

# Impact of Organizational Politics on Organization Success, Job Satisfaction and Turnover Intentions with Moderating Effect of Individual Values

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## Abstract:

Organizational politics is an adverse factor that negatively affects organizational outcomes. Various empirical evidences have concluded organizational politics as averse phenomenon. A plethora of research has reported a positive relationship between organizational politics and turnover intentions and a negative relationship between job satisfaction and organizational success. However, according to recent meta analytical and systematic reviews, the relationship has varying degrees. For example the relationships between organizational politics to job satisfaction, turnover intentions and organizational success are inconsistent. The inconclusive nature of the relationship called attention of scholars to examine possible moderators. Our study therefore, attempted to examine the role of individual values as moderator on the organizational politics to job satisfaction, turnover intentions and organizational success relationships. A sample of 318 employees from real estate organizations in twin cities of Islamabad and Rawalpindi was collected. Questionnaire survey was employed through convenience sampling technique. Standard measures were taken to control social desirability response and common method variance. Result showed strong positive relationship between organizational politics and turnover intentions and significant negative relationships between organizational politics to job satisfaction and organizational success. Moreover, individual values showed a moderating role on the organizational politics to turnover intentions, job satisfaction and organizational success relationships. Theoretical and practical implications are discussed based on the findings of the study.

**Keywords:** *Politics, Turnover intentions, Averse, Satisfaction, Social desirability, Moderator, Individual values*

## 1. Introduction

Organizational politics is a common feature of organizational G.R. Ferris and Treadway (2012). Nearly all organizations are victims of politics irrespective of their sector, profitability, type and nature of business (McMurray & Pullen, 2019). Studies have claimed prevalence of politics in nearly all types of organization, though the intensity and type of political strategies and moves differ from organizations to organizations but none of the organization is exempted from political maneuvering (Vigoda-Gadot & Drory, 2016). According to empirical evidence, organizational politics results in frustration, anxiety and depression (Landells & Albrecht, 2019). Employees especially, the victim of political maneuvering feel psychological strain that results in their inability to perform at optimum level. Organizational politics also results in behavioral issues (Kidron & Peretz, 2018). Employees may engage into various deviance and counterproductive activities which are harmful for the organizational operations and growth (Baloch, Meng, Xu, Cepeda-Carrion, & Bari, 2017). For example, politically contaminated environments result in disciplinary issues and absenteeism (Hochwarter, 2012). Few studies have also highlighted the physical issues

due to the prevalence of politics like blood pressure, headache, and cardiac disease (Baloch et al., 2017).

At the psychological level, organizational politics negatively affects the loyalty of employees and their true engagement with work (Sivarajan & Babu, 2019). A wide variety of studies have shown that organizational politics negatively influence continuous, effective, and normative commitment. The same findings were endorsed in other various studies (Witt, Patti, & Farmer, 2002). According to Vigoda (2000), employees may show four types of behavior as a result of politicking in the environment. They start with ignoring the state of affairs or may raise their voice to report to some authorities about the self-centered behavior of a group of people. If the issues persist, they may start looking for other job opportunities or even leave the organization. In some cases, self-serving behavior strengthens the loyalty of some employees. But they are the beneficiaries of organizational politics. In nutshell, employees may show simple ignoring to voicing behavior or may think about leaving the organization (Bergeron & Thompson, 2020).

All these contentions motivated researchers to know the key causes of politics to address political behaviors since largely organizational politics is reported as harmful for smooth official working. Collectively, different individual, job, and organizational related factors have been figured out as the key causes of politics (Riaz, 2013). A large number of studies have shown individual personalities as the key antecedents of politics. Few employees by nature are prone to exercise organizational politics. In some empirical evidence, gender, income level, job security, and age are highlighted as the predictor of organizational politics. On the other hand, the job-related factors are also documented as the cause of politics (Muhammad, 2007). For example, job ambiguity, workload, work and family life interferences, job conflict, work autonomy, and empowerment have also been documented as the key predecessor to politics. At the organizational level, the type of leadership, formalization, organizational structure, and nature of the organization are highlighted as among the antecedents of organizational politics. It can arguably believe that different factors play role in making organization political and tempting individuals to following self-serving behavior (Karatepe, 2013; Poon, 2003).

Despite all these facts, there exists little evidence where politics have shown positive results. It results in performance, team cooperation, profitability, and performance as well as sustainability (Hochwarter, 2012; Kurchner-Hawkins & Miller, 2006; Landells, Albrecht, & psychology, 2017). According to some authors, politics is a skill. Employees high on these skill sets are tempted to use these skills for their own or organizational interest or may use otherwise (Hochwarter, 2012; Landells et al., 2017).

A myopic view of politics shows that organizational politics is analyzed from four standpoints. Initially, organizational politics was examined and measured as political behavior. Employees had to reveal their political behavior in any case through self-reported measures. A self-reported mechanism was widely criticized and made grounds for the perception of politics. Perceived politics or perception of politics are considered as an unbiased way to measure and examine politics in a different environment (Kacmar, Ferris, & measurement, 1991). Resultantly a wide variety of studies have been documented that examined organizational politics by using the perception of politics as a proxy measure. Even, in the contemporary environment, studies have incorporated perception of politics as a sound measure to examine organizational politics.

The third perspective is about the political skill that can't be good or bad, rather the way political skill is used is taken into the positive or negative quadrant (Gerald R Ferris et al., 2007). Political skill is about using different tactics to influence others for the sake of one's interests. Ultimately, employees high on political skills may use it for organizational interests.

A recently emerged perspective of politics is about political will (Treadway et al., 2005), which explicitly intends to use political tactics to serve its own interests. Employees may have political skills but all it depends on their will to use political tactics. Coherently, organizational politics have been examined by researchers and practitioners for quite a long time. The attempts have been made to refine the theory of organizational politics and come over to a reasonable conclusion.

## **2. Literature Review**

### **2.1 Organizational Politics**

Organizational politics is defined by (Gerald R Ferris, Fedor, Chachere, Pondy, & Studies, 1989) as activities undertaken primarily to increase an individual's or group's referent or legitimate power. Achieving increased political power, may or may not make more people dependent on the manager, but it does give the executive a greater capacity to influence events (Quinn, 1980). According to (Kacmar & Baron, 1999) organizational politics comprises actions by individuals, which are directed toward the goal of furthering their self-interests without regard for the well-being of others or their organization.

If we trace back the history of organizational politics, it acquired the attention of researchers during the 1950s and the following decade. The seminal work of Martin and Sims (1956) provided a basic understanding of organizational politics where he spotted the use of various influence tactics to manage other behavior. During the 1960s, organizational politics were categorized as harmful and a research paradigm was made to know the factors causing organizational politics

By Burns (1961) and Fiss (1961) and later by Batten and Swab (1965). The influential work of Butler (1971) is credited where he not only put forward the aversive outcomes of organizational politics but also the positive outcome of politicking. The most important contribution was made by (Mayes & Allen, 1977) who endeavored to define politics operationally from an organizational context by highlighting the strategies, maneuvering plans, and behaviors as a result of political moves. Researches on organizational politics have shown varying degree of outcomes. According to the study of (Cropanzano et al., 1997), organizational politics results in Antagonistic work behavior. The study of (Meisler, Drory, & Vigoda-Gadot, 2019), shows that political behaviors in the organization lead to different types of hostility that further result in deviance and other types of counterproductive behavior. Some other researchers have reported job frustration and anxiety, work alienation, Organizational Cynicism, and Psychological withdrawal as a result of politics (Buenger, Forte, Boozer, & Maddox, 2007; Gerald R Ferris et al., 1996; Kacmar, Bozeman, Carlson, & Anthony, 1999).

All these adversities motivated researchers and practitioners to know the causes of politics or the factors that stimulate different types of political behaviors. Various organizational, job and personal variables have been documented as antecedents of organizational politics. For example, at the organizational level type of hierarchy, formalization, and degree of centralization cause organizational politics (Pandey, Wright, & Theory, 2006), whereas scarcity of resources, role ambiguity, trust climate are among the key job-related factors (Pandey et al., 2006). In personal contexts, various types of dark triad personalities such as Machiavellianism, narcissism, and psychopath are attributed to be involved in organizational politics (Baloch et al., 2017). Moreover, age, gender, nationality, and organizational tenure are also counted as key demographic factors causing politics (Parker, Dipboye, & Jackson, 1995).

### **2.2 Job Satisfaction**

Job satisfaction refers to employees' contentment and pleasure resulting from evaluating various features of the job. Satisfied employees feel more motivated and enthusiastic to achieve objectives. When an employee starts working in the organization, his work counts various important elements such as respect, growth, pay, collegiality, boss behavior, working environment, work itself, and workload (J. Davis & Wilson, 2000). Job satisfaction is derived by evaluating all the given factors if meeting expectations. Falling behind the desired level of expectations, employees start developing cynic attitudes or engage in deviant work practices (Knoop, 1994).

Job satisfaction is important for both the employee and the employer. From the employer's context, job satisfaction yields a straight to achieve departmental organizational objectives (Fletcher & Williams, 1996). This is the reason employers strive to enhance job satisfaction at various levels. High satisfaction provides more efficiency of employees of the workplace, higher employee loyalty and determination as well employee retention (Hagedorn, 2000).

The researchers have documented a detailed listing that helps to enhance job satisfaction. Most critical factors include compensation & working conditions, effective leadership styles, various hr practices, teamwork and cooperation, career growth, work-life balance, challenges respect & recognition, job security, and role clarity (Arvey, Bouchard Jr, Segal, & Abraham, 1989; Castle, 2007; Hancer, George, & Research, 2003; Hirschfeld & Measurement, 2000).

Job Satisfaction is the level or measure of an employee's comfort level at the workplace, the extent to which an employee is satisfied with his job description, and the contentedness with the nature of his work (S. A. J. J. o. a. n. Boamah, 2019). Job satisfaction is the satisfying level to emotional state, cognitive abilities, performance, and behavioral aspects of the employee at the organization (S. A. Boamah, Laschinger, Wong, & Clarke, 2018).

### **2.3 Individual Values**

Individual values are the person's interests and choices in life which influence his functioning in life (Ghiat, 2020). Employees have varying degrees of values or value systems that guide their behavior (Ros, Schwartz, & Surkiss, 1999). Individual values are the factors that a manager considers important and have worth in their life. Various individual values exist that have a role in ones' personal life (Schwartz, 2011). For example, authority, conformity, dignity, tradition, adventure, love, learning, discipline, and growth are some of the values that employees not only accept but expect in organizational life (Meglino & Ravlin, 1998).

We synthesized and followed the value system of McClelland and colleagues (Litwin, Stringer, & Climate, 1968; 1967; D. C. McClelland, Atkinson, Clark, & Lowell, 1955) comprising achievement, dominance, autonomy, or affiliation. An employee may value achievement, dominance, autonomy, or affiliation to work in the organization. Achievement needs a rigor to achieve more in organizational life. High achievers set difficult goals, take the moderate risk and persevere in the time of difficulties. They take consistent feedback out of their work and feel intrinsically satisfied with achievements (D. McClelland, 1967).

Affiliation needs to drive individuals to be connected with others. They have concerns with others and expect due concern from themselves. Affiliating people have a natural tendency to be a part of a larger social network and strive rigorously for the interest of others. In sum, they optimize the interest of others on their own (D. C. McClelland et al., 1955).

Need of dominance is the value of being in charge of different affairs. Such employees use different tactics to influence other behavior, especially their rank and position to control (Medcof, 1990). Generally, they are non-sentimental, assertive, demanding, and practical in nature. Need of dominance is also characterized as maintaining power distance with others (Mudrack & Farrell, 1994).

Need of autonomy is a special need that keeps individuals independent and free from any kind of control (Bartol, 1974). Employees with a strong need for autonomy usually work

alone but rigorously. No one can question their effort and consistency. However, any external pressure causing them to do something which too ought to be done by free will put them in lethargic behavior. They set their own goals and path for progress (Harrell & Alpert, 1979). Employees with high value for autonomy and empowerment find it hard to work in a team environment but work best when enjoying freedom.

#### **2.4 Turnover Intentions**

Turnover is defined as the individuals' voluntarily leaving the organization (Mobley, 1977; Price, 1977) while turnover intentions are about the intention to voluntarily quit the workplace (Glaser & Weber, 2003). Retention in the current era has acquired the interest of scholars due to the recent shifts in downsizing, globalization, project focus, and skill deficiency (Das, Baruah, & management, 2013). Turnover and turnover intentions are taken quite seriously by the organization as they cost both directly and indirectly (Laddha, Singh, Gabbad, Gidwani, & Reviews, 2012). However, researchers have also shown two extremes of turnover. It can be functional when incompetent employees leave the organization or it can be dysfunctional when a competent and productive employee leaves the organization (T. L. J. P. L. Davis, 2013). Largely organizations take it as dysfunctional and remain concerned about the dysfunctional turnover. There exist different factors causing turnovers such as work-to-life conflict and family life-to-work conflict (Das et al., 2013). Employees with their inability to balance work and family demand result in a turnover. Other causes include job-related stress, high workload, and various despotic types of leadership styles (Samuel & Chipunza, 2009).

#### **2.5 Organization Success**

In simple terms, organizational success is defined as organizational success is measured in terms of the extent to which an organization effectively achieves its objectives and is well on its way to achieving goals and its mission (Schooler, 2016). Likewise, the organization's success is dignified by its current position in the market while accomplishing its goals and targets with the help of trained employees and effective leaders (Sims, 2002). Following this contention, organizations have different goals, orientations, and missions depending on their types. Organizations working in the social and welfare sectors can only be successful if they provide effective social welfare services to target society (Schooler, 2016; Sims, 2002). A commercial organization can be successful by generating enough income to offset costs and reap profitability (Jaziri-Bouagina & Jamil, 2017). Likewise, project organizations can be successful only if the project is delivered on time with the best quality and aligned with the satisfaction of all stakeholders. Real estate organizations are engaged in different types of developing projects therefore, their success depends on the timely completion with the contentment of clientele. (Nase & Arkesteijn, 2018; Phillips & Roper, 2009)

Organization or project success is important to develop customer loyalty, market share, and competitive advance (Altmann, 2000). Project organizations strategically focused have to develop a positive image to attract clientele in the future that is only possible with the consistent history of success. Studies have highlighted various factors of the effective project or organizational success (Lester, 2007). For example project schedule, personnel commitment, open communication, supervision, and effective monitoring helps in making the project a big success. Another study (Camilleri, 2016; Karthik Ramamurthy, 2017) reveals that knowledge sharing practices and team cooperation is among the key factor towards project success. A recent study by {Wu, 2018 #138} reveals that knowledge sharing practices and team cooperation are among the key factors towards project success. A recent study by {Wu, 2018 #138} reveals that knowledge sharing practices and team cooperation are among the key factor towards project success. A recent study by {Wu, 2018 #138} reveals that knowledge sharing practices and team cooperation are among the key factors towards project



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## 2.6 Theoretical Support

We framed our model based on self-determination theory which postulates individuals need to make choices during the different courses of life (Standage & Ryan, 2020). Free will and self-determination play an important role in motivation, satisfaction, performance, and wellbeing. The theory suggests that employees become self-determined when they feel their need for connectedness, competence, and autonomy is satisfied (Flannery, 2017). The main reason behind self-directed behavior is their perception of their action or when they feel they have control over their actions. When their self-determination or their need for connectedness, competence, and autonomy are compromised, they feel dejected and unmotivated. Such feelings may lead to various kinds of attitudes and behaviors (Adams, Little, & Ryan, 2017). Following the same analogy, organizational politics is the cause of their self-determination. Hence causing quitting intentions, dissatisfaction, and underperformance (Flannery, 2017). Organizations suffering from organizational politics stimulate a feeling of vulnerability towards achieving personal objectives. The reason being the influential group that challenges their goals and employees left with the only option to excel or thrive based on networking or using illegitimate means. Hence, self-determination theory provides a basic underpinning to the model claiming organizational politics as a cause of turnover intentions, job satisfaction, and organizational success (Flannery, 2017; Standage & Ryan, 2020).

## 2.7 Organizational Politics and Job Satisfaction

Job satisfaction is a pleasurable or positive emotional state as a result of various job-related experiences. Employees by evaluating various elements of the job show pleasure or displeasure about the job which refers to job satisfaction (Aziri & Practice, 2011). Organizational politics is an influencing strategy either short-term or long-term that is directed to maximize self-interest. Since politics serve the purpose of limited people, therefore the rest of the employees feel deprived and discriminated against. These victims of organizational politics feel displeasure about the job (Miller, Rutherford, Kolodinsky, & Psychology, 2008). In nutshell, organizational politics provide a feel of displeasure that lasts till the politics is minimized. Studies are quite consistent about the negative relationship between organizational politics and job satisfaction. For example, the study of Rawwas, Javed, and Iqbal (2018) showed a strong inverse relationship between organizational politics and job satisfaction. The study of Hassan, Vina, and Ithnin (2017) and Labrague et al. (2017) reported the same findings where job satisfaction is compromised due to the prevalence of politics. Foregoing provides the following hypothesis;

*H1. Organizational politics is negatively related to individual values.*

## 2.8 Organizational Politics and Turnover Intentions

Turnover intentions are deliberate efforts to voluntarily change the job or organization. Organizational politics are the ways to encourage favoritism where few employees are

benefited and others remain a disadvantaged group (Ngo-Henha & Engineering, 2018). Organizational politics is taken as a discriminatory strategy. Organizations with the intense political environment have small groups always striving to protect and secure their own interest which are commonly at the cost of larger interest or organizational interest (Abbas, Raja, Darr, & Bouckenooghe, 2014). With such self-serving behaviors, employees out of the advantageous group when getting no space to excel, find it better to leave the organization or at least switch to a different department (S.-A. Park & Lee, 2019). This is the reason, studies are quite consistent about the positive relationship between organizational politics and turnover intentions. The study of Abbas et al. (2014) provides a strong positive relationship between organizational politics and turnover intentions. The studies of S.-A. Park and Lee (2019) and Huang, Chuang, and Lin (2003) also provided strong evidence of a significant positive relationship between organizational politics and turnover intentions. All these arguments helped to provide the following hypothesis.

*H2: Organizational politics is negatively related to job satisfaction.*

## **2.8 Organizational Politics and Organizational Success**

Literature on organizational politics broadly shows an array of two types of harmful outcomes. The negative consequences can be attributed to individuals and to an organization. There has been much said on the negative impact of politics on individual outcomes such as employees loyalty, work engagement, workplace stress, and goal achievement (L. J. F. Warne & Management, 1997) (Romi, Awad, & Elkordy, 2010). However, politics has also been negatively associated with organization-level outcomes such as performance, productivity, and market image. The reasons are quite obvious. When organizational politics threatens employees' attitude and behavior, it ultimately results in a decline in sales, growth, and performance (Vigoda, 2000; L. Warne & Hart, 1996). Studies considering project organizations as a population have also shown an inverse relationship between politics and project success (Coates, 1994; L. Warne, 1998). When organizational politics is high, it causes a delay in projects or drastically affects the quality and project outcomes. All these arguments helped to develop the following hypothesis;

*H3: Organizational politics is negatively related to organizational success.*

## **2.9 Individual Values as moderators**

Individual values comprise broad psychological factors that motivate employees' actions. They serve as guiding principles to one's actions and set as a blueprint of one's life. They also serve as what employees feel important and dear to them. Individual values are taken as the key driving force towards behaviors. Psychologists (Litwin et al., 1968; D. McClelland, 1967; D. C. McClelland et al., 1955) provided a coherent way to understand individuals' values or what they feel important and how they are motivated to do something or achieve something. Broadly the individual value elements include achievement, dominance, autonomy, and affiliation. An employee may value achievement, dominance, autonomy, or affiliation. Taken together, individuals are high at any extreme either when they are motivated to achieve more, or feel empowered, or enjoy dominance, or even when they feel connected (Mudrack & Farrell, 1994).

It has elaborated in detail about the influential role of organizational politics towards various individual and organizational related outcomes (Harrell & Alpert, 1979; Lammers, Stoker, Rink, Galinsky, & Bulletin, 2016). Employees may show dissatisfaction because of prevailing politics or may think about leaving the organization. So much so, organizational politics significantly affect organizational performance.

However, employees if they are high achievers, follow a straight path to achieve targets and never pay attention to anything that is constraining their way to achieve objectives (D. C.

McClelland et al., 1955). The same applies to employees valuing autonomy and liberty. Employees with a strong need for empowerment feel contentment when working independently and when they are masters of their behavior (J. Davis & Wilson, 2000). Despite undesirable practices and behavior, they work consistently to achieve their objectives.

Employees with strong values for dominance also follow the same path. They never feel bothered because of any hardship they are facing during the working environment. When they are in power, it provides them intrinsic satisfaction. They perform up to their level despite politicking in the working environment.

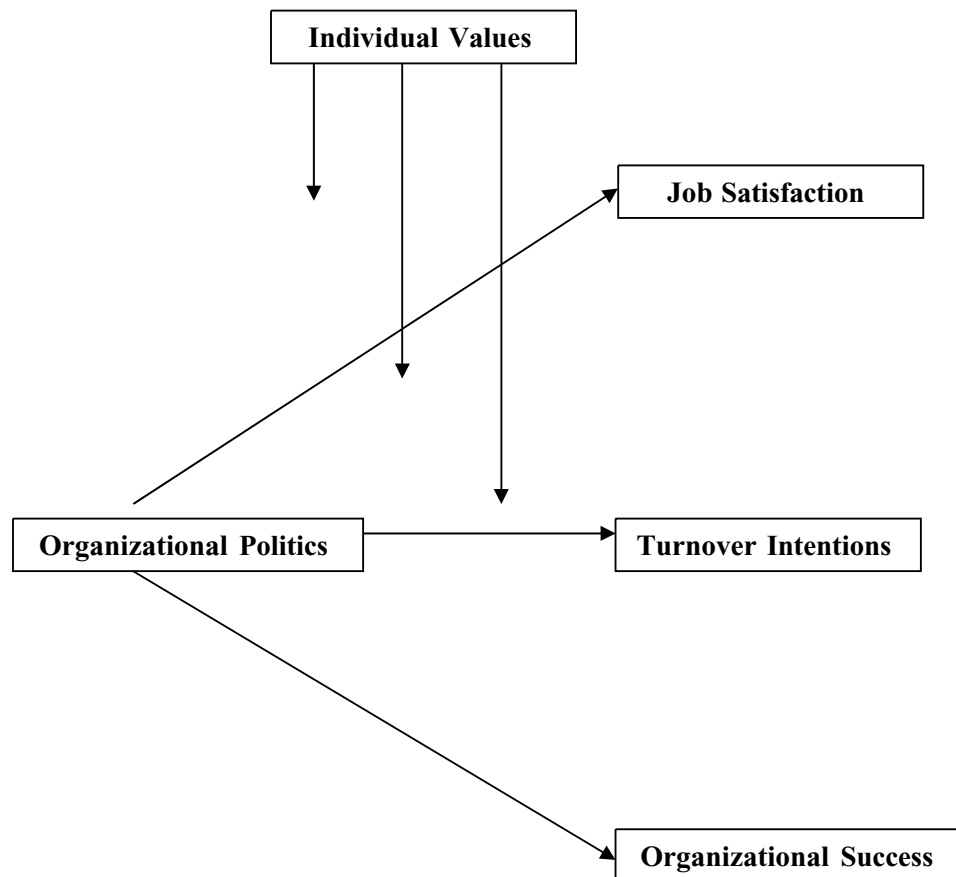
Following the same analogy, employees with a strong need for affiliation also keep their pace despite unusual and distasteful circumstances. Employees with a strong feel for connectedness never compromise their efforts even when others play a self benefiting role. Foregoing helped to provide the following hypothesis;

**H4:** *An individual value moderates the relationship between organizational politics and organization success.*

**H5:** *An individual value moderates the relationship between organizational politics and job satisfaction.*

**H6:** *An individual value moderates the relationship between organizational politics and Organization Success.*

**Figure 1.** Research Model





### 3. Research Methodology

#### 3.1 Population and sampling

Following the broad purpose and research objectives, the data was collected from the employees working in the real estate sector. The study was further limited to employees working in the twin cities i.e. Islamabad and Rawalpindi areas. Real estate is among the key developing sectors and has contributed substantially to the national exchequer. Data was collected with the help of a survey questionnaire. Employees working at different management levels were approached. However, it was attempted to collect data from employees with at least one year of experience in the respective organizations and underwent a performance appraisal with line managers. A reasonable working experience put them in a state to apprise about the study variables in true spirit.

Employee switching behavior is quite high in the real estate sector. Hence, convenience sampling as a technique for data collection was opted due to the unavailability of an updated sampling frame. Employees were approached at their availability as well as the convenience of the researcher.

Various standard measures were taken to control social desirability bias as listed below;

- The participation of the respondents was at their will and they could leave the survey at any point of time if felt uncomfortable.
- The questionnaire contained a cover letter explaining the purpose of the study, confidentiality measures.
- A complete profile of the research team was attached with updated contact detail of the principal investigator. Such detail could help to discuss any concern or ambiguity directly with research.

Standard methodological and statistical measures were applied, to avoid common method variance (CMV). Methodologically, the data were collected in two waves (*t1 and t2*). The questionnaire was divided into two parts. Part-I comprised items measuring organizational politics and individual values, whereas Part-II consisted of items measuring turnover intentions, job satisfaction, and job success. Both the questionnaires were floated at a temporal separation of one month. A pseudo-code was assigned to both questionnaires for match-making at a later stage.

Statistically, common method bias (CMV) was examined using Harman's single factor. The total variance was calculated by considering all measures as one factor without any statistical rotation. The total variance that emerged was less than the threshold of 50%. In addition, exploratory factor analysis (EFA) yielded greater than 0.5-factor loadings of each variable. The eigenvalues of all five factors were also greater than 1.00. All these measures ensured that the collected data was not affected by common method bias.

It was further decided to collect data from above 300 employees. More than 600 questionnaires were floated using online, postage, and self-administered mechanisms. With consistent efforts and follow-up, 372 questionnaires were received. With initial screening 54 were rejected on different grounds and finally, the data of 318 was punched and analyzed using SPSS-20.0.

#### 3.2 Scales and Measures

All the measures were adopted from authentic and credible sources. The face validity was already ensured on account of their testability in other settings. Brief details about the measures are as follows;

#### 3.3 Job satisfaction

Five items were adopted from the study of Diener, Emmons, Larsen, and Griffin (1985) to measure job satisfaction level of the employees. Responses were tapped at five point likert

scale ranging from strongly disagree to strongly disagreed. Sample items include, "I find real enjoyment in my work" and "I feel fairly satisfied with my present job".

### **3.4 Organizational Politics**

Organizational politics was measured with a 12-items scale of Perception of Organizational Politics Scale (POPS) developed by Kacmar et al. (1991). According to Kacmar et al. (1991) employees' perception about prevalence of politics in the environment provide a better understanding of the intensity of politics in respective organizations. Scale anchored from 1 (strongly agree) to 5 (strongly agree). Sample items include, "Favoritism rather than merit determines who gets ahead around here" and "There has always been an influential group in this department that no one ever crosses".

### **3.5 Turnover intentions**

Three items scale of turnover intentions was adopted from the study of Tepper et al. (2009). All 3 items were measured on a 5-point likert scale ranging from strongly disagree = 1 to strongly agree = 5. Higher values indicated a higher level of religiosity. Sample items include, "I expect to change jobs in the next few months" and "I plan on leaving this organization".

### **3.6 Project Success**

To measure organizational success, the scale was adopted from the study of Ul Musawir, Serra, Zwikael, and Ali (2017) since the population comprised organizations engaged in real estate and construction businesses, hence the measures developed by Ul Musawir et al. (2017) could provide better insight into organization success. The 11 items scale was anchored on five points ranging from strongly disagree = 1 to strongly agree = 5. Higher values indicated a higher level of religiosity. Sample items include, "We are optimistic about the success of this project" and "We are likely to cooperate with the other party again in the future".

### **3.7 Individual Values**

Individual values and needs were tapped using the scale of Steers and Braunstein (1976). The 20 items scale provide an insight into McGregor contention about need for power, dominance, achievement and affiliation. The measures comprises five items to measure each need for power, dominance, achievement and affiliation. Sample items include "I disregard rules and regulations that hamper my personal freedom" and "I seek an active role in the leadership of a group".

## **4. Data Analysis**

### **4.1 Demographic Profile of Respondents**

The demography of the survey participants was examined to know the representativeness of the sample. Various demographic questions were listed to know the parameters. For the age category, the majority of respondents were young and below 30 years of age (46%). 31% respondents were between 31 - 40 years. About gender, the majority were males (67%) working in the real estate sector whereas 33% were females. This figure is quite aligned with population distribution as the developing world is characterized as male dominant society. For marital status, we got a balanced figure where 40% of respondents were unmarried and 39% were married. Others (separated) were calculated as 20%. In the education category, a wide majority (41%) were masters degree holders. MPhil/MS followed as 30%. Since the

majority of respondents were young, hence master level of education is treated as the reasonable qualification in Pakistan.

In the income category, 34% of respondents were getting 50,000 or less pay. 30% claimed as getting between 50,000-100,000, 20% claimed as getting between 100,000-200,000, 11% claimed as getting between 200,000-300,000 and 3% claimed as getting above 300,000.

When asked about the tenure of employment, 9% reported as less than a year, 30% reported as 1-5 years, 40% reported as 6-10 years, while 21% reported as 10 years or above working in the real estate sector.

**Figure 2: Demographic Analysis**

Demographic Factor	Items	Frequency	Percent
<b>Age</b>	less than 21 years	73	23.0
	21 – 30 years	74	23.3
	31 – 40 years	98	30.8
	41 – 50 years	46	14.5
	51 – 60 years	15	4.7
	61 years & above	12	3.8
<b>Gender</b>	Male	212	66.7
	Female	106	33.3
<b>Marital Status</b>	Single	128	40.3
	Married	126	39.6
	Other	64	20.1
<b>Education</b>	Undergraduate	37	11.6
	Graduate	51	16.0
	Master	133	41.8
	Mphil (17.5 Years)	97	30.5
<b>Income</b>	Below 50,000	110	34.6
	50,000-100,000	98	30.8
	100,000-200,000	65	20.4
	200,000-300,000	34	10.7
	Above 300,000	11	3.5
<b>Year with this organization</b>	Less than a year	27	8.5
	1-5 yrs.	95	29.9
	6-10 yrs	128	40.3
	10 or above	68	21.4

## 4.2 Descriptive and Correlation Analysis

Before proceeding for hypothesis testing, the reliability was assessed using Cronbach's alpha. According to Nunnally (1994), alpha reliabilities values between 0.5 to 0.6 are considered poor, between 0.6 to 0.7 as acceptable, 0.7 to 0.8 as good and above 0.8 are considered as excellent. For our results, the alpha reliability values for organizational politics are calculated as 0.933, for (Nunnally, 1994) turnover intentions as 0.894, for job satisfaction as 0.912, for organizational success as 0.912 and for individual values as 0.955. Hence, all the measures emerged as reliable.

Descriptive results showed a relatively low level of politics in the real estate sector of twin cities ( $M=2.50\pm0.98$ ). Individual values ( $M=3.41\pm0.68$ ) revealed high employees' need for dominance, power, achievement and affiliation. For turnover intentions ( $M=3.15\pm1.01$ ), job

satisfaction ( $M=3.14\pm0.97$ ) and organizational success ( $M=3.07\pm0.65$ ), mean values followed in a fairly mid-range. Correlation matrix was developed to know the relationship between variables. Pearson correlation coefficient is a statistical test that helps to determine the statistical correlation, or association, between two variables.

Results showed that there was a significant negative relationship between organizational politics and turnover intentions ( $r = -0.307$ ,  $p<0.01$ ); organizational politics was also negatively related with job satisfaction ( $r = -0.398$ ,  $p<0.01$ ) and organizational success ( $r = -0.211$ ,  $p<0.01$ ). Individual values showed a positive relationship with turnover intentions ( $r = 0.312$ ,  $p<0.01$ ), job satisfaction ( $r = 0.476$ ,  $p<0.01$ ) and organizational success ( $r = 0.237$ ,  $p<0.01$ ).

**Figure 3: Means, Standard Deviations, Correlations, and Reliabilities**

Constructs	M	SD	1	2	3
<b>1 Organizational Politics</b>	2.50	0.98	(0.931)		
<b>2 Turnover Intentions</b>	3.15	1.01	-0.307**	(0.894)	
<b>3 Job Satisfaction</b>	3.14	0.97	-0.398**	.804**	(0.922)
<b>4 Organizational Success</b>	3.07	0.65	-0.211**	-0.01	0.03 (0.912)
<b>5 Individual Values</b>	3.41	0.68	-0.519**	.312**	.476** .237** (0.955)

Note. N = 318; Reliability estimates in parentheses.

\* $p<0.05$ ; \*\* $p<0.01$ ; \*\*\* $p<0.001$

#### 4.3 Regression Results for Direct Effects

To examine the causality between variables and test hypothesis, regression analysis was performed. Results given in Figure 4 show that the organizational politics proved to be a significant negative predictor of turnover intentions ( $\beta = -0.31$ ,  $p<0.01$ ), providing support for hypothesis 1. The significant effects of organizational politics on job satisfaction ( $\beta = -0.39$ ,  $p<0.01$ ) and on organizational success ( $\beta = -0.14$ ,  $p<0.01$ ) also provided support to hypothesis 2 and 3.

**Figure 4: Regression Results of Main Effect**

Predictor	Criterion	B	t	R <sup>2</sup>	Adj R <sup>2</sup>
<b>Organizational Politics</b>	Turnover Intentions	-0.31	-5.73	0.1	0.09
	Job Satisfaction	-0.39	-7.71	0.16	0.16
	Organizational Success	-0.14	-3.83	0.45	0.41

#### 4.4 Moderated Regression Analyses

In order to test the moderation, Model 1 of PROCESS Macro developed by Hayes (2013) was used. This model examined the effects of individual values on the relationships between organizational politics to turnover intentions, organizational politics to job satisfaction, and organizational politics to organizational success. Parameters were set at 95% confidence intervals (CIs); moderation is substantiated if the LLCI and ULCI for the interaction terms lack zero.

y = Turnover Intentions

x = Organizational Politics

moderator = Individual Values

**Figure 5: Interaction Effects**

	$\beta$	SE	t	p	LLCI	ULCI
<b>Constant</b>	7.96	1.04	7.66	0.00	5.92	10.01

<b>IV</b>	-1.21	0.29	-4.24	0.00	-1.77	-0.65
<b>POP</b>	-1.86	0.30	-6.16	0.00	-2.46	-1.27
<b>Int (IV x POP)</b>	0.48	0.09	5.60	0.00	0.31	0.65

Outcome variable: Turnover Intentions; POP= Perception of Politics; IV= Individual values

Moderation effects of individual values on the relationship between organizational politics and turnover intentions revealed significant interaction effects ( $\beta = 0.48$ ,  $p = 0.001$ , 95% Confidence Interval [0.31, 0.65]). Moderation results showed that the relationship is weakened with the inclusion of mindfulness (Figure 5).

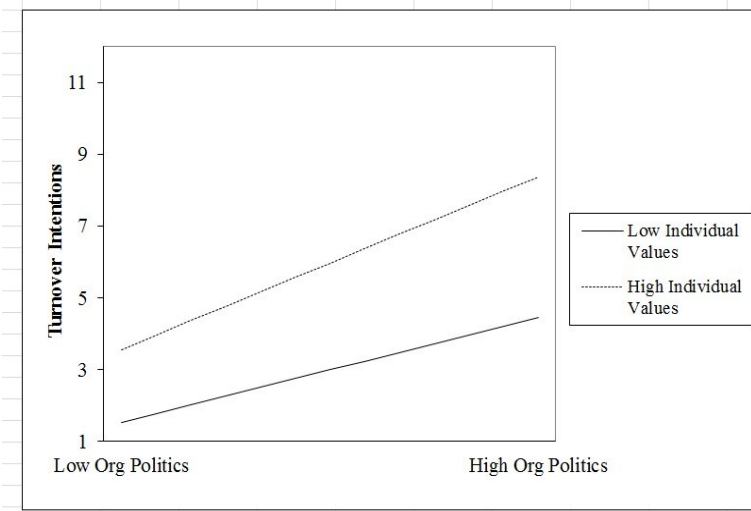
Results presented in (Figure 6) highlights that the moderation was significant at high level ( $\beta = -0.54$ , 95%

**Figure 6: Conditional direct effect(s) of Moderators**

	<b>Moderator</b>	<b>Effect</b>	<b>SE</b>	<b>Boot LLCI</b>	<b>Boot ULCI</b>
<b>Individual Values</b>	<b>Low</b>	<b>-0.54</b>	<b>0.09</b>	<b>-0.71</b>	<b>-0.37</b>
	<b>Medium</b>	<b>-0.21</b>	<b>0.06</b>	<b>-0.33</b>	<b>-0.09</b>
	<b>High</b>	<b>0.11</b>	<b>0.08</b>	<b>-0.05</b>	<b>0.28</b>

Confidence Interval [-0.71, -0.37] and medium level ( $\beta = -0.21$ , 95% CI [-0.31, -0.09]) of mindfulness. However, the effect was insignificant at a lower level ( $\beta = 0.11$ , 95% CI [-0.05, 0.28]). In nutshell, the results provided support to hypothesis 4, claiming individual values moderates the relationship between organizational politics and turnover intentions.

**Figure 7: Interaction Plot**



This model afterwards examined the effects of individual values on the relationships between organizational politics and job satisfaction. Parameters were set at 95% confidence intervals (CIs); moderation is substantiated if the LLCI and ULCI for the interaction terms lack zero.

y = Job Satisfaction

x = Organizational Politics



moderator = Individual Values

**Figure 8 : Interaction Effects**

	$\beta$	SE	t	p	LLCI	ULCI
<b>Constant</b>	7.86	0.89	8.79	0.00	6.10	9.61
<b>IV</b>	-1.17	0.25	-4.77	0.00	-1.65	-0.69
<b>POP</b>	-2.06	0.26	-7.19	0.00	-2.57	-1.54
<b>Int (IV x POP)</b>	0.54	0.07	7.27	0.00	0.39	0.69

Outcome variable: Job satisfaction; POP= Perception of Politics; IV= Individual values

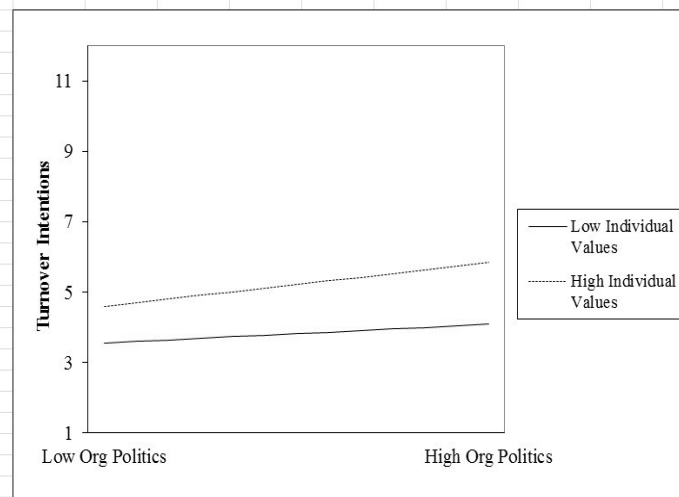
Moderation effects of individual values on the relationship between organizational politics and Job Satisfaction revealed significant interaction effects ( $\beta = 0.54$ ,  $p = 0.001$ , 95% Confidence Interval [0.39, 0.29]. Moderation results showed that the relationship is weakened with the inclusion of individual values (Figure 8).

**Figure 9: Conditional direct effect(s) of Moderators**

	Moderator	Effect	SE	Boot LLCI	Boot ULCI
<b>Individual Values</b>	<b>Low</b>	-0.58	0.07	-0.73	-0.44
	<b>Medium</b>	-0.21	0.05	-0.32	-0.11
	<b>High</b>	0.15	0.07	0.01	0.29

Results presented in (Figure 9) highlights that the moderation was significant at high level ( $\beta = -0.58$ , 95% Confidence Interval [-0.73, -0.44]) and medium level ( $\beta = -0.21$ , 95% CI [-0.32, -0.11]) of mindfulness. However, the effect was insignificant at a lower level ( $\beta = 0.15$ , 95% CI [-0.01, 0.29]. In nutshell, the results provided support to hypothesis 5, claiming individual values moderates the relationship between organizational politics and job satisfaction.

**Figure 10: Interaction Plot**



Subsequently this model examined the effects of individual values on the relationships between organizational politics and organizational success with moderation of individual values. Parameters were set at 95% confidence intervals (CIs); moderation is substantiated if the LLCI and ULCI for the interaction terms lack zero.

y = Organizational Success  
 x = Organizational Politics  
 moderator = Individual Values

**Figure 11: Interaction Effects**

	$\beta$	SE	t	p	LLCI	ULCI
<b>Constant</b>	4.71	0.72	6.54	0.00	3.29	6.13
<b>IV</b>	-0.40	0.20	-2.03	0.00	-0.79	-0.01
<b>POP</b>	-0.70	0.21	-3.35	0.00	-1.11	-0.29
<b>Int (IV x POP)</b>	0.18	0.06	3.03	0.00	0.06	0.30

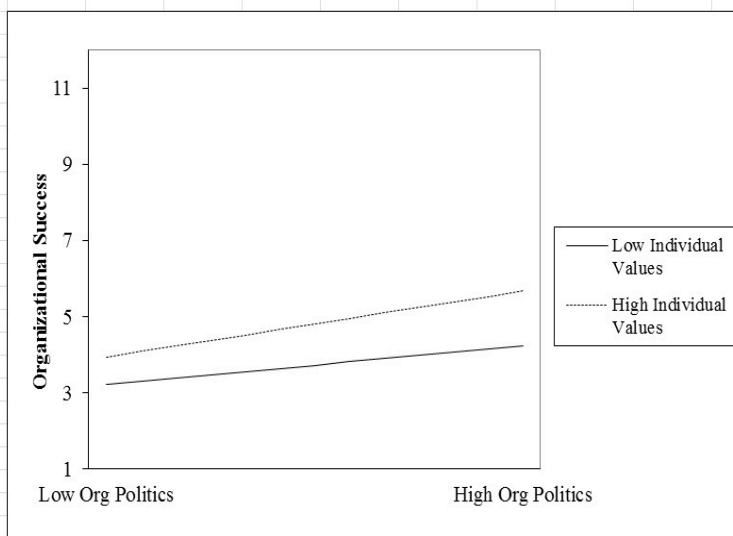
Outcome variable: Organization success; POP= Perception of Politics; IV= Individual values

Moderation effects of individual values on the relationship between organizational politics and organizational success revealed significant interaction effects ( $\beta = 0.18$ ,  $p = 0.001$ , 95% Confidence Interval [0.06, 0.30]). Moderation results showed that the relationship is weakened with the inclusion of individual values (Figure 11).

**Figure 12: Conditional direct effect(s) of Moderators**

	Moderator	Effect	SE	Boot LLCI	Boot ULCI
<b>Individual Values</b>	<b>Low</b>	-0.21	0.07	-0.32	-0.09
	<b>Medium</b>	-0.08	0.05	-0.17	-0.00
	<b>High</b>	0.04	0.06	-0.07	0.15

**Figure 13: Interaction Plot**



Results presented in (Figure 12) highlights that the moderation was significant at high level ( $\beta = -0.21$ , 95% Confidence Interval  $[-0.32, -0.09]$  and medium level ( $\beta = -0.08$ , 95% CI  $[-0.17, -0.00]$  of mindfulness. However, the effect was insignificant at a lower level ( $\beta = 0.04$ , 95% CI  $[-0.07, 0.5]$ ). In nutshell, the results provided support to hypothesis 6, claiming individual values moderates the relationship between organizational politics and organizational success.

## **5. Discussion and Findings**

The core purpose of the study was to know the relationship between organizational politics to job satisfaction, organizational politics to turnover intentions and organizational politics to organizational success. Existing literature has provided various evidence on the relationship between organizational politics to organizational success, turnover intentions and job satisfaction. However, the relationships are inconsistent and inconclusive (Abbas et al., 2014; Khan, Khan, Gul, & Management, 2019). In the wake of unconfirmed relationships, we postulated a model based on self-determination theory and also examined the moderating role of employees' positive personal values on the hypothesized relationships. Results substantiated all the hypothesized relationships (Gerald R Ferris, Ellen III, McAllister, Maher, & behavior, 2019; Miller et al., 2008).

Organizational politics emerged as a deplorable factor and weakened job satisfaction as well badly affecting performance. Organizational politics also showed a positive relationship in developing turnover intentions. Individual values also proved to be the diffusing factor for the adverse impact of organizational politics.

While examining the descriptive results, the encouraging feature is observed about the limited extent of organizational politics in the real estate sector of twin cities. The mean values of employees' personal positive values also show encouraging results. Employees are found high on moral values. Employees showed relatively uncertain responses about turnover intentions, job satisfaction and organizational success (Abbas et al., 2014; J. Park & Lee, 2020).

The positive relationship between organizational politics and turnover intentions shows that when employees observe rewards and other benefits are allocated based on favoritism rather than merit, it drives them to look for any other opportunity. They start thinking about other jobs in other organizations. These findings are inline with (Ngo-Henha & Engineering, 2018); S.-A. Park and Lee (2019) reported positive relationship between organizational politics and turnover intentions.

The negative relationship between organizational politics and job satisfaction reveals that when a common employee is discriminated against and an influential group always gets credit for not doing any productive work, it develops an unpleasant feel and cynic attitude of employees about the organization (Labrague et al., 2017). The inverse relationship between organizational politics and job satisfaction has also been reported by (Abbas et al., 2014).

The negative relationship between organizational politics and organizational success unfold the deplorable role of politicking (Karthik Ramamurthy, 2017). When employees feel discriminated against and deprived from performance based rewards, it drastically affects the performance of employees and organization as a whole. Politics in our study has emerged as the critical factor towards performance. Organizational politics in real estate organizations may badly affect performance and productivity. These findings are in line with extant literature (Jaziri-Bouagina & Jamil, 2017; Ul Musawir et al., 2017; Wu, Liu, Zhao, & Zuo, 2017).

Individual values have shown strong buffering effects on the organizational politics to job satisfaction, turnover intentions and organizational success relationships. It signifies that when employees value achievement or growth, it automatically drives them towards their

goal and they never feel the bad impacts of politics (Taştan, Davoudi, & Research, 2017). Same applies with affiliation. When employees have concern for other employees, they work for organizational success and disregard any bad feelings coming out of organizational politics (Ghiat & Research, 2020).

Valuing dominance and autonomy also played the same role. Employees with strong need for empowerment and power also keep the focus at work goals and consistent performance and employees never pay attention to the wrongdoings of influential groups (Ghiat & Research, 2020).

### **5.1 Conclusion**

On the concluding note, our study provides a detailed insight into how organizational politics is harmful for organization operations. It not only curtails employees' job satisfaction but deteriorates organizational performance. More importantly, it develops turnover intentions among employees. However, the employee's personal values emerged as a key buffering factor to offset deleterious effects of politics. Employees with a strong need for achievement, autonomy, affiliation and dominance never take the impact of organizational politics in the same way and work with passion and enthusiasm. In nutshell, employees with strong psychological reservoirs work for the interest of organization rather for their own interest or for group interest (Khosla & Das, 2019; Zhu et al., 2020).

### **5.2 Practical Implications**

Like other social sciences studies, this study also presents various practical implications. We put forward the following implications for practicing managers.

- Since politics has turned out to be an adverse factor, hence managers should try to control politics by addressing the causes of politics. Organizational politics is deleterious and result into low job satisfaction, turnover intentions and decline in organizational politics. Managers should streamline the job and task related factors. More importantly, individuals with positive personalities should be inducted. Studies have consistently shown that dark triad and other shadow personalities are the proponent of organizational politics. Therefore, organizations should work at hiring systems and induct those free from any kind of political will.
- Secondly, organizations need to craft a training process to develop the attitude and behavior of employees. Training sessions may be directed to provide awareness about organizational politics. How employees may refrain from being a part of lobbying and small coalitions working for self interest and how to avoid any illegitimate behavior harmful for organizational success and growth.
- Individual values emerged as the key factor to diffuse political behavior and perception of politics. It calls for a need to work on the individual values helpful against prevailing politics. For example, employee value for achievement and autonomy make psychological reservoirs against organizational politics. Therefore, management should work to encourage employees with strong and moral personal values. It can be ensured using different tools and instruments available to know the extent of positive individual values. Likewise, individuals weak on positive personal values need to be developed by going through the development sessions.

### **5.3 Theoretical Implications**

Our study offers various theoretical implications that would be helpful for academia as listed below;

- The study re-validates the existing relationships between organizational politics to job satisfaction, turnover intentions and organizational success. All these relationships

existed in the literature to varying degrees. Our study concluded a positive relationship between organizational politics and turnover intentions, whereas a negative relationship is found between organizational politics and job satisfaction and organizational success.

- Individual values emerged as the key buffering factor to diffuse the adverse impact of organizational politics on job satisfaction, turnover intentions and organizational success. It shows that employees high on moral and positive personal values offset the bad impact of politics on turnover intentions, job satisfaction and organizational success.
- Lastly, our study complements the self-determination theory. Self-determination posits that employees are motivated and work with utmost motivation with their own will and their personal will is controlled or compromised, it weakens their intrinsic motivation. Organizational politics is a deleterious factor causing impeding personal will hence badly affect job satisfaction and organizational success and give a push to turnover intentions.

#### 5.4 Limitations and future direction

Our study also had some inherent limitations that need to be taken into account while generalizing the results. Firstly, self-reporting measures are always susceptible to various biases. Secondly, we relied on cross-sectional data. Responses may change over a period of time. Lastly, the study was limited to the real estate sector. Other industries, sectors and organizations should consider the population elements while considering the results. To further refine organizational politics, future studies should be conducted in other sectors and work settings. Longitudinal research design may also be applied to see the variations in results. Individual values emerged as a moderator to diffuse results. Studies may also be conducted to consider other moderators such as employees' work ethics, generation gap, work orientation and some kind of personality traits.

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