

ORGANIZATIONAL POLITICS AND TURNOVER INTENTION: A STUDY FROM PRIVATE COLLEGES OF PAKISTAN

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ABSTRACT: *The organizational politics is not a new phenomenon. Due to cultural differences it may be in different shapes but it is existing in every organization. In Pakistan the educational employee also engage himself in politics especially in private colleges. Likewise, others, the organizational politics is a cause of employee turnover intention. This study aims to know the relationship of organizational politics and its three antecedent's (favoritism, pay and promotion and scarcity of resources) on employee turnover intention in private colleges. The Multan city was choosing to collect the data from respondents. A quantitative method was used in this study. To test the hypotheses regression analysis was used. The result of this study revealed that favoritism, pay and promotion and scarcity of resources antecedents of organizational politics create a politics tendency in employees and that will result in employee turnover intention.*

KEYWORDS: Organizational Politics, Turnover intention, Political Perception, Private Colleges, Pakistan.

INTRODUCTION

The organizational politics is an informal way in which the employee tries to attaining power through merit or fortune. His struggle done only for personal benefits and to acquire extra projects (Dubrin, 2001). Sometime in an organization, the employee plays the silent politics activities to fulfill the personal desires. These types of activities are most dangerous and harmful than open political activities (Andrews & Kacmar, 2001). Frost (1987) argued that employees who do not involve in organizational politics show their reaction into two forms, the absenteeism, and turnover. According to Daft (1989) low autonomy and task contribute to powerlessness in an individual that increased the politics in the organization.

The effects of politics on employee's performance examined harmful that increase the stress level of employees at the workplace (Drory & Beaty, 1991; Ferris & King, 1991; Moorhead & Griffin, 1989; Vigoda, 2003; Ferris et al, 1996). People mostly linked organizational politics with cunning, subversion and personal goal to fulfill in an informal way. Block (1988) described the beautiful definition of politics he told: "if I told you, you were a very political person; you would take it either as an insult or at best as a mixed blessing". Kanter (1979) used the team term power, force, and politics as general and he connotation it as negative. The power and politics have significant effects on every member and also entire organization. The individual behavior and attitude depending on the display of other employee's behavior and attitude (e.g, colleague, supervisor, and boss). Sometime the level of politics increases in the organization in which the individual bypass or avoid the authority chain for personal interest. He uses a shortcut and unofficial channel for personal benefits.

The turnover figure tells that the employees not happy with an organization environment, working condition or may be the behavior of organization management. The private sector of

Pakistan especially education sector is growing rapidly from two decades. Therefore, the employment chances are more in education compare to other departments. Unfortunately, the turnover intention is also large in this sector from other sectors. Through this study, we try to know the relationship of organizational politics and turnover intention in private colleges.

This paper tries to measure the relationship between organizational politics and employee turnover intention in the private colleges of Pakistan. There had been not sufficient work done on this area in Pakistan. So this paper will open the new gates for researchers to contribute their efforts in this area.

LITERATURE REVIEW

Turnover Intention

There are few people who have started their career in an organization and retired from that organization. There is a majority of people who switch their job at the different level from one organization to other organization. There are many reasons behind in which employee decide to leave the job, for example when individual see that the organization interest going to opposite direction with his interest he leave the institute (Fugate et al, 2008).

The excessive turnover is a big issue for the organization in these days. Therefore, the progressive organization tries to retain their committed employees through employee assistance program for the completion of organizational goals (Whetten, 2006). In turnover intention, the person decided to leave the current job physically or mentally. In physically form the employee leave the organization and in mentally form a person physically not leave the job but mentally disappear from the workplace. When the employee thinks for intention to turnover, he passes through a process that starts with thought to quite the job and with the passage of time this thought become stronger (Rosse, 1988).

The turnover rate in private sector is higher as compare to the public sector because in private sector there are more opportunities for career development and growth. The private organizations are inclined to gain the market share, for this purpose they put the extra work burden on the employee to minimize their operational cost. These types of policies create a turnover tendency among employees (Griffeth et al, 2000). According to Yavas et al (2004) the behavior of employee plays a key role in organization success especially in private sector where public dealing more. The turnover rate was also seen in where the unemployment rate is low because alternative jobs are more and people can shift from one organization to other organization easily. The organization that gives high salary and provides better working environment but the employee and employer relationship are not good the employee will leave the organization. According to Dess & Shaw (2001) turnover are two types; the voluntary and involuntary turnover. 1) In voluntary, turnover the employee intentionally verdict to leave the job due to bad the working environment, work overload, a rough behavior of boss and offer good position from other organization. 2) In involuntary, turnover the organization terminate the employee due to bad performance and his inability.

Employee turnover badly affects the organization routines performance and loss of experience employees (Dalton & Todor, 1982; Bluedorn, 1982; Agrote & Eppele, 1990). Dissatisfaction in employees related to job increases the chance of other employment opportunities (Hellman, 1997) while high job satisfaction decrease in turnover (Saleh et al, 1965; Price & Mueller,

1981; Cavanagh & Coffin, 1992). The demoralization of employee is also a cause of turnover. The demoralization may be in the shape of rude behavior of employee with their colleagues or may be in the shape of additional working that absorbed the employee working capacity (Steers & Mowday et al, 1982).

Organizational Politics

The organization faces an external challenge (e.g, competitor, and new technology) but within an organization, the organizational politics is a big issue that recently attracted the researcher attention. Organizational politics depend on the organization environment because the environment develops the political activities and develop favoritism (Arasli, Bavik & Ekiz, 2006; Arasli & Karadal, 2009; Poon, 2003; Ferris & Kacmar, 1992; Ferris, King, Judge & Kacmar, 1991; Kusluvan, Ilhan & Buyruk, 2010; Ross, 2005; Vigoda, 2002). Mintzberg (1983) stated that organizational politics is an informal and illegitimate employee behavior that showing legitimate power in different ways. According to Ferris et al (1989) organizational politics is a social process in which individual try to gain maximizes self-interest. Poon (2004) defined organizational politics has own words according to him “the organizational politics is an individual action that not formally approved by an organization to influence others to meet one’s personal goals.

The organizational politics promotes the lack of trust culture in the organization and in a lack of trust culture employee not shares the knowledge to people. He starts to reduce his dedication and efforts and induces to withdraw behavior (Bishop et al, 2006). According to Mayes & Allen (1977) and Zahra (1987) due to organizational politics, the performance of the organization badly affects. Chang, Rosen & Levy (2009) considered that little bit politics is necessary to run the team functioning but excess in politics destructive the team or individual performance. According to Adams (1965) (who was the founder of equity theory) demonstrated that unfairness and disparity are the two elements that changed a normal employee behavior into political behavior.

Ethically well balanced politically behavior develops a teamwork and knowledge share culture in an organization. The management that aware of political activities in the organization effectively and efficiently handle the situation through promote the equality culture (Butcher & Clarke, 2006). Political work environment creates deprivation and inequity in employees (Gotsis & Kortizi, 2010; Harris et al, 2009; Vigoda-Gadpt & Kapun, 2005). There is examined that the effect of organization politics on lower status employee’s more than upper level (Drory, 1993; Ferris et al, 1989; Gotsis & Kortezi, 2010). The organization politics detach the individual physical or mental ability. According to Ferris et al (1989) in a political environment the employee of that organization respond in the three-ways, in first, he leaves the organization, second, he cannot withdrawal from an organization and still remain a member of an organization, and in a third way, he involved in organizational politics activities.

Romm, & Pliskin (1997) and Seo (2003) reflected that mostly organizational politics grow where various units’ employees make coalitions at a workplace. This type of collations encourages the organizational politics. According to Baddeley & James (1987) there are four types of organizational political behavioral managers in an organization. According to them, there is clever, inpet, wise, and innocent political behavior manager in an organization. They told that clever behavior manager interested in power, they are not ethically, their behavior is aggressive and they are more politicized. The wise behavior manager has good interpersonal skills, they share the information with others and keep an eye on political activities. The

innocent behavior managers are ethical follow the rules and not appreciate the political activities in the organization. The inept behavior managers also not promote the political activities in the organization.

Sowmya & Panchanatham (2012) conducted a study in engineering college of Chennai to know the association between organizational politics and turnover intention. Furthermore, this study tried to know the effects of gender on turnover intention of teachers. The result of this study presented that work place politics badly affects the performance of teaching faculty. Nayyer & Raja (2012) attempts to know the impacts of management impression on the intensity of organizational politics in telecommunication sector of Pakistan. The result of that study revealed that management impression and organizational politics varies from gender to gender and structure of an organization. The researchers suggested that to reduce the negative effects of politics in an organization the manager should link the compensation with performance. Established a clear communication channel and decision should be made on justice.

Gull & Zaidi (2012) conducted a research in the health sector in Lahore, Pakistan to analysis the impact of organizational politics. The result of that study investigated that higher the politics perception among employees lower the satisfaction in employees. They suggested that management should identify the worker needs and try to solve them and management also should take the psychologist service to reduce politics tendency in an organization.

Favoritism

Favoritism word is taken from Latin word favor that meaning is “mercy”. Favoritism in organization inclination to favor of the person that has the personal link, relatives, and friends over other employees. In favoritism, the organization executives give the special privilege to a favorable person in organization decision and other matters. Favoritism creates a stress among employees and the committed and loyal employee start to think turnover intention. The other bad image of favoritism is that employee fight for power (Kwon, 2006). Favoritism devastates the organizational harmony and prosperity. Arasli & Tumer (2008) also described that one of the main reason of job stress in the organization is favoritism. In favoritism culture, the employee may leave the organization or may engage themselves in organizational politics. Individual fulfill their interest with the help of favoritism. Favoritism mostly saw in the hiring of new employees and in monetary rewards that given to employees (Judy & Miriam, 2006).

Pay and Promotion

Pay and promotion are also the main cause of organizational politics. Ahmed & Sadia (2017) conducted a study in banks of Pakistan to know the effect of rewards on employee's performance. The result of this study revealed that in private sector banks the incentive, bonus, and promotion significantly affected the employee performance than recognition, job autonomy, career development and work itself. In public sector the pay and promotion policies regulated by law. Therefore, a manager cannot effect on pay and promotion policies while in private sector manager playing a political game at pay and promotion policies and this situation became more worst when manager promote favoritism. The organization uses the performance evaluation program for pay and promotion to given the employees. But it has been examined that organization commonly play political game on it. The management and administrator of the organization inclined give higher performance rating those employees who have good relation with a boss and support his good or bad decision. The employee who build the strong

relation with his boss and show curiosity in the private life of boss also rewarded (Ferris & King, 1991).

Skinner and his colleagues developed a reinforcement theory according to them the behavior of individual tend to be repeated with the positive response. Similarly, if organization appreciates and giving the incentive on a political basis. The individual will repeat the political behavior again and again.

Scarce of resources

No organization perfect about resources, if an organization not faced scarcity of resources in all area but it may be deficient at least one area (Frost, 1987). In the organization, the employees do not physically grapple between them but they fight fiercely political games for getting resources (Khan & Hussain, 2014). Scarce of resources is a cause of organizational politics that manager play (Kacmar & Carlson, 1994) when manager see that resources of an organization are scarce their behavior more politically and they try to effect on the decision to get extra resources. Scarce of career development opportunities lead to higher politics in an organization because some employee perceives that their lack of promotion and career development opportunities is that they are not playing politics games (Ferris & Buckley, 1990; Gandz & Murray, 1980). The uncertainty generally has seen in an organization from management side in decision making when resources are limited. Likewise, this uncertainty promotes the political environment (Gotsis & Kortezi, 2010; Othman, 2008; Poon, 2003).

Objectives of the Study

The objectives of this study is to measure the relationship between organizational politics and employee turnover intention in private colleges of Pakistan. The specific objectives of this study are:

- To identify the organization politics factors that causes of employee turnover intention.
- To measure whatever organization politics effect on employee turnover intention.
- To know the relationship between organizational politics and turnover intention.
- To suggest possible solution to reduce the organizational politics.

Hypotheses of the study

H₁: There is a relationship between favoritism and organizational Politics.

H₀: There is no relationship between favoritism and organizational Politics.

H₂: There is a relationship between pay and promotion and organizational Politics.

H₀: There is no relationship between pay and promotion and organizational Politics.

H₃: There is a relationship between scarcity of resources and organizational Politics.

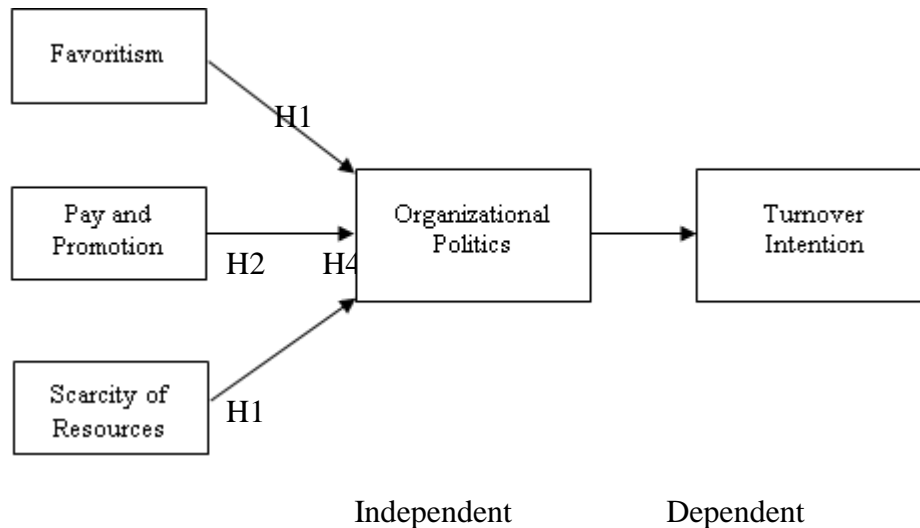
H₀: There is no relationship between scarcity of resources and organizational Politics.

H₄: There is a relationship between organizational politics and turnover intention.

H₀: There is no relationship between organizational politics and turnover intention.

Conceptual Framework

The following conceptual framework model was developed. This model describes the relationship of favoritism, pay and promotion and scarcity of resources with organizational politics that lead to turnover intention. The organizational politics is independent variable with its three antecedents, while turnover intention is dependent variable.



(Figure.1)

RESEARCH DESIGN/METHODOLOGY

The quantitative technique method was applied and the experimental research was used to know the effect of organizational politics on employee turnover intention. Multan city was the target and choose as a sample. The convenient sampling technique was used in this study. A close ended five-point Likert scale (1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree) questionnaire given to private colleges respondents for data collection. The well-known private colleges' brands that spread all over the country and have a good a reputation in educational sector selected. Total 224 questionnaires were divided to respondents. The correct filled 204 questionnaires returned back. The response rate was 91%.

In this study an eighteen questions were developed for respondents. The favoritism contained 4 questions, pay and promotion contained five questions while the scarcity of resources, turnover intention, and organizational politics contained three questions. For analyzing the data SPSS (statistical package for social sciences) ver.20 used. Regression analysis was used to measure the relationship between organizational politics and employee turnover intention.

Table 1: Scale items**Organizational Politics**

- 1 Generally, Organizational politics consider bad thing in my organization.
- 2 In my organization there is a group of people who try to effect on organizational
- 3 decision.
- In this organization people prefer personal interest rather than organizational interest.

Favoritism

- 4 Favoritism in this organization generally consider bad thing.
- 5 Mostly, Promotion is given to best performer rather than personal basis.
- 6 My boss acknowledges my views as he acknowledges other employee's views.
- 7 The executives prefer organizational goals over friends and relatives goals.

Pay and Promotion

- 8 In this organization pay and promotion given to employees according to rules and
- 9 performance.
- 10 In this organization pay and promotion policies made consistently.
- 11 I agree with my organization pay and promotion policies.
- 12 Sometimes, pay and promotion applied on politically basis.
- The pay and promotion rules of my organization are clear and well defined.

Scarcity of resources

- 13 The employees of this organization always compete for scarce of resources.
- 14 I my organization resources often limited.
- 15 Resources are divide equally in my organization.

Turnover Intention

- 16 I am always looking for a new job.
- 17 I am not stay much more if offer me new job.
- 18 Last time I applied for a job before one month ago.

Table 2: Reliability

Scale	Items	Cronbach Alpha
Organizational politics	3	.820
Favoritism	4	.725
Pay and Promotion	5	.731
Scarcity of resources	3	.728
Turnover intention	3	.779

Source: SPSS ver. 20

Table 3: Respondents Demographic Data

Variables	Frequency	Percentage (%)
Age		
Male	149	73%
Female	55	27%
Total	204	100%
Educational Level		
Post-Graduation	13	6%
Master's Degree	127	62%
Bachelor	64	32%
Total	204	100%
Job Status		
Permanent	204	100%
Contractual	0	
Daily Wagers	0	
Total	204	100%
Job Category		
Teaching Faculty	183	90%
Management	21	10%
Total	204	100%
Number of years' service in present organization		
1-2 years	76	37%
3-5 years	88	43%
6-8 years	29	14%
9-12 years	11	6%
Total	204	100%

RESULTS

Test Hypotheses One

H₁: There is a relationship between favoritism and organizational Politics.

H₀: There is no relationship between favoritism and organizational Politics.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	.851	.850	.17931

a. Predictors: (Constant), Favoritism

Source: SPSS ver.20

Table 5: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	37.133	1	37.133	1154.902	.000 ^b
Residual	6.495	202	.032		
Total	43.627	203			

a. Dependent Variable: Organizational Politics

b. Predictors: (Constant), Favoritism

Source: SPSS ver.20

This hypothesis result suggested that favoritism exerts a significant and positive effect on organizational politics. The table 4 shows that Favoritism has a high and strong degree of organizational politics variance. The R Square value is .923 and adjusted R Square is .851. This means 85% of organizational politics explained by Favoritism. Table 5 shows F value indicates that there is a significant and strong relationship between Favoritism and organizational politics. The increase of favoritism means the increase in organizational politics.

Test Hypotheses Two

H₂: There is a relationship between pay and promotion and organizational Politics.

H₀: There is no relationship between pay and promotion and organizational Politics.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 ^a	.250	.247	.40236

a. Predictors: (Constant), Pay and Promotion

Source: SPSS ver.20

Table 7: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	10.925	1	10.925	67.484	.000 ^b
Regression	32.702	202	.162		
Residual	43.627	203			
Total					

a. Dependent Variable: Organizational Politics

b. Predictors: (Constant), Pay and Promotion

Source: SPSS ver.20

Table 6 result shows that there is a significant and positive relationship between Pay and promotion and organizational politics. The R-square value is .500 and adjusted R-square value is .250. According to adjusted R Square 25% organizational politics were explained by pay and promotion. The ANOVA table 7 indicates F value is 67.484 > 2.45 (P < .05). The F value told that there is a significant and positive relationship between pay and promotion and organizational politics. If the organization increase the pay and promotion on politics basis the organizational politics will also increase. Therefore, this hypothesis supported.

Test Hypotheses Three

H₃: There is a relationship between scarcity of resources and organizational Politics.

H₀: There is no relationship between scarcity of resources and organizational Politics.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.696	.695	.25614

a. Predictors: (Constant), Scarcity of Resources

Source: SPSS ver.20

Table 9: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	30.375	1	30.375	462.985	.000 ^b
Residual	13.253	202	.066		
Total	43.627	203			

a. Dependent Variable: Organizational Politics

b. Predictors: (Constant), Scarcity of Resources

Source: SPSS ver.20

The table 8 result revealed that scarcity of resources has a high degree of impact on organizational politics. The R Square value is .834 and adjusted R Square is .695. This means 70% of organizational politics were determined by a scarcity of resources. ANOVA table 9 shows F value 462.985 > 2.45 (P <.05). This value indicates that there is a significant and strong relationship between scarcity of resources and organizational politics. The result of hypothesis indicated that scarcity of resources and organizational politics have a significant relationship. If the scarcity of resources in organization increase the organizational politics is also increase.

Test Hypotheses Four

H₄: There is a relationship between organizational politics and turnover intention.

H₀: There is no relationship between organizational politics and turnover intention.

Table 10: Test of Between-Subjects Effects

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	44.344 ^a	11	4.031	127.561	.000
Intercept	384.188	1	384.188	12156.763	.000
Favoritism	.061	1	.061	1.917	.168
Pay and Promotion	.144	2	.072	2.281	.105
Scarcity of Resources	1.244	2	.622	19.678	.000
Favoritism* Pay and Promotion	.000	1	.000	.007	.934
Favoritism*Scarcity of Resources	.238	1	.238	7.544	.007
Pay and Promotion*Scarcity of Resources	.265	1	.265	8.395	.004
Favoritism*Pay and Promotion*Scarcity of Resources	.000	0			
Error	3460.000	204			
Total	50.412	203			
Corrected Total					

a. R Squared=.880 (Adjusted R Squared= .873)

Source: SPSS ver.20

The P-value is 0.000, which is less than 0.05; therefore, we accept the alternate hypotheses. The result table 10 told that the effect of organizational politics on employee turnover significant. The hypothesis 4 revealed that organizational politics and turnover intention have a strong positive relationship if the organizational politics increase the employee turnover intention will also increase.

DISCUSSION

The core objectives of this study are to measure the effect of organizational politics and its three antecedent's favoritism, pay and promotion and scarcity of resources on employee turnover intention in private colleges of Pakistan. The result of first hypotheses suggested that favoritism have a significant and positive effect on organizational politics. The favoritism developed the politics environment in the organization. The favoritism culture in private colleges mostly seen, through favoritism, the executives try to achieve the goal and try to retain the employees but overall the favoritism is harmful and dangerous for the organizational career.

The second hypotheses supported that injustice pay and promotion policies in organization create a political situation in the organization. The skillful and unskillful employees generally pay politics on it. The third hypotheses result showed that scarcity of resources is also a cause of organizational politics and the employee play a silent politics on it. In private education sector, the resources are limited and every employee wants to access that resources so they play political game on a scarcity of resources and promote the political culture in an organization. That employees who not takes part in political activities are behind.

The last hypotheses result supported that overall organizational politics develop a turnover tendency in employees. The committed and professional employee in education try to avoid himself from politics. The inability employees always try to get the attention of his boss and their first priority is to protect their job. For this purpose, they set behind of organizational goals and prefer the boss work instead of organization work. In private colleges, the low level and unskilled worker usually involved in politics compare to skilled workers.

CONCLUSION AND RECOMMENDATIONS

The employees are utmost sources of an educational institute. It is very crucial for educational institute owners and managers to keep their brilliant performance employees specially when the culture of an organization political. The result of this study is in line with the previous literature that organizational politics is a cause of turnover intention. This study was to measure the effect of favoritism, pay and promotion and scarce resources as antecedents of organizational politics, in turn, employee turnover intention. For this purpose, a model of organizational politics and its three antecedents on employee turnover intention developed. All four hypotheses were supported that organizational politics and its antecedent's favoritism, pay and promotion and scarce of resources effect on employees and thus become the cause of employee turnover. The result of this study shows that in private colleges the skillful and professional employee prefers to leave the organization but not engage himself in organizational politics.

Under the favoritism, the educational executives engaged in unfair activities. The result of that unfair activities, the committed worker become uncommitted and reduce their interest in work and they cannot cooperate with their coworkers in educational activities of the college. The favoritism may be beneficial and fruitful for friends and relatives but not for organizational as the whole. The executives should discriminate the favoritism culture in the organization and appreciate the skillful workers and discourage the political workers.

Pay and promotion directly effect on employees and every employee try to get the maximum benefit. The education executives generally rewarded to their close friends and relatives instead of professional and skilled employees. In private colleges the pay and promotion policies for employees are not fixed. These pay and promotion policies encourage the organizational politics in colleges that will also lead to turnover intention. The management should take the decisive step and introduce the new policies related to pay and promotion to minimize the politics. The management should give the pay and promotion on the performance basis. The performance basis pay and promotion will close the mouth of political actors.

The scarcity of resources has a positive and significant effect on organizational politics and turnover intention. The limited resources in private colleges create a very competitive working environment between workers. In limited resources the employee behavior more political. The executives should adopt the justice policy on scarcity of resources to reduce the organizational politics. The organizational politics decrees the employee efficiency and effectiveness and employee not interested in his work. He try to seek new opportunities and think for turnover intention. The executives should timely point out the political activities and take appropriate decisions to reduce the turnover intention in employees.

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