

## Perceptions of Politics and Perceived Performance in Public Sector Organizations of Karachi Pakistan

Muhammad Nadeem<sup>1\*</sup>, Rashid Ahmad<sup>2</sup> and Syeda Rabia Batool<sup>3</sup>

<sup>1</sup>Procurement Officer Mari Petroleum Company Limited, Karachi, Pakistan

<sup>2</sup>Faculty of Economics National University of Modern Languages, Multan, Pakistan

<sup>3</sup>Faculty of Chemical Sciences University of Engineering and Technology, Multan, Pakistan

### Abstract

Human resource is the most critical source of the organization to grow, develop, progress and earn profit. Performance of the workers depends upon their perceptions, attitude, and behavior about organizations. Politics in the organizations affect the performance of the workers. Job stress increases due to organizational politics. This paper is an effort to measure the effect of organizational politics on employee's performance in the public sector organizations of Karachi, Pakistan. A self-administered questionnaire is used to gather the data. Questionnaire was floated in the public sector organization of Karachi Pakistan. The analysis of our results shows that there is negative association between organizational politics and performance of the worker. Performance of the worker increases rapidly in the politics free working environment.

**Keywords:** Organizational politics; Job satisfaction; Job stress; Employee performance

### Introduction

Personnel performance is depending upon the satisfaction with the job, work environment, attitude of workers, behavior of employers, working conditions, interest of employee etc. Politics in the organization and work environment increases the stress of the employees which reduces their performance, efficiency and effectiveness. Job stress increases the tensions of the workers reduces productivity of the workers and also affect the organizations performance. Stress is dangerous not only for employee or worker but also for the organizational growth, development, prosperity. Due to job stress interest of workers in the organizations decreases and their performance also decreases. According to Drory [1] if the workers are happy than the productivity of the workers will also increase which increase organizations progress. Happy workers work and complete their job responsibility efficiently and effectively.

Job satisfaction or dissatisfaction is one of the major causes to increase or decrease the performance of the employees. Satisfied workers work effectively to attain the goals of the organizations [2]. For the development of the organization, it is necessary that the goals of the organizations should be achieved on time. Satisfied personnel of the organizations can achieve their task on time which helps the organizations to achieve their targets, mission and goals. Only satisfied employees remain happy and work with full interest for the progress and development of the organizations.

According to Kacmar, [3] perceptions of the employees play an important role in establishing their attitude towards achieving their goals. Attitude of the employee should be positive to attain the goals of the organization. If people are working freely, without stress, politics free environment than they can work efficiently to achieve the goals of the organization. Politics in the organizations reduces the efficiency of the employees because employees feel insecure, job stress, preference of workers on personal liking and disliking. Organizational politics increases the turnover rate of employees because employees feel insecure.

### Literature Review

Organizational politics is very common in public sector organizations not only in the developing countries but also in the developed countries as well. Most of the studies conducted in the past

on the politics of the organizations focused on employees participation in decision making but our focus is on the perceived performance of the employees. According to Cotton [4], organizational politics means intentionally meeting people in the organization to do some unsuited action to secure job career, to grow in the organization. According to Harris et al. [5], organizational politics is closely associated with the performance of the employees so it should be controlled and managed carefully.

Job satisfaction is the reaction of the worker after fulfilling their job responsibilities [6]. Satisfied workers work not only for their growth and development but also for the growth and development of the organizations [7]. The productivity of the worker increases due to job satisfaction. Efficient and satisfied workers can attain not only their personal goals but also the goals of the organizations as well. Dissatisfied employees do not take interest in their job task, personal performance, organizational performance; organizational goals etc. satisfied workers work hard, work efficiently, and work for organizational development. According to Luchak [8] Job satisfaction disclose the feelings of employees about the duties and job responsibilities.

Politics in the organization or outside the organization in any shape affect the performance of the worker. Employee turnover, absenteeism increases and interest to work hard, commitment reduces because of organizational politics [9]. Politics in the organization causes the stress for the employees. Stressed workers cannot perform well, according to their abilities, capabilities etc. According to Ferris et al., [10] attitude of the stressed workers cannot remain positive in the organization due to which they behave negatively, do not cooperate with other employees and do not adjust in the environment. Stress of worker affect the productivity of the worker and also affect the health of the worker. Health and safety is an important issue for the organizations.

**\*Corresponding author:** Muhammad Nadeem, Procurement Officer Mari Petroleum Company Limited, Karachi, Pakistan, Tel: +64 9 373 7599; E-mail: [muhammadnadeem19@gmail.com](mailto:muhammadnadeem19@gmail.com)

**Received** February 14, 2015; **Accepted** March 09, 2015; **Published** March 19, 2015

**Citation:** Nadeem M, Ahmad R, Batool SR (2015) Perceptions of Politics and Perceived Performance in Public Sector Organizations of Karachi Pakistan. Int J Econ Manag Sci 4: 245. doi:10.4172/2162-6359.1000245

**Copyright:** © 2015 Nadeem M, et al. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

Organizational politics not only affect the efficiency of an individual but also the performance of the group or team. Individual performance, stress, dissatisfaction influence the performance of the team which affect the overall organization performance [11]. Politics in the organization does not always affect negatively to the workers, sometimes it affects positively to the employee performance. Employees feel that due to politics in the organizations competition level will increase which will increase the productivity, efficiency of the employees. Employees try to get strong position, keep their place powerful by increasing their performance due to politics in the organization [12].

## Methodology

### Research design

Questionnaire was developed to gather the data from the respondents. Data is collected for the first time which means primary data is used for this study. Respondents are from the different public sector organizations of Karachi Pakistan. To analyze our gathered data SPSS software is used and correlation is calculated.

### Population, sample and respondents

Employees of different public companies from different industries were approached to gather and measure the perceived performance of the employees due to organizational politics. 250 questionnaires were distributed among the employees. 200 completely filled questionnaires were considered for the measurement of results and analysis.

## Results and Analysis

### Age

It is clear from the results that 43.5% respondents are between the ages of 41 to 50 years. It means all the respondents are well matured and know well about the consequences of organizational politics. 2.5% employees are above 60 years of age. 13.5% respondents are between 20 to 30 years of age who are young and determined to work hard and see their future in the public sector organizations (Table 1).

### Education

Our all respondents are well educated. 46.5% of those employees who filled the questionnaire were graduated which means respondents understand the importance of employee performance and also the effect of organizational politics on employee performance. 23.5% respondents have done masters in different fields but only 1.5% respondents are M.phil in the public sector organizations in Karachi Pakistan. Now more educated people are coming and joining public sector organizations whereas in past competition was not as stiff as it is in today's global world (Table 2).

### Correlation analysis

Correlation test is used to measure the results of our gathered data. Data is collected from employees of different public sector organizations. Results show that there is negative association between

Age	Frequency	Percentage
20-30	27	13.5
31-40	63	31.5
41-50	87	43.5
51-60	18	9
Above 60	05	2.5

Table 1: Age.

Qualification	Frequency	Percentage
Secondary	32	16
Higher Secondary	25	12.5
Graduation	93	46.5
Master	47	23.5
M.Phil	03	1.5

Table 2: Education.

Items	Perception of Organizational Politics
Job Satisfaction	-0.856
Organizational Commitment	-0.693
Job Stress	-0.561
Job burnout	0.584
Turnover Intentions	0.502
Employee Performance	-0.739

Table 3: Correlation Analysis.

organizational politics and job satisfaction. Politics in the organization has negative relationship with the organizational commitment. It means satisfaction level of employees and commitment of employees reduces due to politics in the organization because workers feel insecure (Table 3), job stress etc. Employee performance, employee productivity can be increased by giving confidence, good working condition, politics free environment etc. There is negative association between organizational politics and employee performance. Employee's intentions to leave the organization increases due to politics in the organizations. Absenteeism, employee dissatisfaction, insecurity of the employees increases due to politics in the organization.

## Conclusion

It is very clear from our investigation that politics in organization is harmful not only for employees but also for the companies. Workers feel job insecurity and tend to leave the organization. It is observed that due to organizational politics people feels job stress. Job stress is one of the major reasons because of which people cannot achieve their goals and organizational goals. Satisfaction level of employees decreases due to politics in organizations. Attitude of people changes because of changes in the working environment. There is negative association between organizational politics and performance of employees in the public sector organizations of Pakistan. Cooperative work environment, politics free working conditions can increase not only the productivity of the employee but also helpful in achieving organizational goals. Employee turnover ratio also increases because of job stress, organizational politics.

## Limitations

This research tried to investigate the Perceptions of Politics and Perceived Performance in Public Sector Organizations of Karachi Pakistan. In future no of respondents can be increased and private organizations can also be considered. Data can be collected from other cities of Pakistan. Independent variables can be increased in future studies.

## References

- Bozeman DP, Perrew PL, Kacmar KM, Hochwarter WA, Brymer RA (1996) An examination of reactions to perceptions of organizational politics. Paper presented at the 1996 Southern Management Association Meetings, New Orleans, LA.
- Cotton J (1993) Employee Involvement: Method for Improving Performance and Work Attitudes. California: SAGE Publications, Inc.

3. Cropanzano R, Howes JC, Grandey AA, Toth P (1997) The relationship of organizational politics and support to work behaviors, attitudes and stress. *Journal of Organizational Behavior* 18: 159-180.
4. Drory A (1993) Perceived Political Climate and Job Attitudes. *Organization Studies* 14: 59-71.
5. Ferris GR, Kacmar KM (1992) Perceptions of organizational politics. *Journal of Management* 18: 93-116.
6. Harris KJ, James M, Boonthanom R (2005) Perceptions of Organizational Politics and Cooperation as Moderators of the Relationship between Job Strains and Intent to Turnover. *Journal of Management Issues* 27: 26-42.
7. Kacmar KM, Carlson DS (1994) Further validation of the perceptions of politics scale (POPS): A multiple sample investigation. Paper presented at Academy of Management Meeting, Dallas, Texas.
8. Luchak AA, Gellatly IR (2007) A comparison of linear and nonlinear relations between organizational commitment and work outcomes. *Journal of Applied Psychology*, 92(3): 786-793.
9. Meyer JP, Allen NJ (1996) Affective, continuance and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49: 252-276.
10. Oshagbemi T (2003) Personal Correlates of Job Satisfaction: Empirical Evidence from UK Universities. *International Journal of Social Economics* 30: 1210-1232.
11. Poon JML (2004) Moderating effect of perceived control on perceptions of organizational politics outcomes. *International Journal of Organization and Behavior* 7: 22-40.
12. Zhou J, Ferris GR (1995) The dimensions and consequences of organizational politics perceptions: A confirmatory analysis. *Journal of Applied Social Psychology* 25: 1747-1764.