

The Influence of Perception of Organizational Politics on Job Involvement and Turnover Intentions of Employees as Moderating Effects of Person Environment Fit: A Study on Health Department of Pakistan

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Abstract: *Current research study investigated the role of perceived Organizational politics on turnover intention and job involvement of employees of health department of Pakistan. Perception of Organizational politics is very important element of organizational life because it influences the employee's behavior which ultimately affects the satisfaction and performance of employees. This study investigates the perceptions of organizational politics that greatly influence the turnover intention and job involvement of workers at Health department of Pakistan. The limitations and future directions of the study are also provided.*

Keywords: Perceived Organizational Politics, Job Involvement, Turnover Intentions, Person Environment Fit, Health Department

1. Introduction

The employees, who are working in any organization, have different norms, values and attitudes and these differences in characteristics influence the employee's perception regarding workplace. Organizations that are rich in politics provide an uncomfortable working environment to the workers and it's not good for enhancing the worker behaviors related to work (Poon, 2003). Organizational politics at workplace is a source of stress and creates an unfavorable atmosphere for workers. Previous research showed the link between the employee's perception regarding the workplace as political and intentions to turnover. Results showed that there is a direct relationship between perceived organizational politics and individuals' intentions to leave. The reason for this is that perceived organizational politics decrease the employees desire to remain in a political environment (Cropanzano, & Howes 1997).

Thus, this study analyze that how Perception of Organizational Politics influence the Job Involvement and Turnover Intentions of employees as moderating effects of person environment fit.

2. Objectives of the Study

- To investigate whether person environment fit has moderating effect on relationship between perceived organizational politics and turnover intentions.
- To examine whether person environment fit has a moderating effect on relationship between perceived organizational politics and job involvement.
- To explore the relationship between perceptions of organizational politics and job involvement.
- To investigate the relationship between perception of organizational politics and turnover intentions.

3. Literature Review

3.1 Perceived Organizational Politics

Perceived organizational politics is an important part of the life of organization, which refers to behavior of the senior through which self interests are being promoted at the expense of employer rather than organizational interests. The concept of organizational politics has been defined by Kacmar and Ferris (1991) and they viewed that employees of the organization observed that their workplace is political natured and they feel that their working environment is unfair. The behavior of personnel's working in organization is frequently considered as political natured and no one can avoid from it (Durbin, 1991). POP is usually designed to contradict the organizational goal and to maximize the self-interests (Ferris, Russ, & Fandt, 1989).

According to studies of Gandz & Murray (1980) and Medison et al. (1980), when workers were asked to list down the workplace politics, they typically write the self-interested activities that are not viewed positively. Previous research showed that organizational politics was perceived as self-serving activities by individuals for promoting self-advantages and benefits at the expense of organization. This perceived behavior is frequently linked with manipulated way of overusing the authority to obtain self objectives (Drory, 1993). Perceptions of organizational politics have many negative outcomes which include creating communication barriers (Eisenhardt & Bourgeois, 1988), wastage of time during office time, threatening to new comers. Political perceptions is more important because employees reacts on the basis of their perceptions not on the basis of reality (Vredenburg & Maurer, 1984).

In a study of Kane-Frieder, Hochwarter, Hampton and Ferris (2014), it was argued that when there is more political support by supervisor to the employees than their survival is

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more effective in this situation. They argued that in the presence of supervisors political support and politically perceived work, Job Involvement, job satisfaction, Turnover Intentions, anxiety and Organizational citizenship behaviors are at favorable level. This supported that this exchange relationship exists when both parties have assumed some expectations from each others.

3.2 Turnover Intentions

A turnover intention means employees decisional approach with reference to a workplace to continue or quit from the job (Jacobs & Roodt, 2007). A politically natured and stressful work environment creates negative intentions among the workers. According to turnover intention means leaving of present workplace voluntarily (Whiteman 1999). Intention to leave has a great concern because it leads to turnover, OCB, job involvement and absenteeism (Schalk & Freese, 1997). Due to Increase in unemployment and unpredictability about getting a better job is a great reasons that's why employees do not quit their jobs (Dolcos, 2006). Thus, keeping in mind that, this work place is not the proper place for work, but because of level of unpredictability about getting a good job sometime, diminished the intention to quit. Intention to quit from work place may affect working capacity and and subsequently output of the organization. Turnover in organizations or intention to quit greatly influenced by retaining employees negatively (Castle, 2006). It is widely accredited that dealing with antecedents of turnover intentions reduces the actual turnover because employees leaves the organizations due to his own preferences so is actual way of reducing intention to leave (Dess and Shaw, 2001). Turnover intentions lead to the direct connection with the turnover behavior of the workers (Boles et al, 2007).

3.3 Job Involvement

Job involvement means positive behavior about work place and it is crucial part of organizational effectiveness (Pfeffer, 1994). Job involvement means a situation in which the workers like their job. Job involvement is a degree in which employee perceived his job performance as central to his self-esteem (Allport 1943). Randall and Cote (1991) found that employees having strong work values are more involved with their jobs. It is the individual involvement about ego with work (Kanungo, 1982). The job involvement is the propensity to enhance motivational processes which influence job outcomes of the workers like turnover intentions, organizational commitment, organizational citizenship behavior and absenteeism (Diefendorff, Brown, Kamin & Lord, 2002). Job involvement has been negatively related to the turnover intention, positively linked with organizational commitment and employee performance (Schaufeli and Bakker, 2004)

3.4 Person environment fit

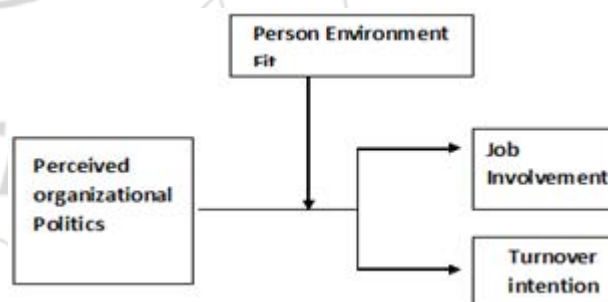
Person environment fit can provide the understanding that how employees fit into organizations, and how these fit affects to individual outcomes in the organizations. It is the outcome of well matched work place and individual characteristics (Kristof-Brown, Zimmerman & Johnson

2005). It shows the congruence of employees and environment attributes. Person Environment fit is a broadly used framework in studying the behavior and attitude of individuals (Edwards 2008). In highlighting the significance of fulfilling the individuals need and creating stable job relationship with workers, person environment fit research frequently presumes that workers are involved in stable employment relationship (Kristof-Brown, Zimmerman & Johnson 2005). Person job fit means the match between bunch of particulars knowledge, skill and abilities required for a job and an individual who possessing this bunch (Werbel & Johnson 2001).

4. Hypotheses of Study

- H1. There is negative relationship between perceptions of organizational politics and job involvement.
- H2. There is positive relationship between perceptions of organizational politics and turnover Intentions.
- H3. There is negative relationship between perceptions of organizational politics and person environment fit.
- H4: Person environment fit will moderate the relationship between perceived organizational politics and turnover Intentions..
- H5: Person environment fit will moderate the relationship between perceived organizational politics and job involvement.

5. Research Framework



6. Methodology

6.1 Sampling procedure

A study design was used by researcher to investigate the influence of perception of organizational politic on the job involvement and turnover intentions. A quantitative technique was used in this study for data collection. For collecting the data form respondent, 220 questionnaire were distributed to the employees of health department of Pakistan but in response 215 questionnaire were received back with response rate of 97.7%. The questionnaire consisted of demographic characteristics, turns intention, job involvement; person environment fit and perceived organizational politics. Respondent were required to fill the questionnaire on the five point likert scale with 1 showing strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree and 5 for strongly agree. These measurements have been described as under:

- 1) Demographics: under the heading of demographics, participant gender, age and experience have been included.

- 2) Perceived Organizational Politics: To measure the perceived organizational politics, 15 items scale given by Kacmar (1997) has been used. Sample items include: "Agreeing with powerful others is the best alternative in this organization." and "employees are encouraged to speak out frankly, even when they are critical of well established ideas."
- 3) Job involvement : To measure the job involvement , 10 items scale given by Kanungo (1982) has been used. "Most of my interests are centered on my job." was the sample item.
- 4) Intention to leave: for measuring the intention to leave of the employees of health department of Pakistan 3 items scale given by Cammann et al (1979) were used. The sample items were, "How often do you think of leaving your present job?" and "How likely are you to look for a new job within the next year?"
- 5) Person environment fit: To measure the person environment fit, 14 items scale given by Vogel and Felmen (2009) has been used. Sample item include "Working with the people in my work group is one of the best parts of this job.", and "My personal values match my supervisors values".

6.2 Reliability

Reliability of items scales was checked through Cronbach's Coefficient Alpha. As research questionnaire was based on likert point scale, so this test was used by researcher for achieving the Cumulative score. Results of reliability test showed that there exists internal consistency among the items.

Table 1

Items	Cronbach alpha
Perceived organizational politics	0.777
Intention to leave	0.721
Job involvement	0.776
Person environment fit	0.901
Overall (all items)	0.760

Table 2: Demographic variables

Demo graphic	Number of participants	Percentage (%)
Gender		
Male	139	64.7
Female	76	35.3
Age		
Less than 30 years	36	16.7
30-45 years	124	57.7
Above 45 years	55	25.6
Experience		
2 year or less	42	19.5
3 to 5 year	46	21.4
More than 5 year	74	59.1

Table 3: Summary of Means and Standard Deviation Scores of Variables

Items	Mean	Standard Deviation
Perceived organizational politics	3.49	0.307
Intention to leave	3.49	0.531
Job involvement	3.62	0.356
Person environment fit	3.51	0.386

6.3 Correlation

Correlation analysis has been used by researcher to examine the relationship between all variables. Hypotheses (H1 – H3) given in this study were acceptance based upon the significance of the Pearson correlation.

Table 4

	Perceived Organizational Politics
Person Environment Fit	-0.340
Job Involvement	-0.203
Intention To Leave	0.578

** . Correlation is significant at the 0.01 level (2-tailed).

The first hypothesis H1 of the study is being accepted as ($r = -0.203$ $p < 0.01$, $n=215$) for perceived organizational politics and job involvement and it is significant at 0.01 level. This finding is agreed with previous studies that organizational politics will relate negatively and significantly to job involvement (Cohen, 1988). The value of $r = -0.203$ shows that organizational politics will explain 20 percent of the variance in job involvement. Hypothesis H2 of the study revealed a statistically significant positive relationship between organizational politics and turnover Intentions. Correlation coefficients ($r = 0.578$ $p < 0.01$, $n=215$) for perceived organizational politics and turnover Intentions is significant at 0.01 level and as a result accepting hypothesis H2 of the study and it is showing that turnover Intentions has 57% positive relationship with perceived organizational politics. This shows that, increasing levels of organizational politics was directly associated with increasing the turnover intentions of employees and vice versa (Hochwarter et al., 1999). The hypothesis H3 of the study is being accepted as ($r = -0.340$ $p < 0.01$, $n=215$) for perceived organizational politics and person environment fit and it is significant at 0.01 level. The Result showed that organizational politics will explain 34 percent of the variance in person environment fit.

6.4 Regression

The demographical variables are being assumed as control variables in step 1 of linear regression analysis. Perception of organizational politics was taken as dependent variables and job involvement as independent variable and by putting the person environment fit as moderation term. The result of regression analysis showed that there is a significant negative relationship between perceived organizational politics and job involvement ($\beta = -0.481$, $p < 0.001$) in step 2 of the linear regression analysis. The interaction term of person environment fit and perceived organizational politics was also being entered into equation to test H5 of the research study. Beta value show that one unit change in interaction tem will bring 0.295 unit change in and job involvement and hence researcher accept the H5 of the study. The increase in Beta value from 0.202 to 0.295 indicates that the negative impact of perceived organizational politics on job involvement is fully moderated by person environment fit. It showed that relationship between perceived organizational politics and job involvement will be minimal if the employees are fit with work environment.

Table 5: Summary of Hierarchical regression for moderating role of person's environment fit between perceived organizational politics and job involvement

Variables	Step 1	Step 2	Step 3
Control Variables			
Gender	-0.280	-0.347	0.001
Age	-0.159	-0.075	0.002
Experience	0.041	0.107	0.014
Job Involvement		-0.481**	-0.202**
Person environment fit		-0.080**	-0.055**
Interaction term			
POP* PE FIT			0.295**
R²	0.130	0.328	0.889
ΔR²	0.114	0.309	0.998

The demographical variables are being assumed as control variables in step 1 of linear regression analysis. Perception of organizational politics was taken as dependent variables and intention to leave as independent variable and by putting the person environment fit as moderator term. The result of regression analysis showed that there is a significant positive relationship between perceived organizational politics and intention to leave ($\beta = -0.303, p < 0.001$) in step 2 of the linear regression analysis. The interaction term of person environment fit and perceived organizational politics was also being entered into equation to test H4 of the research study. Beta value show that one unit change in interaction term will bring 0.126 unit change in and intention to leave and hence researcher accept the H4 of the study. The decrease in Beta value from 0.20 to 0.126 indicates that the positive impact of perceived organizational politics on intention to leave is fully moderated by person environment fit. It showed that relationship between perceived organizational politics and intention to leave will be minimal if the employees are fit with work environment.

Table 6: summary of Hierarchical regression for moderating role of person's environment fit between perceived organizational politics and intention to leave.

Variables	Step 1	Step 2	Step 3
Control Variables			
Gender	-0.280	-0.315	-0.011
Age	-0.159	0.30	0.004
Experience	0.041		0.009
Intention to leave		0.303**	
Person environment fit		-0.487**	0.209**
Interaction term			
POP* PE FIT			-0.023**
R²	0.103	0.473	0.789
ΔR²	0.091	0.460	0.987

7. Findings

The influence of perceived organizational politics on the job involvement and turnover intention is significant and it clearly affects the performance of employees. The magnitude of influence varies in the case if employees are fit with environment. The person environment fit must be understood in the beginning of research as its moderating role is under consideration in this research paper. The employees, who are fit with the environment are basically those individuals who don't take influence from the political activities of the organization. They are totally linked to their

own job roles. The employees, who are not fit with the environment, are sensitive in their nature and they are lean to quit the job.

For checking the internal consistency of data Cronbach's Alpha was used. This test examine the data either it is reliable or not for further research. Likert scale was used for recording the response of data.

The research study consist of five hypotheses; the first hypothesis (H1) showed that that there is negative relationship between perceptions of organizational politics and job involvement. The hypothesis (H1) was supported by the previous Literature. The hypothesis (H2) was also being accepted as, it was revealing that there exists positive relationship between perceptions of organizational politics and turnover Intentions (North *et al*, 2005). The hypothesis (H3) was also statistically significant and it was showing that there is negative relationship between perceptions of organizational politics and person environment fit. The hypothesis (H4) of the research study was also being accepted and it was showing that person environment fit will moderate the relationship between perceived organizational politics and turnover Intentions. The last hypothesis (H5) of the study was also statistically significant and it was revealing that person environment fit will moderate the relationship between perceived organizational politics and job involvement.

In simpler words, if the employees are fit with environment then, they focused on their respective job therefore politics does not influence their attitude at that time. This study has proved a positive effect of organizational politics on turnover intentions of the employees and negative effects on job involvement. So, decision makers should mechanize such kind of policies that encourage employees to bring a sense of honor inside the organization.

8. Limitation

Data was collected data from only Lahore, Islamabad, Sargodha and Faisalabad. So the result may vary if data will be collected from all over the employees of Health department of Pakistan.

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