Impact of Organizational Politicking on Occupational Stress, Workplace Incivility and Impression Management in Higher Education sector of Quetta, Pakistan

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Abstract

The purpose of this study is to examine the relationship of organizational politicking with occupational stress, workplace incivility and impression management among the employees and instructors of universities of Quetta, Pakistan which included four major universities that is Sardar Bahadur khan women's university, Alhamd Islamic university, university of Balochistan and BUITEMS. For this study, 111 completed surveys were obtained from various personnel using convenience sampling. In addition, the method employed for this research was quantitative. Correlation and regression analyses were then conducted using SPSS in order to determine the relationship between variables. As a result of the study, it was found out that organizational politics had a significant positive relationship with occupational stress, workplace incivility and impression management. Hence, increase in organizational politicking would enhance occupational stress in employees more as compared to workplace incivility. Furthermore, organizational politicking is important to some extent to develop impression management of employees and to secure their interest in the organization.
Keywords: Politicking, Occupational Stress, Workplace Incivility, Impression Management

Introduction

It has been generally perceived that at differing levels organizational politics affects the organization and its effect is inevitable throughout history organizational politicking has been delineated differently by various researchers. Organizational politicking can be described as "those actions not officially approved by an organization taken to influence others to meet one's personal goals" (Greenberg and Baron, 1997). "Organizational politics has emerged in the last decade as a field of growing value and relevance for understanding managerial processes" (Vigoda, 2002, p. 571). Furthermore almost every organization is consisting of such groups or individuals that get involved in activities aimed to influence the decision making process. This scenario is particularly applicable when the targeted organization is characterized with reservations or incertitude, scarce resources in addition to decreased mutual conviction. Organizational politics has been termed as dysfunctional since it has certain aptitude of influencing the organizational effectiveness and efficiency despite the fact that it can have positive effects as well on the target organization (Kacmar et al., 1999).

Until now numbers of studies have been directed towards on job attitudes like organizational commitment and job satisfaction in addition to employee intentions like turnover intention. On the other hand number of aftermaths of politicking so far has been overlooked one of them being occupational stress that has received very slight attention (Bozeman et al., 1996- paper presented at 1996 southern management association meetings. Based on the works of researchers Job Stress is defined as being an individualized experience related with incertitude and ambiguity within the organization (for instance Schuler, 1980).

The literature review of organizational politics has revealed its far-fetched influence on various aspects at work place one of them being work place incivility. Work place incivility can be

termed as a less intensive disrespectful attitude and behavior which does not care for dignity of other persons and does not care for self-esteem of other persons which is in contrast to the work place values and norms expected for respect at work place (Pearson, Anderson and Porath, 2005; Zauderer, 2002). Work place incivility needs to be seriously studied attentively because of its farfetched influences on employees as well as the organization (Cortina et al., 2001).

Number of studies has been conducted to examine the effect of organizational politicking perceived by employees in work place on occupational stress (Filmore, et al., 1996; Cropanzano, et al., 1997) employee performance (Ferris, et al., 1996; Vigoda, 2000), turnover intentions (Cropanzano et al., 1997; Ferris et al., 1989), organizational support perceived by employees (Hochwarter, et al., 2003) and organizational climate (liu, liu and wu, 2010; O'connor and Morrison, 2001). In addition perceived politicking is considered to be a cause or predecessor of impression management behavior of employees.

Goffman introduced impression management theory in 1950s. Impression management indicates directed efforts of a person to ensure change, preserve an image that is displayed or held by other persons (Bozeman and Kacmar, 1997; Bolino, et al., 2008). Whereas, it is also considered to be at attempt of portraying ones image and its control before the targeted audience or in other words it is also self-presentation from an individual point of view. Increasing likelihood of rewards expected by employees or decreasing the likelihood or intensity of the punishment can be the contributing factors to motivate impression management behavior of the employees (Schniederjans, Coa and Schniederjans, 2013).

Significance of study

The significance of the present study is:

1. To study impression management as a separate variable. So far impression management has been considered as a part of politics in organization. This study has aimed studying impression management's relation with organizational politics. consequently, it is essential to continue to discover the impacts of organizational politics and IM behaviors, as it is likely that organizational setting or environment will always be full of politicking and political games.

2. Number of aftermaths of politicking so far has been overlooked one of them being occupational stress that has received very slight attention (Bozeman et al., 1996). The present study aims to study the effect of organizational politics keeping in view occupational stress as an aftermath.

3. So far there has been no such unanimous study that incorporates the variables as occupational stress, workplace incivility and impression management under one umbrella. Hence this study aims to bring about empirical assessment of this entire different variable in one research study.

Boundaries of study

The target population of this study was the employees and instructors of universities of Quetta which included four major universities that is Sardar Bahadur khan women's university, Alhamd Islamic university, university of Balochistan and Balochistan University of information and technology sciences. The instructors and other employees have provided the requisite data for conducting the research.

Research Objective

1. To examine empirically the significant relationship between organizational politicking and occupational stress.

2. To find the relationship between organizational politics with workplace incivility experienced by employees at workplace.

3. To study the effect of politicking in organization on impression management behavior of employees.

Literature Review

Large amount of literature has been devoted to the politicking since involving in organizational politics is an essential aspect of every organization because it cannot be neglected. Organizational politics has been connoted as a negative term by the researchers for instance (Buchanan and Huczynski 2004, Cropanzano, Pfeffer 1981) whereas it has been connoted pessimistic by other researchers as (Butcher and Clarke 2002; Hartley and Branicki, 2006) which is termed as the political skill.

Chang et al., 2009; Miller et al., 2008; Vigoda, 2000, 2001 states that Organizational politics is having a negative relevancy with the employee attitudes and conducts at work in addition to performance measures like job satisfaction, organizational politics moreover, it tends to have positive relevancy with turnover intentions, negligent behavior, job disengagement and stress at work.

Employees will confront politicking as an option in order to get their desired ends and organizational decisions (Rasad 1993). Politicking is considered to be negatively affecting owing to the fact that it has capability of affecting the effectiveness of organization. Politicking is unavoidable in any organization, to an extent employees can easily get access to the person or groups already involved in politicking like impression management and coalitions for the attainment of power, to get the desired organizational decisions. This Scenario takes place more when the organization is faced with limited resources lack of certainly and conviction (Kacmar et al., 1999).

Relationship between occupational stress and organizational politicking

Stress is a certain result of socio-economics intricacy and to a degree it is also stimuli producing. Stress has a direct connection to job in addition to employee in organization. Job stress also termed as occupational and work stress.

Among several upshots of politicking in organization by Michie S. (2002), Stress is the resultant resources of an individual to deal with the needs and pressure of the prevailing situation. Hence stress can be referred to as a negative mental condition that is an outcome of the interaction between an employee and its work climate. Based on the works of researchers Job Stress being and individualized experience related with incertitude and ambiguity within the organization (Schuler, 1980).

Work place politicking is proposed to be providing negative results either on organizational level or on an individual level (Gilmore et al., 1996). Various research conducted by number of researches like (Gilmore et al., 1996; Ferris e al., 1996, Jex and Beehr 1991, Matteson and Ivancevich 1987) revealed that many stress oriented effects are likely to be caused by the employees' involvement in politics at work place.

There are several points that relates stress and organizational politics, one being the presence of uncertainty is identified to be the primary factor affecting the level of stress experienced by the individual (McGrath, 1976). The other point that relates politicking in organization with stress experienced is the opportunity or threats are identified. Stress is being defined by Caplan et al., (1975) in terms of constraints or threats that are posed to a person as environmental characteristics. Afterwards stress was the featured in terms of opportunity as well as threat (McGrath, 1976). Since organizational politicking offers similar option to the people therefore can be understood in a similarly comparable manner (Schuler, 1980).

H_1: there is a significant positive relationship between organizational politicking and occupational stress.

Relationship between organizational politicking and workplace incivility

Work place incivility can be termed as a less intensive disrespectful attitude and behavior which does not care for dignity of other persons and does not care for self-esteem of other persons which is in contrast to the work place values and norms expected for respect at work place (Pearson, Anderson and Porath, 2005; Zauderer, 2002).

Employee response towards the perceived politicking in organization is not just limited to the scoped of organization rather it has been linked with violent and uncivil (Pearson and Porath, 2005) conduct or behaviors towards members with in organization (poon, 2003; Vigoda, 2002), and especially towards those organizational members that are perceived to be carrying out political behavior as such. Consequently, employees who perceive organizational politicking are likely of being involved in uncivil behavior against those carrying out such political activities a pay-back, for instance (Ferguson and Beaver, 2009).

H_2: there is significant positive relevancy between organizational politics and workplace incivility

Relationship between organizational politics and impression management

Perceived organizational politics is an important determinant of impression management behavior by employees. In addition perceived politicking is considered to be a cause or predecessor of impression management behavior of employees.

Impression management indicates directed efforts of a person to ensure change, preserve an image that is displayed or held by other persons. (Bozeman and Kacmar, 1997; Bolino, et al., 2008) whereas, it is also considered to be at attempt of portraying ones image and its control before the targeted audience or in other words it is also self-presentation from an individual point of view. Increasing likelihood of rewards expected by employees or decreasing the likelihood or intensity of the punishment can be the contributing factors to motivate impression management behavior of the employees (Schniederjans, Coa and Schniederjans, 2013).

Every individual strives to attain few certain economic and concrete objective consequently can employ political behavior to attain objective sought. Particularly when confronted with economy being unstable, high levels of competition and when resources are scarce. Impression management strategies and tactics are opted when organizational politicking is perceived by the employees to be wide spread in order to secure their share of sought benefits and their share of resources thus we can sum up that organizational politicking is a motivator or cause of opting impression management tactics that causes prioritizing self- interest over organizational or group interest or goals (Sussman et al., 2002).

H_3: there is a positive relevancy between organizational politics and impression management at workplace.

Methodology

The target population for this study will be the employees of higher education institutions of Quetta which are UOB, SBKWU, Alhamd Islamic University and BUITEMS. The purpose to select this target population is that these universities differ from each other such as UOB is the major University of Baluchistan which employs employees at different levels from all over Baluchistan and Alhamd Islamic university and BUITEMS are the private Universities and have a co-education system and SBK as the only University for women enabled me to include the major part of female in my study. 150 questionnaires were distributed among the faculty members of UOB, SBKWU, Al-

hamd and BUITEMS University out of which 111 questionnaires were received as such the response rate was 74%.

Survey method which is self-administered questionnaire will be used for data collection phase of the study. The questionnaire consists of fifty three questions and point five Likert scale will be used for questions such as (strongly disagree, disagree, neutral, agree and strongly agree) and each of them was rated with point which start from one to five.

The independent variable which was organizational politicking was measured by eighteen questions which were developed by (Kacmar and Ferris, 1991). The dependent variable was job stress that was measured by using fourteen related questions and was developed by (Anna et al., 2000). The second dependent variable was workplace incivility which was measured with twelve related questions and was developed by (Ottinot Charles Raymond, 2008) and the third dependent variable was impression management that consists of nine related questions and was developed by (UitdewilligenSjir, 2005).

Results

The results show that organizational politicking has significant positive correlation (R = 0.143, p< 0.05, 2 tailed) with Job Stress. Organizational politics has significant positive correlation (R = 0.083, p<0.05, 2 tailed) with workplace incivility. Organizational politics has significant positive correlation (R=0.187, p<0.05, 2 tailed) with impression management.

Table 1. Correlation

	1	2	3	4
Organizational politicking	1			
Occupational stress	.25**	1		
	.000			
Workplace incivility	.083*	.030	1	
	.044	.056		
Impression management	.187*	-.117*	.162	1
	.049	.020	.089	
*. Correlation is significant at the 0.05 level (2-tailed).				

Through linear regression statistics the effect of organizational politicking on job stress, workplace incivility and impression management was tested. Results show significant positive relationship. As statistically constraints estimation are demonstrates in regression tables. There is a significant positive beta between politicking in organization and occupational stress (β=.25, t=1.513, p<0.05). Preliminary analysis of OP (Organizational politicking and workplace incivility has positive beta (β=.083,t=.865, p<0.05). The last result of beta also has positive significant result for politicking and impression management (β=.187, t= 1.991, p<0.05)

Table 2. Result of regression statistics for the effect of organizational politicking on occupational stress

Model		Standardized Coefficients	t	Sig.		
		Beta			R^2	Adjusted R^2
1	(Constant)		9.341	.000		
	POLMEAN	.25	1.513	.000	.21	.20

Table 3. Result of regression statistics for the effect of organizational politicking on workplace incivility

Model		Standardized Coefficients	t	Sig.		
		Beta			R^2	Adjusted R^2
1	(Constant)		3.895	.000		
	POLMEAN	.083	.865	.044	0.07	0.06

Table 4. Result of regression statistics for the effect of organizational politicking on impression management

Model		Standardized Coefficients	t	Sig.		
		Beta			R^2	Adjusted R^2
1	(Constant)		4.807	.000		
	POLMEAN	.187	1.991	.049	0.135	0.126

Independent variable organizational politicking has strong, positive and significant relationship with dependent variables occupational stress, workplace incivility and impression management.

Discussion

The main purpose of conducting this study was to bring about an empirical examination of the impact of organizational politicking on occupational stress, workplace incivility and impression management behavior of employees. Reliability and internal consistency of the questionnaire was measured by Cronbach alpha. Cronbach alpha for organizational politics was 0.702, for occupational stress it was 0.617, for workplace incivility it was 0.707 and for impression management it was 0.680. The result showed that there exists internal consistency among the variables.

On the basis of previous studies conducted or literature available and accessible three hypotheses were developed. According to the first hypothesis there exists a positive relationship between organizational politicking and occupational stress. The hypothesis of my study was accepted with r=0.143., whereas p<0.05. Various research conducted by number of researches like (Gilmore et al., 1996; Ferris e al., 1996, Jex and Beehr 1991, Matteson and Ivancevich 1987) revealed that many stress oriented effects are likely to be caused by the employees' involvement in politics at work place.

In accordance to the second hypothesis of the study there exists a positive relationship between workplace uncivilly and organizational politics. The hypothesis was tested by applying the regression and Pearson correlation test. The result showed that the established hypothesis was accepted with r=0.083, whereas P <0.05. Employee response towards the perceived politicking in organization is not just limited to the scoped of organization rather it has been linked with violent and uncivil (Pearson and Porath, 2005) conduct or behaviors towards members with in organization (poon, 2003; Vigoda, 2002), and especially towards those organizational members that are perceived to be carrying out political behavior as such.

According to the third hypothesis developed there is a positive relevancy between organizational politics and impression management. The hypothesis was tested by applying the regression and Pearson correlation test. The result showed that the established hypothesis was accepted with r=0.187, whereas P <0.05. Impression management strategies and tactics are opted when organiza-

tional politicking is perceived by the employees to be wide spread in order to secure their share of sought benefits and their share of resources thus we can sum up that organizational politicking is a motivator or cause of opting impression management tactics that causes prioritizing self- interest over organizational or group interest or goals (Sussman et al., 2002).

Conclusion

Political activity in organization is an unofficial swaying effort to achieve benefits at the cost of organizational targets and goals. People conduce to enlist manipulative and self-benefiting acts while inquired to portray organizational politics. The effects of organizational politicking are well known on occupational stress, workplace incivility and impression management. The aim of this study was to direct attention and efforts towards the effects of organizational politicking on different variables. The dependent and independent variables were measured through adopted questionnaire and was tested through Cronbach alpha for reliability. The result of Cronbach alpha showed that there exists internal consistency among the items.

Moreover, the theoretical framework of this study is subsumes one independent and three dependent variables and three hypotheses were developed accordingly and respectively with the help of theoretical framework. The results show positive relationship between the dependent and independent variables. The results supported the hypothesis and are consistent with the theory. In other words, there is a positive relevancy existing between organizational politicking and occupational stress, workplace incivility and impression management.

When organizational politicking is observed by the employees to have their vested interest secure in the organization this would lead the employee to develop impression management. Thus, summing up politicking in organization would help to rank self- interest above organizational or group interest.

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