

# MEDIATING EFFECT OF PERCEPTION OF ORGANIZATIONAL POLITICS SCALE ON JOB CONGRUENCE AND IN-ROLE PERFORMANCE

Dr. Saqib Muneer

*Government College University, Faisalabad, Pakistan  
Saqibmuneer85@gmail.com*

Dr. Muhammad Shahid Tufail

*Government College University, Faisalabad, Pakistan  
mshahidtufail@gmail.com (Corresponding Author)*

Prof. Dr. Hazoor Muhammad Sabir

*Government College University, Faisalabad, Pakistan  
hazoor.sabir@yahoo.com*

## Abstract

The objective of this paper is to analyze the environment of internal politics that plays a crucial role in setting organization objectives and task accomplishment. Politics and political behavior in organization's are very common and sometimes it creates troubles on employee's efficiency and effectiveness. Structured questionnaire is used to collect data, 200 questionnaires were distributed among different university faculty on the basis of purposive sampling as its focuses on specific features of a population that are of concern, which will best qualify to answer the research questions. Results show strong positive correlation between Job Congruence Perception of Organizational Politics. Likewise Job Congruence and In-role performance are negatively correlated. Further, Perception of Organizational Politics mediates the relationship between job congruence and In-role performance. The results of the study may be useful for organizations as there is a need to redesign and enhance the processes to manage the complexities and entrepreneur's practices. The framework can facilitate the organization to achieve their mission.

**Keywords:** Organizational politics, Job Congruence, Performance, Entrepreneur.

## 1. Introduction

In modern and globalized world politics are important constraint of any country and a major topic of discussion. Politics is important topic to discuss but it does not gain importance in organization. Organizations consist of different people working towards common goal and mission to achieve. Every organization has different structures with different organizational behavior. Human are part and parcel of every organization. In fact human resources (HR) are a source of sustained competitive advantage for every organization because they meet the criteria of being valuable, rare, inimitable and non-substitutable (Wright, McMahan, & McWilliams, 1994). Management of human resources is all the more important for the success of any organization.

The study highlight the importance of employee's perception about politics in organization and it mediates the relationship between job congruence and employee's performance in organization. Findings will show that perception of organizational politics scale create a mediating role between job congruence and employee performance. The results will specify antecedes of perception of organization politics Scale POPS and explore other consequences.

The paper will highlight further implications and future recommendations for further investigation in organization politics. In last decades the concept of organization politics has achieved extreme importance in management domain. In past literature focus on what are the causes that always demotivates employee to do a job consistently and how we can enhance employee behavior and productivity in organization? There is a relationship between workplace politics and employee performance. These both are interlinked with each other.

### **1.1 Objective**

The objective of this paper is to analyze the environment of internal politics that plays a crucial role in setting organization objectives and task accomplishment. Politics and political behavior in organization's are very common and sometimes it creates troubles on employee's efficiency and effectiveness. For a competitive edge organizations has to transform for targets achievement and goal accomplishment, as well as organizations has to fulfill the demand of their employees. Employees consider being an asset of organization. Employees have significant impact on organization's performance (Yasir, Imran, & Irshad, 2013). Performance based upon employee productivity. Activities performed under human resources management are targeted towards the utilization of individuals to achieve organizational objectives. These activities can be covered under five main headings which include staffing, HR development, compensation and benefits, employee relations and health and safety (Anyadike, 2013). Ever since the beginning of 1990s, it has been accepted that in order to improve business performance and develop organizational culture that foster innovation and flexibility, there should be a linking of HRM with strategic goals and objectives of an organization (Schuler, 1992; Truss & Gratton, 1994).

Employee and organizations are both interlinked. Many researchers have proposed the major consequences and remedies for organization's outcome in business era. They have also explored the reasons of organizations that are being on decline and growth stage. Organization dynamics can be understood by creativity of political behavior. Some other scholars argued that politics is common phenomena that exist in every organization. In past research few scholars who have understand organization politics very well. Every organization has dissimilar from other and they are based upon multiple features of workplace activities and preferably political factor as a non-significant aspect of organization.

### **1.2 Research Question**

How job congruence impact on in role performance?

How organization politics mediate the relationship between job congruence and employee performance?

## **2. Literature Review**

In 1970-1980 researchers have worked further on organizational politics to know about the consequences and study in detail to learn and develop organization flourishing. Some researchers considered politics as an evil that no one can stop this because this is the part of organization. Every organization suffers from politics and different crisis in organization, as this is the part of organization. Organizations have to meet up with expected goals and achieve results to overcome the situation if any unpredictable hurdles occur. Management studies focus on power, politics and their influence on organization and their stakeholders. Informal, dysfunctional and illegitimate power creates problems in formal organization's designs and strategies. Block stated that politics in an organization is a negative aspect. If we consider a common statement that someone have a political behavior in an organization then the person may consider this as a positive compliment or may be perceive as a negative remark about this or may be feel insult. Organization politics is considered as a brilliant and dark aspect of workplace activity. As organizational politics is a hot topic worldwide, some theories recommended an empirical approach to analyze and examine the organization outcomes. Very few scholars have respond on this aspect and many researchers have focused upon employee attitude is a key factor that impact on organizational outcomes, as organization results based on employee performance. Empirical

evidence supports that internal organizational/workplace politics create negative impact on employee productivity / efficiency and particularly on goal accomplishment and performance assessment.

The major objective of this paper is to develop a theoretical model on organizational politics and moreover to determine the relationship between job congruence, perception of organization politics and develop two major constructs regarding employees, one is In-role performance and other is organization citizenship behavior (OCB). Political environment and workplace environment impact on employee's goal achievement. Job congruence effects on employees and employee's perception of politics. These both factors politics and congruence in working environment have stimulation on employee performance. In past research organization politics have no specific definitions. Scholars have discussed this debate in many variations. Scholars described that organization as a dynamic process that influence organization productivity that specifies relevant results which are related with performance based task. Other researchers proposed that management should not sanction this political act, as well as fair system of performance based evaluation required without political barriers. Ferris, Fedor, Chachere and Pandy stated that organization politics is social phenomenon that influences employee behavior strategically that exploits the short term and long term individual interest.

Pfeffer discussed that organization politics are some sort of activities of people that acquire, use and enhance their own power capabilities plus other means to achieve favorable expected outcome according to their desire where may be conflict or disagreement create. Mintzberg also highlighted the same statement about organization politics for example individual and group behavior that is informal, normally disruptive and officially illegitimate use of power, apparently narrow-minded, further more authorized neither by formal authority, nor specialized expertise and established beliefs and thoughts. Mostly these explanations correlates organization politics with clash, individual fights, powerful actions and most important discrimination and injustice, as a result with all these behaviors and actions the strong determinations and fortitudes of those who hold power in the organization. Much knowledge about Job Congruence and many of its practical applications come from the behavioral sciences (French, 1986). Behavioral science research embrace a wider base of disciplines (industrial/organizational psychology, organizational theory, organizational behavior, and sociology) (Jamrog & Overholt, 2004). There is a wide acceptance that organization, its unique culture and constraints, impact and modify human performance. James G Miller brings in System theory in organization sciences and articulates the basic principles of system thinking (Fama & Miller, 1972). Many organizational theorists have been building their theories of system thinking since then. This is regarded as the basis for intelligent discussion of organizations (Ackoff, 1981; Galbraith, 1974; Judge, Colbert, & Ilies, 2004; Lawler III & Mohrman, 2003).

Job congruence is different from personnel management in many ways. Firstly, personnel management focuses on the management and control of subordinates, HRM centers on the management team. Secondly, line managers i.e. 'individuals directly involved in accomplishing the primary purpose of the organization' (Nazim-ud-Din, 2013) play a key role in human resource management in coordinating resources toward achieving profits, which is not the case under personnel management. Thirdly, the management of organizational culture is an important aspect of job congruence and in-role performance. The literature of high turnover has been reviewed many times by different researchers and a consistent finding has been that, though there exists some complex mediators, satisfaction and attrition are meaningfully negatively related. More specifically, Porter and Steers showed that dissatisfaction with various work and work setting issues affect turnover (Porter & Steers, 1973). Job Hopping has now become a norm in all the sectors. The reason for this emerging trend includes different variables like lack of fit between job and life style, incompatible co-workers, perceived low pay, poor benefits, and dead-end jobs and many more. All above reasons results in lack of organizational loyalty.

Another interesting out come from different reviews is about job satisfaction. In general, it might be expected that most aspects of human resource strategies would lead to high job satisfaction. However, some time organization become so focused on bottom line improvements that main and wider aspect of the welfare and development of the individual employee are neglected (Fletcher & Williams, 1992). If this is so, it will reflect as low job satisfaction and organizational commitment and ultimately employee will try to move to some other company. There is quite a lot research on the relationship between job satisfaction and work performance. Job Satisfaction is quite highly correlated

with overall happenings and can be looked at as one of the main reasons for job hopping. Employees who leave the organization have normally been found to exhibit lower job satisfaction with pay, promotion, coworkers, supervision, management attitude and work, as compared to other employees. Pay usually considered to be the most emotional factor for people to look elsewhere. However, according to a special report from People First Solutions Ltd, pay is not likely to have the greatest impact on employees' decisions to stay or leave an organization. Employees who are planning to leave are most likely to do so for opportunities and job satisfaction that allows them to use and develop their skills in a company with strong leadership (Peoples solutions, 1998).

Perception of Job insecurity is another factor of high attrition in any organization. Long service employees and old employees think that they are at risk and heightened feeling of insecurity because of the new technology, new style and young employee's. In spite of thinking that they are asset being a most experience employees they thought that there is no more place in that organization and try to switch the company more frequently. Organizations are defined by the kind and behavior of people attracted to that particular organization. According to Schneider "interactionism is burgeoning subfield in the psychology of personality" (Victor & Cullen, 1987). This means that behavior of an individual follows from the natural occurring between the person and settings. Therefore, we can say that this interactionism is an extreme form of personalize and situations each of which attributes observed behavior primarily to the attributes of person or the attributes of situations (Cameron & Whetten, 1983). The interactionism perspective suggests that organization will attract employees who have needs. Perhaps this is why most of the researchers have been able to show that clarification of the nature of organization practices and policies' regarding such issues as job content and supervision practices seems to yield decreased attrition levels (Wanous, 1980). Supporting the statement,

Porter and Steers reveal that people who take jobs that do not fit their tested vocational interests are more likely to quit the company (Porter & Steers, 1973). People having same abilities and needs tends to be attracted to particular settings, and people with similar sets of positive reactions to their experiences tend to remain in those settings. Interactionism thinking would lead to the conclusion that this restriction in the range of people in particular organizations would yield organizations occupations and careers that were characterized by the kind of people which are attracted to the individual and remain in them.

## 2.1 Hypothesis

- H1: Job congruence is negative related with perception of organizational politics and positively related with In-role performance.  
H2: Perception of the existence of organizational politics is negatively related to in-role performance.  
H3: Perception of organizational politics mediates the relationship between job congruence and In-role performance.

## 2.2 Framework

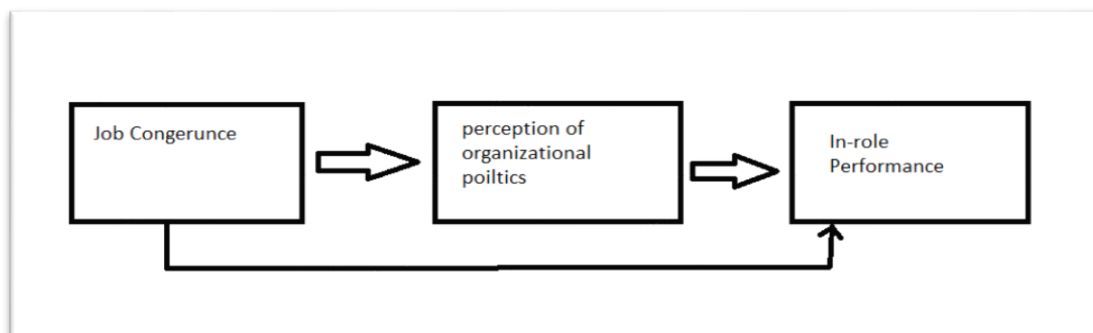


Figure 1: The Direct Effect of Job Congruence on In-Role Performance

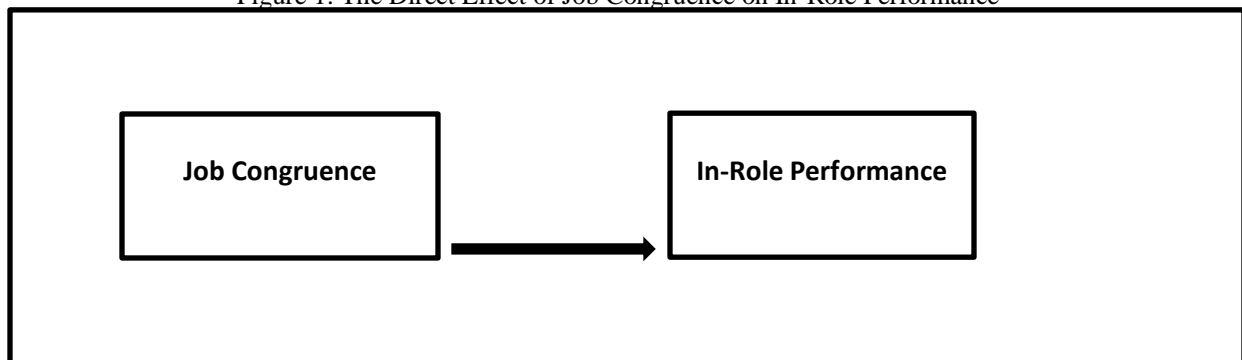
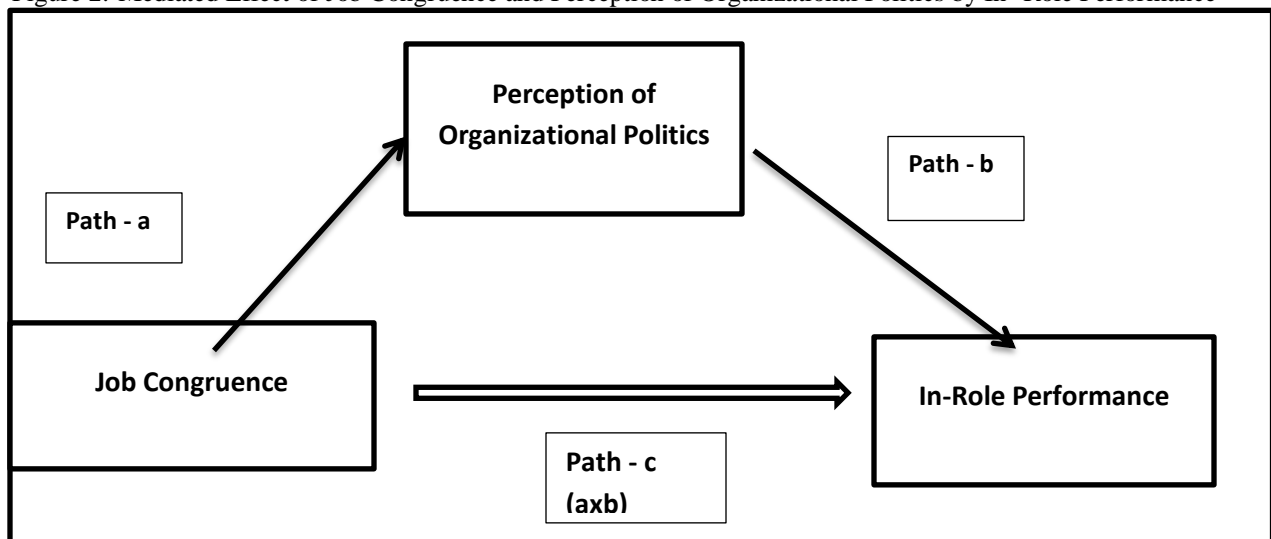


Figure 2:-Mediated Effect of Job Congruence and Perception of Organizational Politics by In -Role Performance



### 3. Methodology and Measures

Self-administrated questionnaire based on Likert scale is used comprises of measures extracted from literature. Job Congruence are measured by the 10 item scale of Gould-Williams (2003), Perception of Organization Politics is measured by previously developed 9 item scale by Lepak, Liao, Chung, and Harden (2006) and In-role performance is measured by 5 item scale given by Williams and Anderson (1991). The study based upon quantitative technique, which involved in hypotheses testing that is direct and indirect effect of Job Congruence on in-role performance through Perception of organization politics. The presented study is cross sectional in nature, the data is collected over single period of time. Structured questionnaire is used to collect data, 200 questionnaires are distributed among different university faculty on the basis of purposive sampling as its focuses on specific features of a population that are of concern, which will best qualify to answer the research questions. 148 useful questionnaires are collected for the analysis. Among 60 respondents Sixty (40.5%) are male and 88 were female (59.5%). Mean age of respondents are 35.35. The reliability of the questionnaire determined by the chronbach alpha value which is for Job Congruence is 0.843, for Perception of Organizational Politics is 0.95 and for the In-role performance is 0.90. To test the hypothesis process procedure for SPSS is used as it uses an ordinary least squares or logistic regression-based path analytic

framework for estimating direct and indirect effects in single and multiple mediator models (parallel and serial) (Hayes, 2012).

#### 4. Results

Correlation analysis is used to determine the relationships among Job Congruence, Perception of Organizational Politics and In-role performance. Table 1 shows strong positive correlation between Job Congruence Perception of Organizational Politics ( $r= 0.810$ ,  $p=0.000<0.01$ ) likewise Job Congruence and In-role performance negatively correlated ( $r=0.721$ ,  $p=0.000<0.01$ ). Relationship of Perception of Organizational Politics with In-role performance is also negatively correlated ( $r=0.894$ ,  $p=0.000<0.01$ )

**Table 1: Mean, Standard Deviations and Correlation statistics**

	Mean; SD	1	2
Age	35.35;7.221		
JC	4.31; 0.53		
POP	3.88; 1.09	.810**	
IRP	3.97; 0.97	.721**	.894**

\*. Correlation is significant at the 0.01 level (2-tailed).

Table 2(a) & 2(b) presents the direct effect of Job Congruence on In-role performance (path-c') having the  $F(2, 145) = 0.80$ ,  $p<.01$ ,  $R^2=.079$ , while the regression coefficient  $b=-0.0196$ ,  $t(145) = 0.79$ ,  $p=.05>.01$  insignificant and rejecting  $H_1$  also by bootstrap model table the lower class interval is  $-.016$  and upper is  $.42$ , and as per thumb rule (0 is lying in the interval range shows insignificance of model) so Job Congruence predicting very less In-role performance directly. Table also represent the effect Perception of Organizational Politics on In-role performance (path b) is also significant having  $b=.79$ ,  $t(145)= 0.80$ ,  $p>.01$  accepting  $H_3$ .

**Table 2(a): Model Summary**

R	R-sq	MSE	F	df1	df2	P
.80	.79	.56	14.24	2.0000	145.0000	.0000

**Table 2(b): Regression statistics**

	coeff	se	t	p	LLCI	ULCI
constant	-0.0196	.56	2.000	.0000	1.1070	1.5905
POP	1.667	0.099	16.69	.0000	1.1070	1.5905
JC	1.32	0.1053	12.56	.0692	1.1070	1.5905

Table 3(a) & 3(b) presents the effects of Job Congruence on Perception of Organizational Politics (path-a) the overall model is significant  $F(2, 145) = 1.34$ ,  $p<.01$ ,  $R^2=.46$ , that is 79% variance is explained by the model while  $b=.79$ ,  $t(145)= 0.56$ ,  $p<.01$ , accepting the  $H_2$  which is Job Congruence positively effects the Perception of Organizational Politics.

**Table 3(a): Model Summary**

R	R-sq	MSE	F	df1	df2	P
1.34	.79	0.565	14.24	2.0000	148.0000	.0000

Outcome: Perception of Organizational Politics

**Table 3 (b): Regression statistics**

	coeff	se	t	p	LLCI	ULCI
Constant	-0.196	.1163	-0.1683	.8665	1.1070	1.5905
JC	.7997	.0775	7.6555	.0000	1.1070	1.5905

Table 4 (a) & 4(b) presents the mediated effect of Job Congruence on In-role performance (path-c) the overall model is significant  $F(2, 145) = 35.4, p < .01, R^2 = .80$  while  $b = .04, t(68) = 5.5, p < .01$ , so the  $H_4$  is accepted that is Perception of Organizational Politics positively mediating Perception of Organizational Politics and In-role performance.

**Table 4(a): Model Summary**

R	R-sq	MSE	F	df1	df2	P
.79	.80	.325	12.65	1.0000	68.0000	.0000

Outcome: In-role Performance

**Table 4(b): Regression Statistics**

	coeff	se	t	p	LLCI	ULCI
Constant	1.056	.7816	4.14	.0000	1.1070	1.5905
JC	.64	.256	9.5	.0000	1.1070	1.5905

**Sobel test (Normal Theory test):** To support the results of mediation normal theory test and Preacher and Kelley (2011) Kappa-squared is determined ( $Z = c \cdot c'$ )  $Z = 7.24, p < .01$  supporting the mediation of Perception of Organizational Politics in the relationship of Job Congruence and In-Role whereas,  $K^2 = .4028$

**Table 5(a): Preacher and Kelley (2011) Kappa-squared**

	Effect	Boot SE	BootLLCI	BootULCI
Perception of Organizational Politics	.4028	.0590	.2874	.5160

**Table 5 (b): Normal theory tests for indirect effect**

Effect	Se	Z	P
.402	.0556	7.24	.0000

## 5. Conclusion

The culture of any organization affects various aspects such as individual initiative, innovation and risk seeking behavior of the employees. A culture of an organization should foster employee development and growth should favor constant improvement and encourage the employees initiative. An organizational climate characterized by high appreciation for performance and innovation which had a positive impact on the employees' skills. In addition, as more employees engage, high performance and innovation is considered to be granted. Everything does not need to be addressed all at one time, of course, and indeed such an approach could only be a waste of time for everyone. A better approach of "Systems Thinking" would be better in identifying one problem and then attacking that problem according to the views of the employees and solve it. Those employees' views acted on need to remain in the best interest of the company, for ultimately that also is in the best interests of all the individuals employed there. The aim of Knowledge-based resources is to augment firm's value, creation of a competitive advantage not only for corporations and establishments, but also for nation-states and financial regions.

## 5.1 Research Limitations and Future Directions

There is nothing without limitations so this paper also strives from several, which can be studied in future. First this study focuses on summative scale of Job Congruence that can be critical to complete objective In-role performance. Future research may explore how different dimensions of Job Congruence get mediated or may moderated by. Perception of Organizational Politics Second the data collection is carried by purposive sampling which may create a common method variance bias. More the application of study across the industries and countries can be carried that allows different to analyze different aspects to create new knowledge. The organizations need to redesign and enhance the processes to manage the complexities and entrepreneur's practices. The framework can facilitate the organization to achieve their mission. As time passes the complexities of organizations are becoming more complex due to changes in environment and other factors. As the trends and technologies are changing rapidly, so the organizational learning processes need to be enhance and balance the activities with innovation and creativity. There is a need for cross-cultural contrast of organizational learning practices and organization's learning practices and knowledge flow process in organizations. Future research may explore different parameters and develop some new processes for effective organization learning.

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