Perceived Organisational Politics and Job Attitudes: A Structural Equation Analysis of Higher Education Faculty of Pakistani Universities

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ABSTRACT

The purpose of this study is to examine the impact of perceived organizational politics (POPs) on job attitudes (job satisfaction and job involvement and organizational commitment) among university teaching employees in Pakistan. The data were collected by questionnaires from full-time faculty members of universities. The study variables were subject to confirmatory measure model by using Wharppls 5.0. The main objective of this study was to find out role of perceived organizational politics on job satisfaction, job involvement and organizational commitment of employees. The results of partial least square structural equation modeling shown that perceived organizational politics has negative impact on job satisfaction, job involvement and organizational commitment of employees relationship. Implications of the present study, limitations and recommendations are discussed.

Keywords: Perceived organizational politics (POP), job attitudes, job satisfaction, job involvement and organizational commitment

INTRODUCTION

In spite modernistic associations have turned out to be more informal and progressive (Friedman, 2005), organizational politics is a prevalent and unpreventable part of an association’s social texture (Pfeffer, 2013). In political work environment employees conduct and attitude is intended to increase short-or long run self-interests, either unchanging with or to the detriment of others' interests (Miller, Rutherford, & Kolodinsky, 2008). The way in which individuals perceive organizational politics, and the ramifications of the perceptions, has been analysed and characterized perception of organizational politics as individual, subjective assessments with respect to the degree to which a workplace is portrayed by subordinates and leaders displaying self-serving practices (Gallagher & Laird, 2008). In view of these definitions, organizational politics is a precursor of perception of organizational politics. We concentrate on perception of Organizational politics and its association with job attitudes.

Perception of organizational politics adversely impacts the individuals to cope and deal adequately with normal social relations, tends to heavily damaging by weakening organization progress and its output (Kacmar & Baron, 1999; Kapoutsis, Papalexandris, Nikolopoulos, Hochwarter, & Ferris, 2011). Perception of organizational politics have a particular negative consequences on diverse job outcomes for example, individuals low in spirits and depositions (E. Kane-Frieder, A. Hochwarter, L. Hampton, & R. Ferris, 2014), careless practices (Meisler & Vigoda-Gadot, 2014), job satisfaction, organizational commitment, strain, team performance and job anxiety (Chang, Rosen, & Levy, 2009; Meisler & Vigoda-Gadot, 2014). Research into perception of organizational politics has extended rapidly, however research gaps remain. Considerable research studies have concentrated on job attitudes,
for example, satisfaction, commitment and turnover (Miller et al., 2008; Treadway et al., 2004). In spite of the fact that these results are relevant to associations’ sustainability, there is a need to broaden the scope of job attitudes related with perception of organizational politics by considering at its impacts on other crucial job attitudes, for example, job satisfaction, job involvement and organizational commitment. Some investigations analyse direct impacts of perceived organizational politics on job attitudes, yet few inspect fundamental processes that clarify the relationship. Thus, to infer that why studies on organizational politics and its impacts on job attitudes is limited (Meisler & Vigoda-Gadot, 2014). The present research study will find out the association between perceived organizational politics and job attitudes (job satisfaction, job involvement and organizational commitment) in Pakistan higher education sector. Previous studies have focused on Thai higher education that identified knowledge imparting higher education institutes is the foundation of development of any nation and it cannot ever accomplishes and improves without faculty spontaneous performance in the organization and there is a dire need of improvement (Selamat, Samsu, & Kamalu, 2013).

Social Exchange Theory
Based on standards of social exchange theory which was presented by (Blau, 1964) when the working environment of the association is positive and favorable, the representatives attempt to respond through positive reactions. Correspondingly, when the workers see the association setup result in detrimental to them, they respond by increased undesirable or decreasing positive reactions towards the association. One case of such an exchange is the inverse relationship of POP with job satisfaction, job involvement and organizational commitment. Perceived organizational politics has frequently been seen to obstruct the advancement procedure of association by mounting the probability of negative job attitudes and practices. There is empirical confirmation that perceived organizational politics is negatively related with these factors, for example (Vigoda-Gadot & Talmud, 2010) identified a strong link amongst perceived organizational politics and job attitudes one might say that increase in perceived organizational politics bring about a decline in job attitudes.

LITERATURE REVIEW
As this research study concentrates on the impact of POP-job attitude association, we review some literature regarding the effect of POPs on different job attitudes relationship.

Job Attitudes
Schleicher, Watt, and Greguras (2004) characterized that job attitudes are the analysis which reflects feeling toward, faith and affiliation of individual, to their job. The definition covers psychological and affective parts of these assessments also identifies that subjective and emotional appreciation that does not correspondent to each other. Employees’ job attitudes affect organization’s future prospects (Hurst, 1995). Attitudes help to characterize how to see the circumstance and how to act toward it. Though it supports the complex nature and potential relationship between the attitudes and practices. Judge and Kammeyer-Mueller (2012) identified that cognition, affect are important components of attitudes resulting in certain behaviours.

The pyramid model comprises of three elements of the job attitudes model

![Figure 1 Shows three attitudinal components](http://onlinejournal.org.uk/index.php/cajast/index)
environment. One of the reasons, many people doesn’t have strong connections with influential identities of the organization. In this way they encounter trouble in satisfying their aspirations. Till the time objectives are unfulfilled, the political condition winds up noticeably dissatisfactory and nerve wrecking. Another outcome is that the working environment turns out to be shakier and less supportive since the rewards are offered on the premise of organizational politics and change in measures. This instability makes individuals less excited in their attempts that convey any positive outcomes. This makes it more implausible that individuals apportion additional resources for the association. The purposes are likewise less slanted to be satisfied and people are undermined to lose things that they have authoritatively given. The individual job attitudes, for instance, job satisfaction, job involvement and organizational commitment are influenced by the prevalence of organizational politics.

Perceptions of Organizational Politics and Job Satisfaction

Job satisfaction is defined by different researchers, in simple words job satisfaction is individual level of satisfaction in their employment and work environment (Gohel, 2012). This definition implies individuals hope from their occupation and working environment. Hence, personnel level of satisfaction may increment if they are given rewards and work atmosphere as they anticipated (Yang, 2010). From another perspective job satisfaction is an inner emotional state of workforce. It could be elucidated as intellectual phenomenon which expresses that employees assess their satisfaction level based on past instances and present situations (Ko, 2012). M. Islam, Rasul, and Ullah (2012) additionally highlighted that job satisfaction is entailed with numerous attitudinal factors like employment itself, pay and compensations. Job satisfaction is reflected by degree of people's reactions toward their probability to attain professional achievements in the organizations (Qasim, Cheema, & Syed, 2012).

Research studies by (Miller et al., 2008) found that POP might result in negative aftermaths, for example, decreased job satisfaction. There are many possibilities that perceived organizational politics prompts results in disastrous work outcomes, for instance, burnout, turnover intentions. Vigoda (2002) also empirically validated that POP antagonistically impacts job satisfaction. It is therefore, proposed that POP will lessen job satisfaction

H1 POP significantly and negatively relates to Job satisfaction.

Perceptions of Organizational Politics and Job Involvement

A political authoritative atmosphere may destroy out of line and unreasonable exercises that are effectively seen by representatives. At the point when a worker feels denied and unreasonably treated as a result of political contemplations, he/she will partially respond at first by decreasing commitment and connection to the association. These unconstrained attitudes and responses are not specifically well managed by the association and are relied upon to change all the more effectively in light of dissatisfaction with the working environment. As indicated by (Lambert, Hogan, & Griffin, 2008) this construct is basic in deciding job stressors. This construct comprises of close attachment and feeling that one understands the association and it is enormously influenced by job satisfaction and general association’s atmosphere. Cheng, Yen, and Chen (2012) established that perceived organizational politics results in inverse association with job involvement recommending that when representatives perceive high organizational politics in the association, they are likely to be less involved in their professions. However, some research studies have revealed that perceived organizational politics is positively connected with job involvement. They support their argument by proposing that when individuals feels unjust and unfairly treated; they turn out to be more involved in the employment in order to get rid of from the detrimental effects of organizational politics (Delle, 2013; Vigoda, 2002). A research study by (Cheng et al., 2012) additionally supported that perceived organizational politics is inversely connected with job involvement, hence, perceived organizational politics results in diminished level of job involvement is not surprising. Thus, employees perceiving politics in the organization are less involved in their jobs .Therefore,

H2 POP significantly and negatively relates to job involvement

Perceptions of Organizational Politics and Organizational Commitment

Organizational commitment is one of the job attitudes that have been studied by many researchers. Researchers have characterized this measure as psychological form and an attitude that interfaces the representatives to the association and leads them to
follow the specific activities, and along these lines declines turnover intentions of employees (Meyer & Herscovitch, 2001; Miller et al., 2008). Organizational commitment has been focused by numerous researchers since it drives fundamentally to have positive impact on employees job outcomes (Suliman & Iles, 2000). It has been distinguished that organizational commitment incorporates different attitudinal and behavioral components which reflects attachment, willingness to remain work for the organization, psychological perspectives, intellectual fundamentals of the commitment and desire to remain loyal to the association (Meyer, Becker, & Van Dick, 2006). Wasti (2002) contends that the dimensions of organizational commitment have been documented by the researchers regarding different kinds of organizational commitment. Individuals committed to the association, recognize themselves with the association such that they actively take part in the objectives of association and make advancement toward the potentials objectives of the association (Hogan, Lambert, & Griffin, 2013). It is well highlighted that different dimensions of commitment reflects employees to be remain committed with the organization, believing not to leave an association on the grounds that the personnel desires to remain in the association. Organizational commitments particularly has been identified by diminishing the withdrawal intentions and turnover aims (Alexandrov, Babakus, & Yavas, 2007; Paré & Tremblay, 2007). However, research studies (Atta, 2016; Mishra et al., 2016) in presence of organizational politics employees reduce their commitment with the organization and it is likely to be negatively related with perceived organizational politics, thus it can be hypothesized that

\[ H3 \text{ POP significantly and negatively relates to organizational commitment} \]

**Figure 1 Conceptual Framework for the current study**

**Research Methodology**

We gathered the information through self-administered questionnaire across a sample of higher education faculty working in universities of Pakistan. We collected data through self-administered questionnaires distributed among faculty member of different public and private universities of Pakistan. The questionnaires were appropriated in English all the faculty members are proficient and communicate in English. An introductory letter was incorporated into the survey that stated the aim of this research and guaranteed anonymity of the information and that the responses were voluntary. We distributed 400 surveys, of which, 320 were usable questionnaires, yielding a response rate of 80% which is quite reasonable. The demographic information collected from respondents about gender, age, qualification, marital status, tenure in one’s current position and employees tenure in one’s past position.

**Measures**

We measured all variables by using questionnaires for all the study variables and were assessed the responses on a 5-point Likert scale. The scale ranges from 1 (Strongly disagree) to 5 (Strongly agree). Respondents also provided data on their age (in years), gender, qualification, present and past work experience (in years) in the questionnaire. The following questionnaires were used for the survey.

**Perceptions of Organizational Politics Scale (POPs)**

POP was measured by using a 12-item scale developed by (Ferris & Kacmar, 1992). Sample items from this scale include: “Favoritism rather than merit determines who gets ahead around here”. Negatively keyed items were reverse coded. For present study Alpha reliability was 0.80

**Job Satisfaction**

Job satisfaction was assessed with the 4-item scale of Job satisfaction developed by (Hackman & Oldham, 1975) and (Churchill Jr, Ford, & Walker Jr, 1974). The sample items in this scale include: “All in all, I am satisfied with the persons in my work group”. The Cronbach’s alpha for the present study was 0.81.

**Job Involvement**

Lodahl and Kejnar (1965) scale was used to signify this build job involvement. The sample items include
The sample items include “The major satisfaction in my life comes from my work”. In present study the Cronbach’s alpha of this scale was 0.82.

Organizational Commitment
Organizational commitment was measured by using (Allen & Meyer, 1990) scale. The sample items include of organizational commitment “I would be very happy to spend the rest of my career with this organization” and “I enjoy discussing about my organization with people outside it”. The Cronbach’s alpha for the present study was 0.99.

RESULTS

Control Variables
Demographic variables such as gender, age, education, marital status and job tenure affect the relationship between the variables of the current study. Therefore, these entire demographic variables were controlled for all regression analyses.

Table 1: Confirmatory measurement model, Composite reliability, Cronbach α and Average variance extracted

<table>
<thead>
<tr>
<th>Items</th>
<th>POPS</th>
<th>JS</th>
<th>JI</th>
<th>OC</th>
</tr>
</thead>
<tbody>
<tr>
<td>POP1</td>
<td>0.60*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POP4</td>
<td>0.67*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POP5</td>
<td>0.62*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POP6_R</td>
<td>0.66*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POP7_R</td>
<td>0.52*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POP8</td>
<td>0.65*</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>POP9</td>
<td>0.71*</td>
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<tr>
<td>POP10</td>
<td>0.69*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS1</td>
<td>0.75*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS2</td>
<td>0.69*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS3_R</td>
<td>0.68*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS4</td>
<td>0.73*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JI1</td>
<td>0.75*</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>JI2</td>
<td>0.77*</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>JI3</td>
<td>0.63*</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>JI4</td>
<td>0.69*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JI5</td>
<td>0.63*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC1</td>
<td>0.99*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC2</td>
<td>0.99*</td>
<td></td>
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</tr>
<tr>
<td>Composite Reliability</td>
<td>0.85</td>
<td>0.81</td>
<td>0.82</td>
<td>0.99</td>
</tr>
<tr>
<td>Cronbach’s α</td>
<td>0.80</td>
<td>0.81</td>
<td>0.82</td>
<td>0.99</td>
</tr>
<tr>
<td>Average variance extracted</td>
<td>0.42</td>
<td>0.51</td>
<td>0.49</td>
<td>0.99</td>
</tr>
<tr>
<td>Skewness</td>
<td>-0.03</td>
<td>0.30</td>
<td>0.01</td>
<td>0.51</td>
</tr>
<tr>
<td>Kurtosis</td>
<td>1.28</td>
<td>0.30</td>
<td>0.62</td>
<td>0.51</td>
</tr>
</tbody>
</table>

As Table 1 shows, all factor loadings of the study variables are significant. The composite reliability and coefficient alpha indicate acceptable levels of reliability for the constructs. Fornell and Larcker (1981) internal consistency measure was used to check convergent validity. After the initial validation tests, we assessed the reliability of measures by calculating coefficient alpha, composite reliability, and the average variance extracted for each construct. Discriminant validity was assessed in two ways. First, we compared the square root of the average variance extracted with the correlations among constructs (Fornell & Larcker, 1981). Table 1 indicates that each construct shares more variance with its measures than with other constructs. The model, therefore, meets the requirements of a well-fitting measurement model because we used a cross-sectional survey and a single instrument for data collection to test the hypotheses, we needed to consider and control for common method bias. For common method bias control, we followed the procedure recommended by (Lindell & Whitney, 2001).

Table 2 represents mean, standard deviation and correlations where applicable for all the research variables. The mean for POP was 3.10 (s.d=0.68), for JS =3.80(s.d=0.60), for JI was 3.60 (s.d=0.62) and for OC 3.35 (s.d=1.23). The results shown significant negative association between perceived organizational politics and job satisfaction (P= 0.01), job involvement (P = 0.01) .However, correlation between perceived organizational politics and organizational commitment is not found significant but the association among these constructs is negative. Table 2 shows that perceived organizational politics correlations with job satisfaction and job involvement were significantly negative among all research variables.

Table 2
Table 3 displays the results of PLS model which tested all the hypotheses covering the main effects of the perceived organizational politics (independent construct) on the likelihood of following job satisfaction (dependent variable), job involvement (dependent variable) and organizational commitment (dependent variable). As Table 3 displays, the direct effect of perceived organizational politics is significantly and negatively related to job satisfaction reflecting a variance of 10% with ($\beta = -0.25, p < .001$) which shows that POP is negatively and significantly related to job satisfaction. The results hypothesis 1 was supported. Results of the hypothesis 2, we find, significant effect of perceived organizational politics and negative related to job involvement explained a variance of 2% ($\beta = -0.10, p < .01$) Thus, hypothesis 2 is also supported. The results of the last hypotheses between POP and organizational commitment is also significant and shows inverse relationship explained a variance of 1% ($\beta = -0.11, p < .05$) and showed negative and significant relationship between POP and organizational commitment, Therefore our hypothesis 3 was also accepted.

**DISCUSSION**

Organizational politics is considered to be related with incongruent objectives and manifold self-concerns that are not aligned with the objectives of association, and employees’ tries to safeguard their positions by different means. Rosen, Chang, Johnson, and Levy (2009) characterized POP as the sign of extensive possibility of such practices which include formulation of effective strategies to enhance individual or organizational concerns. Top management employs numerous political strategies not only to receive admiration on individual level but also attempts to improve the positive results in an association. From subordinate’s perspective, the phenomenon of political environment in an association is of conflicting opinion. Their opinion can be comprehended by the notion of (Lewin, 2013) that the perception of people is more important than that of actual circumstance. In the same way (Meisler & Vigoda-Gadot, 2014) confirmed empirically that perception of organizational politics has prominent effect on attitudes and job outcomes of representatives compared to actual politics going on in the work setting.

Result of the present study are in line with prior research studies that perception of political actions in an association discourage personnel by performing contrary effect on job attitudes and outcomes like job satisfaction, job stress and burnout (Vigoda-Gadot & Talmud, 2010), increased job stress (Azeem, Mahmood, Haq, Sharif, & Qurashi, 2010), reduced job performance, distrustful leadership (Poon, 2006) and eventually clear negative effect on the job satisfaction and other stimulating behaviour’s like organizational commitment and job involvement. Vigoda-Gadot (2007) also affirmed the concept that perceived organizational politics commonly demonstrates a distressing picture of organization when employees encounter it. Along with this viewpoint of political work environment in concern, it was expected that perceived organizational politics may negatively connected with job attitudes of employees. The findings of the present are line with (Ahmad & Raja, 2010) in a local context in a sample population of private organizations found that perceived organizational politics is noteworthy negative indicator of organizational commitment and other job outcomes. Our research findings have additionally been supported by current investigations of (Gbadamosi & Chinaka, 2011) that validated robust negative connection between POP and job attitudes in a study sample of scholastic and monitoring staff of Babcock University. Vigoda-Gadot (2007) revealed that perception of organizational politics is negatively connected with organizational commitment, job satisfaction and job involvement between personnel of public higher education institutes. Perceived organizational politics has been
perceived as related with negative practices and attitudes among representatives.

The results of present study also confirmed that when employees perceive politics in the organization it adversely change their conduct and job involvement and this finding is consistent with (Miller et al., 2008) that revealed the effects of perceived organizational politics and negative association with job involvement depicting that when representatives perceive high politics in the organization, they are demotivated and not much involved in their employments. Moreover, as indicated by its definition, job involvement is the psychological identification the personnel has with the association (Hogan et al., 2013) This distinguishing identification relies on the satisfaction of a personnel that is gained through the association (McCroskey, 2007), whereas due to perceived organizational politics results in decreased level of satisfaction with work and with association(Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010). In this way, diminished job involvement is not astonishing as a result of perceived organizational politics. Our research findings are like (Danish & Usman, 2010) that investigated from different financial organizations in Pakistan and their study revealed that perceived organizational politics was fundamentally negatively related with job involvement (Cheng et al. (2012) also affirmed that perceived organizational politics is adversely connected with job involvement, while (Vigoda, 2000) and (T. Islam, ur Rehman Khan, Norulkamar Ungku Bt. Ahmad, & Ahmed, 2013) investigations discovered perceived organizational politics as negative indicator of organizational commitment and other job outcomes among government institutes in Israel and Pakistan consequently.

**Conclusion**

In conclusion the current findings are empirical evidence that perceived organizational politics impacts the job attitudes like job satisfaction, job involvement and organizational commitment of higher education institutes of Pakistan. The results of present study inferred that our propositions associated with perceived organizational politics and job attitudes relationship were supported and the findings also supports the existing literature and elucidated further the effect of the POP on teaching faculty of universities.

**Limitations and Future Directions**

For testing the hypotheses, data was collected from public and private universities of Pakistan. Therefore present outcomes ought to be understood and interpreted cautiously when concluding the fact that perceived organizational politics is likely to be dependent upon work setting. In present study self-report questionnaire is adopted whereas other survey techniques can be used to avoid common method variance that may inflate the responses. Other survey techniques like focus group discussion with questionnaire technique in future investigation of these variables may reveal an image of association among these variables to get further confirmation of these results.

**Implications**

Our deduction propose that perception of organizational politics has been conversely connected with job satisfaction, job involvement and organizational commitment and that may potentially obstacle the influential share of university faculty yet this circumstance can be encountered by appropriate interference of more approachable, cautious and dynamic part of concerned head or director. Department heads can handle the undesirable impact of POPs and in this way they can make favorable and viable attitudes like job satisfaction, job involvement and organizational commitment in training staff. It is additionally recommended that head or dean of the respective departments not exclusively can decreases the unfavorable effect of perception of organizational politics on training staff but also can create promising work environment to positively influence attitudinal outcomes like job satisfaction, job involvement and organizational commitment among them.

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