3.9375, 3.8125 and 3.6250 respectively.

Table 3: Employee Perception towards Organizational Factors Affecting Productivity/Performance in Organization

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Downsizing Strategies by the Company	100	1.00	5.00	4.0000	1.15470
Organization's Culture	100	3.00	5.00	3.8750	.80623
Job Design	100	3.00	5.00	4.1250	.80623
Resource Allocation	100	1.00	5.00	3.8125	1.10868
Valid N (listwise)	100				

Interpretation

Table 3 reveals the employee perceptions towards organization factors contributing to employee performance in work place. From the above table it is clear that Job Design is the major factor which contributes to employee performance. It is indicated by the highest mean score of 4.125. Followed by it, Downsizing strategies followed by organization is the second most factor influencing employee in organizations. It is supported by a mean score of 4.00. The other organizational factors contributing to employee performance are the organization's culture and Resource allocation by organizations among employees in the organization. The same is supported by mean scores of 3.875 and 3.815 respectively.

Table 4: Employee Perception on Managerial factors Affecting your Productivity/Performance in Organization

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Management Style	100	1.00	5.00	4.1250	1.14746
Organization's commitment towards employee	100	1.00	5.00	3.5000	.89443
Performance Appraisal System	100	2.00	5.00	3.7500	1.18322
Career Development Opportunities by organization	100	2.00	5.00	3.6250	.80623
Valid N (listwise)	100				

Interpretation

Table 4 reveals employee perceptions towards managerial factors contributing to employee performance in work place. From the above table it is clear that management style is the major factor which triggers political behavior in work place. It is indicated by the highest mean score of 4.125. Followed by it, performance appraisal system followed by organization is the second most factor influencing political behavior in organizations. It is supported by a mean score of 3.75. The other organizational factors contributing to employee performance are organizational commitment and career development opportunities by organizations among employees in the organization. The same is supported by mean scores of 3.500 and 3.625 respectively.

Table 5: Employee Perception on Individual Factors Affecting one's
Productivity/Performance in Organization

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge, Skills and Attitude of Employees	100	2.00	5.00	4.3750	1.02470
Work Life Balance	100	2.00	4.00	3.5625	.62915
Personal problems of Employees	100	2.00	5.00	3.7500	.93095
Personal Motivation and Commitment	100	3.00	5.00	3.6250	.61914
Valid N (listwise)	100				

Interpretation

Table 5 reveals the employee perceptions towards organizational factors contributing to employee performance in work place. From the above table it is clear that management style is the major factor which triggers political behavior in work place. It is indicated by the highest mean score of 4.125. Followed by it, performance appraisal system followed by organization is the second most factor influencing political behavior in organizations. It is supported by a mean score of 3.75. The other organizational factors contributing to employee performance are organizational commitment and career development opportunities by organizations among employees in the organization. The same is supported by mean scores of 3.500 and 3.625 respectively.

HYPOTHESIS 1

H_0 – There is no significant relationship between workplace politics and employee performance.

H_1 – There is a significant relationship between workplace politics and employee performance.

Table 6: The Model Summary

Model Summary[b]								
					Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change	Durbin-Watson
1	.392[a]	.154	.093	3.88565	.154	2.542	.133	1.710

a. Predictors: (Constant), Workplace politics
b. Dependent Variable: Employee performance

Table 6 reveals the results of the regression analysis to study the cause and effect relationship between work place politics and employee performance. The Employee performance is considered as the dependent variable and work place politics is considered as the independent variable. From the above table, it is clear that work place politics alone does not significantly determines employee performance. This is indicated by p-value of 0.133 indicating lower

level of significance acceptable at 1% level. It is also supported by the R square change which is 0.154, indicating that 15.4% of the variation in the employee performance is indicated by work place politics. Similarly, Durbin-Watson value is 1.710, which is more than 1 and not greater than 3, also supports this regression model. Factor R of multiple cross correlation of 39.2% indicate high cross correlation which is lesser than acceptable significance level.

Table 6.1: The ANOVA

ANOVA[a]					
Model	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1 Regression	38.375	1	38.375	2.542	.133[b]
Residual	211.375	14	15.098		
Total	249.750	15			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Workplace politics

Interpretation

Table 6.1 reveals the results of ANOVA. The hypothesis is further tested by ANOVA table. Since the computed p-value 0.133 is greater than the acceptable significance value of 0.01, it is concluded that work place politics has no significant influence in determining employee performance. Thus the alternate hypothesis is rejected and null hypothesis is accepted.

Table 6.2: The Coefficients Table

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	32.573	8.556		3.807	.002
Work place politics	.329	.206	.392	1.594	.133

a. Dependent Variable: Employee performance

Interpretation

Table 6.2 reveals the co-efficient table of the regression analysis. From the above table, regression equation can be derived

$$Y = 32.90 + 0.329X_1$$

Y is the Employee performance and X_1 work place politics. Thus based on the beta scores, it is clear that work place politics have positive relationship with employee performance. Thus it is clear that work place politics is influencing employee performance but less significant compared to other factors affecting employee performance. From the above table it is clear that work place politics influences employee performance with 32.9%.

CONCLUSIONS

From the results and discussions it is clear that, work place politics impacts employee performance but less significant in determining the success of the employee. It is also that management style, people's need for power, lack of promotion opportunities contributes to the political behavior in the organization. Political behavior can emotionally influence the employee. Freshers will really find it difficult to tackle the political behaviours of the colleagues. Work place politics should be kept at the lowest level in order to enable the organization to achieve better results.

SUGGESTIONS

- Management should not encourage political intentions of the employees.

- Performance Appraisal and Career Development policies have to be clearly communicated by the employees.

- Senior employees should provide necessary support to junior employees.

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