OPTIMIZING ORGANIZATIONAL POLITICS FOR EFFECTIVE EMPLOYEE DEVELOPMENT

N. KondaReddy

Department Of Engineering Mathematics, Koneru Lakshmaiah Education Foundation (KLEF), Deemed to be University, Vaddeswaram, Green fields, Guntur, Andhra Pradesh, India-522302

nkrstats@kluniversity.in

Abstract. In today's corporate environment, the presence of dissatisfaction, differences, and discontent among employees significantly impacts the overall functioning. Within organizations, there exist two distinct dimensions of polities: one focused on positive growth and development, while the other revolves around personal and group gains. The latter, commonly known as politics, operates at an informal and unofficial level, often resulting in detrimental effects and hindering organizational progress. Numerous variables play a significant role in shaping the organizational culture, growth, and development. To delve into these aspects, researchers primarily rely on qualitative research methods, engaging in personal interviews and administering questionnaires to employees across different levels within various organizations. These interactions aim to gain insights into sensitive topics such as organizational politics and development.

Keywords: Politics,Culture, Growth,Development.

1. **Introduction**

OrganizationalPolitics: Organizationalpoliticscan also be called as work place politics and officepolitics. It is the process and behavior in humaninteractionsinvolving powerand authority.Itisalso a tool to assess the operational capacity and tobalancediverseviewsofinterestedparties.Thecorporate employees are much updated towards thesourcesofinformationbecauseoftechnologysocialnetworking.

Definition:Organizationalpoliticsrefersofactivitiesassociatedwiththeuseofinfluencetacticstoimprovepersonalororganizationalinterests.Studiesshowthatindividualswithpolitical skills tend to do better in gaining morepersonal power as well as managing stress and jobdemandsthantheirpoliticallynaivecounterparts.

They also have a greater impact on organizationaloutcomes.

Types of Organizational politics: Organizationalpoliticscanbe dividedintofourtypes: theweeds; therocks; thehighground; thewoods.

The Weeds: It is type of growth its automaticallygetsdevelopnaturallywithoutanyadditionaleffort. The members of the group apprehend mostamountofinsecurityandtrytoprotecteachother.

The Rocks: It is a very stubborn kind of informalgroup which enjoys the power and access to anything in the organization. This group is very muchpositiveinmeetingany kindof situationin theorganization.

The High Ground: This group gets recognition inlinewithformalauthorityandorganizationstructure. This group particularly controls the willandpleasureofindividualswhoeitherenjoycharismaorautocraticnature.Thisgroupkeepsmoving alongwithfunctionalpolitics,processof thestructure,controlsystemandincentiveswhereverrequired.

TheWoods: Thisgroupenjoysimplicitnorms,hidden assumptions and unspoken routines that areuncalledfororganizationdevelopment.

Meritsofpoliticsinorganization: Sometimespoliticscontributepositivelyinagivenenvironment for the performance and development.The process of decentralization helps a lot to reachthe goals ofthe organization.

Taskassignment:Thisismoreeffectiveeitherlower level of the authority where it can be thoughtabout task assignmentand performance.

Motivation: Theemployeesinany organizationneeddelegationofauthoritywithtrustandconfidence in them which ultimately motivates theemployeeswitha sense ofbelongingness.

Demeritsofpoliticsinorganization
CostBurden:Sometimesduetodesignedandundersigned way of distribution of task increasescostburden.

Diversificationofconcentration:Politicsissometimes outcome of the policies that diverts inhuman minds away from the work an employeesare more interested in tarnishing the reputation ofotherswithseniorsandtopmanagement.

AttitudeChange: Politicsinorganizationsometimesdiscouragesemployeesfromgivinggood performance. The negativity so intense thateven good performers get discouraged from givingtheirbest.

Stress level: Politics is cause of disturbance whenwrong information passes through the network anddestabilizesmindsetofthe people.

Lowemployeemotivation:Itisacommonobservationthatemployeesthosewhoarenotinterested in politics are disturbed in concentrationtowardstheirwork.

2. **LiteratureReview**

Ferris Gerald R, Kacmar K. Michele, In this articleFerris and Kacmar have understood that politics inthe organizations is simple fact of life. Things likepersonalexperience,observationsandevidences have confirmed that it is true. Research has provedthattherearecertainconditionsunderwhichpolitical behavior occurs. There is a correlationbetween theperception of theemployeetowardstheworkenvironmentandconsequencesofformationofsuchonindividualattit udeandbehaviorisimportanttoknowtherelationshipbetweenactualpoliticalbehaviorandbehavior perceivedaspoliticaltool.Generally, it is observed that the people respondbased on their perception of reality not reality asperception.Itisalsobelievedthatorganizationshouldbewelldefinedintermsofitsworkenvironme nt.Many modelshave been developedto understand the various issues of perception andthe individual behavior. Political behavior occurswhenthereishighdegreeofuncertaintyorambiguityintheworkplace.Itwas alsoobservedthatolderemployeestakeoneworkenvironmentasmore political than counterparts.In the presentstudy,theauthorhascategorizedintothreemethods the study where

organizational politics istaken as a base to conduct the rest of the model.Thesamplewasselectedfromthreedifferentlevels reflecting different organizational practices.In study to multidimensional selected to make thestudyandthethirdoneistheoreticalmodelpresentation. A total no. of 264 employees wasselected from all the departments depending uponthetypeofquestionnaire.Demographicandgeographical were taken as the base for developingthe hypothesis and model and finally testing themodel.Samples were tested on aLikert5-pointscalebeforetestingitthroughthe model.

Vigoda Eran, The researchers in their article haveobserved that politics in organization have impactoncertainvariablesandoutcomes.Theauthorshavetakencertainparameterstoestablishtherelationshipbetweendifferentvariablesandorganizational growth. There is always a factor forthe exit employees directly related to politics in theorganization. To further strengthen the study somepublic sector companies were selected with a set ofquestionnaireandresponsesweregathered.Theexercisewasconductedtwicewithinagapofsix monthstofindoutthedifferencebetweentheearlierresponseandthecurrentresponse.Theresult results of the study supported the standard oftheauthorrejectingthenullhypothesisprovingthat the variables have direct impact in relation tojobperformanceinthepublicsector.

Aronow Julie A. Paleen, In the present study theauthordiscussesaboutonhoworganizationpolitics have an impact on the work of the humanresourceprofessionals.Organizationalpoliticsisdefinedasthebehaviorswhichoccuronaninformalbasiswithinanorganization.Humanresource perspectivehasbeenviewedas averyoptimisticaboutthepossibilityofmaximizingindividual andorganizational needs andtheissueofcompetinginterests,powerandpolitics.Thelimitations of the study were it does not include
theperceptionandthoughtsofhumanresourceprofessionalswhoareinpositionsasexternalconsultants oroutsourcedservice providers.

Gull Shamaila, Zaidi Abbas Aylia, The authors intheir article speak about impact of organizationalpolitics as an activity to accomplish a task withoutgoingthroughasystematicchannel.Theissueconcern here is whether the individual goals areconsistent and match with the organizational goals.Theselfinterestisalwaysatthecostoforganizationaswellasotheremployees.

Job satisfaction means the feeling of an individualtowards their job and it is related to different rolesthat the employees perform in various capacities.People also have pessimism about the outcome ofthe perception they have. On the whole it is beenobservedperceptionofthepoliticshaveannegative impact on individual job satisfaction. Researchwas conducted on the basis of two variables calledorganizationalpoliticsandjobsatisfaction.Theelements like General political behavior, Go alongto goahead,Pay-promotionpolicies.

Cacciattolo Karen, The aim of the study is to findouttheeffectsoforganizationalpoliticsontheworkplace learning. To find out this a case study isconducted at the University Of Malta. The studyemployed a quantitative research design and datawasextractedfromthe participants.
The findings of the study are political behavior hasan effect on work place work place learning. Its isalso identified that it leads to a lot of rivalry gamesdue to the bureaucratic structure which

generatespoliticalgamesconcerningrivalry.

DonaldMabasaFumanietal.,Inthestudy theauthorsstatesthatanorganizationconsistofdifferenttypesofpeoplewithdifferentbackgroundsa ndmindsetsandeachandeveryperson has a different approach to different things.Inthepresentstudytheyhaveinvestigatedtherelationshipoforganizationalpoliticswithaffec tivecommitment,continuancecommitment,normativecommitmentandtofindwhethergender,edu cationqualificationandtenurearepredictorsofperceivedorganizationalpolitics.

Latham Gary P, Rosso Silvia Dello, the authors inthis chapter have observed that politics inherent inorganizationalbehaviorseffectstheemployees‟appraisal.Thetrustisonthenatureoforganizational politics,relationbetween politicaland behaviors and its impact on appraisal and theadverse effect of political on the appraisal. Politicsisnotonlyconfinedtoworkplaceortotheemployeesofitalsoeffecttheprocess.Thepolitical behavior is a function of political scalewhich means the ability to successfully execute thepolitical action. Mediators and moderators are usedto know exactly the outcome of the issue of thepolitics.Eventheorganizationalstructurelikecentralizationandformalizationisrelatedtoperceptio nofpoliticalbehavior.Ifpoliticalemergence in an environment the procedure is ill-definedthingslikedelegationofauthority,promotion and transfer are influence on the workforce. The observation is also that organizationalpoliticsisan outcomeof organizational culture.Organizational politics does not lead to negativeoutcomes always, it also leads positively with theperceptionofpolitics.Evenresearchisgoingon theperformanceappraisal of theemployees andtheimpactoforganizationalpoliticsontheperformanceappraisal.Appraisalisastrongreflectiontop rovewrongoverallbuyersandemployees job performance depends on skill andknowledge of an individual which may have veryless impactin the appraisal decisions. Itis alsobeing observed that organizational culture has animpactontheperformanceappraisalofanemployee. Managers frequently review the ratingsof the employees with their boss prior to givingfeedback to the subordinates. All thefindings ofthe studies obtained from qualitative methods likeopen endedinterviews.Questions were preparedonpoliticalconsiderationsandperformanceappraisal.Oneoftheimportanttooloflimitingisto use360degreefeedback.

3. **ResearchMethodology**

Research comprises"creativeandsystematic work undertaken toincrease the stockof knowledge,includingknowledgeofhumans,culture and society, and the use of this stock ofknowledge to devise new applications. "Itis usedto establish or confirm facts, reaffirm the results ofpreviouswork,solveneworexistingproblems,supporttheorems,ordevelopnewtheories.

Definition: Research has been defined in a numberof different ways. A broad definition of research isgiven by Godwin Colibao: "In the broadestsenseof the word, the definition of research includes anygathering of data,information, andfacts for theadvancementofknowledge”.

TheMerriam-WebsterOnlineDictionary definesresearch in more detail as "a studious inquiry orexamination;especiallyinvestigationorexperimentationaimedatthediscoveryandinterpretation of facts, revision of accepted theoriesorlawsinthelightofnewfacts,orpracticalapplicationofsuchneworrevisedtheoriesorlaws".

Need for the Study: It has been felt that politicsunofficially prevails in every organization which
isanoutcomeofselfinterest,attitude,security,sustainabilityforindividualgainsandmileage.Therei snodoubtinallthesectionsoforganizationalclimatethisthingisapartoforganizationexistence.

Research Gap: Most of the researchers have donetheir research work in a particular sector, industryor company to justify their objectives of the study.In this study the sample size of 120 consists ofemployees of different organizations and sectors toprove that whether organizational politics has anykindofinfluenceonorganizationalclimate.

Objectives:

- Tofindout theintensityofgeneralpoliticalbehaviorofjobsatisfaction
- Toobservetheframeworkofgoalongtogetaheadonjobsatisfaction
- To understand pay and promotion policy onjobsatisfaction

Sample Size: The samples are selected randomlybasedon theobjectivesframedfrom employeesworkingindifferentsectors.Forthestudyasample of120aretakentovalidatethestudy.

Variables:Independentvariables are GeneraPoliticalBehavior; Congenialclimatetowork and Lotofpolitics intheemployees.

Go AlongToGetHead: Goodhumanrelationsamongemployees, Influenceofpoliticsonemployees, Dependence ofemployees oneachother, Senseofbelongingngessleadstohigherproductivity, Goodrelationshipmotivatestheemployees, Team building is important aspect oforganizationalculture, Goodworkingconditionsleadtojob satisfaction.

PayandPromotionPolicy:Goodpaypackageisessential, Promotionisimportanttoorganizationalgrowth, Employee'sgrowthisdependentonrewardandrecognition,   Fringebenefits encourageemployeesretention,   Promotionisbasedonexperienceratherthanqualification, Promotion   is   criteria for   employee evaluation.

Dependentvariable are JobSatisfaction; Goodpay; incentives; Fringebenefits; Socialsecurity; Careeradvancement;   Goodrelationship;   Teammanagementbyleader;   Salariespayment; Jobsecurity;   Retirementbenefits;   Goodoperating   procedures;   Admiration,gratitude; timelypromotion; Promotionisbasedon qualification ratherthanexperience; Welldefined promotionstructure; Future individualgrowth; Impartialsupervision; Controlledsupervision; Supervisorasaleadernotasaboss; Goodwork culture.

Hypothesis:

H_0:Generalpoliticalbehaviordoesnotinfluencejobsatisfactionofemployees.
H_0:Thereisnorelationshipbetweengoalongtogetaheadandjobsatisfaction intheemployees.
H_0:Thereisnorelationshipbetweenpayandpromotionpoliciesintheemployees.

4. RESULTSANALYSIS

The present study is based to know whether thepresence of certain factors like political behavior,goalongtogoahead,andpayandpromotionpolicies have any impact on the job satisfaction ofemployeeswhichwillleadtoorganizationalgrowth and development. As a matter of fact it ismatterofconcernthattheseelementscausehindrance in the growth and development of theorganization. The study is based on the fact thatcertain elements have impact on job

satisfactionwhichisultimatelyleadstoorganizationaldevelopment.

The present study is based on certain parameterslike demographic factors, in the form of primarydata with a restricted sample of 120 employees ofdifferentorganizationsindifferentagegroups,gender,incomegroup,positioncategoriesaretakeninto account.Sampleisrandomizedtocollect right information. To know the importanceofdemographicfactorst-testandonewayANOVAwasconductedwiththehelpofspsspackageandthenco-relationanalysistestisconducted to know whether there is a relationshipbetween the independent and dependent variablesandwithinvariablesandalsoinagroup.Therevisiontestwasconductedtounderstandtheimpac tof one group on the other. 52% of maleemployeesrespondedascomparedto47%offemaleemployees.Themaximumwastheparticipatio n in the age group of 30-40 years andlessintheagegroupof50-60years.85%ofrespondents was speaking in Telugu and remaining15%fromotherlanguage.31%ofrespondentswere professionals, followed by non- technical andoutof85%areemployeesofdifferentorganization. Maximum participation was seen inemployeesworkinginapackage of2.5lakhs.

Table-1: Demographicdata-FrequencyDistribution

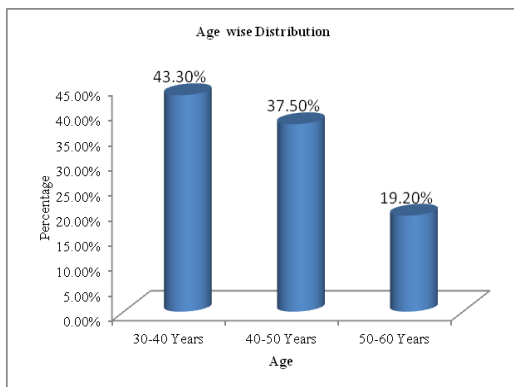| Variable	Gender	Frequency	%	Variable	Gender	Frequency	%
Gender	Male	63	52.5	Qualification	Technical	22	19.3
	Female	57	47.5		Non-Technical	32	22.7
Age (in years)	30-40	52	43.3		Professional	44	36.7
	40-50	45	37.5		General	22	18.3
	50-60	23	19.2	Salary (Lakhs)	1.5	17	14.2
Marital Status	Single	85	70.8		2.5	79	65.8
	Married	27	22.5		3.5	24	20.0
	Divorce	8	6.7				
Language	Telugu	120	100				

Figure-1: Age wise Distribution
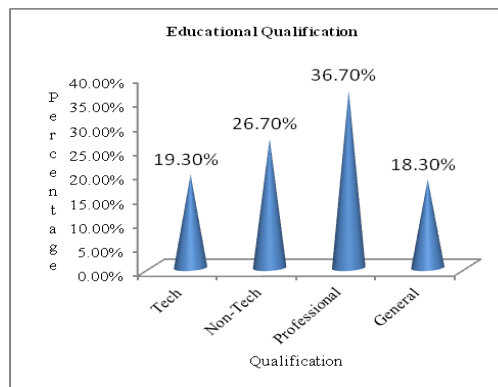

Figure-2: Qualification Distribution

Whileconductingthecorrelationtestbetweengeneral political behavior and job satisfaction it isobserved from the results that it is very negligible(0.111) and as a result we can say that null hypothesis isrejectedand alternativehypothesisisaccepted.

H_2:The calculatedresults prove thatemployeesmust have an attitude of go along to get ahead thenullhypothesisis rejected.

Thecorrelationclearlyindicatesthepayandpromotionpoliciesaredirectlyrelatedtothejobsatisfaction (0.634).Itmeansthateveryorganizationshouldhaveastrongandtransparentpayandpromotionpolicys othatemployeesworkwithsatisfactionandachievethegoalsoftheorganization.

H_3: Since the respondent answers are been fit intothe model and after getting the responses from therespondentsingeneralitisclearthateveryorganizationshouldhavepayandpromotionpoliciestomak eemployeessecured.Sinceherealso calculated value of the results is within thelimits of the significant level the null hypothesis isrejected and alternative resultisaccepted.

While   examining   the   inter   relationship   between thetwentyselectedelementsofjobsatisfactionvariablesarewithinthelevel   of   significanceof0.05% excepting   js3,   js5,   js6,   js8,   js9,   js11, js14,js15,js16,js17becauseintheseelementsofvariablesthesignificancelevelhasreachedbeyond butiswithinthelimitof1%levelofsignificance.Itisanindicationoutofthe20variableselectedtodetermi nethelevelofjobsatisfaction the variables which arebeing shownare more important for the job satisfaction of theemployees.

5. **Conclusion**

Today'scorporateenvironmentandcorporateculture   have   taken   u-turnon   the   basis   of differentperspectives of development and growth not onlyemployees but the organization itself. The currentresearchisanattempttotouchsomeoftheimportant factors which influence the organizationand the employees collectively. It is also observedthat factors may cause hindrance   and   cause harmnegativelywhichmayresultindownfallbothemployeesandorganization.

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