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The Impact of Organizational Politics on Job Satisfaction & Organizational Commitment: Moderating Role of Perceived Social Support

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Abstract:

The purpose of this research is to find the impact of organizational politics on job satisfaction & commitment and moderating role of perceived social support on organizational politics and job satisfaction & commitment relationship. There is no study found moderation of perceived social support in Pakistan context. Data collected from different public and private sector banks of Pakistan. Sample consisted of 300 employees. Regression test were applied and SPSS 21 used for data analysis. Results revealed that organizational politics has a significant impact on job satisfaction & commitment moreover organizational politics is negatively related with job satisfaction and positively related with organizational commitment. Moderated regression analysis also shows that social support is moderating the relationship of organizational politics and job satisfaction & commitment. Current research findings would be beneficial for the managers as well as for the researchers as it guide managers how to tackle employees in political environment and researchers can explore the current idea of research in other sectors of Pakistan. This paper produces the organizational politics impact on the consequences with perceived social support as a moderating variable which has been largely unexplored in previous literature.

Keywords: Organizational politics, job satisfaction, organizational commitment, perceived social support

I. Introduction

In the recent scenario, organizational politics hasbecoming the focus of attention for the academician and researchers. Organizational politics is the part and

parcel of any organization; it has both positive and negative effects on any organization. Many definitions have been proposed for this construct and identified a common theme, which suggests a self-serving behavior that is not sanctioned by the organization (Valle & Perrewe, 2000; Hanif and Shao, 2018). In light of these we believe that it's very significant to explore the impact of organizational politics on satisfaction and commitment level of employees**.** Moreover employees build social relations within organization which may affect the satisfaction and commitment of employees so we have chosen perceived social support as a moderating variable in organizational politics and job outcomes relationship.

Perception of organizational politics has widely been studied since 1990 and it show relation with job outcomes (Valle & Perrewe, 2000), but very few studies conducted on intervening role of perceived social support. Our research explores the moderating impact of perceived social support on organizational politics-satisfaction & commitment relationship. The main purpose of this research is to find the relationship between organizational politics and job satisfaction & organizational commitment and moderating impact of perceived social support on organizational politics and job satisfaction & commitment relationship in Pakistan's context. Firstly, research explores the relationship of organizational politics and job satisfaction & commitment then analyzes the impact of social support on job satisfaction & commitment. In order to conduct research banking sector is chosen. Pakistan banking sector witnesses high growth since privatization of banks taken place. As of 30 June 2015, there were 35 banks are in Pakistan which are constantly rising in number (State bank of Pakistan,2015). These banks are maintaining 11,700 branches all over Pakistan(State bank of Pakistan,2015).

Although there are suffice studies related to organizational politics and job satisfaction & commitment, but empirical evidence of perception of politics has not received due attention of the researchers. Mostly earlier studies focus on description of the perception of politics rather than finding out whether those are applied in day to day practices or not. Therefore this study was conducted to find the practical aspect organization politics. Furthermore, most of studies have been done in western context but little or no evidence found in Pakistan sector. Therefore this study was conducted in Pakistan context. Moreover, Mediation effect is found in the relationship of variables (Rehman, Hussain, Haque, 2011; Hanif and Shao, 2018)but the moderating effect of social support is not been tested. Literature shows that most of the researchers use political skills and organizational commitment as a moderating variable in Pakistan's context while no one use social support as a moderator. Lastly, earlier studies focused the manufacturing sector (Abbas & Raja, 2014) and few studies has conducted in services sectors (Vigoda-Gadot & Talmud, 2010).Based on equity theory, social exchange and social reciprocity an employee feel motivated and perform even better when the other members of the organization also depict same positive attitude and behavior. A number of scholars suggested the importance of organizational politics and organizational outcomes (job satisfaction and organizational commitment) relationship as it has both theoretical and practical implications (Ferris et al., 2002). A plethora of researches done on the direct relationship of organizational politics and organizational outcomes but studies needed to find the indirect effect between the constructs. Therefore this study is conducted to accomplish the theoretical gap in literature. Therefore, the scenario leads to

following research questions (i) Whether organizational politics has any significant impact on job satisfaction & commitment? (ii) How perceived social support moderate the relationship of organizational politics and job satisfaction & commitment?

II. Literature Review

A. Organizational Politics

Organizational politics is mostly defined as considerable activities by an individual which are focused towards fullfilmant of one's own self-interests while ignoring the good of others or their organization (Kapoutsis 2016). Such actions are often veiled or may be free standing of the organizational rules and regulations, but directly or indirectly influence the organization's functions and processes (Cacciattolo 2015; Landells & Albrecht, 2016). Organizational politics occur in all organizations to a varying extent (Faye & Long 2014) and is used to realizeindividualgoal line and benefits, guard or boost one's own professional career and gain resources or advantages from the organization (Landells & Albrecht, 2016; Kapoutsis 2016)

Politics in organizations has a very significant and lasting impact on the employees as well as on entire organization. Organizational politics can be explained in terms of perception as well as behaviors. Most often, politics is discussed as self-serving behaviors; illicit actions and gaining benefit while risking others interest (Ferris, & Hochwarter, 2011). Organizational politics is characterize as a special type of power struggle that directly or indirectly engage people in applying different type influential tactics. Main purpose of such power tactics is to maximize personal or collective benefits and to reduce the effects of negative outcomes (Vigoda& Drory, 2006). Issue of internal politics is of prime importance in all the field of business as it directly or indirectly affects the performance at all levels (i.e. individual, team, unit or system). So, due to its growing importance, perception of organizational politics is being studied from various perspectives but mostly this issue is being studied from behavioral viewpoint (Vigoda, 2007). Although such behavior considered illegitimate for organizations, it could be possible that such behavior is wellrooted in the power distribution, resource allocation, reward and punishment process based on cultural and contextualfactors (Khalil & Ahmed, 2016).

Organizational politics has gain attention of researchers as it has a very strong link with employee outcomes. Due to growing importance of social networks and connections, social support can moderates the relationship of organizational politics and job satisfaction & commitment. So by social support, politics-satisfaction & commitment relationship can be better understood (Podolny, 2001). So, in this study I would explore the impact of organizational politics on job satisfaction & commitment and moderating role of social support.

B. Job satisfaction

Job satisfaction is derived from not only one's feeling towards a job butalso one's rational/cognitive appraisal of a job (Judge & KammeyerMueller, 2012). Job satisfaction has a cognitive component, suggestingthat one's job satisfaction hinges on one's beliefs or thoughts about thejob (e.g., job characteristics, coworker relationship, supervisor relationship, etc.) and this belief/thought is developed from learning,

reading,seeing, and hearing about the attitude object (Judge & KammeyerMueller, 2012). Job resources should positively impact one's cognitive assessment of the job and enhance one's job satisfaction because they offer various physical, psychological, social, or organizational benefits to employees. Meta-analytic findings support a positive relationship betweenjob resources and job satisfaction (Nahrgang et al., 2011)

There are various definitions of job satisfaction, in simple words job satisfaction is employees' level of satisfaction in their job and workplace (Gohel, 2012). According to (Hulin, & Judge, 2003), in an organizational setting an individual can show multiple psychological responses than can affect the satisfaction level of employee. These psychological reactions have three components i.e. cognitive (evaluative), affective (or emotional), and behavioral components. Affective job satisfaction is the subjective representation of individuals feeling about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is an objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be uni-dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated (Thompson & Phua, 2012). A study concluded in India concludes that Employees tend to love their job if they get what they believe is an important attribute of a good job (Masood, Qurat-ul-Ain & Aslam, 2014).

C. Organizational Commitment

Organizations believe that employee commitment is a dominant source of competitive advantage and thus, has been drawn to its reported ability to solve intractable organizational challenges such as decreasing turnover rates and increasing productivity (Shuck, Reio & Rocco, 2011). The last two decades have witnessed the phase of transition from 'satisfied' employees to 'committed' employees who are not predisposed to attrition, rather immersed in the goal and success of their organization and often serve as the force behind organizational success. Employee engagement or employees commitment is often associated with other organization related concepts such as employees satisfaction (Kaliannan & Adjovu, 2015; Hanif and Gul, 2016). Employee commitment practice is a broad term used by the human resources of an organization to actualize employee's performance and their commitment to the vision of the organization. It is believed that engagement is „one step up" from commitment; it is clearly in the organization's interests to understand the drivers of engagement. It can be defined as the level of involvement an employee has towards their organization and its values. An organization's capacity to manage employee commitment is also reflected in business success (Singh & Shukla, 2012) and it improves company performance. Managers unequivocally agree that this century demands more efficiency and productivity than any other times in history.

Employers now realize that by focusing on employee commitment, they can create more efficient and productive workforce (Kompaso & Sridevi, 2010) because employees are the important assets of organizations and play a significant rolein their success (Navimipour, 2015; Navimipour, Rahmani, Navin & Hosseinzadeh, 2015). Organizational commitment can be defined as the degree to which an employee develops a feeling of belongingness to his or her organization (Wadhwa & Verghese, 2015).

According to (Allen & Meyer, 1990)"Organizational commitment is how the individual is attached with the organization psychologically".Commitment is all about how workers feel about their job; if the feeling is positive than commitment would also be high. There are three types of organizational commitment Affective commitment is the "extent to which the individual feels an emotional tie or bond to the organization". Continuance commitment is the employee retention in the organization due to economic reasons. Normative Commitment is the individual's feelings of obligation to stay with the organization. Such type of commitment may be derived before or after joining the job. For example before joining the organization, friends and family members often pressurized individual to stay with the organization and be loyal.

D. Perceived social Support

Social support is defined as the social network that an individual has, who is there to help and assist him tangibly and intangibly (Uchino, 2009). Social support has two perspectives i.e. perceived social support and received social support. In addition social support is a perceptual phenomenon that whether the support given by others is adequate or not (Asberg, Bowers, Renk, & McKinney, 2008). As due to perceptual concept, perceived social support is studied and accepted more by the researchers than received social support. Research result reveals that high scores of life stress has a negative impact on perceived social support(Yap & Devilly, 2004)

Perception of organizational politics and job satisfaction

Inspection of the current literature reveals that organizational politics has been related to a large number of job outcomes such as job satisfaction, organizational commitment and job stress. While the relationship of organizational politics and job satisfaction was studied by (Karadal & Arasli, 2009). Generally, the research conducted by previousresearchers in various sectors, both public and private, linkedOP with negative consequences in employees such as adecrease in work performance level (Atinga et al. 2014),decreased job satisfaction (Atinga et al. 2014; Meisler &Vigoda-Gadot 2014), decreased organizational commitment (Atinga et al. 2014)

Research was conducted on 4 and 5 star hotel employees of Northern Cyprus and the results reveals that scarce resources creates the politically tensed environment which has a negative impact on job satisfaction & commitment. Moreover results also suggest that politicalenvironment creates job dissatisfaction. Similarly, (Salimaki & Jamson, 2010) also tested the organizational politics and job satisfaction relationship and found the negative relationship between the two. Same relationship is analyzed in current research. So it can be hypothesized as:

H_1: Perceptions of organizational politics (POPs) is negatively related with job Satisfaction

Perception of organizational politics and organizational commitment

In the same way, organizational politics has an adverse impact on the commitment level of the employees. Politically charged environment, in which employees face favoritism and unjust attitude, affects the commitment level of the employees (Zivnuska, Kacmar, Witt, Carlson & Bratton, 2004). Employees also consider

such environment as threatening and as a result employees have to experience negative job outcomes such as declining organizational commitment (Hochwarter, Allen, & Ferris, 2014).(Masood, Qurat-ul-Ain & Aslam, 2014; Hanif and Shao, 2018) suggests the same idea in his research that when politics increase in organizations than commitment of employees decrease. So, following hypothesis is developed:

H_2: Perceptions of organizational politics (POPs) is negatively related with organizational commitment

Social support and job satisfaction & commitment relationship

Literature studies suggest that both organizational politics and social support effects the job satisfaction & commitment. As when employees have strong social connections and dense network then there performance enhances (Ferris *et al.*, 2002). (Hochwarter, Allen, & Ferris, 2014) also suggests that social support change the relationship of organizational politics and performance i.e. job satisfaction & commitment. So according to these studies results our last hypothesis is developed:

H_3: Perceived Social support moderates the relationship between Perception of organizational politics and job satisfaction & commitment.

III. Methodology

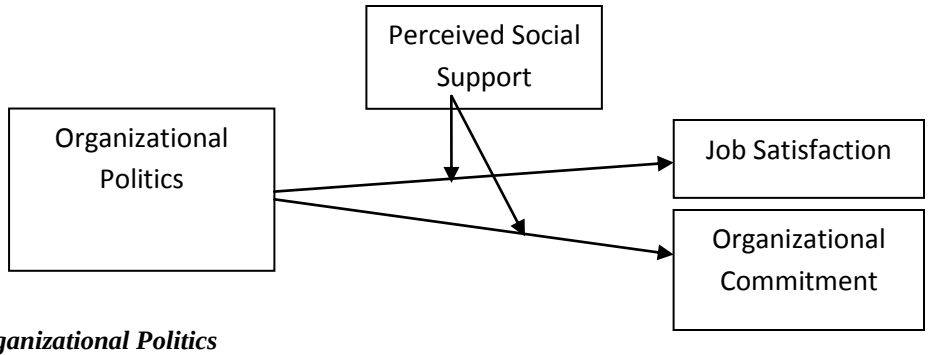
A. Research Design

In this research cross sectional survey and the naturalistic group design is used in the study as we have selected naturally occurring variables. Primary data was collected with the help of structured questionnaire by using 7-point scale. Convenient sampling technique was used for data collection. For analysis of data and finding the impact of organizational politics on job satisfaction &commitment and moderating role of Social support on organizational politics-job satisfaction &commitment MS Excel used for data entry and SPSS used for the moderated regression, convergent and discriminant analysis.

B. Population and sample selection

Our population comprised different SBP listed public and private sector banks of Multan. At the time of study total 35 banks were working in Pakistan. Six banks are chosen for data collection and from these three public sector banks (NBP, BOP & Bank of Khyber) and three private sector banks (HBL, UBL, ABL) are opted. Participants were selected through non probability sampling i.e. convenience sampling. Data collected from 300 employees from different branches and out of these 204 (68%) are males and 96 (32%) are females. Similarly, 183respondents are from 25-35 years, 74 from 36-45 year age group, 38 are 46-55 years and only 5 are more than 56 years old. Most of the respondents were married i.e. 204 while 96 were single. Designation analysis illustrates that 18 (6%) respondents are branch manager, 79 (26.3%) are operations manager while 203 (67.7%) are operations officer. While 43 (14.3%) respondents have less than 2 years of experience, 183 (61%) have 2 to 10 years of experience and 74 (24.7%) has more than 10 years of experience. Most of the participants in the research have masters qualification i.e. 180 (60%), while 80 (26.7%) are Graduate and 40 (13.3%) are MS/M.Phill.

C. Theoretical Model



Organizational Politics

In organizations everyone is confronted with politics and face political attitude from manager's peers and colleagues. According to (Ferris *et al.*, 2002) politics is a type of power relationship in which everyone tries to influence others and work for his best interests. POPs is measured by the scale developed by Kacmar & Carlson (1997). The original scale consisted of 12-items. The items were evaluated on the 7 point Likert scale that range from point 1 to point 7 where 1 = strongly disagree and 7 = strongly agree. Scale reliability is .89.

Job Satisfaction

Job satisfaction can be expressed as "how content an individual is with his or her job". Job satisfaction was determined by 3-item (Hackman, & Oldham, 1975) scale. Alpha coefficient for the three items was .85. 7-point scale is being used in this scale in which 1 represent strongly disagree and 7 stands for strongly agree.

Organizational Commitment

Organizational commitment is the individual's psychological attachment to the organization (Allen & Meyer, 1990). Organizational commitment questionnaire selected for this research was developed by (Masood, Qurat-ul-Ain & Aslam, 2014).Organizational commitment is measured with the help of 4 item scale (1=strongly disagree and 7= strongly agree). Alpha coefficient for the scale is .69.

Perceived social Support

(Pierce, Sarason, & Sarason, 1990) defined social support as "interpersonal transaction, perceived as or intended to ease coping with everyday life, especially under stressful situations." Multidimensional scale of perceived social support is used consisting of 6 items and scale reliability is .80 which is measured with the help of Cronbach's alpha reliability statistics.

IV. Results and Analysis

Table 1 reveals that there is significant correlation between organizational politics and job satisfaction, commitment and perceived social support. All the correlation values are significant at o.o5 level of significance.

Table 1: Correlation Matrix

S#	Variable	1	2	3
1	Organizational politics			
2	Job satisfaction	.122**		
3	Organizational commitment	.342**	.177**	
4	Perceived social support	.410**	.484**	.315**

Note: *All correlations are significant at 0.05 level

Table 2: Measurement Model

Constructs	Items	Loadings	Reliability CR	AVE	Cronbach's α
Organizational politics	P1	.678	0.701	0.536	0.78
	P2	.698			
	P3	.692			
	P4	.683			
	P5	.775			
	P6	.678			
	P7	.741			
	P8	.698			
	P9	.742			
	P10	.695			
	P11	.770			
	P12	.823			
Job satisfaction	JS1	.706	0.824	0,612	0.81
	JS2	.802			
	JS3	.834			
Organizational commitment	OC1	.789	0.745	0.609	0.76
	OC2	.774			
	OC3	.734			
	OC4	.824			
Perceived social support	PSS1	701	0.742	0.515	0.70
	PSS2	.697			
	PSS3	.726			
	PSS4	.728			
	PSS5	.668			
	PSS6	,782			

Note: CR=composite reliabilityAVE= Average variance extracted

Construct reliability and convergent reliability is determined with the help of composite reliability and average variance extracted. Cut off score for composite reliability is 0.7 and for AVE is 0.5. all the scores meet the criteria which shows that scale is reliable.

Table 3: Discriminant Validity

S#	Variable	1	2	3	4
1	Organizational politics	0.535			
2	Job satisfaction	.014	0.612		
3	Organizational commitment	.011	.031	0.609	
4	Perceived social support	.168	.234	.099	0.515

Italicized values are the AVE and rest are the squared correlations. AVE values should greater than the squared correlations and the criteria have been met. So the measurement model and discriminant validity analysis depicts that the scale meets the reliability and validity criteria.\

V. Regression Analysis

Firstly linear regression analysis conducted to check the relation between organizational politics and job satisfaction & commitment sub variables, after that moderated hierarchical regression analysis by Andrew Hayes process model was performed to access moderator impact on organizational politics and job satisfaction & commitment relationship.

Table 4: Regression analysis of organizational politics, job satisfaction and organizational commitment

Hypothesis	R	R Square	p-value	Standardized Beta	Hypothesis supported
OP→JS	.221	.15	.034*	-.122	Yes
OP→OC	.342	.117	.000*	.342	Yes

Note *p < 0.05

OP→JS depicts that value of R is .221 and the R square is .15 which shows there is significant relationship between organizational politics and job satisfaction of employees. Organizational politics can manipulate job satisfaction of employees by 15%. Adjusted R square predicts that 12% of variability in job satisfaction is due to organizational politics. Significance level (p-value) is .034 which is less than .05. So there is the significant relationship between organizational politics and job satisfaction. While the value of standardized coefficient Beta is -.122 and p value is .034 which proves a significant relationship between organizational politics and job satisfaction.

OP→OC relationship .depicts that value of R is .342 and the R square is .117 which shows organizational politics and organizational commitment are significantly related to each other. Organizational politics has the power to manipulate organizational commitment by 11.7% and Adjusted R square value reveals that 11.4% of variability in organizational commitment is due to organizational politics. Significance level (p-value) is .000 which is less than .05. So there is the significant relation between organizational politics and organizational commitment. Value of standardized coefficient Beta is .342 which proves a significant relationship between organizational politics and employee organizational commitment. Results show significant moderating impact on IV and DV. Overall the models has significant values (i.e. p value =.000). There is significant change in values of R^2 which reveals that moderator has a significant impact on organizational politics and job satisfaction & commitment relationship. In organizational politics and job satisfaction relationship R^2 is .15 but when perceived social support is used as a moderator than R^2 increase to .31and Trust changes R^2 by .22. Similarly in organizational politics and organizational commitment relationship R^2 is .117 but when perceived social support is used as a moderator than R^2 increase to .21and trust changes R^2 by .14.

Table 5: Moderated Hierarchical Regression Analysis

	Model 1		Model 2	
	Job satisfaction		Organizational commitment	
	Without moderator	With moderator (PSS)	Without moderator	With moderator (PSS)
R	.221	.55	.342	.45
R^2	.15	.31	.117	.21
F	4.515	43.52	39.586	25.48

The study advocates that organizational politics is the most important factor and manager should not ignore this eminent element of the organization as it has power to influence the satisfaction and commitment level of employees. Moreover this study as suggests that perceived social support has a moderating role in the organizational politics and organizational commitment & satisfaction relationship so managers should pay more importance on the social activities and connection as it can affect employee work outcomes. Previous research findings are in line with the current research. Current research aims to reconnoiter the impact of organizational politics on job satisfaction & commitment and intervening role of social support. For analyzing variable three hypotheses are formulated in this research. Our first hypothesis is "POPs is negatively related with job satisfaction", this hypothesis is accepted. Similar finding has also been observed by the (Akanbi & Ofoegbu, 2013) that organizational politics has a negative significant impact on job satisfaction. Organizational politics creates the pressure in the work setting and it reduces the satisfaction level of employees (Salami, 2008). Moreover (Miller, Rutherford & Kolodinsky, 2008) suggests that whenever politics in organizational increase, job satisfaction decrease in the same way. So past literature reaffirms findings so our first hypothesis is accepted.

Second hypothesis is "Perceptions of organizational politics (POPs) is negatively related with organizational commitment". This hypothesis is rejected and research found the positive relation between the two. There is evidence from the empirical analysis that when managers are involved in using political tactics than employees are more concerned to perform better and to create a positive image in front of managers. In this way organizational commitment of employees improves and overall performance as well (Hochwarter, Allen, & Ferris, 2014). Similarly (Akanbi & Ofoegbu, 2013) also revealed that organization politics increase the level of competition and employees work even more to prove themselves. So, there is a positive correlation between organizational politics and organizational commitment and our second hypothesis is rejected. Third hypothesis is "Perceived social support moderates the relationship between Perception of organizational politics and job satisfaction & commitment". This hypothesis is also proved to be correct. Similar results have also been observed by (Talmund & Vigoda-Gadot, 2010; Hanif and Irshad, 2018) that social support happens to be a good moderator in organizational politics and job satisfaction & commitment relationship. So the results prove hypothesis and our third hypothesis is accepted.

VI. Conclusion

The current study is conducted to explore the relationship of organizational politics and job satisfaction & commitment with the moderating role social support dimensions. On the basis of empirical analysis, research gap has been identified which helps in developing the conceptual framework and hypothesis formulation of the current research. Hypothesis is also supported by the past literature Data analysis and discussion section includes linear regression and moderated hierarchal regression analysis are also conducted using the SPSS 21. On the basis of these results hypothesis are evaluated on acceptance and rejection criterion.

Current research consisted of 3 hypotheses. Hypothesis 1 is "POPs is negatively related job satisfaction". This hypothesis is accepted. Hypothesis 2 proposed that there is negative relation on organizational politics and organizational commitment while results obtained reveals that POPs is positively related with organizational commitment. These results are justified in Pakistan's scenario in which the employment conditions are very poor and individuals have no better options to quit job. So, when politics prevails in organizations employees have to work for their survival. To be in good book of managers employees have to be commitment with the organization even though they are internally dissatisfied and also facing stressful and burnout condition. Hypothesis 3 hypothesized that social support moderated the relationship of POPs and job satisfaction & commitment. This hypothesis is accepted. So, the whole article is intended to enhance the knowledge about organizational politics and how it is affecting the performance of employees so that future actions for performance enhancement could be taken.

VII. Implications and limitations of the Study

The current study aims to enhance the knowledge of the educational researchers and managers. This study also contributes in the empirical data. The study with social capital as a moderating variable is conducted for the first time in the banking sector of Pakistan. So there is scope for the educationist to do a lot of research in this context in other sectors of Pakistan. Study also found relationship of variables which is also a contributing factor. Moreover in previous researches most of the work done on individual variables while in this research variables from different researches are extracted and combined in one single research. Research finding would also be helpful for the managers of the various organization specially of banking sectors. Study provides managers on the insight that if they work on converting the negative political workplace to positive work environment than employee commitment and performance can be enhances. Moreover study also proves that job satisfaction, stress level and burnout also increases when organizational politics increase so manager can work to reduce the stress and burnout of employees.

Any type of research whether its basis or applied, it's not without certain constraints because it's impossible for every researcher to use all the possible variable, control all the variable, use all the methodologies in a single research. There is always a cushion for limitations. Some of the limitations of the study are discussed below

- Sample consisted of only the conventional public and private sector banks and confined to a region of Multan. If Islamic banks are included in the study or if

geographical location has been changed it might be possible that we may get different results.

- In current research cross sectional method is used while longitudinal research technique can also enhance the validity of results.

In light of the previous and current research some recommendations for future research are as follows.

- Data should be collected from different geographical locations to improve the validity of the research.
- More sectors should also be included to enhance the knowledge about the topic such as textile sector, telecom sector or pharmaceutical industries etc.
- Probability sampling technique can also be used instead of non-probability sampling to improve the generalization of the results.
- More variables can also be added in the research design and impact or other moderators could be checked by using same independent and dependent variable. Moreover role of mediating variable can also be included in the current research

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