

A STUDY ON ORGANIZATIONAL POLITICS

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Abstract: This clearly shows that the Organizational politics will influence the work environment and the organization's environment is politically charged, the employees would face stress at their job leading to adverse impact on both employees and organization. The uniqueness of this research is that it is in the context of developing country and it will be of great interest to the organizational researchers. Organizational politics has been conceptualized as a source of stress and conflict in the work environment, with the potential for dysfunctional outcomes at both the individual and organizational level. It is a causal study; therefore both primary and secondary data have been used. Primary data is collected through structured self administered questionnaires. To identify organizational politics in affecting occupational stress of employees in companies. To identify the causes of organizational politics. To find out or understand the impact of individual. The scope of the study is restricted to the twin cities of Hyderabad and Secunderabad

Keywords: Organizations, Employees, Politics, Promotion, Performance, Work, Rewards

Introduction: Employees are the back bone and valuable assets for any organization. Organizational politics has been conceptualized as a source of stress and conflict in the work environment, with the potential for dysfunctional outcomes at both the individual and organizational level. One possible consequence of politics is the exercise by employees of withdrawal behaviors, particularly absenteeism. An important factor which affects the performance of an employee at work is Organizational politics. Politics is a common phenomenon of almost every organization (Vigoda and Cohen, 2002a). It is unlikely to have a politics free organization because organizations are social entities where employees make efforts individually and in groups for valued resources, struggle for power, involve in conflicts and execute different influential tactics to get the benefits and serve their self interests (Molm, 1997). Therefore, organizational politics is the severe problem which is being faced by the human resource management now a day in both public and private sectors. Organizational politics directly affects the study of employees and causes a high level of job stress. This study is focused on investigating the impact of this organizational politics on job stress which is under-explored especially in the context of work place. Nevertheless, this study will be an important contribution to literature. Mayes and Allen (1977) have suggested that practicing managers to be able to play a larger role in management should learn more about political processes. Poon (2003) suggested that keeping in view its importance at work place; organizational politics requires to be investigated more expansively. The knowledge gained from this research would help managers to know, anticipate and deal with political behaviors encountered in organizations, in a better way.

Politics in workplace is a tool to attain, retain & display perceived power. It mostly manifests itself as work-lobbies or groups which surprisingly even move within or even outside organizations as a body. Power grows tangibly & non-tangibly even as individuals compete neck to neck for a one up on one another. These factors (enumerated below) are indicative un-exhaustive list on the why of politics aka perceived power.

Jealousy: This is largely common among peers and colleagues in same departments or different departments of the same organization. At times, personal concerns may tend to displace substantive material in a decision making process here as people become increasingly conscious of influence, proximity and other such factors which in their opinion may influence evaluation of similar output.

Struggle for Power: Every organization is an economic body that seeks to thrive in the market and ensure its profitability & solubility. Every individual who is a part of this organization is expected to be a responsible contributor to this overall objective of the organization. However, the politically charged human structures that they are, organizations tend to transform into ego satisfying and career progression avenues that employees use as a mode of forwarding their self worth. At this juncture, the objectives of the organization and its constituent employees seem to be headed for opposite directions.

Comparison: As one move higher up in the organization, opportunity of wielding formal positions becomes smaller and the amount of power available seems scarce. Here, individuals struggle to prove themselves superior, either by gaining power at someone else's expense or by a comparative gain in perceived power e.g. better impression on immediate superior, higher proximity or visibility in the organization. It is here that the mentality of comparison, as a basis of measuring his self esteem, takes over an individual. There is a perceived attrition in one's own power base as another peer becomes better. This may be due to visible organizational rewards or a sense of falling on personal standards.

Limited resources: Like pay rise and promotion opportunities being not freely available creates pressures and feeling of competition among the fellow members of an organization. A marked distinction occurs between those who have and those who don't have power which in turn spurs undercurrents in day to day affairs and dealings.

Subjectivity of Evaluation: Another reason that spurs power struggle and resultant politicking is the subjectivity that exists in the evaluation structures. A major part of performance evaluation that in turn determines compensation is subjective that leads to the same cycle of impression management in the eyes of ones superior.

Tactics people use:

- Controlling access to information
- Cultivating a favorable Impression on significant office holders
- Developing a support base
- Blame game
- Aligning oneself with powerful people
- Playing political games

LITERATURE REVIEW

Mintzberg (1983) define organizational politics as “individual or group behavior that is informal, ostensibly parochial, and typically divisive and above all, in the technical sense, illegitimate-sanctioned neither by formal authority, accepted ideology, nor certified expertise” (p 0.172). One school of thought considers politics as a functional means for organization to enable managers to get the study done through creating political environment and competition (Peffer, 1981). Hitherto, others discern politics more narrowly and view politics as a dysfunctional tool because employees involved in politics do things that are focused on achieving their self-interest (Cropanzano et al., 1997). The concern of this study is to explore dysfunctional aspects of politics particularly job stress which reduces the performance level of employees at workplace. Ferris et al. (1989b) argued that the politics is a three dimensional construct. Kacmar and Ferris (1991) described these dimensions as: General Political. Behavior; political behavior is high in organizations where no rules and regulations are available or are not clearly defined to govern actions by Kacmar and Carlson (1997). Another important factor is when decisions are made under un-certainty it may found to be influenced by politics (Drory and Romm, 1990). Scarcity of valued resources such as transfers, raises, office space, budgets causes rivalry among individuals and groups that leads toward politics. Organizations which have limited valuable resources may have high political environment (Kacmar and Carlson, 1997). Go Along to Get Ahead; in organization behavior of individuals that involves no action (e.g., remaining silent) to get valuable resources is described as “go along to get ahead” by Kacmar and Carlson (1997). Kacmar and Carlson (1997) further said that go along to get to the ahead, can be a logical and favorable approach to take in order to precede one's own self-interests and benefits when working in a political environment. Pay and Promotion Policies; is the last dimension of perception of politics that involves how organizations and employees behave politically through policy implementation and decision making (Ferris et al., 1989a). Normally, performance evaluation is the basis of pay and promotion policies in organizations. It has been found that performance evaluation and promotion systems are often quite political in nature (Dyke, 1990).

Methodology: It is a causal study; therefore both primary and secondary data have been used. Primary data is collected through structured self administered questionnaires. Questionnaires were circulated among employees of different ranks belonging to different organizations in twin cities of Hyderabad and Secunderabad. Secondary data were collected from a available books, publications, journals and recent articles relating to stress and organizational politics.

a) Objectives of the Study:

- To identify organizational politics in affecting occupational stress of employees in companies.
- To identify the causes of organizational politics
- To find out or understand the impact of individual

b) Period of Study:

The study has been conducted during the year 2016.

c) Sources of Data

The required data for the study has been collected through primary sources by face to face interviews a pre-designed questionnaire to the employees of manufacture companies.

d) Scope of the Study

- The study is confined to issues of stress related and organizational politics.
- The scope of the study is restricted to the twin cities of Hyderabad and Secunderabad.

e) Basic Data of Respondents

- It is found that most of the employees are young people, that is, in the age group of 20-35 years of age.
- The tenure of service in a company of

The most of the employees is less than Two year.

- Salary range for majority of the employees is in range of above Rs. 10,000.
 - Majority of the employees felt that the pressure of work is rather high.
 - It is found that majority of the employees are graduates followed a negligible percentage of post graduates .
1. Favoritism rather than merit determines who gets ahead around here

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
30	45	10	10	5

Table :1

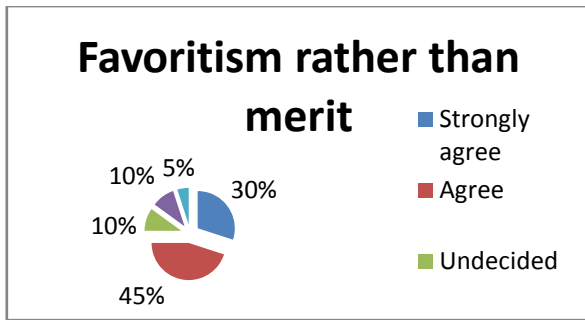


Fig:1

Interpretation: Majority of the people are degrees that being a good guy rather than regardless of the quality work.

2. You can get along here by being a good guy, regardless of the quality of your work.

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
10	50	5	20	15

Table: 2

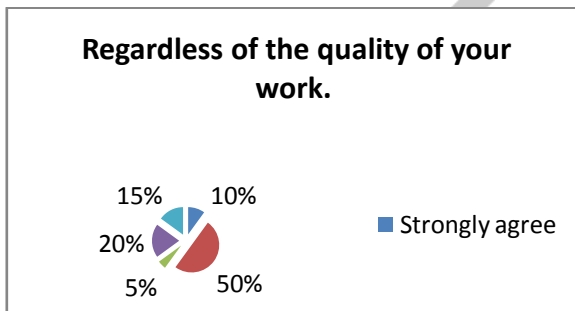


Fig:2

Interpretation: Majority (75%) of the people are agree that the cliques and in-group are hindrances the effectiveness of the argerlization and only 20% are not agree finally only 5% is not decided 80% employees are agree that.

3. There are “in-groups” which hinder the effectiveness around here

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
25	50	5	10	10

Table :3

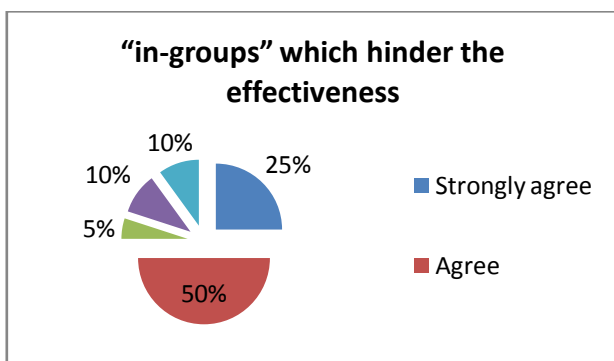


Fig:3

Interpretation: Yes, when objectively and standards are not specified it is common to sell many people trying to de full standards to meet these needs only 15% are not agree.

4. When objective standards are not specified, it is common to see many people trying to define standards to meet their needs.

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
20	60	5	10	5

Table :4

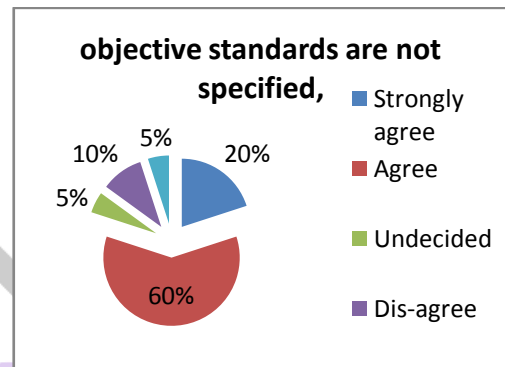


Fig:4

Interpretation: 20% of the employee are straggly agree the statement 50% of the employee are agree that after left the organizational they can realized that just work hard was not enough to get ahead and 20% of the are not agree the statements.

5. There has always been an influential group in this department that no one ever crosses.

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
40	50	2	5	3

Table :5

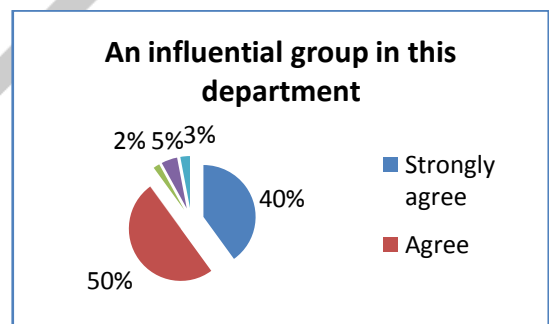


Fig:5

Interpretation: 60% of the respondent are usually don't speak up far of retaliations by others and 5% to 10% of the respondent can speak

6. Generally, people who have left this organization did so because they realized that just working hard was not enough to get ahead.

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
20	50	5	20	5

Table :6

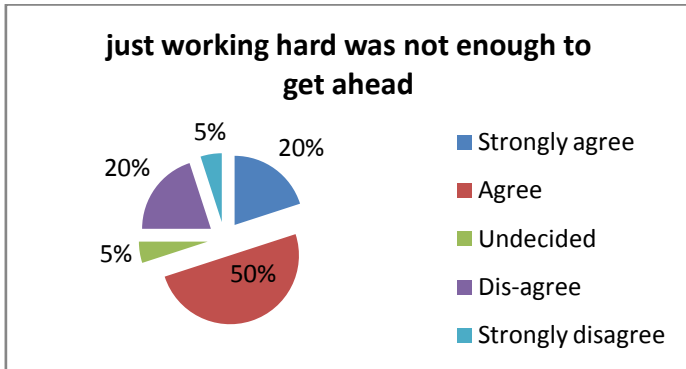


Fig:6

Interpretation: Nearly 60% of the respondent are agree the above statement & 30% of the respondent are Dis- agree and 10% of respondent are undecided.

7. People here usually don't speak up for fear of retaliation by others.

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
20	60	5	10	5

Table :7

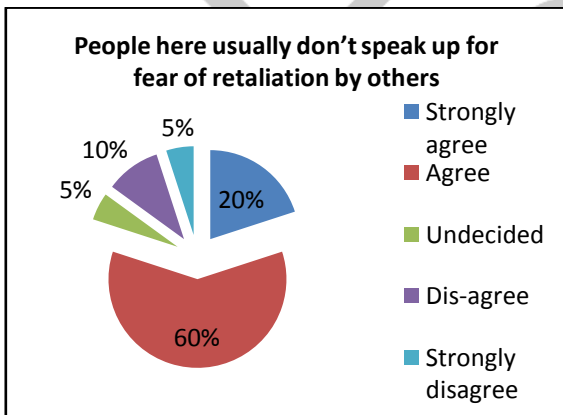


Fig:7

Interpretation: 55% of the respondent are disagree about

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
20	20	5	30	5
30	40	10	10	10

the stamen, 15.25% of the respondent are strongly agree and agree only 5% undecided.

8. Jealousy is the one of the reason for organizational politics .

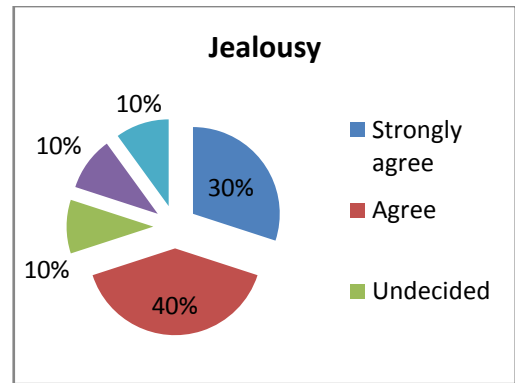


Fig:8

Interpretation: Nearly 70% of the employees are strong agree and agree that jealousy is the main reason for organizational politics.

9. Rewards come only to those who work hard in this organization.

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
20	30	10	30	10

Table :9

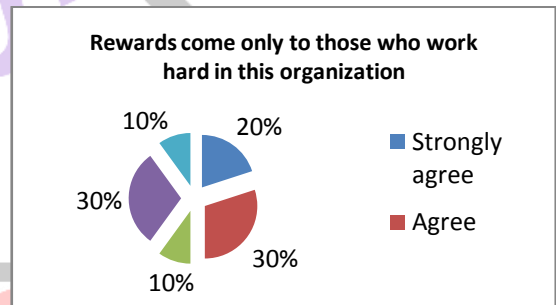


Fig:9

Interpretation: Through my research 20% of the respondents and 30% of respondents believe that through hard work they will get rewards.

10. Promotions in this department generally go to top performers.

Table: 10

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
10	60	5	20	5

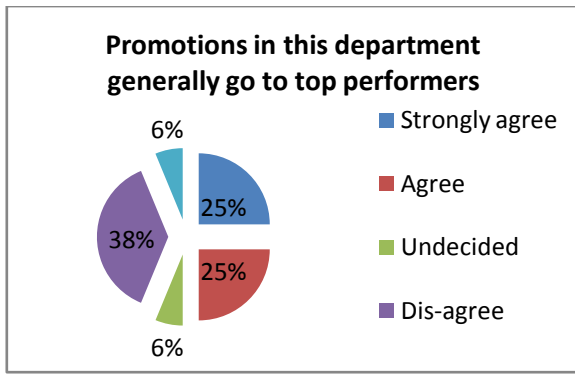


Fig:10

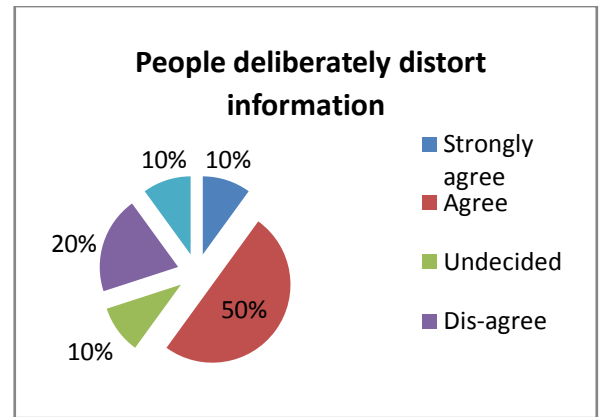


Fig:12

11. Struggle for power and Comparison is the one of the reason for organizational politics.

Table :11

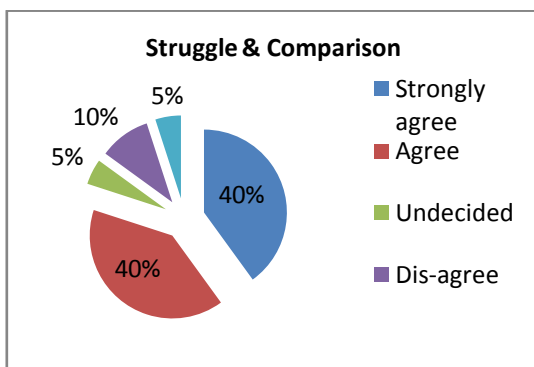


Fig: 11

Interpretation: 80% of the respondent’s opinion that struggle for power and comparisons are also reason for organizational politics.

12. I have seen people deliberately alter information requested by others for purposes of personal gain, either by withholding it or by selectively reporting it.

Interpretation:60% of the respondents are agree that people deliberately distort the information for their personnel benefit.

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
40	40	5	10	5

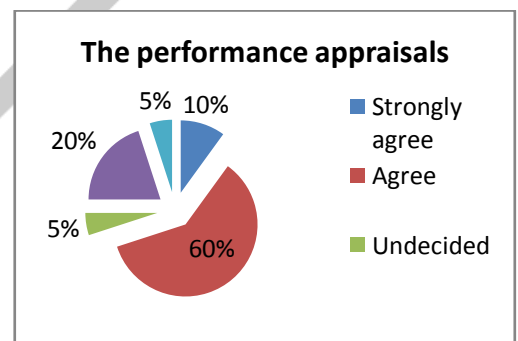
Table: 13

13.The performance appraisals/ratings people receive from their supervisors reflect more of the supervisor’s “own agenda” (e.g., likes and dislikes, giving high or low ratings to make themselves look good, etc.) than the actual performance of the employee.

Fig.13

Strongly agree	Agree	Undecided	Dis-agree	Strongly disagree
10	50	10	20	10

Table: 12



Conclusion and Recommendations:

- ✓ This clearly shows that the Organizational politics will influence the work environment and the organization’s environment is politically charged, the employees would face stress at their job leading to adverse impact on both employees and organization.
- ✓ The uniqueness of this research is that it is in the context of developing country and it will be of

great interest to the organizational behavior researchers to compare it with the empirical evidence from western context. Our findings show that organizational politics is the forerunner to job stress, this can help managers to ensure justice in performance appraisal systems resulting to fair rewards, employment decisions and pay & promotion policies, discouraging the political and manipulative behavior of certain individuals or groups to overcome the negative outcomes of politics.

- ✓ HR managers should try to avoid a groups accumulation of scarce resources in the hands of some individuals or groups and ensure that there is

equitable distribution of resources within all sections of the organization. And also they can use decentralization so that time there is no struggle for power and maintain faire environment.

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